

ORIGINAL

DECEMBER 18, 2019 | 3:00 PM EST

RESPONSE TO REQUEST FOR PROPOSAL FOR

EMERGENCY MANAGEMENT CONSULTING SERVICES

CITY OF KEY WEST
RFP # 002-20

SUBMITTED BY:

CDR MAGUIRE, INC.
Corporate Headquarters
PO Box 771750
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CDR | MAGUIRE
EMERGENCY MANAGEMENT

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1. COVER LETTER

December 18, 2019

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

RE: RFP 002-20 – Emergency Management Consulting Services

Dear Members of the Selection Committee:

CDR Maguire is a full-service Emergency Management and Engineering consulting firm based in Miami, Florida. Our team of knowledgeable professionals has been assisting communities like yourself recover from the Hurricanes that have hit the state over the past five years – Hermine, Matthew, Irma and Michael. Working with our partners, FEMA and FDEM, we have been instrumental in developing a statewide recovery system that works for you, the applicant, in getting your projects obligated and paid faster, so that your community can recover quickly. It is with this intention that we are pleased to submit our proposal for the City of Key West (City) in response to its *Request for Proposal #002-20 for Emergency Management Consulting Services*.

Key West was devastated by Hurricane Irma in September 2017. Almost two years after landfall, Key West is still dealing with getting projects obligated and getting back to normal. Monroe County, the City of Marathon, village of El Portal, Miami Shores and Florida City were/are in a similar situation. Undoubtedly, Key West is asking itself “why is it taking so long to get these projects obligated and reimbursed?”

Monroe County was experiencing similar issues to Key West. Once we began working with the County 3 months ago and implemented our processes, we have been able to obligate 10 projects and collect \$1.5 million while increasing initial damage assessments by \$10 million for items that were initially overlooked or unidentified by the previous Consultant. Our strategy will be the same with Key West.

Issues we have identified and corrected since being activated include:

- Project formulation, including improper guidance of what FEMA considers temporary work, permanent work and DAC; accounting of labor and equipment.
- Multiple projects being submitted instead of grouping equipment and labor together in the 214’s for easier review from FEMA.
- Lack of pre-site inspection and documentation protocol to capture all damages, dimensions, and pictures which resulted in one project increasing from an initial \$235,000 to \$1.3 million.
- Incorrect guidance with insurance and eligibility of claims resulting in projects being reformulated and resubmitted.
- Allowing FEMA site inspectors to make eligibility calls in the field without a representative from the Consultant or the City and just sign off on the site inspections reports.

WHY THE CDR MAGUIRE TEAM IS THE BEST CHOICE FOR THE CITY OF KEY WEST

- **Faster reimbursements.** Our clients get their projects reimbursed quickly. Collier County (Irma) has \$58.7M projects paid out of their \$74M obligated projects. Bay County (Michael) already has \$169M of their projects paid of their \$205M Obligated.
- **Proven process for the state of Florida.** Time and time again, we have shown that our process works for you. We have assisted the largest communities in Florida through both Hurricanes Michael and Irma (Bay, Collier, Monroe) and all are still our clients.
- **Cost conscious.** With FEMA’s project management costs capped at 5% every single dollar counts. We make sure to keep our costs down, either by splitting housing costs between projects, or working remotely when possible and providing on-site & off-site rates thereby reducing travel costs.
- **Proficient with FEMA’s Grant Portal.** We know how to make the Portal work for you, the applicants, as we have been supporting applicants in FL since its initial roll out in 2017.
- **CDR Maguire Headquarters - Miami, FL.** Our headquarters are located right outside the Keys in Miami, FL. We are intimately aware of Florida Keys issues.

Why CDR Maguire? Because we will try our hardest to get the same results for the City of Key West. Here's how!

We get our clients reimbursed faster. For Hurricane Irma, our client, Collier County, had the "first" Project Worksheet (PW) obligated, the "first" Category A-Debris PW Obligated, and the "first" Request for Reimbursement (RFR) paid in the state. This success was carried over to Bay County during Hurricane Michael recovery, where the county has **received** payment for over \$150M just 12 months from the incident. Furthermore, we have been retained by Monroe County for Irma support, and have already been able to increase initial assessment amounts by \$10 million and receive \$1.5million in payments that had been tied up in the recovery process for over two years.

We are cost conscious. One of the largest impacts that the Disaster Recovery Reform Act of 2018 had on smaller communities, is that local governments are capped at 5% of total damages (less insurance) to submit as project management costs. Being no stranger to the Keys, we understand how housing costs alone can eat into the budget. Having the ability to spread costs with other applicants close by (Monroe County) and working remotely, therefore having on-site rates and off-site rates, will make sure your project management costs go further.

We know how FEMA's Grant Portal should work for you. Since 2017, alone, we have assisted dozens of local government applicants (including county-cities-towns consortiums) and several states in navigating FEMA's Grant Portal process. Engaging with local governments, we have been able to see first-hand how the portal process needs to work for you, the Applicant, and not just FEMA. Being aware of how to structure Damage Inventories (DI), navigate the Grants Portal and answer Essential Elements of Information (EIs) will ensure your projects are running through the queues and into obligation status, speeding up your recovery and reimbursement.

Most importantly, you can count on us - Our team is very selective on the number of contracts and commitments we pursue so that our clients can be assured of the capacity, commitment and delivery of quality personnel to them, especially when there are large-scale /catastrophic disasters that can, for example, with larger firms, compromise and potentially pull away those dedicated resources. As the needs of the City evolve (before, during, and after disasters), our flexible organizational structure will always be able to adapt to meet and/or exceed those needs.



CONTACT INFORMATION

CORPORATION NAME	STREET ADDRESS	MAILING ADDRESS
CDR Maguire, Inc. (CDRM)	16267 SW 157 Avenue Miami, FL 33187	P.O. Box 771750 Miami, FL
PHONE / FAX NUMBERS	WEBSITE	EMAIL
(305) 807-5016	www.cdr-em.com and www.cdrmaguire.com	Carlos.Duart@cdrmaguire.com

As President and CEO of **CDR Maguire, Inc.**, I am authorized to represent, negotiate and sign any agreement which may result from this proposal. I am also authorized to legally bind **CDR Maguire, Inc.** and comply with the requirements and arrangements stated in the RFP.

We look forward to the opportunity of working on this very important contract for the City and encourage you to contact any of our references as a testament of our performance. Please feel free to contact me at (305) 807-5016 or by email at Carlos.Duart@CDRMaguire.com, if you need additional information.

Sincerely,

CDR Maguire, Inc.

Carlos A. Duart

President

Carlos.Duart@CDRMaguire.com

(305) 807-5016



2. RESPONSES TO THE RFP

A. COMPANY INFORMATION

ORGANIZATION CHART, NUMBER OF EMPLOYEES, FOUNDING AND HISTORY



CDR Maguire Inc. was founded in 1938 and is a Hispanic-owned, nationally recognized firm headquartered in Miami, Florida. **CDR Maguire** has been assisting clients recover from disasters since 1958. Its Emergency Management Division was reestablished in 2009 and specializes in providing consulting services with a focus on FEMA Public Assistance (PA); 404 and 406 Hazard Mitigation Grant Program (HMGP); Federal Highway Administration (FHWA); Emergency Relief (ER) Program; Disaster Debris Monitoring, Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Services (NRCS). We have been serving communities throughout Florida since 2013 and are currently serving Monroe County, Bay County, Collier County, and Gulf County with their Public Assistance programs. We are a national firm with contracts in Texas, Massachusetts, California, Colorado, and Kentucky and are known for our response time and quality of work which has encompassed successfully managing over \$5 Billion of disaster recovery funds since 2009. The firm currently has 154 full-time employees (FTEs), of which 60 are full-time employees in our EM Division. In addition, we have a cadre of on-call disaster recovery specialists and architectural/engineering, construction services, financial/accounting and audit experts, GIS Specialists and other specialists and support personnel who we can quickly mobilize and commit to any task order assignment needed for our clients and the City of Key West.

ORGANIZATIONAL CHART



SCALABLE RESOURCES

PROJECT ENGINEERS | EHP SPECIALISTS | GIS SPECIALISTS | CLOSEOUT SPECIALISTS GRANT SPECIALISTS | DATA ANALYSTS | SITE INSPECTORS | CONSTRUCTION MANAGERS | ADMIN STAFF | AUDIT/APPEALS SPECIALISTS | DAMAGE ASSESSMENT SPECIALIST | OPERATIONS MANAGER | PUBLIC ADJUSTERS





EMERGENCY MANAGEMENT CONSULTING SERVICES

RFP # 002-20

Together with our partnering firms of **Synergy Disaster Recovery, LLC**, **iParametrics Inc.**, and **K2 Project Management Solutions, LLC**, we have assembled a team with unparalleled disaster recovery and grant management experience with specific expertise in the State of Florida.



Synergy Disaster Recovery LLC (SDR) is a women-owned small business (WBE/WOSB) and emergency management firm that provides essential resources to state and local governments to avoid a secondary disaster as they prepare for and recover from disasters. Established in 2019 as a strategic partner to **CDR Maguire**, our staff includes former public agency and private sector emergency management professionals who have overseen billions of dollars in recovery projects throughout the country, including Florida, Texas, Colorado, California, Kentucky, Rhode Island, Massachusetts and Connecticut.

The firm specializes in providing consulting services with a focus on FEMA Public Assistance (PA); 404 and 406 Hazard Mitigation Grant Program (HMGP); Federal Highway Administration (FHWA); Emergency Relief (ER) Program; Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Services (NRCS). Headquartered in Louisville, Colorado, SDR's vision is "Setting the Standard in Disaster Recovery." The firm's staff has consistently been recognized throughout the industry as thought leaders, innovative thinking, client-focused deliverables, and getting clients reimbursed expeditiously following a disaster, especially after the introduction of FEMA's Grant Portal. The firm's professionals further offer a proven track record in successfully developing comprehensive, compliant and effective hazard mitigation and emergency plans and processes for their clients and impacted communities.



iParametrics was founded in 2003 in Atlanta, Georgia to provide a diverse range of homeland security, program management, emergency management, resilience, and data analytics services and consulting to federal, state, and municipal clients throughout the United States. iParametrics is an SBA and ISO 9001:2008 qualified small business. The firm has proven past experience for the U.S. Army Corps of Engineers (USACE), the Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), and the Department of Energy (DoE), among others. iParametrics' team members have supported estimating projects in 24 countries, all 50 states, and five United States territories. The firm specializes in delivering a full range of emergency management, resilience and security related support services and serves as a consultant to numerous local and state governments as well as a subconsultant to **CDR Maguire** on other disaster services contracts. The firm has been providing emergency preparedness, management and recovery consulting support to a broad range of municipal, federal, state and federal clients throughout the country since 2005, including in Rhode Island, and have supported over 60 federally declared disasters.



K2 Project Management Solutions, LLC (K2) was founded in 2016. K2 is a SDVOB, Section 3 and HUBZone firm that specializes in Disaster Grant Management, IT Consulting, and Program / Project Management Services. With over 20 years of personnel experience in these areas, the firm has extensive experience in managing disaster recovery programs including FEMA Public Assistance (PA), Hazard Mitigation Grant Program (HMGP) and Community Development Block Grants-Disaster Recovery (CDBG-DR).



SERVICE AREAS / CAPABILITIES

The **CDR Maguire Team** welcomes the opportunity to continue working with the City of Key West in providing comprehensive emergency planning, disaster recovery, and hazard mitigation program services. We have been successfully providing a national “one-stop shop” emergency management, A/E and construction support services to local governments throughout the State of Florida and other local and state agencies throughout the Nation for over 50 years. Our Emergency/Disaster Services include FEMA’s Public Assistance (PA), 404 and 406 Hazard Mitigation Grant Program, Federal Highway Administration (FHWA) Emergency Relief (ER); Housing and Urban Development (HUD); Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Service (NRCS). Our service area covers from Florida to California to Massachusetts.

FINANCIAL INFORMATION, BANKRUPTCY AND LITIGATION

CDR Maguire will provide our last two (2) years of audited financial statements as well as our most recent un-audited accrual basis financial statement if requested. The firm is expected to generate \$30 million in gross revenues in 2019, with an average of \$27 million over the past 3 years. The firm has net working capital of approximately \$4.5 million dollars as of September 30th, 2019 and maintains two (2) Lines of Credit totaling \$5 million dollars. Our outstanding balance on our line of credit was \$950,000 as of the date of this proposal. CDR Maguire has a \$30 million bonding capacity, with \$0 encumbered. We are well capitalized to perform the Scope of Services.

Carlos Duarte purchased The Maguire Corporation and its affiliates in July 2009. Subsequent to the purchase, Mr. Duarte proceeded to reorganize the Company under Chapter 11 to protect it from misrepresentations made by the previous owner and management. The purpose of the filing, which took place on October 24, 2011, was to bring forward quickly and eliminate (1) possible significant litigation that had been represented as resolved at the time of the acquisition and (2) adjust legacy agreements (golden parachute payments) made by previous management with the company for its misrepresentations. CDR Maguire Inc. emerged from the Chapter 11 reorganization in eight months on August 27, 2012 under the new name, CDR Maguire Inc. As of the date of filing, the Company owed \$ 1.7 million to subconsultants. The reorganization plan was to pay 100% of these obligations within 9 months upon emergence of the Chapter 11 reorganization and were completed on time as provided for in the plan. In addition, \$950,000 of obligations to a separate class of creditors (mostly the previous owner(s) and former management) is to be paid yearly over a 5-year period. CDR Maguire completed those payments in September of 2016. Most importantly, not a single client of CDR Maguire discontinued its contract with the company, nor did the company terminate any contract, during the Chapter 11 process and all jobs were completed successfully.

LITIGATION HISTORY

CDR Maguire, Inc. certifies that in relation to work as described in the scope of services, it has not had or has:

- Any current claims, arbitrations, administrative hearings, mediations or lawsuits related to the described Scope of Services
- A contract terminated by a city, county, or other governmental entity, EVER
- Administrative fines, liquidated damages, civil penalties, or other penalties assessed against or deducted from our contract in any amount
- Any instance where it has paid ANY AMOUNT to settle a dispute with a governmental entity related to the described Scope of Services.
- Any pending lawsuits related to the described Scope of Services
- Any judgements from lawsuits related to described Scope of Services.



SUMMARY OF CURRENT WORKLOAD

CDR Maguire has provided a list of our current contracts as part of Attachment C, under Attachment and Forms Section in this proposal.

With our current contract workload for disaster activated and non-disaster services contracts, we have more than ample personnel and resources to provide any and all services requested by the City of Key West in this Emergency Management Consulting Services contract. As earlier mentioned, our team is very selective on the number of contracts and commitments we pursue so that our clients can be assured of the capacity, commitment and delivery of quality personnel to them, especially when there are large-scale / catastrophic disasters that can, for example, with larger firms, compromise and potentially pull away those dedicated resources.

Current Contracts Table



NAME OF PROJECT	OWNER	VALUE	CONTRACTED COMPLETION DATE	%OF COMPLETION TO DATE
Hurricane Irma, DR-4337	Monroe County, FL	\$574,000	02/2020	40%
Hurricane Michael, DR-4399	Bay County, FL	\$5,085,000	02/2020	50%
Kentucky Severe Storms, DR-4428	State of Kentucky	\$1,073,000	02/2020	90%
Massachusetts Severe Winter Storm, DR-4110	State of Massachusetts	\$1,388,450	03/2020	85%
Hurricane Michael, DR-4399	Gulf County, FL	\$600,000	06/2020	65%
Hurricane Michael, DR-4399	City of Parker, FL	\$484,000	08/2020	90%



B. QUALIFICATIONS

PERSONNEL QUALIFICATIONS

The CDR Maguire Team offers a wealth of highly qualified and experienced core, key project team members committed to the City of Key West and this contract, who are full-time employees of the firm, as well as a large cadre pool of other specialized support personnel and subject matter experts to meet all of the tasks outlined in this RFP's Scope of Services. The entire CDR Team offers comprehensive understandings of local, state, and federal regulatory requirements applicable to FEMA, the State of Florida, local governments and other local, state and federal programs and agency requirements, the disaster/emergency management industry, operations, processes and goals. Since 2017, with the launch of FEMA new Grants Portal, we believe CDR has set the standard with FEMA and State of Florida requirements. Our success since 2017 with Bay County and Collier County, and most recently over the past 3 months with Monroe County, attests to that fact.

PROPOSED STAFF FOR KEY WEST



FIRM	NAME	POSITION	YRS. EXP.	RELEVANT EXPERIENCE SUMMARY
CDR	David Weaver	Project Manager	15	Has 10 years FEMA PMP. Worked on over 20 disasters across the US. Collier and Gulf Counties. Immediately available
CDR	Katrinka Bailey	Assistant Project Manager	7	Public Assistance, Closeout, Debris and Data Management, Grants Portal. Current PM in Monroe County
CDR	Heber Mendez	Public Assistance Spec.	3	Master's in Emergency Management; Grants Portal specialist; Collier County; Bay County
CDR	David Papin	Sr. Public Assistance Spec.	13	Assisted with formulation of over \$40 million Category B PWs; Bay County
CDR	Misty Berryman	Sr. Closeout Specialist	15	Over 25 disasters; Collier County and State of Massachusetts
SYN	Tracy Doyle	Client Liaison	22	Assisting the State of Kentucky implementing it's first "State-Led" Disaster Recovery in 2019
SYN	Joseph Gross	Subject Matter Expert	7	CAT A – Debris Subject Matter Expert
SYN	Michael Garner	Sr. Planner	18	Hazard Mitigation Specialist
K2	Ken Beningo, PMP	Subject Matter Expert	25	CDBG-DR expert, directed over \$1 billion in CDBG funds
IP	James Coyne	Planner, Trainer	29	Training Expert with 29+ yrs of experience
IP	Jeff Stevens	Planner, Trainer	7	Certified Emergency Manager
IP	Andrea Young	Planner, Trainer	6	Master Exercise Practitioner/Trainer

Full Resumes of Key Personnel demonstrating academic training and emergency management employment / experience can be found in Attachment D.



EMERGENCY MANAGEMENT CONSULTING SERVICES

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LIST OF FEDERAL, STATE AND LOCAL FEMA REIMBURSEMENTS SUCCESSFULLY SECURED OVER THE PAST 5 YEARS

CLIENT	DATES	DISASTER	ESTIMATED DAMAGES	DEBRIS MONITORING	PUBLIC ASSISTANCE	HAZARD MITIGATION	PLANNING/ EXERCISES
FLORIDA							
Monroe County, FL	2019	DR-4337	\$55M		X	X	
Bay County Consortium, FL	2018-current	DR-4339	\$600M	X	X	X	
Collier County Consortium, FL	2017	DR-4337	\$250M	X	X	X	
FDEP (Irma & Matthew), FL	2016-current	DR - 4283 & DR-4337	\$100M	X			
Flagler County, FL (Irma & Matthew)	2016-current	DR - 4283 & DR-4337	\$31M	X	X		X
Flagler Beach, FL (Irma & Matthew)	2016-current	DR - 4284 & DR-4337	\$6M	X	X		
Jackson County, FL	2013-current	DR-4177 & DR-4337	\$28M	X	X		X
CALIFORNIA							
City of Livermore, CA	2017	DR - 4301 & DR - 4305	\$115M		X	X	
East Bay Regional Park District, CA	2017	DR - 4301 & DR - 4305	\$25M		X	X	
COLORADO							
Boulder County, CO	2016-current	DR-4145	\$130M		X		
Larimer County, CO	2013-current	DR-4145	\$85M	X	X	X	X
El Paso County, CO	2016	DR-4145	\$20M		X		
City of Boulder, CO	2013-2014	DR-4145	\$24M		X	X	



EMERGENCY MANAGEMENT CONSULTING SERVICES

RFP # 002-20

CLIENT	DATES	DISASTER	ESTIMATED DAMAGES	DEBRIS MONITORING	PUBLIC ASSISTANCE	HAZARD MITIGATION	PLANNING/ EXERCISES
KENTUCKY							
Kentucky Emergency Mgmt	2019 - current	DR-4428	\$30M		X	X	X
MASSACHUSETTS							
Massachusetts Emergency Management Agency (MEMA)	2014 - 2016	DR-4110	\$154M		X		
MISSOURI							
Metro St. Louis Sewer Dist., MO	2016 - current	DR-4250, DR-4317	\$30M		X	X	
TEXAS							
La Marque, TX (Harvey)	2017-2018	DR-4332	\$5M		X		
Rowlett, TX	2015 - 2017	DR-4255	\$3M	X	X	X	X

THREE (3) EXAMPLES OF FEMA PUBLIC ASSISTANCE (PA) ADVISORY SERVICES SUBMITTED, INCLUDING PRICING METHODOLOGY USE

EXAMPLE 1	HURRICANE IRMA IN MONROE COUNTY, FL (2019)
ISSUE	Two years after Hurricane Irma, Monroe found itself frustrated with the lack of progress in getting projects obligated and reimbursed for its recovery efforts. After terminating their contract with their former consultant, CDR Maguire was retained in October of 2019 to assist the County getting their projects obligated and reimbursed.
SOLUTION APPLIED	CDR Maguire quickly launched a team to the County to assess and formulate a strategy that would concentrate efforts on getting projects and funds moving through the State and FEMA queues. Our team was able to quickly organize and clean up previous project documentation from the previous consultant and implement a strategy that has been very successful in the past three months.
OUTCOME	In the past three months alone, CDR Maguire has been successful in getting 10 projects obligated, \$1.5M in reimbursements and increased initial assessments by over \$10 million for Monroe County.
PRICING METHODOLOGY	Time and Expenses. We proposed to have both on-site rates and off-site rates in order to reduce expenses when physical on-site presence of support staff was not necessary. With GSA rates exceeding \$300 per day from October through April, expenses would have equaled if not surpassed hourly labor charges.



EXAMPLE 2

HURRICANE MICHAEL IN BAY COUNTY, FL (2018-19)

ISSUE

Bay County, FL is currently running the “largest locally led debris operation in FEMA’s History” at over \$300M. With over \$200M in expended funds, the County was in dire need of expedited funding from the State and FEMA to keep its recovery efforts going.

SOLUTION APPLIED

CDR Maguire implemented an innovative “Monitoring the Monitor” program, which provides in-depth oversight to the debris operations. This includes a thorough review of the County’s Debris Monitor’s ADMS system which provides required documentation for Category A reimbursement. Through our efforts, we were able to immediately identify and resolve issues with the system within weeks of starting operations versus months or years down the road, where it would have been too late to fix and potentially would have resulted in hundreds of millions of dollars in de-obligations.

OUTCOME

As a result of our “Monitoring the Monitoring” process, we were able to successfully explain our review and auditing process to both FEMA and FDEM, which resulted in Bay County negotiating an arrangement in which over \$159M was obligated and dispersed to Bay County within one year of operations – a record in the State of Florida.

PRICING
METHODOLOGY

Time and Expenses.

EXAMPLE 3

HURRICANE IRMA IN COLLIER COUNTY, FL (2017-18)

ISSUE

Collier County was one of the largest counties hit by Hurricane Irma. With over \$100M in Damages from Hurricane Irma after insurance reductions of over \$50M, the County and State were also implementing FEMA’s Grant Portal Process for the first time in the state.

SOLUTION APPLIED

CDR Maguire responded the day after impact to the County’s Emergency Operations Center to provide emergency technical assistance to the County, who did not have a disaster recovery consultant on board. **CDR Maguire** was able to quickly mobilize and deploy over 25 emergency management professionals at a time where resources throughout the country were strained as a result of back to back storms - Hurricane Maria, Irma and Harvey.

OUTCOME

To date, the County has received over \$74M in obligated projects and over \$58M disaster recovery funds reimbursed to date. This project would create many “firsts” throughout the State for Irma’s recovery. The first PW obligated, the first Category A PW obligated, and the first Request for Reimbursement “RFR” processed in the State of Florida.

PRICING
METHODOLOGY

Time and Expense.



C. PROGRAM APPROACH AND PRICE

CDR Maguire has been setting the standard in disaster recovery in the State of Florida since FEMA's new PA Model and the Grants Portal came into existence in 2017. Through our experiences with Hurricane Irma and Hurricane Michael, we have come to understand that the new PA model has put a substantial amount of responsibility on you the applicant. To be successful, it is essential for you to know about the critical touchpoints in the Grants Portal; and understand clearly as to what you are agreeing to when you "sign off" on your Damage Inventory (DI), Site Inspection (SI) report, Detailed Damage Description (DDD) and final review. As part of our best practices, we will provide you with a detailed checklist to follow along these critical paths, and will assist you every step of the way as you properly identify damages, compile accurate and complete documentation, and support eligibility from FEMA obligation through FDEM reimbursement.

In 2017, **CDR Maguire** began providing training on FEMA's PA Model and the Grants Portal. We taught classes at the Florida's Governor's Hurricane Conference, the Florida Emergency Professional Organization and several other conferences, Nationwide. To further hone our skills, **CDR Maguire** also had the rare opportunity to provide state-led support in Kentucky (KYEM). In Kentucky, our team's duties included supplying Program Delivery Managers (PDMGs), which is a role that would typically be provided by FEMA. This gave us the opportunity to attend the same trainings that FEMA provides to their staff. This "look behind the curtain" proved extremely valuable as we strategize, daily, for each of our clients. Knowing what FEMA requires of their own staff gave us the opportunity to customize our processes to work in sync with their goals and objectives, resulting in working *smarter*, not harder.

Relationships are of the utmost importance to **CDR Maguire**. In addition to a great working knowledge of the current process, we have developed collaborative relationships with our partners at the State level with FDEM, and on the federal level with FEMA Region IV and the Consolidated Resource Center (CRC). Leveraging these relationships is often the difference between spinning your wheels for weeks or months or picking up the phone and getting the problem resolved immediately. FEMA's Public Assistance policies are complex and often require interpretation. Our ability to get FEMA and/or FDEM's opinion on a question has saved our clients millions in disaster related expenses, and countless hours in time.



When required, 100% of the work of this project will be performed onsite, at the City's preferred office/site location(s). However, many of our clients are starting to rethink on how best to spend their "Project Management Costs" as a result of the new Disaster Recovery Reform Act (DRRA) of 2018, which limits local applicants 5% of actual eligible PA projects after insurance and any other adjustments. This is especially important within the Keys, as onsite lodging can be quite expensive and can run through your budget quickly.

As a result, many of our clients have moved to a combination of onsite and offsite support to keep travel related expenses lower. We understand that the City's needs and preferences may change through time and are flexible. Whether work preference is to be conducted at a physical location or virtually from another, we possess the technological capabilities (i.e. SharePoint, Online Meeting Collaboration, etc.) and know how to adapt and provide all of the necessary personnel and technical resources to support the City on this Emergency Management Consulting Services contract.

Want to know more about our work? As a testament of our relationships and performance, we encourage you to just ask our clients.



Management Plan

CDR Maguire recognizes the importance of identifying and implementing effective management techniques to support our clients. We understand that this engagement will potentially have entities that are not alike and, therefore, we adapt our management structure to maximize client support.

Our team is also committed to developing a strong working relationship with your staff, as we have done with all of our clients. The better we get to know one another, the more we can support each other through the challenges of recovery. Throughout the recovery process, we will set up daily, weekly or monthly meetings, to keep you well informed about your recovery and specific challenges and opportunities ahead. We will be a partner you can trust, keep your best interest at heart, while we continue to set the standard in disaster recovery.

CDR MAGUIRE'S CORE PROJECT PRINCIPLES

 ESTABLISH REALISTIC SCOPE, SCHEDULE AND BUDGET.

 RECOGNIZE AND UNDERSTAND THE PROJECT STAKEHOLDERS.

 KNOW THE PROJECT/DISASTER REQUIREMENTS.

 BE AN EXTENSION OF THE CLIENT.

 PROVIDE QUALITY IN EVERYTHING WE DO.

 WE UTILIZE BEST PRACTICES IN THE INDUSTRY.

To best support each entity individually, while maintaining unity, we propose the following management approach. Each entity that elects to engage our services will establish its own individual task order, outlining overall goals, schedule, and milestones. The task order will be assigned to a dedicated lead that will serve as the main point of contact.

When a Task Order is issued, the dedicated lead will spring into action with the right mix of personnel needed to accomplish the mission, selecting from our pool of resources that may already be on-site or available through our reach back support.

Our operations for each Task Order will be guided by the *CDR Maguire Project Plan* and the following **CDR Maguire's** Core Project Principles:

- ✔ **Establish Realistic Schedule and Budget:** Each project and disaster is unique with its own demands, requirements, and solutions. While some may have similar characteristics; their specific deliverables and needs can vary greatly. Establishing a project-specific timeline, as previously discussed, significantly aids in developing a realistic project schedule, and thus a realistic budget with cost controls built-in.
- ✔ **Recognize and Understand the Project Stakeholders:** The **CDR Maguire Team** is aware that the projects resulting from this contract will have a significant effect on the livelihood of the City's residents. With that in mind, our team's mission is to always have a positive effect on both internal and external stakeholders. **CDR Maguire** will create a stakeholder register to ensure that stakeholders are being informed in a proper and timely manner. We can provide the research and wisdom to know what stakeholders are most valuable to your recovery and ensure their engagement. A successful long-term recovery is the goal of every citizen in the City.
- ✔ **Know the Project/Disaster Requirements:** To further ensure a successful recovery effort, a team must be thoroughly familiar with what is required; those elements—from both an operational and administrative perspective—that are not only shared with all projects, but also the project-specific requirements.



The **CDR Maguire Team** has proven that it achieves this element better than most by its process of fully vetting a project and ensuring the appropriate personnel are involved from inception to completion.

- ✔ **Be an Extension of the Client:** As the City’s representative, we are charged with ensuring your success. The **CDR Maguire Team** prides itself on being able integrate with our clients’ teams. Unlike other firms that will show up after a disaster and try to take control of the situation, **CDR Maguire** exists to serve our clients. We will offer every member of your team the opportunity to learn as much as they desire about the recovery process and hopefully leave them better prepared for future disasters.
- ✔ **Provide Quality in Everything We Do:** Quality cannot simply be limited to one or even a few areas of operations. It must be a part of an organization’s entire philosophy, built in at the onset and carried through in every accomplishment. The **CDR Maguire Team** has established numerous quality assurance / quality control (QA/QC) measures that we will utilize as part of this contract as well. Work ethic, honesty, reliability, accountability and integrity is of the utmost importance to the **CDR Maguire Team**. These traits, not just in one’s work but in one’s character, cannot simply be limited to one or even a few areas of operations. We have put together the tools and resources, such as SOPS and project trackers, to ensure quality radiates through every task on every project.
- ✔ **We Utilize Best Practices in the Industry:** The **CDR Maguire Team** has been providing emergency management and engineering services throughout the Nation over the past 80 years. However, we will not be complacent. We use our experience as a tool for continuous improvement. We aim to be part of the cutting-edge industry seeking to rapidly incorporate best practices or innovate when solutions are needed.

FEMA Public Assistance (PA) Advisory Services- 4 Phases

Disaster Recovery can be broken into several phases: Project Initiation, Project Worksheet Formulation and Processing, Project Worksheet Management and Reimbursement and Closeout.

Phase 1: Project Initiation (0-3 Months)

Upon contract activation, CDR Maguire will deploy an advanced team consisting of representatives from corporate leadership and Subject Matter Experts (SMEs) in fields such as finance, procurement, engineering and debris.

The Advance Team will conduct a kick-off meeting with City stakeholders. The objective of this meeting is to develop an Engagement Framework to strengthen working relationships amongst stakeholders by focusing on how best to effectively communicate and coordinate.

Phase 1 Milestones and Deliverables

- Kick-off meeting
- Exploratory Call and Recovery Scoping Meeting
- Determine needs and additional resources required
- Complete Damage Inventory

Additional Resource Activation

Following the kickoff meeting, the **CDR Maguire Team** will activate other team members or resources, depending on the needs of the City. **CDR Maguire** maintains a cadre of disaster recovery specialists and engineers along with subject matter experts such as grant managers, cost estimators, public assistance, hazard mitigation, debris, closeout and procurement specialists who will assist in the project formulation, management and closeout phases.





Phase 2: Project Worksheet (PW) Formulation and Processing (3-7 Months)

During the Project Worksheet (PW) Formulation and Processing phase, the **CDR Maguire Team** will work with the City to ensure that all sites that have been damaged during the disaster are captured, that all eligible expenses are gathered, and that the scope of work (SOW) documents and damage descriptions written by FEMA are accurate. We have found that the preliminary damage assessments completed in the early phase of a disaster are not always accurate and additional site visits may be required.

As a best practice, we advise our clients to have a representative who is familiar with PA eligibility and who has intimate knowledge of their infrastructure to escort FEMA on the site visits. This step ensures data is captured correctly on the front end versus months later which can simplify the PW formulation process and expedite overall recovery.

Key functions in the PW Formulation and Processing phase are:

- Site Visits
- Identify feasible mitigation opportunities
- Analyze improved or alternate project opportunities (e.g. PAAP projects)
- Upload documentation into Grants Portal
- Answer Essential Elements of Information (EEl)s
- Answer Requests for Information (RFIs) from the CRC

Phase 3: PW Management (7-12 Months)

By this phase of the project, **CDR Maguire** will have been working very close with departments and will have been able to identify and establish process documentation and training opportunities for the disaster recovery processes. ***Our goal is always to leave a client better prepared to meet the challenges of the next potential disaster, without having to rely on outside assistance unless desired.***

Key Functions in PW Management phase are:

- Scope Change and cost overruns on permanent projects
- Prepare and Review Bid Packages
- Procurement Reviews

Phase 4: Reimbursement & Closeout (12 Months up to 3+ Years)

CDR Maguire's team of experts in federal and state grant management offer an unprecedented level of support to maximize efficiency and reimbursement. We accomplish this by having the end-result, Project Closeout, in mind. We prepare our FEMA request for reimbursement (RFR) packages as "closeout ready". This allows us to document and capture items when they are still fresh, so efforts do not have to be duplicated later in the process, reducing the risk of missing or lost documentation. It also has the added benefit of controlling costs by not requiring a significant staff to manage the closeout process of a disaster.

Key functions in the Reimbursement/Closeout Phase include:

- Write Requests for Reimbursements to FDEM
- Requesting formal closeout from funding source(s)
- Audit/Appeals

We have an insurance specialist who is available, if needed, to review or audit any insurance issues as they arise. Our coordination will complement the work currently being performed by your insurance assessors, use the data to build your damage inventory for FEMA, and avoid any duplication of benefits.

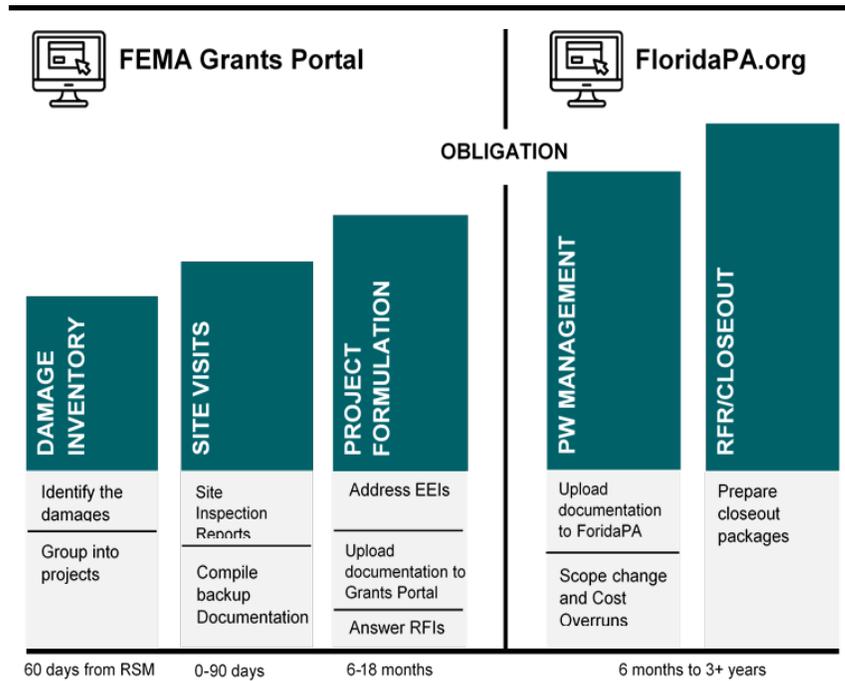


FEMA Grant Portal, Florida PA and City of Key West SharePoint Site

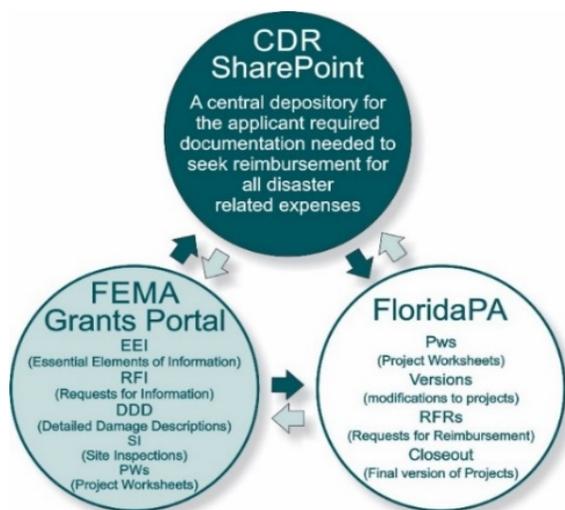
Over the past few years, the FEMA Public Assistance (PA) Program has made several changes to create a program that is consistent, efficient, and accurate.

The FEMA Grants Portal is designed to keep the entire recovery process transparent and is the best resource for applicants to check on the status of their project worksheets.

Our CDR Maguire Disaster Team has worked right alongside FEMA and even provided recommendations that have been implemented into their software to make it more user friendly. We are currently working with applicants throughout the United States and are becoming recognized as experts in the FEMA Grants portal.



The **CDR Maguire Team** will establish a City of Key West SharePoint site as a user friendly, easily accessible, central repository for information. The FEMA Grants Portal will work hand in hand with the SharePoint site throughout the FEMA Process, such as gathering information from Grants Portal and incorporating it into customized status reports that are disseminated to stakeholders and saved in the SharePoint Site.



Post Project Obligation, the SharePoint Site will still be utilized as the central repository for documentation needed for the next phases of the grant administration. Information from both the Grants Portal and SharePoint will be used in Florida PA for project reimbursements, versioning and closeout.

By spending the time working in the Portal, we have developed a Standard Operating Procedure (SOP) and Disaster Pro Workbook that allows us to speed up recovery. **CDR Maguire** is *leading the competition* in successfully getting projects through obligation in the Portal.

We have created a procedure that takes the burden off FEMA and allows us to maximize recovery in a timely manner. Our expertise in project development has been proven to work right along with the New FEMA model.

We have seasoned project writers that ensure all angles are covered when developing projects for our applicants. This method ensures our projects make it through the FEMA process seamlessly and speeds up recovery.

CDR Maguire has experienced a tremendous amount of success in operating within the new FEMA Model, including **the first PW obligated in the FEMA portal for Hurricane Irma in Collier County, FL**. Our staff has practice in navigating through the Portal and assisting our applicants with satisfying all requirements.



The Portal process is labor intensive and will require a committed staff to ensure recovery is done effectively and efficiently. Time and time, again, we have proven our ability to provide highly qualified and committed staff to our Florida and other local and state government clients, no matter the size, quantity, expansiveness, or duration of the disaster(s) and we look forward to meeting, or exceeding, the City of Key West's needs and expectations, as well.

Understanding FEMA and FDEM's new processes is essential for success. Using data from the Portal and SharePoint, we have created the Disaster Pro Workbook that can be customized for the City to capture overall disaster status in addition to individual projects. It captures a wealth of data, including total out of pocket expenses, insurance proceeds, small project costs, amount reimbursed by FDEM and much more.

FEMA 404 and 406 Hazard Mitigation Expertise

We understand the risks and vulnerabilities facing the City of Key West, and together will work with your staff to identify how to repair and rebuild in a more resilient manner. The **CDR Maguire Team** will work with the City to maximize your 406 mitigation opportunities on projects. We do so by at the very beginning of the Public Assistance process, identifying potential mitigation measures during site visits and damage inspections. Before sending any project up to FEMA's CRC for obligation, we will perform a second review for any missed mitigation opportunities and present any findings to your staff for consideration. Only then, do we submit the project up through the Grants Portal for FEMA obligation.

As for HMGP (404) funding, we will work with your staff to identify projects already in your Hazard Mitigation Plan that we may want to consider putting forward to FDEM, and explore any other project opportunities that may have resulted from an event, ensuring that those projects are reviewed not just from an eligible perspective, but from a cost-effective and technically feasible perspective before assisting the City in preparing the appropriate application. As part of our comprehensive grant management services, the **CDR Maguire Team**, can easily take the lead on preparing applications, performing Benefit-Cost-Analysis (BCA), preparing bid documents and monitor construction to ensure your projects not only get funded, but stay funded throughout completion.

Financial and Grant Management Support

One of the most frustrating aspects of the entire disaster recovery process is keeping track of individual project progress, in addition to cash flow. With the dizzying array of disaster recovery software projects in the market claiming to be the "perfect solution", we've come to realize clients typically don't have the time to learn a new system, and furthermore, most system output is simply exported to an Excel Spreadsheet or PDF at the end of the day.

As such, **CDR Maguire** has invested in providing clients with "**Low Tech for High Efficiency**" solutions, that not only promote efficiency and cost-effectiveness, but also align with the needs and capabilities of our clients. These solutions, all Excel-Based, and have proven very effective in tracking and managing projects, costs, identifying issues and providing accountability and situational awareness. Better yet, since most of our clients use Excel on a day-to-day basis, there is little, or no training needed to implement. Our solution has proven to be so effective, that we were asked by the Massachusetts Emergency Management Agency (MEMA) to develop these trackers to use for sub-applicants throughout the state to aid in their next recovery.

“ CDR Maguire also developed complex tracking tools and standard operating procedures. Due to their exemplary performance, MEMA has extended the CDR period of performance through 2019. ”

THAD J. LEUGEMORS, PMP

Mitigation and Recovery Section Chief | State Recovery Officer



Public Insurance Adjustment Support

CDR Maguire will provide insurance and risk management professionals that have experience in reviewing and applying insurance benefits to specific projects in the FEMA Public Assistance Program. These professionals will review the determinations made by FEMA to ensure they are accurate, correctly applied and in compliance with applicable FEMA policies.

CDR Maguire will provide the following services:

- Review and assess the insurance policy, and provide a detailed overview
Contact the insurance company adjuster to schedule future meeting and formulate the scope of damages
Conduct on-site evaluation of the damaged property, and create a detailed written estimate of damages for submission to the insurance company adjuster, according to the insurance company's standard accepted practices
Expedite the claim recovery process to avoid shortfalls of cash flow

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

Through our strategic partner, K2 Project Management Group, LLC, CDR Maguire has proven industry leaders who, together, have supported the recovery of over 10,000 brick and mortar, manufactured, and modular homes, through HUD and FEMA. K2 has participated in the execution of multiple housing projects throughout the Nation and brings experience in all major aspects of recovery operations, including grant management, administrative functions, compliance, operations, and QA/QC. Drawing from best practices realized throughout the country, our team can support the City in the planning, administration and implementation of eligible CDBG-DR activities. This will include conducting unmet needs assessments that identify type and location of the community's disaster recovery needs, especially in the three core aspects of recovery – housing, infrastructure, and the economy. The CDR Maguire Team can also assist with the development and submittal of HUD's required action plan and any amendments, performance reporting, and grant closeout required. We will develop policies and procedures for implementing CDBG-DR funded programs and activities including oversight and monitoring, while maintaining project files with supporting documentation for all CDBG-DR funded activities.

HOUSING EXPERIENCE
Hurricanes Katrina/Rita HUD programs - \$1.4B
Superstorm Sandy HUD programs - \$1B
Hurricanes Gustav/Ike HUD programs - \$123M
Louisiana Flooding FEMA STEP program - \$56M
USVI Maria FEMA STEP program - \$250M
Louisiana HMGP - \$1.4B

Services provided under these contracts included:

- Call Center Operations
Case Management
Application submission
Eligibility Review
Inspections
Construction
Close Out
Quality Control
IT Infrastructure and Operations
Project Controls
Staff Augmentation
Fraud Prevention and Detection
Website Design



Emergency Preparation: Training, Planning, Exercise and Drills

As a full-service emergency management consulting firm, **CDR Maguire** understands the importance of developing, updating, exercising, and implementing plans. We have the capacity and capability to provide any emergency management service required by the City.

Our experienced emergency managers have written, provided exercises, and implemented countless emergency management plans throughout the Nation on the local, county, state and federal levels. Our wide range of experience will allow us to support the City in whatever endeavor is required. Our team utilizes the latest federal, state, and industry planning guidance to ensure that all deliverables are not only compliant but can integrate with other plans.

The **CDR Maguire Team** understands that the City of Key West would like to have instructors for various trainings, ranging from ICS 300 and 400 to the Comprehensive Emergency Management Plan (CEMP). Our team has delivered hundreds of high-quality training programs as well as created online training platforms. Our training philosophy is to create an engaging environment that goes beyond imparting knowledge to fostering learning. We will provide instructors with real world experience that can interject lessons learned to drive home learning objectives.

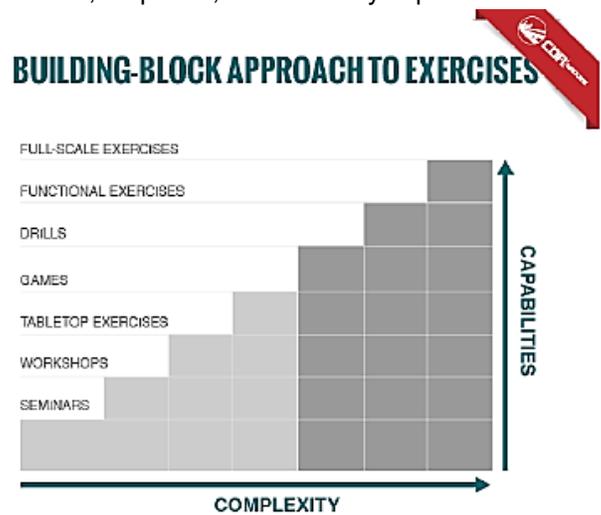
Our partner, *iParametrics*, has also created an online Learning Management System, which has been deployed to train over 1,500 recovery personnel in post-disaster recovery operations. Therefore, we can design custom online courses and host them for Key West, upon your direction. These courses can include videos and voiceovers that highlight the specific elements of your unique challenges, your systems and processes. This training can be kept private or made public, as appropriate.

When it comes to exercising, **CDR Maguire** understands the importance of exercising plans to determine response and recovery capabilities. To accomplish this, the **CDR Maguire Team** coordinates exercises (tabletop, functional and full scale) to provide practice for prevention, vulnerability reduction, response, and recovery capabilities.

Following the exercise, **CDR Maguire** will provide an evaluation of the performance through After Action and Improvement Reports.

Our team uses the HSEEP-building block approach to provide a comprehensive exercise program that allows stakeholders to gradually increase their skills as the program builds in complexity.

The **CDR Maguire Team** contains multiple Master Exercise Practitioners (MEP) and experienced HSEEP providers. As such, we take care to follow the latest HSEEP guidance as it relates to planning meetings, documentation, and specific exercise-elements.



Further discussion of our Training, Planning and Exercise Capabilities is discussed in Appendix B.



DESIGNATED OFFICE WHERE MAJORITY OF SERVICES WILL BE PERFORMED

When required 100% of the work of this project will be performed onsite, at the City's preferred office/site location(s). If not on-site, the work will be performed at our Miami office location which is Corporate Headquarters and just 3 hours away from the City of Key West.

However, many of our clients are starting to rethink on how best to spend their "Project Management Costs" as a result of the new Disaster Recovery Reform Act (DRRA) of 2018, which limits local applicants 5% of actual eligible PA projects after insurance and any other adjustments. This is especially important within the Keys, as onsite lodging can be quite expensive and can run through your budget quickly.

As a result, many of our clients have moved to a combination of onsite and offsite support to keep travel related expenses low. We understand that the City's needs and preferences may change through time and are flexible. Whether work preference is to be conducted at a physical location or virtually from another, we possess the technological capabilities (i.e. SharePoint, Online Meeting Collaboration, etc.) and know how to adapt and provide all of the necessary personnel and technical resources to support the City on this Emergency Management Consulting Services contract.

LIMITATIONS THAT WOULD IMPACT FIRM'S ABILITY TO PERFORM RFP SERVICES

CDR Maguire has no current limitations, nor do we anticipate any that would impact our ability to perform the services covered under this RFP. Upon Notice-to-Proceed, we are available, capable, equipped, and committed to immediately respond to the City's disaster recovery needs as well as throughout the duration of the contract.

PROPOSED PRICE FOR THREE (3) YEAR PERIOD FOR SCOPE OF SERVICES OF RFP

Our pricing is reflected in the Proposal Schedule, in **Attachment – A**.

OTHER MATERIAL: LOW TECH FOR HIGH EFFICIENCY

CDR Maguire constantly strives to identify high quality, low-tech technology solutions that not only promote efficiency and cost effectiveness, but also align with the needs and capabilities of our clients. We've developed a number of low-tech solutions for our clients that have proven very effective in tracking and managing projects and costs, identifying issues, and providing accountability and situational awareness.

Our flagship product is the **RecoveryTrax™** spreadsheet. This highly sophisticated and fully customizable excel workbook tracks an event from initial damages to closeout. It has been utilized by PNPs, cities and counties, including Bay County, FL, to track their \$650M+ in Public Assistance Grants in the aftermath of Hurricane Michael. This is exactly the approach we have taken since 2017, and the feedback we have been getting from our clients, both state and local, has been outstanding.



RecoveryTrax™ by CDR Maguire



CDR | MAGUIRE
EMERGENCY MANAGEMENT
WWW.CDR-EM.COM

Return to Overview

Refresh Data

Add Version

Rename Tab

PROJECT INFORMATION

PW #	PORTAL #	PROJECT NAME	CATEGORY OF WORK	PROJECT TYPE	PERIOD OF PERFORMANCE
0042	8700	ASD and CMO 100% Fed Share	B	LARGE	3/10/2018

PROJECT WORKFLOW

PROJECT STATUS	SITE VISIT COMPLETED DATE	IN THE CRC DATE	POST CRC DATE	STATE REVIEW DATE	OBLIGATED DATE	LAST UPDATE
Recipient Final Review		12/21/2017	1/9/2018	2/2/2018	1/9/2018	3/1/2019

PROJECT FINANCIALS

AMENDMENT DATE	OBLIGATED AMOUNT	ANTICIPATED AMOUNT	EXPENDED AMOUNT	REIMBURSED AMOUNT	FEDERAL SHARE	STATE SHARE	LOCAL SHARE
5/17/2018	\$ 748,572.73	\$ 540,000.00	\$ 534,322.52	\$ 485,176.39	100.00%		\$ -

INSURANCE CLAIMS	INSURED AMOUNT	OTHER GRANTS
\$ -		

PROJECT SITES

PORTAL #	DAMAGE #	FEMA SITE VISIT	DESCRIPTION
8700	33394		Emergency Protective Measures for Hurricane Irma

It provides real-time reporting and project status in a user-friendly format that can be accessed anywhere, anytime. **CDR Maguire is proud to offer this powerful tool to the City of Key West at no cost.** Some features **RecoveryTrax™** include:

- An overview of all projects in a centralized location
- Following sites status and relationship to projects
- Documenting all expenditures assigned to projects, versions and RFRs
- Tracking Purchase Orders, Work Orders and/or Task Orders to the not-to-exceed amounts
- Small project netting in real time
- Custom reports, charts, graph, etc.
- Ability to track multiple grants sources in one place.

In addition to the **RecoveryTrax™** workbook, we have created a multitude of other resources used for internal reporting, grant formulation and document tracking.



TOOL	DESCRIPTION
Grants Management Tracking Sheets	Standardized format to track all PWs within a given disaster, specifically the contracts and payments
PW Workload Report	The PW Workload Report provides a reconciliation of the EMMIE status alongside the Recipient status of all PWs as well as tracking the physical copies of these PWs. It offers multiple lanes of reference and status updates allowing tracking of the progress of each open disaster and subsequent PWs
Closeout Workbook	This tool can be incorporated in the PW Workload Report of a standalone document. It tracks workload and progress of closeout status for each open grant as well as financial data and indicators.
Consolidated Municipalities Report	A managerial level workbook that compiles information for all open disasters at the local level for FEMA reporting
HMGP Tracking Sheets	A standardized format of a HMGP workbook that allows the data to be captured for formulation and reporting
FMA Tracking Sheets	A standardized format of an FMA workbook that allows the data to be captured for formulation and reporting
PDM Tracking Sheets	A standardized format of a PDM workbook that allows the data to be captured for formulation and reporting
File Management Tracking Sheets	A standardized workbook that tracks the physical copies of each PW within a disaster for both document completeness and location
Consolidated Mitigation Report	A standardized workbook that compiles information from 3 sources, the HMGP track sheets, the FMA track sheets, and the PDM track sheets to provide grant oversight for each open grant by disaster

D. FAMILIARITY WITH FLORIDA AND THE FLORIDA KEYS

As a low-lying barrier island community, the City is exposed to a hurricane storm surge that could cause minor to extensive damage to all the City residents, businesses, infrastructure, utilities, public facilities and associated services. In addition, a required hurricane evacuation is dependent on only one (1) egress and ingress road, U.S 1. Close coordination with public safety officials and The City’s EOC is essential. Issues that can result from such an event are roads and bridges being closed; missing signage; lack of hotels or lodging facilities; competing interests with Emergency responders and federal personnel for items such as lodging, fuel and food; loss of power, communications, signals. CDR Maguire has a dedicated Logistics Team that allows our personnel to do what they do while having these issues resolved for them and our clients. The Key’s unique and sensitive environment must be taken into consideration and not overlooked. Several endangered species call the Florida Keys home. Permitting can be rather complicated and encompass several agencies including the Army Corp of Engineers, U.S. Coast Guard, U.S. EPA, FDEP, U.S. Fish and Wildlife and others.

Professionally, CDR Maguire is headquartered in Miami, just a 3-hour drive from Key West. We are also currently servicing Monroe County with its recovery work from Hurricane Irma. In fact, our Assistant Project Manager, Katrinka Bailey, is currently stationed in Key West, assisting Monroe County onsite, which gives us a current and unique familiarity with the Florida Keys.

From a personal perspective, both brothers and respective owners, Carlos and Andre Duart, of CDR Maguire and Synergy Disaster Recovery were both born and raised in Miami, Florida. Carlos has worked in the Florida Keys during the reconstruction of US-1 from Key Largo to Key West from 2006-2009 and during Hurricane Rita in 2005. They both are intimately familiar with the Florida Keys.



E. CLIENT REFERENCES

The CDR Maguire Team has provided exceptional service to numerous clients over the years, and though we value each and every engagement, below are a few that are relevant to this project. For full descriptions of our work with these and other clients, please also see Attachment F. Experience List, References and Credentials

PROJECT	MONROE COUNTY, FL HURRICANE IRMA – DR-4337
Client Name:	Monroe County, FL
Reference:	Julie E. Cuneo
Title:	Management and Business Service Administrator
Address:	1100 Simonton Street, 2-213, Key West, FL 33040
Email Address:	Cuneo-Julie@MonroeCounty-FL.Gov
Phone Number:	305.292.4460

PROJECT	BAY COUNTY, FL HURRICANE MICHAEL – DR-4399
Client Name:	Bay County, FL
Reference:	Ashley Stukey
Title:	Budget Officer
Address:	700 Hwy 2300, Panama City, FL 32409
Email Address:	astukey@baycountyfl.gov
Phone Number:	850.248.8240

PROJECT	GULF COUNTY, FL HURRICANE MICHAEL – DR-4399
Client Name:	Gulf County, FL
Reference:	Rachel Jackson
Title:	Gulf County Emergency Management Coordinator
Address:	1000 Cecil G Costin Sr. Blvd, Building 500, Port St. Joe, FL 32456
Email Address:	rjackson@gulfcounty-fl.gov
Phone Number:	850.229.9110

PROJECT	COLLIER COUNTY, FL HURRICANE IRMA – DR 4337
Client Name:	Collier County, FL
Reference:	Bendisa Marku
Title:	Recovery Manager / Senior Operations Analyst
Address:	840 W. 11 th St., Panama City, FL 32401
Email Address:	BendisaMarku@colliergov.net
Phone Number:	239.252.8499



BID PROPOSAL FORM

BID PROPOSAL FORM

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

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

Company Name: CDR Maguire, Inc.
Contact Name & Telephone #: Carlos Duart, (786) 235-8534
Email Address: Carlos.Duart@cdrmaguire.com

BIDDER'S DECLARATION AND UNDERSTANDING

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

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

CONTRACT EXECUTION AND BONDS

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

CERTIFICATES OF INSURANCE

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

ADDENDA

The Bidder hereby acknowledges that he has received Addenda No's. 01, _____,

_____, _____, _____, _____, _____, _____, _____, _____, _____,

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

SALES AND USE TAXES

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

SURETY

_____ N/A _____ whose address is

_____, _____, _____,

Street City State Zip

BIDDER

The name of the Bidder submitting this Proposal is CDR Maguire, Inc

_____ doing business at

16267 SW 157 Avenue, Miami, FL 33187

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:

Carlos Duart - President, Director _____

Katrina Kerr - Secretary _____

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this _____ day of _____ 2019.

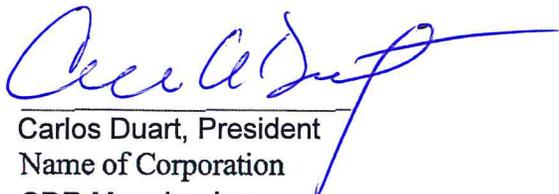
Signature of Bidder

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 14th day of December 2019.

(SEAL)



Carlos Duart, President
Name of Corporation
CDR Maguire, Inc.

By Katrina Kerr

Title Secretary

Attest 

Sworn and subscribed before this 14th day of December, 2019



NOTARY PUBLIC, State of FLORIDA, at Large

My Commission Expires _____
 Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary



ATTACHMENT A – UNIT PRICING PROPOSAL FORM

SUBMITTED UNDER SEALED ENVELOPE.



ATTACHMENT B – PROPOSER’S GENERAL OPERATION PLAN

ATTACHMENT- B

PROPOSER'S GENERAL OPERATION PLAN

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

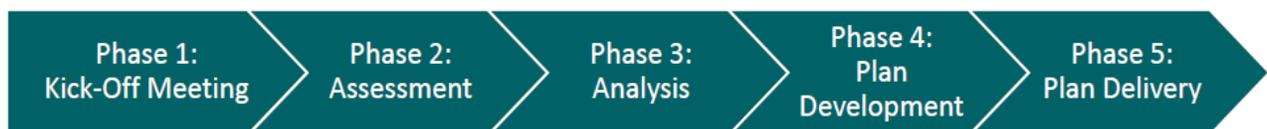
- Annual reviews of the City's CEMP and Hazard Annex review, and associated emergency response and contingency plans
- City associate emergency management training

Agencies can fulfill their emergency management responsibilities by covering the four interrelated actions of mitigation, preparedness, response and recovery. None can be taken alone, but as a comprehensive program in order to minimize the impact caused by an emergency. CDR Maguire will support a formal review of both the City's CEMP and Hazard Annex review, in addition to any associated emergency response and contingency plans with the highest level of excellence.

The following are examples of the planning, training and exercise services our team can provide to the City of Key West. Our team's planning capabilities available to the City include (but are not limited to) the following:

- Incident Action Plan Preparation
- Comprehensive Emergency Management Plan (CEMP)
- Continuity of Operations Plan (COOP)
- Pre-disaster Hazard Mitigation
- Debris Management and Monitoring
- Resource Management
- Logistics Support

An efficient and successful recovery starts well before a disaster event takes place. The key components to coping with a disaster and recovering from its effects are an effective preparedness plan; early and timely warnings and advice; a sound response plan; and a well-coordinated, progressive recovery plan to maintain continuity of operations. To help the City accomplish this, the CDR Maguire Team can provide experienced, all-hazards planners to support the evaluation, creation and/or revision of all planning documents in support of City's disaster response and recovery operations and to ensure compliance with applicable regulations and requirements. The following graphic displays the general process that the CDR Maguire Team will use to conduct the annual review of the City's CEMP and Hazard Annex Review and associated EOPs as well as our training.



Accomplished properly, the CEMP assessment and update will provide a methodical way to engage the whole community in thinking through the life cycle of a potential crisis, determining required capabilities, and retain the framework for roles and responsibilities. Additionally, it will shape how the community envisions and shares a desired outcome, selects effective ways to achieve it, and communicate expected results. Ultimately and unilaterally, each jurisdiction's plans must reflect what the City will do to address its specific risks with the unique resources it has or can obtain.

As a public document, an EOP also cites its legal basis, states its objectives, and acknowledges assumptions. The City's CEMP and Hazard Annex review, and associated emergency response and contingency plans will include but not be limited to:

ATTACHMENT- B

PROPOSER'S GENERAL OPERATION PLAN

Core Objectives

- Coordination and partnership with the City Emergency Manager
- Conduct a review of the City's community-based planning that involves community leaders and the private sector in the planning process.
- Ensure plans are developed through an analysis of risk.
- Identify operational assumptions and resource demands.
- Prioritize plans and planning efforts to support their seamless transition from development to execution for any threat or hazard.
- Integrate and synchronize efforts across all levels of government.

CEMP Review Points

- Essential for protecting the public including warning, emergency public information, evacuation, and shelter.
- Review local and/or State laws, rules, regulations, executive orders, etc., that may be considered enabling legislation. Review Federal regulatory requirements.
- A review of the existing Hazard analysis and associated vulnerabilities; the basis for both mitigation efforts and emergency operation plans. From an emergency operation planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be planned for, and what resources are likely to be needed.
- Review guidance of existing plans for the jurisdiction and the plans of neighboring jurisdictions.
- Review inter-agency agreements with neighboring jurisdictions, military installations, private sector organizations, etc.
- A comprehensive review of past CEMP activations (Hurricane Irma) and how the CEMP addressed the City need relating to preparedness, response, recovery and mitigation.
- Assigned responsibilities to stakeholders and individuals for carrying out specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency, e.g., the Fire and Police departments, Public Works, Parks and Recreation, Port Authority, etc.
- Lines of authority and organizational relationships and shows how all actions will be coordinated.
- Assess how people and property will be protected in emergencies and disasters.
- Identified personnel, equipment, facilities, supplies, and other resources available--within the City or by agreement with other jurisdictions--for use during response and recovery operations. This would include a review of stand-by contracts for disaster response and recovery.
- Identified steps to address mitigation concerns during response and recovery activities.
- Coordination efforts with Monroe County Emergency Management, adjoining municipalities, other associated governmental agencies, the military, tourist industry, applicable private sector and media.
- Review the promulgation document to enter the CEMP "in force" (official status) and provide authority and responsibility for organizations to perform their tasks.

ATTACHMENT- B

PROPOSER'S GENERAL OPERATION PLAN

Existing Plans & Procedures

Our team has reviewed and is familiar with the current City Comprehensive Emergency Management Plan (CEMP), its supporting standard operating procedures, and other related documents which support the City with its capability to prepare for, protect against, respond to, recover from and mitigate all hazards. These core planning documents include the purpose, scope and methodology for planning, direction and control, organizational structures, alert notification and warning; and, emergency actions to be taken. For clarity, and where possible, language from these documents has been incorporated into this RFP. The City of Key West's CEMP has been compiled as a guide for City government and its residents, with a methodology that parallels the Federal Response Plan and the State and County Emergency Plans. This plan is designed to provide a framework for the City of Key West to prepare, respond, recover and mitigate from the effects of an emergency or disaster. While severe weather such as a hurricane can cause the most wide-spread damage and potential for loss of life and damage to property, smaller events with less warning like flooding, tornadoes, hazardous material spills, terrorism, active shooter or fires need to be considered and planned for, as well.

Training & Exercise Services

The key to successful crisis management is a staff of well-trained responders equipped with the proper tools to minimize adverse impacts during crisis situations. Training your staff to respond properly to an emergency in accordance with your disaster plan is essential to successfully weathering a crisis. We will work with you to help identify your risk exposure and to customize a training program to prepare for emergencies, to operate effectively during crises, and to mitigate losses from disasters. In addition, our services include development of complete customized programs, conduct and evaluation of exercises, and design of comprehensive emergency scenarios for dealing with all hazards or for a specific hazard, such as a hurricane or terrorist event.

Comprehensive Emergency Management Training & Exercise Program

Our Team can develop a comprehensive training and exercise program for the City based on the CEMP and COOP. We have extensive experience providing comprehensive exercise packages tailored to our client's resources and objectives. We provide comprehensive NIMS-compliant and latest Homeland Security Exercise and Evaluation Program (HSEEP) exercises which include discussion-based exercises such as seminars, workshops, tabletops, games as well as operations-based exercises like drills, both functional and full-scale.

All courses and training meet or exceed nationally recognized industry standards and standards established by Incident Management System Division/National Incident Management System (NIMS) Integration Center for courses as taught by the Department of Homeland Security (DHS). All Applicable courses meet the content and objectives outlined in the National Standard Curriculum Training Development Guidance, required by the NIMS Integration Center.

Highly-Qualified Team of Instructors

Our team of instructors are highly qualified to provide the requested training for your needs. Iparametrics has worked extensively to support agencies in their efforts to be compliant with the National Incident Management System (NIMS), the National Response Plan and Framework, and all levels of this Incident Command System (ICS). All instructors meet or exceed the requirements as defined by the Department of Homeland Security National Incident Management System Training Program, National Integration Center (NIC) Incident Management Systems Division and the National Emergency Training Center: Emergency Management Institute and National Fire Academy.

Specialized Expertise: DHS/FEMA Master Exercise Practitioners

In addition, our Performance-based Exercise Programs are led by our Master Exercise Practitioners, certified and credentialed by DHS/FEMA through the Master Exercise Practitioner Program (MEPP). This form the basis of the All Hazard Training Exercise and Evaluation teams. Our MEPP-certified team members have completed prescribed training and demonstrated, through hands-on application, a high degree of professionalism, capability and familiarity with all aspects of emergency management exercises.



ATTACHMENT C – PROPOSER’S QUALIFICATION STATEMENT FORM

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.

CDR Maguire Inc. was founded in 1938 and is a Hispanic-owned national recognized firm headquartered in Miami, Florida. CDR Maguire's has been assisting clients recover from disasters since 1958. Its Emergency Management Division was reestablished in 2009 and specializes in providing consulting services with a focus on FEMA Public Assistance (PA); 404 and 406 Hazard Mitigation Grant Program (HMGP); Federal Highway Administration (FHWA) Emergency Relief (ER) Program; Disaster Debris Monitoring, Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Services (NRCS). We have been serving communities throughout Florida since 2013 and are currently serving Monroe County, Bay County, Collier County, and Gulf County with their Public Assistance programs. We are a national firm with contracts in Texas, Massachusetts, California, Colorado, and Kentucky and are known for our response time and quality of work which has encompassed successfully managing over \$5 Billion of disaster recovery funds since 2009. The firm currently has 154 full-time employees (FTEs), of which 60 are full-time employees in our EM Division. In addition, we have a cadre of on-call disaster recovery specialists and architectural/engineering, construction services, financial/accounting and audit experts, GIS Specialists and other specialists and support personnel who we can quickly mobilize and commit to any task order assignment need for our clients and the City of Key West.

CDR Maguire will provide our last two (2) years of audited financial statements as well as our most recent un-audited accrual basis financial statement if requested. The firm is expected to generate \$30 million in gross revenues in 2019, with an average of \$27 million over the past 3 years. The firm has net working capital of approximately \$4.5 million dollars as of September 30th, 2019 and maintains two (2) Lines of Credit totaling \$5 million dollars. Our outstanding balance on our line was \$950,000 as of the date of this proposal. CDR Maguire has a \$30 million bonding capacity, with \$0 encumbered. We are well capitalized to perform the Scope of Services.

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

16267 SW 157 Avenue, Miami, Florida 33187

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

305-807-5016 telephone; 786-328-9264; carlos.duart@cdrmaguire.com or info@cdrmaguire.com

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4. Number of employees:

154 FTEs. (60) in the Emergency Management Division, (70) Engineering, (24) Administration

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

4-30 depending on size of the event. For Hurricane Irma work, we are anticipating a staff of 3-4 personnel.

6. Company Identification numbers for the Internal Revenue Service:

05-0318211

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

827186 – State of Florida, 6505995 Miami-Dade County exp. 09/30/2020

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

The Company was founded in 1938. Our specialty is providing consulting services with a focus on FEMA Public Assistance (PA); 404 and 406 Hazard Mitigation Grant Program (HMGP); Federal Highway Administration (FHWA) Emergency Relief (ER) Program; Disaster Debris Monitoring, Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Services (NRCS). The firm's other specialty is transportation engineering with a focus on highways and bridges.

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.

Project Description: Collier County was one of the largest counties hit by Hurricane Irma. With over \$75M in Damages from Hurricane Irma after insurance reductions of over \$50M, the County and State were also implementing FEMA's Grant Portal Process for the first time in the state. CDR Maguire responded the day after impact to the County's Emergency Operations Center to provide emergency technical assistance to the County who did not have a disaster recovery consultant on board. CDR Maguire was able to quickly mobilize and deploy over 25 emergency management professionals at a time where resources throughout the country were strained as a result of back to back storms - Hurricane Maria, Irma and Harvey. To date, the County has received over \$74M in obligated projects and over \$58M disaster recovery funds reimbursed to date. This project would create many "firsts" throughout the State for Irma's recovery. The first PW obligated, the first Category A PW obligated, and the first Request for Reimbursement "RFR" processed in the State of Florida. **Project Dates:** September 2017 – December 2018 **Reference:** Bendisa Marku, Recovery Manager; BendisaMarku@colliergov.net; (850) 229-9110; **Cost of Work Completed:** \$125 million:

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

NO

11. Give names, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster

response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.

PROJECT	MONROE COUNTY, FL HURRICANE IRMA – DR-4337
Client Name:	Monroe County, FL
Reference:	Julie E. Cuneo
Title:	Management and Business Service Administrator
Address:	1100 Simonton Street, 2-213, Key West, FL 33040
Email Address:	Cuneo-Julie@MonroeCounty-FL.Gov
Phone Number:	305.292.4460
PROJECT	BAY COUNTY, FL HURRICANE MICHAEL – DR-4399
Client Name:	Bay County, FL
Reference:	Ashley Stukey
Title:	Budget Officer
Address:	700 Hwy 2300, Panama City, FL 32409
Email Address:	astukey@baycountyfl.gov
Phone Number:	850.248.8240
PROJECT	COLLIER COUNTY, FL HURRICANE IRMA – DR 4337
Client Name:	Collier County, FL
Reference:	Bendisa Marku
Title:	Recovery Manager / Senior Operations Analyst
Address:	840 W. 11 th St., Panama City, FL 32401
Email Address:	BendisaMarku@colliergov.net
Phone Number:	239.252.8499

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

Table B-1: In Progress Contracts

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
Hurricane Irma, DR-4337	Monroe County, FL	\$574,000	02/2020	40%
Hurricane Michael, DR-4399	Bay County, FL	\$5,085,000	02/2020	50%
Kentucky Severe Storms, DR-4428	State of Kentucky	\$1,073,000	02/2020	90%
Massachusetts Severe Winter Storm, DR-4110	State of Massachusetts	\$1,388,450	03/2020	85%
Hurricane Michael, DR-4399	Gulf County, FL	\$600,000	06/2020	65%
Hurricane Michael, DR-4399	City of Parker, FL	\$484,000	08/2020	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?

Yes. We have visited and are familiar with the proposed project site/impacted areas. We are currently working for Monroe County on their Public Assistance Program and have full-time staff on-site which is very familiar with the area and the likely issues of the project. Disaster events vary. CDR Maguire has performance plans for various types and scopes of disaster response needs. Our plans are customized to and with our clients based on each disaster and client/community's needs and their individual CEMP plans.

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

Table B-2: Subcontractors

Sub-Contractor Name	Address	Work to be Performed
Synergy Disaster Recovery, LLC	1530 Findley Way Boulder, CO 80305	Disaster Planning, Debris Monitoring, Grant Administration, Management Support
iParametrics, Inc.	178 S. Main Street, Suite 100 Alpharetta, GA 30009	Training, Exercises, Planning
K2 Project Management Solutions, LLC	13131 Hwy 603, Suite 101 Bay St. Louis, MS 39520	CDBG-DR Grant Mgmt

(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.

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15. What equipment do you own that is available for the work?
Laptop Computers, Microsoft 365 Office Suite, Adobe DC, and Specialized EM/Disaster and A/ E Software, Portable Color Printers, GPS Units, Digital Cameras, Cell/ Smart Phones, Personal Protection Equipment and Safety Equipment, Mobile Command Center & Temporary Housing
16. What equipment will you purchase for the proposed work?
Specialty equipment if needed could be boats, atv's, additional gps equipment.
18. What equipment will you rent for the proposed work?
Should office space or housing be an issue, we will use mobile offices and homes for staff
19. State the names of the proposed project team and include resumes, and give details of his or her qualifications and experience in managing similar work.
(Continue list on insert sheet, if necessary)

FIRM	NAME	POSITION	YRS. EXP	RELEVANT EXPERIENCE SUMMARY
CDR	David Weaver	Project Manager	15	Has 10 years FEMA PMP. Worked on over 20 disasters across the US. Collier and Gulf Counties. Immediately available
CDR	Katrinka Bailey	Assistant Project Manager	7	Public Assistance, Closeout, Debris and Data Management, Grants Portal. Current PM in Monroe County
CDR	Heber Mendez	Public Assistance Spec.	3	Master's in Emergency Management; Grants Portal specialist; Collier County; Bay County
CDR	David Papin	Sr. Public Assistance Spec.	13	Assisted with formulation of over \$40 million Category B PWs; Bay County
CDR	Misty Berryman	Sr. Closeout Specialist	15	Over 25 disasters; Collier County and State of Massachusetts
SYN	Tracy Doyle	Client Liaison	22	Assisting the State of Kentucky implementing it's first "State-Led" Disaster Recovery in 2019
SYN	Joseph Gross	Subject Matter Expert	7	CAT A – Debris Subject Matter Expert
SYN	Michael Garner	Sr. Planner	18	Hazard Mitigation Specialist
K2	Ken Beningo, PMP	Subject Matter Expert	25	CDBG-DR expert, directed over \$1 billion in CDBG funds
IP	James Coyne	Planner, Trainer	29	Training Expert with 29+ yrs of experience
IP	Jeff Stevens	Planner, Trainer	7	Certified Emergency Manager
IP	Andrea Young	Planner, Trainer	6	Master Exercise Practitioner/Trainer

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

CDR Maguire, Inc.; 16267 SW 157 Avenue, Miami, FL 33187; Carlos A. Duarte, President; Katrina Kerr, Secretary

20.1 The correct name of the bidder is:

CDR MAGUIRE, INC.

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

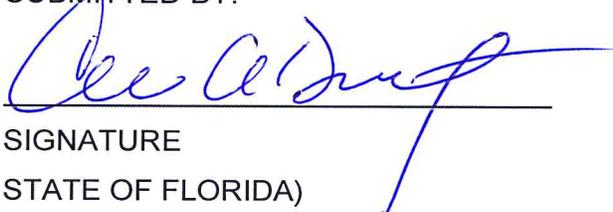
CORPORATION

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

Carlos A. Duarte, President

Katrina Kerr, Secretary

SUBMITTED BY:



SIGNATURE

STATE OF FLORIDA)

COUNTY OF MIAMI-DADE)

Carlos A. Duarte, President

PRINT NAME / TITLE

The foregoing instrument was acknowledged before me this 17th day of December, 2019 by Carlos A. Duarte, President of CDR Maguire, Inc. who is personally known to me or who has produced _____ as identification and who did/did not take an oath.

WITNESS my hand and official seal, this 17TH day of December, 2019.

(NOTARY SEAL)

(Signature of person taking acknowledgment)





Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary



ATTACHMENT D - KEY PERSONNEL RESUMES

David Weaver

Project Manager

PROFESSIONAL PROFILE

Mr. Weaver serves as a project manager and public assistance specialist for CDR Maguire. He has assisted multiple applicants and FEMA on over 20 disasters across the Nation, including extensive experience developing FEMA PA worksheets for all categories of work. He has also performed extensive QA/QC reviews for large scale debris projects on multiple disasters and worked on several closeout teams in multiple states and well versed in the QA/QC of FEMA eligibility documentation.

REPRESENTATIVE EXPERIENCE

DR-4339 - Hurricane Michael - Gulf County (FL) Disaster Recovery Consultant Services, 2019-Present

- Project Manager to Gulf County. Attend site visits and capture all damages. Reviewing cost estimates and proposals for accuracy. Project formulation for all Categories of work. Training the County on best practices for future storms.

DR-4337 - Hurricane Irma - Collier County, Collier Public Schools, Everglades City, City of Naples, Naples Botanical Gardens (PNP) Florida: Operations Supervisor/Sr Recovery Specialist 2017

- Provided EOC support and training during Hurricane Irma response. Worked with applicants developing the damage inventory lists for the FEMA portal and worked with the applicants to address the challenges of the new FEMA Portal process. Validated and prepared backup documentation for time, materials, equipment, and contracts for projects related to this disaster. Identified mitigation opportunities. Right sized staffing based on applicant needs in response to the New FEMA process.

DR-4283 - Hurricane Matthew - Flagler County/Flagler Beach Florida: Sr Recovery Specialist 2017

- Completed site visits with the applicant representatives identifying storm related damages and mitigation opportunities. Formulated scopes of work, damage descriptions and hazard mitigation proposals for FEMA Projects. Reviewed FEMA versions of the project worksheets to ensure all damages were captured. Validated and prepared closeout ready backup documentation for time, materials, equipment, and contracts for projects related to this disaster.

DR-4283 – Hurricane Matthew - FDEP Waterway Debris Removal Project St. John’s River Project: Operations Supervisor 2017 - Present

- Supervised daily debris removal operations. Planned and performed daily safety meeting and assigned personnel to their monitoring stations. Managed the onboarding and offboarding of monitors to ensure proper staffing. Trained on-water debris monitors to follow state and FEMA guidance. Trained tower monitors how to make load calls. Trained off-load monitors on debris types. Certified cubic yard volume for debris trucks and trailers.

YEARS OF EXPERIENCE

Since 2004 | 15 Years

EDUCATION

Arkansas Army National Guard, Military, 1987-2003

TECHNICAL EXPERTISE

FEMA Grants Portal Training
EMMIE Training
FL PA Training
FEMA EHP
FEMA Procurement, 2 CFR, part 200
RFR Submission Versioning Projects
Alternative Procedures Closeout Requirements

CERTIFICATIONS/TRAINING

G-300 Intermediate Incident Command System for Expanding Incidents, ICS-100, ICS-200, ICS-300, ICS-400, ICS-700, G-400, IS-801, (ESF) #1, IS-807, (ESF) #7, IS-802, (ESF) #2, IS-805, (ESF) #6, (ESF) #5, IS806, (ESF) #6, IS806, (ESF) #7, IS-808, (ESF) #8, IS-809, (ESF) #9, IS-811, (ESF) #11, IS-811, (ESF) #4

DR-4177 – Severe Storms and Flooding - Florida Division of Emergency Management: FEMA Closeout Review Specialist 2013 - 2013

- Reviewed large projects' backup documentation for completeness prior to closeout. Completed site visits to ensure scope of work was completed. Requested missing documentation from applicants. Completed Small Project netting for Holmes County. Requested missing documentation from applicants. Made Recommendations for eligibility to FEMA Region 4 – State of Florida – PA Program Director.

DR-1785 & DR-1831 – Tropical Storm Fay & Severe Storms and Flooding - Florida Division of Emergency Management: FEMA Public Assistance Project Specialist 2009-2012

- As a FEMA project specialist, worked with applicants to identify eligible damages. Performed site identification, created estimates for project formulation, and completed Project Worksheets based on policy and disaster guidance

DR-4138 - Florida Severe Storms and Flooding -Holmes County, Bonifay, FL: Public Assistance Coordinator 2013 – 2013

- Managing a staff of three, worked in concert with FEMA PAC to identify applicant needs. Performed site identification, project formulation and mitigation proposals resulting in \$20M of obligated PAAP projects. Emphasized the importance of proper documentation and worked closely with the applicant to ensure all eligible costs were tracked appropriately and had the necessary supporting documentation for those eligible costs

DR-1785 & DR-1831 – Tropical Storm Fay & Severe Storms and Flooding - Florida Division of Emergency Management: FEMA Public Assistance Project Specialist 2009-2012

- As a FEMA project specialist, worked with applicants to identify eligible damages. Performed site identification, created estimates for project formulation, and completed Project Worksheets based on policy and disaster guidance

DR-1969 - Severe Storms, Tornadoes, and Flooding – North Carolina: FEMA Public Assistance Project Specialist 2009-2012

- As a FEMA project specialist, worked with applicants to identify eligible damages. Performed site identification, created estimates for project formulation, and completed Project Worksheets based on policy and disaster guidance

DR-1785-FL, DR_1761-GA, DR-1745-TN, DR-1729-IL, DR-1722-IL, DR-1695-ME, DR-1691-NH, DR-1679-FL, DR-1604-FI, DR-1595-FL, DR-1539-FL: FEMA Disaster and Hazard Mitigation Planner 2004 –2009

- Educated communities on mitigation opportunities while recovering from a disaster. Managed field staff assigned to Special Teams and Disaster Recovery Centers. Scheduled outreach events. Responsible for all aspects of the field staff, safety, accountability, time sheets, materials and supplies needed. Responsible for right-sizing the staff to meet the needs of the disaster response. Titles held: Community Education Outreach (CEO) Advisor, CEO Team Lead, Disaster Recovery Center (DRC) Team Leader, CEO/DRC Coordinator, Mitigation CEO Group Supervisor, Special Assistant to the Director

Other disaster recovery experience (including PA and other federal program grants) includes:

- DR-4145 CO Severe Storms Flooding (2013-2014) and 1609 FL Hurricane Wilma (2005-2009).

Katrinka N. Bailey

Assistant Project Manager

PROFESSIONAL PROFILE

Ms. Bailey is a motivated and conscientious professional emergency management / disaster recovery project manager with outstanding technical, organizational, communication and leadership skills. Her major strengths include case management, accuracy and attention to detail as well as the ability to complete assigned tasks efficiently and enthusiastically. She thrives in fast-paced environments where meeting agency deadlines and consistently providing highly effective services and deliverables are critical to the successful outcome of work tasks and FEMA program approvals and reimbursements. She works effectively with people at all levels and is recognized as an outstanding leader and high performing professional and recovery advocate in the disaster industry by local governments, states, FEMA, other federal agencies and stakeholders throughout the Nation.

REPRESENTATIVE EXPERIENCE

DR-4399 Hurricane Michael, Monroe County, FL, July 2019- Present

- Project Manager for this contract in which CDR Maguire is providing FEMA Program Consulting Services to Monroe County for impacts related to Hurricane Irma. Brought in as the Project Manager for the contract in Fall 2019, Ms. Bailey has, single-handedly, assisted the County in being able to receive, to date, \$1.5M in payments that had been previously tied up in the recovery process for more than two years.

DR-4377 Hurricane Irma – Adjusters International, Monroe and Collier County, FL. Sep 2017 – Jul 2019

- Worked closely with client to perform eligibility reviews for all categories of work
- Performed QA/QC of all FEMA applications and project worksheets before submittal into the Grants Portal
- Implemented creative tactics to reduce the County overall cost while maximizing recovery
- Providing project oversight for the identification of damages, compilation of all documentation and serving as grants manager operator answering all EEIs.

FEMA Region 6. May 2015 – 2016 AR, TX

Liaison/Project Specialist/Closeout Specialist/JFO

- Completed Preliminary Damage Assessment's (PDA's)
- Closeout on Small & Large Projects for 5 States
- Managed FEMA tracker process for 3 States and 12 disasters
- Assigned projects to reviewers and provided policy direction
- FMAG trainee
- Trained State/Applicants on FEMA Public Assistance program process, timelines and eligibility
- Directed and trained the FEMA Corps Teams in data entry in Emmie and Firmettes
- Assisted States/Applicants with the PA Pilot program, all legacy disasters and closeouts
- Assisted in the preparation/review of all project applications and supplements, and prepared recommendations for approval and processing of payments.
- Provided technical guidance to other Federal agencies, State governments, and private non-profit organizations.
- Represented FEMA Region VI office in a variety of meetings with State and local governments, Congressional representatives, and the general public.

YEARS OF EXPERIENCE

Since 2012 | 5 Years

EDUCATION

Western Piedmont
Community College Course:
Criminal Justice and
Psychology

TECHNICAL EXPERTISE

FEMA Public Assistance Closeout
FMAG Trainee Debris
Management Data Management
Grants Portal

CERTIFICATIONS/TRAINING

IS-100.c Introduction to Incident
Command System IS-200.c ICS
for Single Resources and Initial
Action Incidents; IS-700; IS-800;
Debris Operations; NIMS ICS All
Hazards Resource Unity Leader;
IACET CEU – Homeland Security

Katrinka N. Bailey

Assistant Project Manager

Thompson Consulting, Mar 2014 – Jan 2015, SC Winter Storm 2013

Project Specialist

- Wrote Category-A PW's – Debris Removal and Category-B PW's – Emergency Protective Measures.
- Wrote versions to PW's.
- Performed project eligibility reviews
- Developed Project Worksheet templates
- Performed source document reviews such as, truck certifications, load ticket data, timesheet and field inspections,
- Review Applicant's Procurement and Pay policies, Data Collection & dissemination, Project Scope Development, Project Cost & payment reconciliation, Liaison between Applicant and FEMA as well as Applicant meetings.

Disaster Strategies & Ideas Group LLC. Dec 2011 – Jan 2014.

Closeout Specialist

- Conducted on-site preliminary damage assessment, project development, project worksheet development, payment approval, and sub-grant monitoring as well as on-site inspection
- Managed large and small projects through all phases of the Public Assistance life cycle for presidentially declared disasters and assisting sub-grantees in their recovery.
- Researched eligibility requirements in the regulations and made recommendations based on federal regulations and FEMA policy.
- Performed interim inspections, wrote closeouts, versions to projects, and assisted applicants with writing appeals and doing their quarterly reports.
- Conducted Preliminary Damage Assessments for several types of disasters to identify the severity and magnitude of infrastructure losses due to disaster events.
- Conducted Applicant briefings for local governments and Private Non-Profit organizations. Knowledgeable of disaster-relief laws, regulations and programs.
- Conducted a field assessments of Applicant's ability to manage open PA Grants
- Assisted the sub-grantees during the closeout process of all projects insuring compliance to federal policy and regulations. This includes issues on eligibility, interim inspections, alternate projects, improved projects and time extensions.

Florida Division of Emergency Management (FDEM); various positions; January 2007-2011

Deputy Public Assistance Officer

- Served as a SERT Liaison during deployment for Fay while continuing responsibilities as DPAO and managed 36 PACs through the PDA development for multiple counties.
- Supervised 44 PACs employed in the following counties (St. Lucie, Okeechobee, Martin, Glades, Hendry, Palm Beach, Broward, Miami, and Monroe).
- Scheduled and organized teams hired and trained new employees and conducted personnel actions when needed.
- Worked as the Deputy Public Assistance Officer for St. Lucie, Okeechobee, Martin, Palm Beach, and Broward with 8 Public Assistance Coordinators.
- Managed over 200 applicants (Cities, Towns, Municipal agencies/Utilities and Private Non-Profit organizations) in the state of Florida. Presented an excellent image of FDEM/FEMA and its services to applicants and coordinated and communicated well with all Federal and State officials at all levels.
- Supervised and mentored over 75 total staff dispersed throughout the state in the development and completion of Sub-Grant applications in the state of Florida. In charge of training new personnel. Received numerous letters and accolades from applicants and colleagues for outstanding service.
- Provided guidance and direction to the PACs in assisting the sub-grantees during the closeout process of all projects insuring compliance to federal policy and regulations.
- Solved issues on eligibility, interim inspections, alternate projects, improved projects, time extensions and quarterly reports including special considerations such as insurance issues, environmental issues, floodplain and mitigation.

Katrinka N. Bailey

Assistant Project Manager

- Negotiated project resolutions between FEMA and the sub-grantees, guided sub-grantees through compliance issues with the Public Assistance program, coach the sub-grantees on proper record keeping and documentation procedures.
- Supervised PACs in their day to day activities, review all final closeouts from the PAC's, review/approval of travel and timesheets, conduct work performance evaluations, responsible for training/coaching of staff, FRR reporting, trackers, and conduct interviews for the hire of new PACs.
- Coordinates the State PACs work assignments with FEMA counterparts and when appropriate conducted team building and continuity development within the counties and established professional working relationships to foster unity between State/FEMA and the applicants throughout the region.
- Coordinated Individual Assistance PDA's (preliminary damage assessments) for several disasters in South FL.
- Served as debris monitor
- Hosted and conducted Applicant briefings for over 20 counties

Public Assistance Coordinator

- Reviewed and wrote project worksheets for state applicants as well as conducting inspections to determine eligibility for expenses.
- Reviewed and tracked financial funds with the Public Assistance Program.
- Conducted damage assessments to identify the severity and magnitude of infrastructure losses due to disaster events.
- Prepared and wrote reports on Emergency Management plans.
- Closed out projects written for reimbursement by reviewing and verifying the documentation required by FEMA/State, i.e.; invoices, cancelled checks, load tickets, procurement policies, pay policies, Force account labor, force account equipment, time and material contracts, etc.
- Reviewed the final closeouts for multiple counties written by State and/or FEMA as well as writing FRRs.
- Provided guidance regarding the grant program, funding agreements and disaster assistance determinations to Applicants.
- Supported sub-grantees in the federal appeals process by preparing, reviewing and monitoring appeals.
- Monitored trackers and completed weekly reports.

Grants Manager/Financial Specialist

- Reviewed, tracked and monitored payments, Request for final inspections and assisted Applicants with (RFR'S) Requests for reimbursements.
- Processed Applicant small and large project payments
- Wrote Request for reimbursements and provided solutions for issues
- Worked as the Lead Financial Specialist, Hurricane Wilma Cost Share change
- Served as the State liaison with FEMA insurance and data entry team
- Ensured applicants had their Request for Public Assistance processed, Funding Agreements, Contracts and Applicant approvals in order to provide federal and state reimbursements.
- Worked in the Planning Department for protecting and maintaining public safety
- Assisted in mitigation projects
- Trained new Financial Specialists and Planners

Misty Berryman, PMP

Sr. Closeout Specialist

PROFESSIONAL PROFILE

Ms. Berryman, PMP, currently serves as an Associate Project Manager for CDR Maguire. She has worked over 25 disasters providing technical support at the local and state level for the FEMA Public Assistance (PA) Program in the areas of grant and project management, reimbursement and closeout support, in addition to providing guidance on HMGP (Section 404 & 406), CDBG and other grant programs that promote resiliency and sustainability. She also provides planning support for emergency management and disaster recovery at the local and state level.

Her disaster experience includes:

- 2018 Severe Storms and Flooding, Clinton, CT
- 2018 Winter Severe Storms/Snowstorms, State of Massachusetts
- 2017 Hurricane Irma-Collier County, FL
- 2017 Hurricane Irma-Flagler County, FL
- 2016 Hurricane Matthew-Flagler County, FL
- 2015 Snowstorm Juno-State of Massachusetts
- 2014 Severe Flooding, Jackson County, FL
- 2013 Colorado Flooding, Larimer County, CO.
- 2013 Severe Winter Storm, State of Massachusetts
- 2012 Hurricane Sandy, State of Massachusetts
- 2011 Springfield Tornadoes, Springfield, MA

In her previous role with the Florida Division of Emergency Management in the Recovery Bureau, she provided support to the FEMA PA Program for over 13 disasters through project and grant management, emergency management and disaster recovery planning, accreditation coordination, reporting to executive management, emergency management, and activation response.

REPRESENTATIVE EXPERIENCE

DR-4372/79, Severe Winter Storms/Snowstorms, Legacy Disasters (2011-2015), Massachusetts Emergency Management Agency, Associate Project Manager, October 2018 to present

- Serve as Closeout Team Lead and closed out legacy disaster projects and Cat Z PWs totaling over \$64m
- Develop PW versions for Improved Project requests, scope changes, cost overruns, and final closeout and work closely with MEMA disaster recovery coordinators to develop strategic approach on complex projects
- Provide technical and programmatic support through development and customization of SOPs, checklists, templates and reports for managing MEMA's Recovery processes including project reviews, versions, payments, contracts, closeouts, etc.
- Serve as liaison between MEMA, FEMA, and applicants to apply new PA model and manage projects through FEMA Grants Portal
- Provide support to MEMA on PA programmatic issues
- Support MEMA and Applicants through Exploratory Calls and Recovery Scoping Meetings to address disaster damage and projects

YEARS OF EXPERIENCE

Since 2004 | 15 Years

EDUCATION

BS – Social Sciences, Florida State University, 2007

TECHNICAL EXPERTISE

FEMA Public Assistance Grant Management
EOC Activation/Response
Project Management
HSEEP Exercises
CDBG-DR, HMGP, EMPA
Comprehensive Emergency Management Planning
EMAP Accreditation Support

CERTIFICATIONS/TRAINING

Project Management Professional
Advanced and Professional Series in Emergency Management
All-Hazards Operations Section Chief
EOC/JFO Activation
NIMS Communications/Info Mgmt
Contract/Grant Monitoring
Advancing Accountability – Best Practices for Contract & Grant Management
Ensuring Long-Term Recovery through Post Disaster Planning and Resiliency
FEMA Declaration Process
FEMA Courses:
IS-100.a, IS-200.b, IS-700.a, G-775, IS-800.b, IS-632.a, IS-634, IS-393, IS-235.b, G-300, IS-230.b, G-318, IS-139, IS-240.a, IS-001, IS-241.a, IS-242.a, IS-244.a, EOC-101, IS-003, G-557, IS-703.a, IS-704, IS-10.a, IS-120.a, IS-366, IS-271, G-202, G-270.4, G-400, G-191, FL-601, IS-909, L-146, G-358, MGT- 310, IS-662, L-958, IS-130, IS-1000, IS-1001, IS-1002, IS-1003, IS-1006, IS-1008

DR-4410, Severe Storms and Flooding, Connecticut, Town of Clinton, Senior Project Specialist, January 2019 to present

- Serve as a liaison between Town, State and FEMA to apply new PA model and manage projects through FEMA Grants Portal
- Provide support to Clinton on PA programmatic issues
- Work with Clinton, State and FEMA to identify mitigation opportunities
- Support Clinton through Exploratory Calls and Recovery Scoping Meetings to address disaster damage and projects
- Provide technical support to Clinton through operational planning, DI development, scoping and costing, obligation and closeout
- Facilitate communications and serve as interface on other disaster related projects with USACE, NRCS and DEEP to maintain regulatory compliance and ensure project success.
- Track all disaster related expenses and prepare project closeout packages for Clinton

DR-4337, Hurricane Irma, Collier County, FL: Senior Recovery Specialist, January 2018 to October 2018

- Served as liaison between County, FEMA, and State to apply new PA model and manage projects through FEMA Grants Portal
- Attended meetings with applicant, State and FEMA to address project/policy issues and ensure compliance with local, state and federal regulations
- Supported applicant through procurement reviews, project worksheet formulation through closeout, and FEMA eligibility determinations
- Performed cost validation and documentation reviews for project development, Requests for Reimbursement and project closeout
- Performed project tracking and Request for Reimbursement submissions in State Grant Management System
- Utilized County's financial system to locate documentation and ensure all eligible expenses were captured
- Utilized project tracker to ensure projects, versions and reimbursements for Irma are tracked
- Developed routing documents, checklists and SOP's for County to promote consistency and accountability in disaster recovery process
- Applied best practices from Hurricane Irma to streamline and maximize reimbursement opportunities

DR-4337 Hurricane Irma, Flagler County, FL: Associate Project Manager, September 2017 to December 2017

- Served as liaison between County, FEMA, and State to apply new PA model and manage projects through FEMA Grants edPortal
- Attend meetings with applicant, State and FEMA to address project/policy issues and ensure compliance with local, state and federal regulations
- Supported applicant through procurement reviews, project worksheet formulation through closeout, and FEMA eligibility determinations
- Identified 404 and 406 mitigation opportunities for applicant
- Set up project tracker to ensure projects, versions and reimbursements for Irma were tracked for real time reporting
- Applied best practices from Hurricane Matthew to streamline and maximize reimbursement opportunities

Town of Westerly: EOP Updates, Project Manager July 2017 to present

- Facilitated stakeholder meetings for planning sessions
- Conducted capabilities assessment to identify strengths and areas for improvement in terms of operational, fiscal and administrative resources
- Reviewed EOP, ESF annexes and other supporting plans/procedures to provide needed updates, and identify best practices
- Worked with planner and client to develop stakeholder engagement to ensure plans receive feedback by internal and external stakeholders

DR-4301 Severe Winter Storms, Flooding and Mudslides: East Bay Regional Parks District, October 2017

- Served as Sr. Recovery Specialist and assisted client with formulation of Category B project worksheets to reimburse costs for emergency protective measures
- Reviewed and validated labor, equipment, rental equipment, materials and contract costs to support project costs and scope development
- Managed documentation on Sharepoint site to organize and share files with client
- Provided technical assistance to client pertaining to formulation of Cat A Debris Removal and Cat G Parks/Rec project worksheets

DR-4283 Hurricane Matthew, Flagler County, Florida: Senior Recovery Specialist/Assoc. PM, October 2016-present

- Review projects for accuracy and ensure all supporting documents are inventoried and secured for closeout, audits, etc.
- Supported applicant through appeal process concerning private property debris removal by researching FEMA policies, securing documentation to substantiate appeal, drafted appeal and ensured appeal was tracked through floridapa.org
- Review and validate expense documentation to support cost recovery and project closeout
- Identified policy/procedure changes for applicant to maximize reimbursement opportunities and streamline disaster recovery efforts
- Formulated projects, conducted site visits to verify damage and work completion status
- Trained county staff on properly completing 214s and other documentation to substantiate disaster costs
- Researched mitigation opportunities for damaged facilities

Rhode Island Emergency Management Agency: Comprehensive Emergency Management Planning, Lead Planner May 2016-February 2017

- Provided support with comprehensive emergency management planning and accreditation support to ensure all plans and procedures met EMAP standards
- Reviewed CEMP, ESF annexes and other supporting plans/procedures to provide needed updates, address all hazards, and identify best practices
- Assisted with development and planning process for CEMP development and Situation Reporting Plan
- Worked with RIEMA stakeholders to develop State Facilities Emergency Action Plans
- Worked with planner and client to develop stakeholder engagement and facilitate feedback by internal and external stakeholders
- Developed plan matrix to crosswalk plans across core capabilities, hazards, and incident specific events

Flagler County: Comprehensive Emergency Management Planning, Lead Planner May 2016-December 2016

- Facilitated planning meetings with Flagler County Planning Team and stakeholders
- Reviewed CEMP, ESF annexes and other supporting plans/procedures to provide needed updates, address all hazards, and identify best practices
- Worked with planner and client to develop stakeholder engagement and facilitate feedback by internal and external stakeholders
- Crosswalked plan with State Division of Emergency Management CEMP Matrix to ensure all criteria were met
- Updated Debris Management Plan to meet DMP guidelines and submitted for State/FEMA review

Continuity of Operations (COOP) Planning Ridgewood, NJ, Lead Planner October 2016-January 2017

- Worked with client to identify mission critical functions for COOP planning
- Surveyed each Department to identify fixed assets, alternate locations, contact lists and facility inventory
- Assessed client's capabilities, fixed assets, resources and contingency plans for disasters/emergencies
- Addressed succession powers and delegation of authority to streamline COOP process
- Developed COOP Plan in concert with stakeholders

Flood Mitigation Assistance Plan, Franklin County, FL: Lead Mitigation Planner April 2016-December 2016

- Developed a Flood Mitigation Plan to enhance the County's Local Mitigation Strategy (LMS) and strengthen the flood mitigation component of the LMS.
- Provided support for this project by developing a Mitigation Capability Assessment, addressing vulnerability studies and risk assessments, and identifying mitigation actions for reducing the County's flood risk and increasing their resiliency against future impacts.
- Facilitated the Franklin County Flood Mitigation Task Force and engaged the public in ongoing FMP meetings to address existing flood mitigation strategies, identify flood prone and repetitive loss areas, and discuss options for mitigating future risk.
- Crosswalked FMAP with FEMA review tool to ensure plan met all requirements
- Met with county departments to conduct a mitigation capability assessment to determine what resources the county possessed for increasing its mitigation efforts.
- Developed a flood survey to address flood vulnerabilities within the county.
- Participated in the County's Disaster Preparedness Expo. Provided information to residents on their flood risk, and educated expo participants on floodplain issues, flood insurance, and the planning process for the Flood Mitigation Assistance Plan.

DR-4214 Severe Winter Storm, Snowstorm, and Flooding, State of Massachusetts: Project Specialist October 2015-April 2016

- Performed 100% eligibility reviews and validated project costs as part of QA/QC at MEMA's request and coordinated with FEMA team to address discrepancies and project issues.
- Performed site visits to determine project scope of work
- Provided PA programmatic support on a myriad of insurance issues affecting numerous PA projects including Self Insured Retention policies, insurance denial determinations, and deductible reimbursement
- Provided procurement reviews to ensure contractual work was performed in compliance with 2 CFR Part 200
- Maintained oversight of EMMIE queues to keep projects moving and provide status updates to MEMA
- Provided PW obligation/encumbrance packages to MEMA for payment processing of PWs

DR-4177 Florida Severe Storms, Tornadoes, Straight-line Winds, and Flooding - Jackson County, FL: Senior Recovery Specialist September 2014-May 2015

- Reviewed and validated timesheets, equipment logs, payroll registers, and expense backup to support project costs and prepare Requests for Reimbursement
- Assist client with cost recovery associated with federally declared disaster due to 2014 flood event
- Responsible for federal reporting requirements for large project tracking
- Developed guidance for processing projects and reimbursement as part of the Sandy Recovery Improvement Act - Public Assistance Pilot Program (Alternative Procedures)

DR-4087 Hurricane Sandy, Clinton, CT: Senior Recovery Specialist January 2015-May 2015

- Conducted closeout review and packaged final PW files to submit closeout request to State
- Reviewed and validated timesheets, work orders, equipment logs, payroll registers, contracts and expense backup to support project costs and closeout request
- Reconciled final expenses and verified accuracy of costs
- Wrote closeout PW and validated final expenses

DR-4145 Colorado Severe Storms, Flooding, Landslides & Mudslides, Larimer County, CO: Grant Manager March 2014-October 2014

- Worked with Project Manager to track project versions, reimbursement, and closeout requests to provide project status reporting to client
- Assisted client with cost recovery associated with federally declared disaster due to 2013 Colorado Floods
- Reviewed and validated timesheets, work orders, equipment logs, payroll registers, contracts, and expense backup to support project costs and prepare Requests for Reimbursement

Florida Division of Emergency Management, Bureau of Recovery: Special Project Coordinator 2012 – 2014

- Provided support to Recovery Bureau Chief
- Provided reports to EOG and executive management on Recovery Program-specific issues, accomplishments, etc.
- Conducted financial reviews/audits on grant management issues relating to Public Assistance Program
- Managed budget projections for Recovery operations
- Provided quarterly reports to FEMA and status updates on project/disaster issues
- Developed and maintained Bureau plans/procedures, etc.
- Served on DEM Emergency Management Accreditation Program Workgroup and served as the Recovery Bureau EMAP Coordinator
- Served as Recovery Deputy Section Chief during emergency activation and trained staff on activation protocols
- Communicated with Command Staff, County EM Managers and ESF stakeholders to determine needs, track resources and provide disaster support
- Provided technical support for audits, project/event closeout, deobligations, and appeals concerning disasters occurring in Florida (1998-2013)

Florida Division of Emergency Management, Bureau of Recovery: Public Assistance Coordinator 2011 – 2012

- Provided support to State Public Assistance Officer
- Conducted Public Assistance activities including PW writing, small project verifications, appeal writing, time extension reviews, insurance reviews, interim inspections, documentation validation, project closeouts, etc.
- Worked with assigned subgrantees to resolve issues, facilitate closeouts, etc.
- Worked with subgrantees and Grant Specialists to facilitate funding through the Public Assistance Program for disaster-related issues
- Prepared and submitted quarterly reports to FEMA and provided status updates on project/disaster issues
- Conducted special projects and provided reports to management
- Served as Recovery Missions Manager during activations and trained staff on activation protocols;
- Served as member of the Special Needs Sheltering Interagency Committee

Florida Division of Emergency Management, Bureau of Recovery: Community Assistance Consultant/Planner 2011 – 2011

- Provided support to State Public Assistance Officer
- Actively monitored/tracked projects by subgrantees to resolve issues, facilitate closeouts, etc.
- Monitored payment queues to identify potential issues
- Served as liaison between subgrantees, Grant Specialists, and Public Assistance Coordinators to facilitate funding and to resolve matters relating to Public Assistance Program
- Prepared and submitted quarterly reports to FEMA and provided status updates on project/disaster issues
- Conducted special projects and prepared management reports
- Served as member of the Special Needs Sheltering Interagency Committee

Florida Department of Law Enforcement, Office of External Affairs: Senior Management Analyst II & FDLE Policy and Procedures Coordinator 2007 – 2010

- Served as Records Manager and Accreditation Liaison for Office of External Affairs
- Managed web content for policy/cabinet-related issues and agency reports/publications
- Assisted PIO with agency newsletter content, brochures and PSAs
- Managed special projects assigned by Executive Staff
- Prepared letters, reports, certificates, presentations, etc
- Serves as Commissioner's Correspondence Coordinator
- Researched and analyzed issues and provide recommendations as needed
- Assisted in the development and coordination of Quarterly Performance Reports, Quarterly Contract/Vendor Purchases Report, and Annual Performance Report
- Assisted in facilitation of rule promulgation

Misty Berryman, PMP

Sr. Closeout Specialist

Florida Executive Office of the Governor, Office of Policy & Budget: Government Analyst II 2007 – 2009

- Served in the Public Safety Unit
- Tracked/reviewed legislative initiatives by preparing policy and fiscal analyses of proposed/enrolled bill
- Monitored committee meetings and other legislative activities on issues and outcomes
- Researched, monitored and assisted with issues pertaining to FL Dept. of Law Enforcement, Dept. of Legal Affairs, and the Florida Parole Commission
- Conducted financial analysis of agency budgets, processed agency budget amendments, reorganization requests and other budget-related issues
- Assisted in preparing the Governor's Budget Recommendations
- Represented the Governor's Office at meetings as needed
- Prepared reports and presentations on special issues, conducted policy analysis and evaluation and provided information and assistance to the Governor and senior staff

PROFESSIONAL PROFILE

Mr. Mendez currently serves as Project / Recovery Specialist of Emergency Management with CDR Maguire. In this role, he serves in various positions on documentation management, debris and public assistance projects around the state of Florida. He has served as a Project Specialist, Data Analyst, Data Manager and provides oversight for FEMA Grantee Portal ongoing projects. Mr. Mendez is a skilled data analyst who worked previously in Criminal Justice. He has a depth of experience encouraging on the best interests of the clients. He is highly proficient in the areas of communications, process development, and various reporting methodologies.

REPRESENTATIVE EXPERIENCE

DR-4399 – Hurricane Michael – Bay County, FL: Project Specialist (April 2019-Present)

- Train personnel in Grants Portal and it's functionality
- Project formulation for CAT A & B
- Reconciling invoices and PO's
- Manage EEIs, and RFI requests from FEMA in Grants Portal in addition to documentation requirements
- Reconciling daily's and equipment
- Creating Invoice and back up for client
- Training personnel in debris documentation
- Managed SharePoint site for the use of all contractors and stakeholders involved in project
- Provided PA services including PW formulation for FDEP

DR-4337 – Hurricane Irma – Collier County, FL: Project Specialist (Oct. 2017-May 2019)

- Provide recovery/grant management support through project formulation, reimbursement and closeout process
- Assisted with the formulation of over \$70M Category B PWs
- Oversaw the development and formulation of \$100M Category A PW and served as County Liaison between contractors
- Manage EEIs, and RFI requests from FEMA in Grants Portal in addition to documentation requirements
- Provide project tracking status and interface with County Departments/Divisions
- Provide programmatic support through policy and regulatory research
- Oversee Collier County Consortium site and maintain documentation
- OIG Audit
- Training Collier staff and performing transition

DR-4337 and 4283- Hurricane Matthew – Florida Department of Environmental Protection, FL: Junior Data Manager (Oct. 2017-Feb 2018)

- Supported waterway debris operations for storm-related debris in the St Johns River through invoicing, Epiphany debris reconciliation, reporting, and documentation management
- Provided PA services including PW formulation for FDEP
- Managed SharePoint site for the use of all contractors and stakeholders involved in project

YEARS OF EXPERIENCE

Since 2017 | 3 Years

EDUCATION

BS – Criminal Justice Administration
Miami Dade College, 2018

MA – Disaster Management
Florida International University, 2019

TECHNICAL EXPERTISE

FEMA Public Assistance Debris Removal Reconciliation
Quality Assurance/Quality Control Data Management
Project Formulation
ADMS Software
Closeout Requirements
Florida Grants Portal Training

CERTIFICATIONS/TRAINING

IS-29, IS-42, IS-100, IS 130, IS-200, IS 230, IS-235, IS-242, IS-318, IS- 328, IS-393, IS-395, IS-453, IS-454, IS-520, IS-522, IS-559, IS-660, IS- 700, IS-702 IS-706, IS-800, IS-908, IS-909, IS-1000, IS-1002

Heber Mendez

Public Assistance Specialist

DR-4379 and DR 4372 – Massachusetts Severe Winter Storm and Snowstorm – Massachusetts Emergency Management Agency, MA: TBD (June 2019- Present)

- 100% project validation
- Providing closeout package, and reviewing each procurement contract
- Coordination with program coordinator on reporting/ keeping track of projects progress

David Papin

Sr. Public Assistance Specialist

PROFESSIONAL PROFILE

David Papin is a Public Assistance Recovery Specialist, Debris Management Data Manager and a Field Supervisor who's worked on numerous federally declared disasters. Mr. Papin's attention to detail has led to continued reimbursement for clients for their debris removal and Public Assistance projects. He currently works for CDR Maguire as recovery specialist who helps applicants get reimbursed for all eligible flood-related damages. Mr. Papin is a meticulous worker, who puts the needs of our clients first.

REPRESENTATIVE EXPERIENCE

DR-4399 Hurricane Michael- Bay County, Fl. Senior Recovery Specialist 2019

- Assisted with the formulation of over \$40M Category B PW's
- Completed validation for Category B Force Account Labor/Equipment based on the scope of work
- Completed validation for Applicant Contracts, Materials and Rentals
- Uploaded documentation into Grants Portal to answer Essential Elements of Information
- Answered Consolidated Resource Center Requests for information
- Assisted with formulation of Waterway projects
- Completed PW workbooks

DR-4177- Florida Severe Storms, Tornadoes, Straight-line Winds, and Flooding - Jackson County, FL: Recovery Specialist 07/14-Current

- Assisted Jackson County, Florida with cost recovery efforts associated with the federally declared disaster.
- Coordinated with the County Commissioners and the Road and Bridge Department to ensure maximum federal reimbursement.
- Planned and executed site inspections with FEMA and Jackson County staff.
- Developed detailed Damage Descriptions and Scopes of Work for Project Worksheets.
- Worked with stakeholders to assist Jackson County in becoming the first county in Florida to utilize the Public Assistance Alternative Procedures from the Sandy Recovery Improvement Act.
- Working with OIG as they conduct an audit on the Public Assistance Alternative Procedures.

DR-4145- Colorado Severe Storms, Flooding, Landslides, and Mudslides - Boulder, CO: Recovery Specialist 12/13-07/14

- Assisted the City of Boulder, CO with cost recovery efforts associated with the federally declared disaster.
- Coordinated with the City's Finance Department to ensure maximum federal reimbursement.
- Planned and executed site inspections with FEMA and City staff.
- Developed detailed Damage Descriptions and Scopes of Work for Project Worksheets.
- Assisted FEMA with the development of Project Worksheets for Public Works Department, Parks, and Recreation as well as Open Space and Mountain Parks.
- He coordinated Meetings with FEMA, State of Colorado representatives and City of Boulder staff.
- Navigated the City of Boulder's Shared Drive to provide FEMA the proper documentation for Project Worksheets.

YEARS OF EXPERIENCE

Since 2011 | 15 Years

EDUCATION

United States Navy, 1993 - 1997

CERTIFICATIONS/TRAINING

IS-001, IS-100, IS-200, IS-230, IS-240, IS-241, IS-242, IS-393.a, IS-547, IS-630, IS-700, IS-1001, IS-1002, IS-1006

TECHNICAL EXPERTISE

FEMA Public Assistance
Debris Management
Data Management
Field Supervision

David Papin

Sr. Public Assistance Specialist

DR-4086- Hurricane Sandy – Charlestown and Westerly, RI: Data Manager 10/12-3/13

- Assisted various clients in Rhode Island with debris removal monitoring operations.
- Provided daily reports regarding Debris Removal operations.
- Conducted daily data entry of all load tickets provided by tower monitors.
- Performed reconciliation of load tickets for the dump site and trucking company.
- Provided applicants with all backup documentation necessary for FEMA reimbursement.
- Assisted in recruiting debris monitors via email, internet sites, and phone calls.
- Led training of new Debris Monitors, and assured employment paperwork was completed.
- Worked with field supervisors providing proper load tickets and equipment for all debris and tower monitors.
- Assisted field supervisors with calculations of truck certifications per FEMA guidelines.

DR-4080- Hurricane Isaac – Various Locations, LA: Data Manager 2012

- Assisted the Louisiana Department of Transportation and Development with debris removal monitoring operations.
- Provided daily reports regarding Debris Removal operations.
- Conducted daily data entry of all load tickets provided by tower monitors.
- Performed reconciliation of load tickets for the dump site and trucking company.
- Provided applicants with all backup documentation necessary for FEMA reimbursement.
- Assisted in recruiting debris monitors via email, internet sites, and phone calls.
- Led training of new Debris Monitors, and assured employment paperwork was correctly completed.
- Worked with field supervisors providing proper load tickets and equipment for all debris and tower monitors.
- Assisted field supervisors with calculations of truck certifications per FEMA guidelines.

Ice Storms- Kentucky Transportation Cabinet; City of Fayetteville, Arkansas; City of Rector, Arkansas; Mississippi County, Arkansas: Data Specialist 2009

- Assisted in all services provided through debris monitoring contracts in Arkansas and Kentucky following the devastating January 2009 Ice Storm.
- These projects entailed monitoring and documenting the removal of more than 19 million cubic yards of disaster-generated debris in two states simultaneously.

DR-1791 Hurricane Ike City of Conroe, Texas: Data Specialist: 2008

- Assisted a team responsible for the debris removal contract awarded by the City of Monroe, Texas following Hurricane Ike.

DR-1791 & 1786 Hurricanes Gustav and Ike Louisiana Department of Transportation and Development (Statewide): Lafourche Parish, Louisiana: Data Specialist: 2008

- Assisted with all debris removal monitoring projects resulting from Hurricane Gustav and Ike for the Louisiana Department of Transportation and Development (LADOTD) and Lafourche Parish, Louisiana.
- These projects included the removal of more than 3 million cubic yards of disaster-generated debris and over 230,000 hazardous trees. More than 300,000 tickets were issued by over 1,200 debris monitoring personnel during these projects.

DR-1785 Tropical Storm Fay Collier County, Florida: Data Specialist: 2008

- Served on a team responsible for debris removal monitoring operation in Collier County, Florida following Tropical Storm Fay.

Mother's Day Tornado outbreak Bibb County, Georgia: Data Specialist: 2008

- Served on a team responsible for debris removal monitoring operation in Bibb County, Georgia following the Mother's Day Tornadoes that devastated the County.

Tracy Doyle

Subject Matter Expert, Client Liaison

PROFESSIONAL PROFILE

Ms. Doyle serves as the Director of Client Relations and a credentialed Financial Section Chief for Synergy Disaster Recovery. Her working knowledge of 44 C.F.R., EHP, procurement, expense tracking/documenting requirements, RFR submissions and closeout procedures gives Ms. Doyle's clients the upper hand when it comes to navigating through FEMA requirements and conducting project writing, obligation, funding, versioning, and closeouts.

Ms. Doyle has been requested to speak throughout the country on how to make FEMA's Grants Portal work best for applicants, as a result of working on some of the hardest impacted counties during Hurricane Michael and Irma. She has also been instrumental in assisting the State of Kentucky implement its first "State-Led" Disaster Recovery in 2019, which was only one of two states in the country to do so last year.

She believes that maximizing recovery builds resiliency so from the applicant, state, and federal levels she works closely with clients to develop their overall emergency management programs which include grant management, fiscal support, planning, procurement, accounting practices and closeout procedures.

PROJECT EXPERIENCE

DR-4399 Hurricane Michael, Disaster Recovery - Bay County, FL: Project Manager/Client Liaison 2018 -Present

- Ms. Doyle is currently supporting Bay County, FL with their approximately \$600M recovery from Hurricane Michael, assisting leadership as they navigate FEMA's new PA Model utilizing the Grants Portal for the first time
- Federal Procurement requirements review, etc.
- Coordinating with federal agencies, state agencies, local governments, and constitutional offices within Bay County, FL
- Compiling an After-Action Report to address opportunities for improvement Countywide and to suggest policies and procedures that would enhance their recovery from a future disaster
- Reviewed all County policies to ensure they are compliant with new federal codes and standards
- Provide Public Assistance training as requested by the County

DR-4428 Severe Storms, Straight-line Winds, Flooding, Landslides, and Mudslides Disaster Recovery - Kentucky Emergency Management (KYEM), Project Manager May 2019 - Present

- Assisted KYEM in implementing its first "State-Led" disaster in its history by overseeing a team who worked side by side with FEMA's FTL's PDMGs to assist over 40 applicants throughout the state
- Worked with KYEM to standardize forms, processes and procedures with all applicants to increase the speed of getting projects to obligation in FEMA's Grant Portal
- The state of KY received recognition by FEMA Region IV as setting the new standard to how State Led should operate throughout the country, as a result of the innovative thinking and approach implemented in this disaster



YEARS OF EXPERIENCE

Since 1997

EDUCATION

Tallahassee Com. College, FL
Valdosta State College, GA

TECHNICAL EXPERTISE

FEMA Grants Portal Training
EMMIE Training
FL PA Training
CO EM Grants
Training 44 CFR
FEMA EHP
FEMA Procurement, 2 CFR, part 200
RFR Submission Versioning
Projects Alternative Procedures
Closeout Requirements
FEMA Certified to write Debris Management Plans, 2015

FEMA COURSES

IS 100.b, Intro to Incident Command System
IS 200.b, ICS for Single Resources and Initial Action Incidents,
IS 230.d, Fundamentals of EM
G-300, Intermediate IC
G-400, Advanced IC
O-305, All-Haz Incident Mgmt. Team
IS-700.a, NIMS Introduction IS-800.b, National Response E/L 973, Fin./Admin. Sect. Chief

Tracy Doyle

Subject Matter Expert, Client Liaison

DR-4361 & DR-4358 Severe Storms, Tornadoes, Flooding, Landslides, and Mudslides Disaster Recovery - KYEM June 2018 – September 2018

- The Commonwealth of Kentucky was impacted by two flood events in February 2018, DR 4358 impacted 22 eastern counties of the state and seven days later DR 4361 impacted 34 counties in the western area of the state, Ms. Doyle and her team were activated to support the Commonwealth's recovery.
- Ms. Doyle and the CDR Maguire Team acted as liaisons between FEMA and the Commonwealth of Kentucky to support their applicant's recovery from both DR 4358 and DR 4361
- DR 4358 and DR 4361 are the Commonwealth of Kentucky's first disasters under FEMA's new PA Model utilizing the Grants Portal
- Ms. Doyle led a team of project managers to support the applicants as they navigated FEMA's Grant Portal, established DIs, uploaded documentation, answered EEs, collaborated with the CRC and finalized their Project Worksheets
- Ms. Doyle assisted KYEM establish policies and procedures that are reflective of FEMA's PA Model to ensure their subrecipients are better prepared for future disasters

DR-4337 Hurricane Irma - Disaster Recovery, Collier County, FL: Project Manager/Financial Section Chief September 2017- June 2018

- Collier County was one of the most severely impacted Counties as a result of Hurricane Irma with extensive damages resulting in over \$150 million in damages
- Ms. Doyle responded to Collier County's emergency procurement, arriving within 24 hours and immediately began offering support to strengthen their EOC with Financial Section Chief activities, tracking expenses, emergency procurement and documentation to justify FEMA reimbursement.
- CDR Maguire was awarded the permanent contract for all disaster recovery efforts in Collier County, a five-year contract
- Currently working with Collier County post-disaster as the Project Manager, supervising a staff of 10-20 people to support 40 County wide divisions
- Working in and training staff on FEMA's new Grants Portal Process.
- Administering the provision of Public Assistance support to 5 separate applicants in Collier County.
- Identified sites and met with county staff to strategically formulate projects
- Evaluate the documentation to ensure that contracts are procured correctly for permanent work projects
- Overseeing the recovery of over \$60 million in CAT A and CAT B projects, with damages still being assessed and quantified
- Compiling an After-Action Report to address opportunities for improvement Countywide and to suggest policies and procedures that would enhance their recovery from a future disaster
- Attend meetings with FEMA, State and County representatives to ensure beneficial relationships are maintained
- Reviewed all County policies to ensure they are compliant with new federal codes and standards
- Provide Public Assistance training as requested by the County
- Facilitated an After-Action Report for the County

DR-4283 Hurricane Matthew - Disaster Recovery, Flagler County, FL: Project Manager/Financial Section Chief October 2016 - August 2017

- Deployed pre-landfall as a Financial Section Chief to begin tracking expenses, monitor emergency procurement and maintain documentation for FEMA reimbursement
- Served as the CDR Maguire Program Manager for this disaster with an anticipated fiscal recovery of over 30 million dollars
- Evaluate sites to strategically formulate project worksheets, ensure scope of work is appropriate and eligible for reimbursement
- Ensure that all contract procurement is FEMA compliant per 2CFR, part 200, wrote a super circular compliant appendix to be included in all future County procurement
- Review all expenditures for validity and eligibility
- Attending meetings with the State and FEMA on behalf of Flagler County, including meetings on specific topics such as beach re-nourishment, waterway debris, private property debris and eligibility issues
- Reviewed all electronic documents to ensure they are accurate and complete, and that the correct support documentation is maintained for closeout
- Gathered data and determining where changes could be made and or policies implemented to save time

Tracy Doyle

Subject Matter Expert, Client Liaison

and money in the future

- Researched alternative grant funding sources
- Maintained relationships with clients and provided excellent customer service

DR-4255 Severe Winter Storms, Tornadoes, Straight-line Winds, and Flooding Disaster Recovery- Rowlett, TX June 2016 – August 2016

- Identified an opportunity for a FEMA Alternate project which allowed the City to use \$2 million for a drainage improvement project
- Performed over 250 site visits and was successful in capturing over \$5 million in damages and mitigation opportunities
- Conducted training exercises with city staff, and held training sessions educating different departments on the fundamentals of disaster management
- Reviewed all contract procurement for compliance per 2CFR, part 200, assisted the City in developing FEMA compliant language for future procurement

DR-4177 Severe Storms, Tornadoes, Straight-line Winds and Flooding Disaster Recovery - Jackson County, FL, 2015-16

- Served as the CDR Maguire Grant Manager for this disaster with an anticipated fiscal recovery of over 25 million dollars
- Helped pilot the Public Assistance Permanent Work Alternative Procedures (aka Sandy Recovery Improvement Act of 2013) on behalf of Jackson County, FL. which resulted in millions recovered
- Reviewed all County procurement and facilitated meetings with the County and a FEMA Federal Procurement and Acquisition Team (FPAT) to establish, 2 CFR, part 200, compliant procurement standards for the County
- Confirmed that the county has accurately established accounting codes to track all expenditures to specific projects and/or sites
- Reviewed all financial documentation to ensure eligible expenses are tracked and can be validated for technical correctness, numerical accuracy and completeness before submission to the State for payment
- Ensured that all records are maintained and required reports are prepared regarding the status of awarded grants
- Determined where changes could be made and/or policies implemented to improve fiscal recovery

DR-4145 Severe Storms, Flooding, Landslides, and Mudslides Disaster Recovery: Larimer County, CO, Project Manager 2015-16

- Worked closely with FEMA, the State of Colorado and Larimer County to provide public assistance support throughout each phase of this disaster from writing project worksheets, preparing requests for reimbursement to verifying closeout documents
- Assisted Larimer County with tracking expenses and recovering costs associated with this disaster
- Evaluated project worksheets to ensure scope of work was appropriate and eligible
- Reviewed all financial documentation to ensure technical correctness, numerical accuracy and completeness before submission to the State for payment
- Ensured that all records are maintained, and required reports are prepared regarding the status of awarded grants
- Met with the State of Colorado and FEMA on a regular basis to track projects and provide any needed documentation and or clarifications to keep the projects on time and budget
- Gathered data and determined where changes could be made and policies implemented to improve time and cost efficiency
- Established county contract procurement standards for compliance per 2CFR, part 200, and trained employees on FEMA procurement requirements

DR-4068 Tropical Storm Debby Disaster Recovery: State of Florida (FDEM): Sr. Grant Manager

- Provided Public Assistance Services to applicants throughout the State of Florida
- Reviewed documentation to ensure scope of work was appropriate and that all fiscal calculations were accurate
- Prepared and mailed all P2 letters to applicants throughout the state to verify amounts obligated on their

Tracy Doyle

Subject Matter Expert, Client Liaison

projects - The dates of these letters marked the beginning of their appeal options

- Supported the subgrantees in the federal appeals process by preparing, reviewing and monitoring appeals
- Reviewed requests for reimbursement, processed payments to applicants and wrote plans to streamline fiscal methods
- Reviewed contracts for procurement compliance
- Conducted reviews of all project worksheets, including comparing documentation in FEMA's Emmie to FL PA, printed out any documents not included in FL PA and scanned them to a hard drive and filed hard copies. Uploaded documents to FL PA

DR-4084 Hurricane Isaac Disaster Recovery - The State of Florida (FDEM): Sr. Grant Manager

- Provided Public Assistance Services to applicants throughout the State of Florida
- Reviewed documentation to ensure scope of work was appropriate and that all fiscal calculations were accurate
- Prepared and mailed all P2 letters to applicants throughout the state to verify amounts obligated on their projects - The dates of these letters marked the beginning of their appeal options
- Supported the subgrantees in the federal appeals process by preparing, reviewing and monitoring appeals
- Reviewed requests for reimbursement, processed payments to applicants and wrote plans to streamline fiscal methods
- Reviewed contracts for procurement compliance
- Conducted reviews of all project worksheets, including comparing documentation in FEMA's Emmie to FL PA, printed out any documents not included in FL PA and scanned them to a hard drive and filed hard copies. Uploaded documents to FL PA

DR-4138 Severe Storms and Flooding Disaster Recovery - The State of Florida (FDEM): Sr. Grant Manager

- Provided Public Assistance services to applicants throughout the State of Florida
- Reviewed documentation to ensure scope of work was appropriate and that all fiscal calculations were accurate
- Prepared and mailed all P2 letters to applicants throughout the state to verify amounts obligated on their projects - The dates of these letters marked the beginning of their appeal options
- Reviewed contracts for procurement compliance
- Supported the subgrantees in the federal appeals process by preparing, reviewing and monitoring appeals
- Reviewed requests for reimbursement, processed payments to applicants and wrote plans to streamline fiscal methods
- Conducted reviews of all project worksheets, including comparing documentation in FEMA's Emmie to FL PA, printed out any documents not included in FL PA and scanned them to a hard drive and filed hard copies. Uploaded documents to FL PA

Andre Duart

President / Project Executive

PROFESSIONAL PROFILE

Mr. Duart currently serves as President of Synergy Disaster Recovery. In this role, he oversees strategic and daily operations for the company, and is responsible for the expansion and implementation of company's strategic plan and growth. Mr. Duart is also responsible for project management, resource and staff allocation along with the financial performance of the company's operations.

EXPERIENCE

Synergy Disaster Recovery LLC, President - Nationwide Projects, U.S. 2019 – present

- Offers a unique blend of experience and expertise in business leadership, operations and account/assets management, process improvement, technical and personnel management, client relationships/management, strategic planning and business development.
- Responsible for managing all phases of the company's work on a program-wide and individual project level while working with clients and their stakeholders to establish and maintain specific project metrics and performance requirement

CDR Maguire, Inc., President - Emergency Management Division, Nationwide Projects, U.S. 2009 – Dec 2019

- As co-owner, Senior Vice President of CDR Maguire, Inc., and President of its EM Division, successfully developed and managed high performance teams, improving yield, reducing costs, minimizing risks, and maximizing quality and services in order to generate and sustain revenues, profit and growth for the company.
 - Grew the EM Division from \$900K in revenues to over \$10M in ten years by focusing on key state and local government contracts, and private sector teaming partners
 - Managed over \$1B in disaster recovery funds since 2009
 - Developed an EM workforce that is over 60+ FTE personnel strong, today, with the capability to quickly activate and onboard thousands of temporary, contract personnel, depending on disaster contract needs.
 - Oversees the Division's recruitment, hiring, and training of personnel, including performance appraisals, promotions, and other recognition.
 - Ensure contracts and operations compliance with all government authorities.
 - Work with executive management and board members to continuously identify, meet and exceed corporate operational strategies and performance goals.



YEARS OF EXPERIENCE

SINCE 1999

EDUCATION

BS – Decision Information Sciences, University of Florida, 1999

TECHNICAL EXPERTISE

- Project Management
- Financial Planning
- FEMA Public Assistance
- FHWA Emergency Relief
- Stakeholder Engagement

CERTIFICATIONS/TRAINING

IS-100, IS-700, IS-800, IS-634
Intro to FEMA Public Assistance,
IS-632 – Intro to Debris Operations

Andre Duart

President / Project Executive

- Specialized experience in Emergency/Disaster Response, Recovery and Hazard Mitigation Program services, including Debris Monitoring and Management Planning and Removal Operations, FEMA Public Assistance (PA) Program client representation, state/federal and Insurance agency claims oversight., and creating innovative methodologies for validating damages, tracking response and recovery costs while maintaining critical support documentation.
- Highly skilled with damage assessments/FEMA Project Worksheets (PWs); FEMA PA and HMA Programs, HUD CDBG-DR, and other federal, state and local disaster-related program policy, planning, reimbursements and submittals documentation requirements. He is also responsible for successfully overseeing and managing FEMA appeals justification processes. He is also very proficient with desktop and web-based industry software and applications.
- Understands the special needs of clients and is familiar with the unexpected challenges that can occur and the preparation of detailed project plans and solutions to consistently maximize client relationships and performance needs and goals.

Major Disaster Declarations serviced include:

DR-4399 Hurricane Michael – Various Locations, FL: 2018

- Number of applicants: 5
- Project Revenues: \$7M+
- Staff: 70+

DR-4337 Hurricane Irma - Various Locations, FL: Sep 2017

- Number of applicants: 8
- Project Revenues: \$5M+
- Staff: 60+

DR-4283 Hurricane Matthew - Various Locations, FL: Oct 2016

- Number of applicants: 8
- Project Revenues: \$5M+
- Staff: 60+

Kentucky Emergency Management Agency (KYEM) – DR-4348, DR-4361, DR-4428: 2016-18

- Number of applicants assisted: 60+ towns and municipalities
- Project Revenues: \$2M+
- Staff: 8

Massachusetts Emergency Management Agency (MEMA) – DR-1944, DR-4110, DR-4214, DR-4097, DR-4372, DR-4379: 2010-18

- Number of applicants assisted: 15+ towns and municipalities
- Project Revenues: \$1.5M+
- Staff: 6

DR-4177 Severe Storms, Tornadoes, Straight-line and Flooding – Various locations, FL: Apr 2014

- Number of clients: 3
- Project Revenues: \$3M+
- Staff: 10+

DR-4145 Severe Storms, Flooding, Landslides, and Mudslides – Various locations, CO: Sep 2013

Andre Duart

President / Project Executive

- Number of clients: 3
- Project Revenues: \$3M+
- Staff: 25+

DR-4085 Hurricane Sandy – Various locations, NY, RI, CT: Nov 2012

- Number of clients: 5
- Project Revenues: \$1M+
- Staff: 5+

DR-1894 RI Severe Storms and Flooding Hurricane Sandy – Various locations, RI: Mar 2010

- Number of clients: 10
- Project Revenues: \$1M+
- Staff: 10+

Other Relevant Experience:

Financial Advisor, 2002-2009. Mr. Duart's prior experience includes serving as a successful financial advisor and business consultant where he assisted business owners through estate planning, strategic business planning, and assisted in managing over \$100M investment portfolios.

Joseph Everett Gross, PMP

Subject Matter Expert, Director of Operations

PROFESSIONAL PROFILE

Mr. Gross currently serves as the Director of Emergency Management. In this role, he provides technical assistance on planning, debris, FEMA Public Assistance and long term recovery projects around the country. Mr. Gross led the Debris Management auditing team for Bay County, FL during Hurricane Michael. This team oversaw FEMA's largest locally led debris mission in its history with debris costs over \$300M.

Mr. Gross is a skilled communicator who has worked previously in broadcast. He has a depth of experience successfully advocating on the best interests of his clients.



PROJECT EXPERIENCE

DR-4399 Hurricane Michael Disaster Recovery/Debris - Bay County, FL: SME 2018 - Present

- Contract Management of largest local-led debris effort in FEMA history; over 9M CY of debris at \$250M
- Overseeing CDR Maguire's "Monitoring the Monitor" program allowing for accelerated Cat A project worksheets (PWs) to be written and reimbursed for more than \$130M
- Development and formulation of Cat A-G PWs
- Providing subject matter expertise on ROW debris, waterway debris and PPDR operations for Cat A
- Providing subject matter expertise on FEMA Grants Portal, site inspections and capped projects

DR-4337 Hurricane Irma Disaster Recovery/Debris - Collier County Consortium, FL: Project Manager

2017 - Present

- Currently providing services for 5 applicants under this solicitation- Collier County, City of Naples, Everglades City, Collier County Public Schools, and Collier County Mosquito Control District
- EOC Support providing technical assistance with documentation requirements and debris missions
- Assisting with the formulation of over \$150M in PWs including the first PW obligated for DR-4337
- Contract management and oversight in ~\$100M of Category A PWs and first reimbursement received for Hurricane Irma in the state of Florida
- Providing subject matter expertise on ROW debris, waterway debris and PPDR operations
- Developed Recovery Trax spreadsheet to assist clients manage their disaster and expenditures from impact to closeout

YEARS OF EXPERIENCE

CDR Maguire: Since 2012

Total: Since 2012

EDUCATION

BS – Sociology, University of Colorado, 2006

PMP-PMI Institute, 2016

IS-001a, IS-005a, IS-022, IS-042, ICS-100b, IS-120a, IS-130, ICS-200b, IS-212, IS-230c, IS-235b, IS-240a, IS- 241a, IS-242a, IS-244b, IS-265, IS-276, IS-321, IS-322, IS-324a, IS-328, IS-362a, IS-393a, IS-453, IS-632a, IS-633 IS-700a, IS-800b, IC-907, IS-1000, IS-1001, IS-1002, IS-1003, IS-1006

TECHNICAL EXPERTISE

FEMA Public Assistance
CDBG-DR
Case Management Counseling
Debris Monitoring
Debris Contract Management/
Quality Assurance
Data Management
ROW/Easement Acquisitions
Technology Development

Joseph Everett Gross, PMP

Subject Matter Expert, Director of Operations

DR-4399, DR-4337 & DR-4283 Hurricane Michael, Irma & Matthew Debris Monitoring - Florida Department of Environmental Protection (FDEP), FL: Project and Contract Manager 2017 - 2019

- Waterway debris operations for storm-related debris in the Barron River, St Johns River and tributaries
- Estimated 140,000 CY of marine and park debris
- Oversight of data management responsible for reconciling over 100 invoices in a 24-week period
- Created organized and methodical approach for citizen reporting of debris
- Managed SharePoint site for the use of all contractors and stakeholders involved in project

DR-4145 Colorado Severe Storms, Flooding, Landslides, and Mudslides Disaster Recovery - Larimer County, CO: Project Specialist and Liaison, 2014 - Present

- Implemented and managed nearly 50 large FEMA PA PWs and \$85 Million of anticipated obligated funds.
- Implemented and managed over \$8 million of CDBG-DR infrastructure grants for Larimer County
- Project Lead for 45,000+ cubic yard debris monitoring operation covering five different debris (Private Property Debris Removal, Right-of-Way, Stream Threats, Silt and Vehicle removal) related projects
- Worked with the County Land Agents in obtaining right-of-way and easement acquisitions for capital projects
- Project Coordinator between Larimer County, Loveland Housing Authority, Contracts and volunteer groups for administration of \$4M+ CDBG-DR funds for private roads and crossings
- Developed a prioritization algorithm to aid in the assessment and prioritization of infrastructure projects
- Developed and maintained an infrastructure project tracker in excel that auto updates and allows the project to follow progress from data collection to closeout
- Consulted on nation's first Unmet Needs and Community Fragility (UNCF) Study featuring socio-economic factors (connectedness, stability and sustainability) and chaos theory

DR-4317 & DR-4250 Missouri Severe Storms, Tornadoes, Straight-line Winds, and Flooding Disaster Recovery - Metropolitan St. Louis Sewer District, MO: Project Manager 2016 - 2018

- Assisted the fourth largest Sewer District in the country in managing over \$10 Million in obligated funds by reviewing all FEMA PA PWs for accuracy and mitigation opportunities
- Lead efforts on appeals, additional mitigation opportunities and worked with the finance department for complete and accurate reimbursement efforts
- Assisted with appeals and determination memos

DR-4337 Hurricane Irma Debris Monitoring - Eckerd College, FL: Project Manager 2017 - 2017

- Provided oversight of debris removal operations including hazardous trees, stumps and limbs
- Assisted in the development of PWs and insurance review
- Drafted after action report to better prepare and recover from next disaster

Recovery Plans and Functional Annexes - Colorado North Central Region (NCR) UASI: Project Manager 2016 - 2017

- Formulated and implemented recovery plans and functional specific annexes for the NCR jurisdictions.
- Eight total jurisdictions, 31 total documents
- Recovery Base Plans and annexes for Debris Management, Housing, Human Services and Damage Assessments
- Implemented lessons learned and best practices into documents for practical and functional field use

Joseph Everett Gross, PMP

Subject Matter Expert, Director of Operations

DR-4145 Colorado Severe Storms, Flooding, Landslides, and Mudslides Disaster Recovery - Boulder County, CO: Project Manager

2016 - 2017

- Managed over 10 projects and over \$65 Million in obligated funds for flood recovery efforts in Boulder County
- Assisted in the scope changes for almost a dozen Cat C PWs with the anticipated obligated amount of \$165M
- Reviewed all projects for all potential mitigation and codes and standards implementation
- QA/QC of all PW management activities

DR-4229 Colorado Severe Storms, Tornadoes, Flooding, Landslides, and Mudslides Disaster Recovery - El Paso County, CO: Project Manager

2016-2016

- Managed over twenty projects and over \$2 Million in obligated funds for flood recovery efforts in El Paso County
- Worked with the client, the State of Colorado and FEMA Region 8 to revise version "0" of multiple PWs to create a more accurate SOW and detailed damage description (DDD) on numerous PWs
- Advocated the consolidation of multiple small PWs into one large PW and increasing the PAAP PW obligated capped amount

DR-4166 South Carolina Severe Winter Storm Debris Monitoring - South Carolina Department of Transportation (SCDOT): Off-site Consultant 2014

- Provided remote support for a staff training, risk management, and QA/QC of field operations

DR-4107 Rhode Island Severe Winter Storm and Snowstorm Debris Monitoring - Charlestown, RI: Project Lead 2013

- Responsible for overseeing a 2,000+ cubic yard debris monitoring operation with the identification and removal of hundreds of hazardous limbs.

DR-4089 Hurricane Sandy Debris Monitoring - Westerly, RI: Off-site Consultant 2012

- Responsible for overseeing a debris monitoring operation of 140,000+ cubic yards of sand due to coastal storm surge.
- Dealt with complex issues involving multiple public entities owning and responsible for the sand

DR-4087 Hurricane Sandy - Debris Monitoring - Clinton CT: Off-site Consultant 2012

- Provided remote support for a debris monitoring operation of 7,600+ cubic yards of debris and for staff training, risk management, and QA/QC of field operations

DR-4080 Hurricane Isaac Debris Monitoring - Louisiana Department of Transportation and Development (LADOT): Field Supervisor 2012

- 300,000+ CY debris monitoring operation was covering all of Louisiana Department of Transportation and Development District 2
- Assisted Metric Engineering, the prime consultant, with field supervision, assessments, training, risk management, and truck certification
- Responsible for implementing, leading and overseeing vehicle and vessel removal operation in which dozens of vehicles and vessels were decommissioned and disposed of properly in accord with all Federal, State and local laws and procedures
- Lead Supervisor for the Private Property Debris Removal operations

Michael Garner, GISP, CFM

Hazard Mitigation Specialist

PROFESSIONAL PROFILE

Mr. Garner is a nationally recognized hazard mitigation planning and emergency management expert. He brings nearly 20 years of local, state and national experience leading and supporting hazard mitigation, emergency management, and community resiliency planning. Mr. Garner has spent much of his career assisting FEMA in implementing several public programs focused on the NFIP. He specializes in state and local hazard mitigation plans, having served as project manager for plans throughout the Nation. In his past role supporting FEMA Region VIII, he conducted local hazard mitigation plan reviews. An advocate of collaborative public outreach and transparent planning processes, he has facilitated over 50 public meetings hosting the general public, focus groups, local stakeholders, and local, state, and federal officials.



RELEVANT EXPERIENCE

State of Colorado: PA and non-PA Disaster Services, November 2019 to Present.

- Serves as Hazard Mitigation Assistance Lead

Bay County, FL: Long Term Recovery Support Services, September 2019 to Present

- Serves as project manager for the long term recovery team
- Manages development of HMGP applications for post Hurricane Michael recovery efforts
- Local Mitigation Strategy (LMS) plan review and updates
- Other grant development support

Ouray County, CO: Local HMP Update, Project Manager, April 2019 to Present

- Coordinated and facilitated all planning team meetings
- Developed and implemented public outreach and engagement plan
- Conducted a risk assessment for all-natural hazards impacting the County

State of Colorado: State HMP Update, Project Manager, October 2017 to August 2018

- Led update to all sections of the 2013 Plan
- Facilitated all planning team and stakeholder meetings
- Lead development of updated risk assessments for 33 natural and human-caused hazards
- Integrated with all existing related State planning efforts
- Incorporated results of all local HMP risk and capability assessments
- Led development of an updated statewide mitigation strategy

Years of Experience

Since 2001

Education

BS – Earth Sciences (with a minor in GIS),
The Pennsylvania State University, 2001
MS – Crisis, Disaster, and Risk
Management, The George Washington
University, 2004

Certifications

Certified Floodplain Manager (CFM)
Geographic Information Systems
Professional (GISP)

Technical Expertise

Hazard Mitigation Planning
Project Management
Community Planning
Recovery Grant Management
Public Outreach and Engagement
Comprehensive Planning Response /
Recovery Planning
GIS Risk Assessments
Hazus Analysis
COOP / EOP Planning
Resiliency Planning
EMAP Accreditation Support

Michael Garner, GISP, CFM

Hazard Mitigation Specialist

Albany & Carbon Counties, WY: Regional HMP, Planner, December 2018 to present

- Coordinating development of all sections of the new plan
- Facilitating and Coordinating all planning team and stakeholder meetings
- Leading all hazard risk and vulnerability assessment, analysis, and mapping

Larimer County, CO: Comprehensive (Mountain Resiliency) Plan Update, Subject Matter Expert, January 2017 – January 2018

- Supported public engagement events to identify the community's guiding principles
- Developed tools and strategies to allow the community to achieve their vision
- Incorporated hazard mitigation and integrated portions of the county HMP

City of Central, CO: Disaster Resiliency and Recovery Master Plan, Project Manager, November 2016 – July 2017

- Led table-top response disaster exercises for the planning team
- Facilitated the entire planning process for both planning team meetings and public outreach events
- Conducted a city-wide risk and vulnerability assessment
- Guided development of 95 resiliency actions which were prioritized utilizing the State of Colorado's Resiliency Framework

State Hazard Mitigation Plans, Project Manager and SME Support, 2010 - 2018

- Arizona (2013)
- Idaho (2010, 2013)
- New Mexico (2013, 2018)
- Colorado (2013, 2018)
- Missouri (2013)
- North Dakota (2018)

Local Hazard Mitigation Plans, Project Manager and SME Support, 2010 - 2018

Arizona

- Cochise County
- Yuma County

California

- Mono County

Ohio

- Huron County
- Noble County
- Pickaway County
- Putnum County
- Tuscarawas County

Colorado

- Arapahoe County
- City of Loveland
- Cities of Thornton, Northglenn, and Federal Heights
- Larimer County
- Weld County

Wyoming

- Goshen County (Region 7)
- Johnson County
- Laramie County (Region 7)
- Platte County (Region 7)

Georgia

- Douglas County
- Liberty County
- Maryland
- Charles County
- Montgomery County
- Queen Anne's County

FEMA Region VIII & National, Map Modernization (MapMod) / Risk Mapping, Assessment, and Planning (Risk MAP) / Community Engagement and Risk Communication (CERC) Programs, 2004 - 2016

- Conducted local HMP reviews on behalf of FEMA
- Facilitated municipal meetings and public outreach events relating to Flood Insurance Rate Map (FIRM) updates
- Contributed to the development and mapping of new and updated floodplains and maps

JAMES COYNE

Planner, Trainer, Facilitator



EDUCATION

M.S., Law Enforcement, Salve Regina University
B.A., Political Science/Public Administration,
Rhode Island College

CERTIFICATIONS

Certified Homeland Security Exercise and
Evaluation Program Practitioner
ICS Trainer

James is a training expert in the Emergency Management field, with over twenty-nine years serving in this industry, twenty-five of those specifically in positions of leadership. He is a driven professional who is experienced in LEAN process improvements as well as continuous quality improvement techniques and processes. James has extensive knowledge in safety, security, and emergency management, and is consistently consulted on matters related to incident management, school safety and security issues. He also has experience with the development, delivery, and tracking of different training exercises. James has developed emergency plans and guidelines for municipalities to follow during and after emergencies, and has served in all areas of the Incident Command System in addition to Emergency Operations Centers.

- **TRAIN LEARNING MANAGEMENT SYSTEM ADMINISTRATOR, Rhode Island Department of Health, Academic Institute, 2019-Present.** Responsible for the administration of the RIDOH learning management system, TRAIN, and for expanding the use of the system to a statewide healthcare audience. Responsible for leading and coordinating LEAN and quality improvement process for the department. Assist in the development and delivery of workforce development training for the RIDOH staff.
- **TRAINING COORDINATOR, Rhode Island Department of Health, Center for Emergency Preparedness and Response, 2018-2019.** Responsible for determining, developing, and delivering CDC grant-required emergency preparedness and response training within RIDOH, and with our external partners. Incident Command System developer and instructor responsible for RIDOH's compliance with the National Incident Management System, including credentialing and qualification. Served in various Incident Command positions during RIDOH ICS activations. Have continued to serve as a RIDOH representative on the Governor's Statewide School Safety Committee since 1995.
- **PREPAREDNESS BRANCH CHIEF, Rhode Island Emergency Management Agency, 2017-2018.** Oversaw the Exercise, Training, and Preparedness programs, in addition to managing statewide emergency response teams. Served as Operations Section Chief during State Emergency Operations Center Activations. Assisted in the development of the budget and determining spending priorities of the agency's preparedness grants. Member of the Federal Emergency Management Agency's committee that created the implementation guidelines for the 2017 revision of the National Incident Management System.
- **CHIEF, OFFICE OF INVESTIGATIONS, Rhode Island Department of Health, Division of Customer Services, 2017.** Oversaw the investigations of complaints against RIDOH licensed professionals and prepared cases for various professional licensing board's review and disposition. Tasked with the review of the RIDOH complaint intake process, including existing personnel difficulties and complaints backlog.
Using the LEAN process, developed a streamlined complaint intake process, including the physical relocation and expansion of the complaint unit, that led to a decreased backlog and a more efficient and effective process for receiving complaints.
- **TRAINING AND COMMUNITY INITIATIVES COORDINATOR, Rhode Island Department of Health, Center for Emergency Preparedness and Response, 2013-2017.** Responsible for determining, developing, and delivering CDC grant-required emergency preparedness and response training within RIDOH, and with external partners. LEAN Yellow Belt and Quality Improvement implementation team member. Conducted eight LEAN/KAIZEN process improvement events. Experienced at presenting complicated information in an understandable format to a diverse audience. Manager of HEALTH's 16,000 square foot medical and commodities warehouse,

James Coyne

ensuring that all pharmaceuticals, medical supplies, and associated support materials are kept in a state of readiness for deployment. Assist in the management of the Rhode Island Special Needs Emergency Registry.

- **CAPTAIN, ADMINISTRATIVE SERVICES COMMANDER, Cumberland Police Department, 1990-2013.** Hired as a Police, Fire, and EMS dispatcher. Oversaw a fifty-member agency in the Administration, Detective, and Operations Commander positions. Training coordinator responsible for developing, delivering, and tracking all training needs of the agency. Developed and implemented a statewide PPE for law enforcement program while working as a terrorism awareness and response trainer. As a grant writer and manager, was able to bring close to \$1million to the agency. Developed the local school resource officer program, and developed and delivered the active shooter and emergency response training within our region. Responsible for the day-to-day operation of the Cumberland Emergency Management agency; developed emergency operation and continuity of operations plans, as well as incident and event response plans. Developed and managed the local emergency operations center, including design, equipment acquisition, and management during emergencies. Member of the RIEMA All Hazards Incidents Management team, and served as Operations Section Chief on several wide area searches and presidential visits. Assisted in the development of regional and statewide response plans. As a member of the Governor's School Safety Committee, assisted in the development and enactment of the current school safety and security laws in Rhode Island. Developed school safety, security guidance, and protocols, and conducted threat, risk, and vulnerability assessments of school facilities region wide.
- **CONSULTANT/INSTRUCTOR, Lifespan, Office of Emergency Preparedness 2009-2013.** Modified the curriculum of the FEMA/DHS Incident Command System 300 and 400 Level Courses for use in the hospital setting. Instructed over 800 nurses, doctors, and hospital administrators in the use of the Incident Command System for responding to large scale events or incidents in the hospital setting. Conducted Hazard and Vulnerability Assessments for several healthcare organizations. Assisted in the management of Lifespan's response to the H1N1 outbreak in 2010. Developed Joint Commission-Compliant Emergency Preparedness Plans for healthcare organizations.
- **CONSULTANT/INSTRUCTOR, National Domestic Preparedness Coalition, Inc., 2009-Present.** Assisted in the development of the "Operational Value of Threat, Risk, and Vulnerability Assessments", and "School-Based Threat, Risk, and Vulnerability Assessments" programs. Deliver courses to a wide range of first responders, local government, and private industry partners in various states across the country. Experienced in conducting Threat, Risk, and Vulnerability assessments in schools and other government and private sector facilities.
- **CONSULTANT/INSTRUCTOR, Rhode Island Emergency Management Agency, 2001-2013.** Lead instructor for the State of Rhode Island Emergency Management's Incident Command Courses. Instructed over 3500 personnel, from entry level to executives. Gained certification in the Homeland Security Exercise and Evaluation Program to design, conduct, evaluate, and complete improvement plans for tabletop, functional, and full-scale exercised. Became certified in FEMA's Emergency Planning for Schools, and assisted in the development and implementation of the State's School Emergency Planning Program and school safety law changes.



JEFF STEVENS, CEM, MEP Project Executive



EDUCATION

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

CERTIFICATIONS

Certified Emergency Manager
Master Exercise Practitioner
FEMA Type III All-Hazard IMT**

Jeff serves as iParametrics' Vice President of Emergency Management. In this role, he works closely with our clients to improve their resilience and enhance their recovery efforts. Jeff is a hands-on leader known for his dogged advocacy on behalf of the communities we serve. He constantly identified opportunities to ensure that our clients are leveraging all possible avenues to enhance their preparedness or build back better after a disaster. Jeff is a Certified Emergency Manager and FEMA Master Exercise Practitioner. He holds numerous Incident Management Team certifications and is also a volunteer firefighter.

- **NEW YORK UNIVERSITY EMERGENCY MANAGEMENT PROGRAM**, New York City, New York. Jeff rebuilt the emergency management program at NYU, one of the largest private universities in the world. Working with a diverse population and campuses on six of seven continents, Jeff introduced new technology, processes and plans to enhance resilience and speed response. During his tenure, Jeff conducted the first DHS-funded Multi-Asset Security Assessment at a University, launched an Incident Management Team and created the first university-level Comprehensive Emergency Management Plan. He also launched a mobile safety app that works in 193 different countries.
- **DR-4214 COMMONWEALTH OF MASSACHUSETTS WINTER STORMS**, Massachusetts. Jeff served as the Project Manager for the largest declaration in the Commonwealth's history. Augmenting Commonwealth staff, Jeff's team dealt with a myriad of insurance issues that impacted project obligation and caused complex challenges specifically regarding self-insurance. Overall, the team supported 600+ applicants and 1200+ project worksheets.
- **CDBG-DR AND EDA GRANT MANAGEMENT**, Bristol, Rhode Island. Jeff served as the Project Manager for the administration of two grants to support the reduction of significant flooding issues along the Tanyard Brook Watershed. Utilizing both CDBG-DR and EDA grant programs, Jeff worked on behalf of the town to significantly reduce costs to the local taxpayer, while mitigating a significant, repetitive flooding issue that was impeding local development.
- **NEW JERSEY CENTRAL EAST HEALTHCARE COALITION 5-YEAR STRATEGY**, New Jersey. Jeff served as the Program Manager for the development of a 5-year strategy for the New Jersey Central East Healthcare Coalition. Faced with the prospect of shrinking Hospital Preparedness Program grant funds, the coalition sought to identify strategies to leverage funding, advance goals, and enhance healthcare resiliency throughout the region. Jeff's team used various qualitative and quantitative methods to develop a strategy that was fully adopted by all regional healthcare facilities.
- **NORTHERN NEW JERSEY UASI HOSPITAL EVACUATION FRAMEWORK**. Jeff served as the Project Manager and lead author to create a hospital evacuation framework for the North New Jersey Urban Area Security Initiative. This framework was intended for adoption by all hospitals in a 7 county region in northeastern New Jersey serving more than 3 million New Jersey residents.
- **DR-4085, HURRICANE SANDY**, Clinton, Connecticut. Jeff served as the Project Manager for the Town of Clinton's recovery efforts from Hurricane Sandy, a shoreline community that was significantly affected. Jeff's team first oversaw the debris monitoring of sand, vegetative, and white goods debris. Jeff's and his team then worked with the Town to prepare their Project Worksheets for various emergency and permanent work

JEFF STEVENS, CEM, MEP

Project Executive



projects. Complicating issues, the Town had been impacted by Tropical Storm Irene the year before and some of those projects were impacted once again. Jeff worked with the Town to decouple these issues and utilize the volunteer time from the Fire Department to offset the town's local cost share.

- **COOP/COG PLAN**, Westerly, Rhode Island. Jeff led a planning effort to create a Town-wide Continuity of Operations and Continuity of Government Plan for a small, coastal municipality in Rhode Island. Working with all departments, his team was able to identify all governmental functions including those that were critical to continue should they experience a significant disaster or service interruption. The resulting plan was adopted unanimously by the Town.

EMPLOYMENT HISTORY

- Vice President of Emergency Management, iParametrics, 2018-Present
- Director of Emergency Management and Communications Center, NYU, 2016-2018
- Vice President of Emergency Management Services, CDR Maguire, 2012-2016



ANDREA YOUNG, MEP, MT Planner, Trainer, Facilitator



EDUCATION

BS, Business Management and Accounting, Norwich University

CERTIFICATIONS

Master Exercise Practitioner
Master Trainer

Andrea is an expert trainer, planner, facilitator and exercise coordinator with more than fifteen years' experience. She has designed and delivered hundreds of high-quality, engaging workshops, training programs and HSEEP-compliant exercises. Andrea's work with the National Center for Campus Public Safety as well as the Program and Training Manager as well as Sate of Vermont's Exercise Officer and Homeland Security Unit Training Coordinator allows her to provide effective solutions for all iParametrics clients. Andrea is a FEMA-certified Master Exercise Practitioner and Master Trainer.

- Coordinated the development and update of **TRAUMA-INFORMED SEXUAL ASSAULT INVESTIGATION AND ADJUDICATION CURRICULUM** as charged by the White House Task Force to Protect Students for Sexual Assault. Facilitated training to more than 800 participants with a 95% overall satisfaction rating.
- Facilitated county-wide **CRISIS MANAGEMENT PLANNING WORKSHOP** for senior leaders of Mecklenburg County, North Carolina in support of the development of a County-wide Crisis Management Plan
- Increased overall **INCIDENT COMMAND SYSTEM COURSE OFFERINGS** by 50% within the State of Vermont by expanding the pool of certified instructors.
- Conducted a **STATEWIDE TRAINING NEEDS ASSESSMENT** within the State of Vermont to identify and address resource allocation challenges.
- Coordinated **VERMONT'S FIRST STATEWIDE CATASTROPHIC EXERCISE** with 750 participants in more than two dozen locations over a 30-hour event.
- Participated in the **DESIGN OF APPROXIMATELY 100 EXERCISES** resulting in 3,000 implemented corrective actions to sustain strengths and make improvements in Vermont's preparedness community.
- Managed the **STATE OF VERMONT'S HOMELAND SECURITY GRANT PROGRAM (HSGP)** consisting of \$55 million with of funding supporting over 5,000 subgrants.
- Founding member of the **NEW ENGLAND EXERCISE AND TRAINING OFFICERS CONSORTIUM**, a nationally-recognized model.

EMPLOYMENT HISTORY

- Director of Training and Exercises, iParametrics, 2018-Present
- Program and Training Manager, National Center for Campus Public Safety, 2014-Present
- Core Team Member, Leadership Strategies, 2013-Current
- Homeland Security Training Coordinator, State of Vermont Criminal Justice Training Council, 2013-2014



FIRM

- President/Owner
- K2 Project Management Solutions, LLC.
- July 2016 to Present

AREAS OF EXPERTISE

- HUD CDBG - DR
- Disaster Recovery Planning and Policy Development
- CDBG-DR Program Management
- CDBG-DR Housing, Infrastructure, Buyout, Reimbursement, etc.
- FEMA Disaster Recovery Monitoring
- CDBG-DR Full Spectrum Operations
- HUD Fair Housing
- Section 3 Compliance

YEARS OF EXPERIENCE

- 25 years

REGISTRATION/CERTIFICATION

- Project Management Professional
- PMO Certified
- Certified Fraud Examiner

PROFESSIONAL AFFILIATIONS

- Project Management Institute
- Association of Certified Fraud Examiners

EDUCATION

- BS, 1989, Personnel Management, University of Southern Mississippi
- MS, 2000, Workforce Training and Development, University of Southern Mississippi

Ken has directed over \$1 billion in HUD Community Development Block Grant (CDBG) funds. He oversees disaster recovery projects related to both HUD CDBG and FEMA Public Assistance for Government entities. Ken's responsibility includes program management, financial and regulatory compliance, program production, program reporting, grant management/administration, construction oversight, Stafford Act, Section 3 and Fair Housing compliance. His experience includes coordination with state and federal agencies, sub-recipients, and individual applicants receiving federal disaster assistance. Ken has planned and executed 14 individual programs and was directly responsible for complete CDBG-DR program delivery across the states of Mississippi, Texas, New York, South Carolina, West Virginia, and North Carolina.

PROFESSIONAL EXPERIENCE

- *Director - K2 Project Management Solutions LLC, CDBG Disaster Recovery Program, Robeson County, North Carolina December 2017– Current*

Ken directed the CDBG-DR program in Robeson County, North Carolina, which included program planning, oversight and client management services for \$90 million in CDBG- DR funds. Ken planned and directed program activities for Robeson County in accordance with the State of North Carolina's Action plan. His responsibilities included client management, budget oversight, program staffing, production management (initial planning through closeout), technology deployment, reporting oversight, construction oversight, and overall program compliance assurance. In addition, Ken worked directly with Robeson County leadership to ensure that benchmarks and milestones established were achieved on time and in full compliance with both state and HUD guidelines, rules, and regulations. Programs included were housing, buyout, and reimbursement.

- *Director - K2 Project Management Solutions LLC, CDBG Disaster Recovery Program, West Virginia, August 2017- Current*

Ken assisted Horne's Leadership in the State of West Virginia with program planning and delivery. Ken's primary responsibilities include program oversight, coaching of young leaders, vendor management assistance and production monitoring. Ken worked directly with the Horne leadership to ensure that benchmarks and milestones established were achieved on time and were in full compliance with the state and HUD guidelines. Program focused on Housing form Outreach through close out for single family homes and rental units.

- *Director - K2 Project Management Solutions LLC, CDBG Disaster Recovery Programs, South Carolina 2015 Flood and Hurricane Matthew, July 2016-December 2017*

Ken directed all aspects of both October 2015 Flood and Hurricane Matthew programs for the State of South Carolina. This included the planning, process flows, IT solution development, training, and execution of a \$180M turn-key CDBG-DR program focused on returning 3000 South Carolinians to more safe, sanitary, and secure living conditions. This included the rehabilitation, replacement, and reconstruction of 3000 homes across 24 counties over a 3-year period. Ken's team completed nearly 4000 homeowner applications, 900 damage assessments, 550 environmental reviews, and completed the repair or replacement of over 245 homes in the first 7 months of the program. This is a pace that has never been accomplished prior and was conducted using over 50% local Section 3 hires across the state.



FIRM

- President/Owner
- K2 Project Management Solutions, LLC.
- July 2016 to Present

CONTACT INFORMATION

- 13131 HWY 603
- Suite 101
- Bay St. Louis, MS 39520
- Phone: 409-659-7453
- kbenigno@k2pms.com



- *Director Horne LLP, CDBG Disaster Recovery Programs, New York, March 2014-August 2014*

Ken directed statewide outreach for the Governor’s Office of Storm Recovery’s (GOSR) Housing Program across all 32 damaged counties. He conducted a complex transition with the outgoing vendor to ensure the program remained operational while simultaneously transitioning all equipment, offices, applicant files, and IT system. Ken worked closely with the team shortly after to improve processes and procedures, develop a new system or record, and add efficiencies to increase production output. He trained new managers, opened multiple offices along Manhattan, Long Island, and Albany to ensure we were more effectively reaching the people most impacted by Super Storm Sandy and that the client’s expectations were being met. Ken then returned to Texas to direct the disaster programs across that state.

- *Director Home LLP, CDBG Disaster Recovery Programs, Houston, Texas, January 2013 – July 2016*

Ken was responsible for HORNE’s CDBG-DR programs across the State of Texas, which included program oversight and client management services for \$400 million in CDBG-DR. Ken directed program activities for Galveston County, City of Galveston, City of Houston, Lower Rio Grande Valley, and Southeast Texas. His responsibilities included client management, budget oversight, program staffing, production management, back office oversight, technology deployment, construction oversight, and overall program compliance assurance. In addition, Ken worked directly with the Texas General Land Office leadership to ensure that benchmarks and milestones established were achieved on time and were in full compliance with the GLO program guidelines and HUD rules and regulations.

- *Program Manager Home LLP, Mississippi Development Authority Long-Term Workforce Housing Program, Biloxi, Mississippi, July 2008–December 2012*

Ken directed the Long-Term Workforce Housing (LTWH) Program, which was a \$350 million HUD funded CDBG Disaster Recovery Program focused on rebuilding quality affordable housing and increasing the workforce along the Mississippi Gulf Coast following the devastating effects of Hurricane Katrina. He was responsible for seven project coordinators monitoring CDBG compliance and providing technical assistance for 42 separate sub-recipients. He assisted in the development and implementation of multiple LTWH processes to include program production, cash request processing, environmental oversight, procurement, compliance, risk management, income verification, duplication of benefits, Section 3 compliance, Fair Housing, document management, and program reporting. Ken also assisted in standing up the Neighborhood Home Program for the Mississippi Development Authority.

- *FEMA Disaster Operations Manager, Hattiesburg, Mississippi, 1998–2001, Commander, 2005 – 2008*

Ken served 22 years in the United States Army. He is certified in FEMA emergency preparedness and represented the Department of Defense as the Deputy Defense Coordinating Officer for Mississippi and Alabama. Ken participated in multiple training preparedness exercises and led or served in the Defense Coordinating Element during two named Hurricanes over a decade.



ATTACHMENT E – LICENSES AND CERTIFICATES



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Foreign Profit Corporation

CDR MAGUIRE INC.

Filing Information

Document Number	827186
FEI/EIN Number	05-0318211
Date Filed	12/16/1971
State	DE
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	08/31/2012
Event Effective Date	NONE

Principal Address

16267 SW 157 AVENUE
MIAMI, FL 33187

Changed: 09/19/2017

Mailing Address

PO BOX 771750
MIAMI, FL 33177

Changed: 09/19/2017

Registered Agent Name & Address

DUART, CARLOS A
16267 SW 157 AVENUE
MIAMI, FL 33187

Name Changed: 03/04/2010

Address Changed: 09/19/2017

Officer/Director Detail

Name & Address

Title PTD

DUART, CARLOS A
PO BOX 771750
MIAMI, FL 33177

Title S

KERR, KATRINA
PO BOX 771750
MIAMI, FL 33177

Title VP

AMORELLO, MATTHEW
2 GRANITE AVENUE
SUITE 150
MILTON, MA 02186

Title VP

DUART, ANDRE
PO BOX 771750
MIAMI, FL 33177

Title COO, Director

MACEY, MATTHEW
503 MARTINDALE STREET
6TH FLOOR
PITTSBURGH, PA 15212

Title Executive VP

VIDAL-DUART, TINA
PO BOX 771750
MIAMI, FL 33177

Title Director, VP

SACCOCCIO, MARK
2 GRANITE AVENUE
SUITE 150
MILTON, MA 02186

Title CEO, Director

DUART, CARLOS E
PO BOX 771750
MIAMI, FL 33177

Title VP

SHADLE, STEPHEN
503 MARTINDALE STREET
6TH FLOOR
PITTSBURGH, PA 15212

Title VP

SASSO, JOSEPH
503 MARTINDALE STREET
610
PITTSBURGH, PA 15212

Title VP

EVANKO, JOSEPH
503 MARTINDALE STREET
SUITE 610
PITTSBURGH, FL 15212

Title VP

BLAKE, GREGORY
2 GRANITE AVE
SUITE 150
MILTON, MA 02186

Title VP

Geary, Jonathan
2080 Silas Deane Highway
Rocky Hill, CT 06067-2334

Annual Reports

Report Year	Filed Date
2017	02/15/2017
2018	04/11/2018
2019	02/11/2019

Document Images

02/11/2019 -- ANNUAL REPORT	View image in PDF format
04/11/2018 -- ANNUAL REPORT	View image in PDF format
09/19/2017 -- AMENDED ANNUAL REPORT	View image in PDF format
02/15/2017 -- ANNUAL REPORT	View image in PDF format
02/02/2016 -- ANNUAL REPORT	View image in PDF format
07/21/2015 -- AMENDED ANNUAL REPORT	View image in PDF format
01/15/2015 -- ANNUAL REPORT	View image in PDF format
03/19/2014 -- ANNUAL REPORT	View image in PDF format
01/31/2013 -- ANNUAL REPORT	View image in PDF format
08/31/2012 -- Name Change	View image in PDF format
02/09/2012 -- ANNUAL REPORT	View image in PDF format
03/15/2011 -- ANNUAL REPORT	View image in PDF format
03/04/2010 -- ANNUAL REPORT	View image in PDF format
03/25/2009 -- ANNUAL REPORT	View image in PDF format
04/30/2008 -- ANNUAL REPORT	View image in PDF format
01/11/2007 -- ANNUAL REPORT	View image in PDF format
02/22/2006 -- ANNUAL REPORT	View image in PDF format
02/25/2005 -- ANNUAL REPORT	View image in PDF format
02/03/2004 -- ANNUAL REPORT	View image in PDF format
04/14/2003 -- ANNUAL REPORT	View image in PDF format
05/14/2002 -- ANNUAL REPORT	View image in PDF format
04/04/2001 -- ANNUAL REPORT	View image in PDF format
02/29/2000 -- ANNUAL REPORT	View image in PDF format
02/24/1999 -- ANNUAL REPORT	View image in PDF format
08/13/1998 -- ANNUAL REPORT	View image in PDF format
05/01/1997 -- ANNUAL REPORT	View image in PDF format
05/01/1996 -- ANNUAL REPORT	View image in PDF format
05/01/1995 -- ANNUAL REPORT	View image in PDF format

State of Florida

Department of State

I certify from the records of this office that CDR MAGUIRE INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on December 16, 1971.

The document number of this corporation is 827186.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on February 11, 2019, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-fourth day of July,
2019*



Ronald R. Bee
Secretary of State

Tracking Number: 0541349604CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

RICK SCOTT, GOVERNOR



JONATHAN ZACHEM, SECRETARY



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF PROFESSIONAL ENGINEERS

THE ENGINEERING BUSINESS HEREIN IS AUTHORIZED UNDER THE
PROVISIONS OF CHAPTER 471, FLORIDA STATUTES

CDR MAGUIRE INC.

P O BOX 771750

MIAMI

FL 33177

LICENSE NUMBER: CA30093

EXPIRATION DATE: FEBRUARY 28, 2021

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida

Department of State

I certify from the records of this office that CDR MAGUIRE INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on December 16, 1971.

The document number of this corporation is 827186.

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*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-fourth day of July,
2019*



Ronald R. Lee
Secretary of State

Tracking Number: 0541349604CU

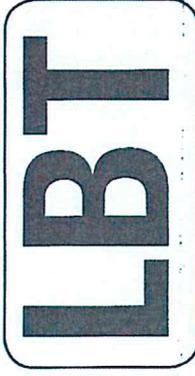
To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

008532

Local Business Tax Receipt

Miami-Dade County, State of Florida
-THIS IS NOT A BILL - DO NOT PAY



6241442

BUSINESS NAME/LOCATION
CDR MAGUIRE INC
8669 NW 36TH ST 340
DORAL FL 33166

RECEIPT NO.
RENEWAL
6505995

EXPIRES
SEPTEMBER 30, 2020
Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

OWNER
CDR MAGUIRE INC

SEC. TYPE OF BUSINESS
212 P.A./CORP/PARTNERSHIP/FIRM

PAYMENT RECEIVED
BY TAX COLLECTOR

Employee(s) 1

\$45.00 .07/22/2019
CREDITCARD-19-059413

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit www.miamidade.gov/taxcollector



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/6/2019

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 Alliant Insurance Services, Inc 1200 Brickell Avenue, Suite 1800 Miami FL 92101	CONTACT NAME: Paula Delage PHONE (A/C, No, Ext): 813.326.2876 E-MAIL ADDRESS: paula.delage@alliant.com	FAX (A/C, No):
	INSURER(S) AFFORDING COVERAGE	
INSURED CDR Maguire, Inc. P.O. Box 771750 Miami FL 33177	INSURER A: Berkley Assurance Company	NAIC # 39462
	INSURER B: First Liberty Insurance Corporation	33588
	INSURER C: Liberty Insurance Corporation	42404
	INSURER D: Liberty Mutual Fire Ins. Co.	23035
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 700170634 **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
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	TB6-Z51-292191-029	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPI/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	AS6-Z51-292191-039	3/1/2019	3/1/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	TH7-Z51-292191-059	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
D	<input checked="" type="checkbox"/> 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/A	WC2-Z51-292191-019	3/1/2019	3/1/2020	<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
A	<input type="checkbox"/> Professional Liability <input type="checkbox"/> Pollution Liability			PCAB-5008100-0319	3/1/2019	3/1/2020	Each Claim \$ 1,000,000 Aggregate \$ 2,000,000 SIR \$ 150,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Proof of Insurance Only.

CERTIFICATE HOLDER**CANCELLATION**

Proof of Insurance Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ATTACHMENT F - EXPERIENCE LIST, REFERENCES & CREDENTIALS

ATTACHMENT F – EXPERIENCE LIST, REFERENCES AND CREDENTIALS

Experience List – Listed in Attachment F

Include the following credentials for, as required by the Proposal Specifications:

- **Instructor** - James Coyne
- **Project Manager (for Exercises, per the RFP for this Attachment Section)**- Jeff Stevens, CEM, MEP
- **Exercise Program Leader** - Andrea Young, MEP, MT

References:

FEMA Public Assistance Contract (via Fluor)

Eileen McLaughlin, FGG Management

Phone: (703) 387-4826

Email: Eileen.McLaughlin@Fluor.com

Years of Service: 15+

- Provide on-site, in-person training on various post-disaster topics including role certification and program administration, to groups ranging from 5 people to 80 people
- Establish an online learning management system to support the training of 1,500+ employees in the Program Delivery Manager role
- Assist with the design of online courses from concept to final execution including curriculum development
- Created various disaster specific trainings on roles and responsibilities

Mecklenburg County, North Carolina

Mark Foster, Assistant County Manager

Phone: (980) 314-2930

Email: mark.foster@mecklenburgcountync.gov

Years of Service: 2+

- Created a Crisis Management Plan and a Strategic Emergency Management Plan to enhance county operations during incidents
- Provided various training opportunities with senior leaders and department heads including multiple, in person half day training sessions
- Provided training to the Board of County Commissioners at an executive retreat
- Created an online training module for all employees to complete on the crisis management plan
- Hosted a tabletop exercise to test the developed plans

Washington University in St. Louis

Ty Davidson, Emergency Management Director

Phone: (314) 747-8208

Email: mailto:tdavisson@wustl.edu

Years of Service: 1

- Created a custom, in person training on Disaster Recovery for their Emergency Management, General Council, Finance, and Insurance teams
- Delivered the training to include engaging exercise scenarios, videos and interactive content



Bay County, Florida (DR-4399-FL Hurricane Michael), Disaster Recovery Services and Debris Management



CLIENT:

Bay County, Florida

TYPE OF PROJECT:

Disaster Recovery Services | Debris Management

PROJECT FEATURES:

- FEMA Grants Portal
- Public Assistance & HMGP
- Debris Management
- 404/406 Mitigation
- Procurement (2 CFR 200 Compliance)
- EOC Support
- CM Support

REFERENCE:

Ashley Stukey, Budget Officer
Bay County
840 W 11th Street
Panama City, FL 32401
Phone: 850.248.8240
Email: astukey@baycountyfl.gov

SERVICES

CDR Maguire is currently supporting Bay County, Florida with over \$600M of disaster recovery costs from Hurricane Michael, assisting leadership as they navigate FEMA's new PA Model utilizing the Grants Portal for the first time.

In addition to our Public Assistance responsibilities, CDR Maguire was assigned as the County's Debris Manager overseeing their \$350M debris operation, which will become the **largest "locally-led" debris mission ever in the country**. CDR Maguire was responsible for overseeing both the County's debris monitoring firms, by performing 100% validation of both the Hauler and Monitors invoices to ensure FEMA reimbursement.

CDR Maguire was also tasked to augment the Public Works Department staff and provide construction management services for multiple hurricane related projects, ensuring FEMA compliance through completion of those projects.

HIGHLIGHTS

Our team of disaster recovery managers and specialists are currently assisting the County with:

- EOC Response and Support
- Identifying damages, including establishing a Damage Inventory, uploading documentation, answering Essential Elements of Information, and providing project estimations to strategically formulate small and large projects.
- Identifying projects for potential Section 428, Alternate and Improved projects alternatives.
- Providing FEMA Public Assistance (PA) Program training as requested by the County.
- Validating debris monitoring supporting documentation for FEMA reimbursement, and reconciling invoices, including preparation of Cat A project formulation
- Providing Construction Management Services on multiple hurricane related projects.



CDR | MAGUIRE



Collier County, Florida (DR-4337), Hurricane Irma Disaster Recovery Services



CLIENT:

Collier County Consortium

TYPE OF PROJECT:

Disaster Recovery Services

PROJECT FEATURES:

- New FEMA PA Model
- Public Assistance
- Section 406 Mitigation
- Procurement (2 CFR 200 Compliance)
- Debris Management
- EOC Support

REFERENCE:

Bendisa Marku
Senior Operations Analyst
3327 Tamiami Trail East
Naples, FL 34112
Phone: 239.252.8499
Email: BendisaMarku@colliergov.net

Collier County is one of the most severely impacted counties in Florida from Hurricane Irma. Collier sustained extensive damage resulting in estimated \$250 Million in disaster related expenses.

Our ability to establish relationships, and lower cost structure resulted in the County selecting us as their primary Public Assistance (PA) Consultant. Initially the County chose two consultants during its emergency procurement.

We are currently working with Collier County post-disaster with a staff of approximately 20 people and in support of 40 Countywide divisions, and four other applicants.

HIGHLIGHTS

- Supporting five (5) separate applicants on this contract:
 1. Collier County
 2. City of Naples
 3. Mosquito Control District
 4. Everglades City
 5. Collier County Public Schools
- First applicant in the state of Florida for Hurricane Irma to have:
 - Funding Agreement in place
 - PW obligated (Cat-B)
 - First Cat-A PW obligated
- Debris Management
 - Over \$100M in Debris Management Costs
 - Received additional 2% on PAAP
 - Identified waterway debris that otherwise would have been overlooked
 - PPDR



Monroe County, Florida (DR-4337), Hurricane Irma Disaster Recovery Services



CLIENT:

Monroe County, FL

TYPE OF PROJECT:

Disaster Recovery Services

PROJECT FEATURES:

- New FEMA PA Model
- Public Assistance
- Section 406 Mitigation
- Documentation Reconciliation

REFERENCE:

Julie E. Cuneo
 Management and Business
 Services Administrator
 Office of Management &
 Budget, Purchasing, Grants
 Administration
 11000 Simonton Street 2-213
 Key West, FL 33040
 Phone: 305.292.4460
 Email: Cuneo-Julie@MonroeCounty-FL.gov

CDR Maguire is providing FEMA Program Consulting Services to Monroe County, Florida for impacts related to Hurricane Irma. Brought in as the prime consultant for this contract in 2019, we have already assisted the County in being able to receive, to date, \$1.5M in payments that had been previously tied up in the recovery process for more than two years. Our services include, but are not limited to providing the following services:

HIGHLIGHTS

- General FEMA Programs, including but not limited to the Public Assistance program, Sheltering and Temporary Essential Power (STEP) and Hazard Mitigation Grant Program (HMGP);
- Reviewing and updating FEMA's Detailed Damage Descriptions (DDD) to ensure that all damages were captured for reimbursement in project worksheets
- Reviewed and reconciled documentation submitted to FEMA by previous consultant to expedite obligation and payments of previous projects that were tied up for two years
- Ensuring the increased federal cost-share for Hurricane Irma of 90% was applied to all projects
- Assistance with preparation of correspondence to State of Florida and FEMA;
- Advice as to eligibility of expenses and assistance with the formulation of requests for reimbursement (RFR) to State of Florida.
- Review of current County policies and assistance with development and documentation of new County policies to ensure compliance with FEMA and State of Florida requirements and guidelines;



CDR | MAGUIRE



Florida Department of Environmental Protection (FDEP), Debris Monitoring (DR-4399) Hurricane Irma



CLIENT:

Florida Dept. of Environmental Protection

TYPE OF PROJECT:

Debris Management

PROJECT FEATURES:

- Debris Monitoring
- Invoice Reconciliation
- Burn Operations
- Project formulation for FEMA Portal Submission

REFERENCE:

Scott Woolam
Sr. Program Analyst
Scott.Woolam@dep.state.fl.us
(850) 245-2806
3900 Commonwealth Blvd.
Mail Station 100
Tallahassee, FL 32399-3000

SERVICES

In 2018, CDR Maguire was activated by the Florida Department of Environmental Protection (FDEP) once again for debris monitoring in response to Hurricane Irma. Three (3) separate debris missions were assigned to CDR Maguire:

1. Beach Re-Nourishment
2. St. John's River Waterway Debris Removal
3. Collier County Waterway Debris Removal

These projects consisted of overseeing hauling operations in three separate locations throughout the state which included waterway debris removal for one of the most heavily impacted counties in Florida, Collier County, and importing sand for beach re-nourishment projects along the eastern coast of Florida after Hurricane Irma. Combined the overall operations totaled close to \$20M and approximately 100,000 CY of debris.

In addition to providing monitoring support for FDEP, CDR Maguire had been tasked with providing project and grant management. In this capacity, CDR Maguire assisting in the coordination of data and documentation of multiple contractors by creating a SharePoint site in which all key stakeholders involved in the project could access. This feature allowed FDEP to receive real-time information across all contractors along with daily reports. By aggregating all the information in one spot, CDR Maguire assisted in streamlining the PW formulation.



CDR | MAGUIRE



Flagler County, Florida (DR-4283) Hurricane Matthew and (DR-4337) Hurricane Irma



CLIENT:

Flagler County, FL

TYPE OF PROJECT:

PA and Grant Administration

PROJECT FEATURES:

- FEMA Public Assistance
- Sec 428 – Public Assistance Alternative Procedures (PAAP)
- Technical Assistance
- Appeals Support
- Sec 406 Post-Disaster Mitigation
- Scope Changes & Versions
- FEMA Closeout/Appeals
- Reimbursement Requests
- Implementation of New PA Model
- Emergency Planning

REFERENCE:

Kris Collora, CPPB
Purchasing Manager
Flagler County Board of County Commissioners

1769 E. Moody Blvd, Bldg #2 Bunnell,
FL 32110
Office: 386-313 4008
www.FlaglerCounty.org

SERVICES

CDR Maguire was activated by Flagler County prior to Hurricane Matthew making landfall in October of 2016 and again activated for Hurricane Irma in September 2017 to provide EOC response and disaster recovery services. CDR Maguire has worked closely with each County department to track all hurricane related expenses and monitor their emergency procurements.

With over an estimated \$50 Million dollars of storm related damages along 17 miles of Flagler County beaches for Matthew and an estimated \$5 Million from Irma, CDR Maguire works closely with State and Federal agencies to assist the County in its recovery processes.

CDR Maguire is currently providing project and grant administration support to the County, utilizing FEMA's Sec 428 Public Assistance Alternative Procedures Pilot Program (PAAP) for Debris Removal, in addition to the formulation of all Project Worksheets (A-G). CDR Maguire also supported the County by providing technical assistance with their private property debris removal appeal for Hurricane Matthew, now pending final determination by FEMA. Still in the early stages of recovery for Irma, CDR Maguire is supporting the County through site visits, project formulation, implementation of the new PA model through coordination with the Program Delivery Manager and CRC, expense tracking, 404 and 406 mitigation opportunities, and requests for reimbursement. Additionally, CDR Maguire continues to work closely with the County to identify best practices and implement cost effective strategies that maximize the County's reimbursement opportunities.

Services under these contract activations include:

- Conducting site visits and mitigation reviews
- Cost Estimates
- Damage Assessments
- Project Worksheet Formulation through closeout
- Quarterly Reporting and Reimbursement Requests
- Attending FEMA/State Recovery meetings
- CEMP/COOP/Sheltering/DMP/Hazard Specific Planning



CDR MAGUIRE



Jackson County, Florida (DR-4177) Severe Floods



CLIENT:

Jackson County, FL

TYPE OF PROJECT:

Disaster Recovery

PROJECT FEATURES:

- FEMA Public Assistance
- Sec 428 – Public Assistance Alternative Procedures (PAAP)
- Damage Assessments
- Section 406 Post-Disaster Mitigation
- Section 404 Pre-Disaster Mitigation
- Long-term Recovery Strategy

REFERENCE:

Rodney Andreasen
 Emergency Management Director
 (850) 482-9678
 2864 Madison Street
 Marianna, FL 32448
 Email: randreasen@jacksoncountyfl.com

SERVICES

CDR Maguire Inc. was retained by Jackson County, Florida to assist in their recovery from severe storms and flooding that affected the Florida Panhandle in late April and early May of 2014. Numerous roads and crossings were damaged or completely washed away. The CDR Maguire Team provided FEMA Public Assistance and Hazard Mitigation Support.

FEMA's Preliminary Damage Assessment indicated that the County had experienced approximately \$6 million in disaster related damages. While working with State and Federal counterparts, our team conducted over 1,000 site visits on over 825 miles of roadway within a three-month period that resulted in the identification of approximately \$30 million in appended disaster related damages eligible for funding – **five times greater than FEMA's original estimate.**

In addition, CDR Maguire worked with Jackson County to enter FEMA's Sec 428 PAAP program which allowed for an expedited process and reduced administration during the recovery process.

Services under this contract included:

- Project Worksheet Formulation
- Section 406/404 Mitigation
- Cost Estimates
- Quarterly Reports
- Attending FEMA/State Recovery meetings

CDR Maguire further supported Jackson County with the administration of their PAAP Program as they completed their permanent work projects.





Larimer County, Colorado (DR-4145) September 2013 Floods



CLIENT:

Larimer County, CO

TYPE OF PROJECT:

Grant Administration, Debris Management & Planning

PROJECT FEATURES:

- FEMA Public Assistance
- Debris Monitoring
- Section 406 Post-Disaster Mitigation
- Closeout/Appeals
- Training
- CDBG-DR administration
- Unmet Needs and Community Fragility Study

REFERENCE:

Lori Hodges
 Director of Emergency Management
 200 W. Oak Street
 Fort Collins, CO 80521
 Phone: 970.498.7147
 Email: lhodges@larimer.org

SERVICES

CDR Maguire was retained by Larimer County, Colorado to assist in their recovery from the devastating September 2013 Floods. As one of the hardest hits counties in the state, CDR Maguire provided the County with Grant Administration, Debris Management and Planning support.

FEMA's Preliminary Damage Assessment indicated that the County experienced approximately \$25 million in disaster related damages. To date, Larimer County stands to receive close to \$85 Million in recover funding based on the additional work done by the CDR Maguire Team in conjunction with State and Federal counterparts.

During our three-year engagement, CDR Maguire fully integrated with county staff supporting their recovery efforts on both emergency and non-emergency tasks. This included training, developing policies and procedures, in addition to grant administration.

Services under this contract included:

- Damage Assessments
- Costs Estimates
- Requests for Reimbursements
- Closeout Support
- Stream Debris Management
- Quarterly Reporting
- Unmet Needs and Community Fragility Study
- CDBG-DR Grant Writing and Administrative Support - **saving the County more than \$8 Million.**

CDR Maguire continues to provide Larimer County grant administration support as the State of Colorado enters the Closeout Phase of the September 2013 Flood Disaster.





Colorado North Central Region UASI, Recovery Plans and Functionally Specific Annexes



CLIENT:

Colorado North Central Region UASI

TYPE OF PROJECT: Emergency Management-Planning

PROJECT FEATURES:

- Develop Base Recovery Plans
- Develop Functionally Specific Annexes
- Identify Gaps in other Planning Documents
- Recommend Trainings and Exercises
- Implement Best Practices and Lessons Learned

REFERENCE:

Brandon Lenderink
 NCR Recovery Committee Co-Chair
 Aurora Office of Emergency Management
 15151 E. Alameda Parkway
 Aurora, CO 80012
 Phone 303-326-8954
blenderi@auroragov.org

SERVICES

CDR Maguire was procured by the Colorado North Central Region (NCR) UASI to assist in the development and implementation of Disaster Recovery Base Plans (BP) and functionally specific annexes (Housing [H] Human Services [HS], Debris Management [DM] and Damage Assessment [DA]). The State of Colorado suffered its most costly disaster in history during the floods of 2013. After action reports determined that most jurisdictions lacked adequate planning documents, including recovery plans.

The regional UASI consist of 10 Counties and the municipalities within, representing more than 56% of the state’s population. Eight jurisdictions were involved in the project consisting of 34 total documents:

Jurisdiction	BP	H	HS	DM	DA
City/County of Denver	X	X	X	X	X
Clear Creek County	X	X	X	X	X
City of Aurora	X	X	X	X	X
City/County of Broomfield	X	X	X	X	X
City of Arvada	X	X	X	X	X
Jefferson County		X	X	X	X
Arapahoe County		X	X	X	
Adams County		X	X		

During the planning and drafting of these documents the planning team reviewing existing documents to aid in the develop of the recovery plans. CDR Maguire provided expertise in identifying gaps in the existing documents and recommended action.

The CDR Maguire Planning Team implemented real life best practices and lessons learned from the countless disaster recovery projects deployed on around the country and specifically in Colorado. This hands-on experience allowed these documents to not only be a great guidance resource, but functional and practical in the event of a disaster.





Operation Hazardous Haze – Full Scale Incident Exercise

Neptune, New Jersey



CLIENT:

Neptune Office of Emergency Management

TYPE OF PROJECT:

Emergency Management

PROJECT FEATURES:

- Exercise Design
- Exercise Conduct

REFERENCE:

Mr. Michael Bascom, CEM
 Chief Financial Officer/
 Deputy Emergency Management
 Coordinator
 Neptune Township, NJ
 25 Neptune Boulevard
 Neptune, NJ 07753
 Phone: 732.988.5200 x241
 Email: mbascom@neptunetownship.org

SERVICES

CDR Maguire Inc. was retained by the Disaster Resistant Communities Group (DRCG) to assist with the design and conduct a full scale, HSEEP-Compliant, hazardous materials and mass casualty incident exercise for the Neptune Township Office of Emergency Management.

CDR Maguire worked with local stakeholders to design a full-scale exercise involving local, county, state and private assets. The exercise included participants from numerous local fire, EMS, and police departments as well as hazardous material teams and a local hospital. The exercise included real-life enhancements such as volunteer actors, a simulated crash site, and a smoking chemical truck.

CDR Maguire assisted with the development of exercise documentation, exercise evaluation guides, and exercise control. Our staff coordinated the exercise setup, release of players, delivery of injects, and exercise flow. Staff also assisted in the development of the After-Action Report and Improvement plan.



May 13, 2019

To Whom It May Concern:

I am pleased to write this letter of recommendation regarding the professional services of CDR Maguire and their support to Collier County, FL after the devastating impact of Hurricane Irma in September 2017, that resulted in over \$150 million dollars' in damages.

Immediately after Irma made landfall, we contacted CDR Maguire for emergency support in our Emergency Operations Center (EOC). Within 24 hours Tracy Doyle, Program Manager and Financial Section Chief, rolled up her sleeves and began assisting our staff in the EOC, offering consult on emergency procurement, expense tracking, and all aspects of our disaster related expenses. After several days of assessment, she provided a team of financial and debris specialists to augment our existing staff. CDR's staff was professional, knowledgeable and up to date on the most recent disaster recovery policies.

The CDR team has extreme talent in disaster consulting and finances and has tremendous knowledge in the FEMA PAPPG as well as 44 C.F.R. CDR has been involved in many deployments across our region including recent disasters in Florida and also deployed for Hurricanes Matthew and Harvey. CDR Maguire's support of Collier County is currently ongoing and their recovery tasks have included:

- Managing more than \$80M in debris related costs
- Tracking and monitoring all disaster-related expenses, including personnel, equipment time, emergency procurement, and vendors
- Assisting Collier County in navigating the FEMA reimbursement process by ensuring that forms are completed and submitted properly
- Training our staff in the New FEMA PA Model and how to use the FEMA Grants Portal
- Sharing their expertise regarding documentation and FEMA requirements with Collier County staff and other partnering agencies

In addition to the above efforts, Tracy has provided guidance on the development of an MOU between Collier County and Collier County Public Schools for the County's disaster sheltering program.

Tracy and her team have provided the highest quality of customer service, along with exceptional knowledge and expertise as Collier County's Emergency Management Disaster Consultant. They have worked tirelessly to navigate Collier County through the FEMA reimbursement and financial process for our consortium.



I am confident that Tracy's clients share the same opinion as I do, that she is a highly outstanding and respected consultant. It is my great pleasure to work with CDR Maguire, Tracy, and her team.

Sincerely,

A handwritten signature in cursive script, appearing to read "Dan E. Summers".

Dan E. Summers, CEM, FPEM
Director, Collier County Emergency Management



OFFICE OF EMERGENCY MANAGEMENT

Post Office Box 1190
Fort Collins, Colorado 80522-1190

(970) 498-7147
cell (303) 656-3214
e-mail: lrhodes@larimer.org

To whom it may concern:

Larimer County contracted with CDR Maguire in 2013 to assist us with the large-scale recovery efforts from the 2012 High Park Wildfire and the 2013 Flood. Since that time, we have utilized the services of CDR Maguire on a host of planning and implementation projects throughout the county, including an Unmet Needs and Community Fragility Study which was based off of recent academic research and was a first of its kind.

I would like to submit this letter or recommendation for CDR Maguire. In all the projects we have completed with this firm, their staff has been professional, competent, flexible and adaptable. Our fire and flood recovery has spanned three years and CDR Maguire has been able to flex their staff to assist the county while also illustrating their understanding of fiscal limitations. Additionally, as needs changed, they were able to bring in subject-matter experts that could best assist the county on those specific projects. CDR Maguire employees were willing to work with the county and were flexible enough to ensure each project was not only a success but that they also finished on time.

I highly recommend this firm for any planning or recovery project due to their knowledge and expertise, and would work with CDR Maguire again without hesitation. Please contact me if you have any questions or if you need further information

Sincerely,

Lori R. Hodges
Director of Emergency Management
hodgeslr@co.larimer.co.us
970.498.7147



ENGINEERING DEPARTMENT

Post Office Box 1190
Fort Collins, Colorado 80522-1190

(970) 498-5700
FAX (970) 498-7986

Andre Duarte, COO
CDR Maguire
826 North Street, Suite B
Boulder, CO 80304

RE: Letter of Recommendation

Dear Mr. Duarte,

I would like to express my appreciation for the work the CDR Maguire team has provided Larimer County in our flood recovery efforts. The services provided by you and your team greatly exceeded my expectations.

The flood event of September 2013 was devastating to Larimer County and the State of Colorado. We were initially hesitant to bring a consultant onboard, but knew that the severity of this disaster was beyond our internal capacities.

From the beginning, you have been our advocates with the State and FEMA, and have always looked out for our best interest, letting us know of potential issues well before they became realities. Your advice on the consolidation of small projects into large projects, selection of alternative projects, and the overall processing of project worksheets from preliminary damage assessments, through the versioning process, to closeout greatly benefited the county. Your team was instrumental in forming a relationship with FEMA upfront which expedited our recovery process.

CDR Maguire's value to the county extended well beyond just processing project worksheets. Your team took the time to educate our staff and assisted us in creating new processes so that we in turn could do a better job during the next disaster.

CDR Maguire's work has allowed the county to recover over \$80 million dollars of FEMA grants, in addition to the coordination of CDBG-DR funds for an additional \$9 Million. We expanded your contract to include additional services to work with the Loveland Housing Authority, a non-Larimer County entity, to perform hundreds of site assessments and help them manage their grants for the repairs of private roads and crossings which served as a huge benefit to our community. Your team's ability to simultaneously coordinate between multiple state and federal agencies such as FHWA, FEMA, NRCS, CWCB and others was also very much appreciated.

I would gladly recommend CDR Maguire to any local, state or federal government agency seeking disaster recovery services. The work your company performed was thorough, efficient and professional and I am very happy with the results.

If you have any questions please feel free to contact me.

Sincerely,

Rusty McDaniel, P.E.
Assistant County Engineer
Larimer County Engineering Department
rmacdaniel@larimer.org 970-498-5730



SOLID WASTE DEPARTMENT

5887 S Taft Hill Road
Fort Collins, Colorado 80526
(970) 498-5760
Fax: (970) 498-5780

Andre Duart, COO
CDR Maguire
826 North Street, Suite B
Boulder, CO 80304

RE: Letter of Recommendation

Dear Mr. Duart,

I would like to express my appreciation for the work the CDR Maguire team provided Larimer County in our flood recovery efforts. The services provided by you and your team greatly exceeded my expectations.

The flood event of September 2013 was devastating to Larimer County and the state of Colorado. Originally, Larimer County had procured a debris hauler and monitoring firm separately. In addition, Larimer County had hired CDR Maguire to oversee the FEMA contract. Early into the debris operations, we made the decision to release the monitoring company of their duties and do the monitoring ourselves. Larimer County requested that CDR Maguire assist with the hiring and training of temporary staff to be debris monitors. Without even a second thought CDR Maguire agreed. Due to our hiring policies, it took a little time for the County to bring onboard temporary staff to work as debris monitors. During that time, CDR Maguire was able to get our existing staff up to speed on debris monitoring, ensuring that the work did not slow down significantly. The CDR Maguire team, including the supervisor even wrote load tickets on days in which we were short staffed.

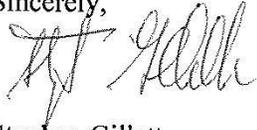
Due to the extent of the damages from the floods, the winter weather and debris located in remote mountain areas, our debris operations lasted nearly 8 months. During that time, CDR Maguire assisted in removal of all right-of-way debris including silt, stumps and white goods. The County also made the decision to remove debris that was not FEMA eligible. CDR Maguire ensured to clearly delineate this debris from the rest to make sure the County knew how much debris it was as well as keeping it out of the reimbursable costs to FEMA.

In addition to the ROW debris operations, Larimer County had three other debris related projects- bridge debris, PPDR-demolition of structures, and waterway debris. All three of these were written as separate PWs and required an exorbitant amount of documentation and data to be submitted for approval by FEMA before work could even commence. CDR Maguire's knowledge of the PA program, along with their expertise in debris operations allowed the County to task them with package and submitting the required documentation for approval and seamlessly work on these projects simultaneously documenting by PW for reimbursement. This was one of the things I was most grateful for. Instead of just receiving a pile full of documentation at the end of the week, it was packaged, reconciled by project and organized. Your team even created trackers to ensure all required

documents and processes were collected and followed, coordinated with State and Federal agencies including NRCS and USFS along with FEMA and went above and beyond at every step. What was initially a two-week monitor training task, turned into 6 months of complex operations. Without hesitation or resistance, the CDR Maguire team accomplished remarkable things for Larimer County's recovery efforts and I am truly grateful. I would gladly recommend CDR Maguire to any local, state or federal government agency seeking disaster recovery services. The work your company performed was thorough, efficient and professional and I am very happy with the results.

If you have any questions please feel free to contact me.

Sincerely,



Stephen Gillette
Director
Larimer County Solid Waste Department
gillettesw@co.larimer.co.us
970-498-5760



BOARD of COUNTY COMMISSIONERS

Phone (850) 482-9633
Fax (850) 482-9643
www.jacksoncountyfl.net

Administration Building
2864 Madison Street
Marianna, Florida 32448-4021

Memorandum

To: Whom it May Concern
From: Daniele McDaniel, Finance Officer *Dm*
Subject: Jackson County Letter of Reference for CDR Maguire, Inc.
Date: December 1, 2016

CDR Maguire entered into a contractual agreement with Jackson County, FL in response to a flood that impacted Jackson County in 2014. In the flood over 800 county owned roads were damaged and/or destroyed. CDR Maguire suggested the County consider the Public Assistance Alternative Procedures (PAAP) Pilot Program to assist the County with accelerating the damaged road projects. CDR Maguire developed a close working relationship with FEMA and the FDEM to establish codes and standards that were acceptable to the County, State, and FEMA. Cost estimates were determined to get the roads back to the acceptable standards and based on these costs our PAAP project was written. The total obligated amount for our current PAAP project is over \$24 million dollars. CDR Maguire's management of this project and maintenance of all the required documentation has Jackson County ready for closeout. Additionally, CDR Maguire thoroughly reviewed our procurement process and invited the Federal Procurement and Acquisition Team (FPAT) to also review our policies to ensure we are compliant with all the new FEMA procurement codes and standards.

As we progressed through this project it became evident that our fiscally constrained county would not be able to meet our local share obligation of 12.5%; so CDR Maguire gathered all of the documentation and put together a waiver package. The waiver package was presented to the Governor's budget office and it was approved. Jackson County's local share obligation was waived which makes us eligible for 100% funding for this disaster.

This is just one example of the services that have been provided to us by CDR Maguire, they also wrote our Debris Management Plan which was recently reviewed by FDEM and approved by FEMA. Having this FEMA approved debris management plan in place gives us an opportunity for a onetime 2% debris incentive on our next disaster.

CDR Maguire has made every resource they have available to us, including subject matter experts, such as planners, mitigation experts, debris experts, grant writers, and closeout and appeals specialists. In my opinion, their unparalleled expertise combined with their unwavering commitment to our success is what really sets CDR Maguire apart from other consultants.

Commissioners

Dr. Willie E. Spires
District 1

Clint Pate
District 2

Chuck Lockey
District 3

Eric Hill
District 4

Kenneth Stephens
District 5

Pamela G. Pichard, County Administrator, *Interim*



KENTUCKY EMERGENCY MANAGEMENT

100 Minuteman Parkway
Boone National Guard Center
Frankfort, KY 40601-6168

To Whom it may concern:

Please accept this letter of recommendation for CDR Maguire disaster recovery support service. Following two declarations for February 2018 flooding event which affected 120 applicants in 56 counties Kentucky Emergency Management agency (KYEM) determined that CDR was the best selection for our recovery needs. Based on their skills, knowledge and experience with disaster recovery.

The CDR Maguire team arrived in Frankfort, and quickly got to work assessing our needs and the needs of the applicant to provide best placement in Kentucky's recovery effort with disaster and the new FEMA model. We collaborated effortlessly in identifying needs, damages and mitigation opportunities. The experience that CDR brought to KYEM was essential in making sure the process in the new model moved smoothly and efficiently.

CDR Maguire's value to the applicants extended well beyond gathering documentation, project formulation and site inspection. CDR Maguire took the time to educate our applicants, in turn that they would be more knowledgeable and better equipped during the next disaster. Which occurred in less than one year. Again, we reached back to CDR Maguire, to bring them back on board with KYEM's team to provide value service in Kentucky's recovery efforts. This time extending a more in depth role in a State managed disaster.

I would highly recommend CDR Maguire to any local, state, or federal government agency seeking a knowledge disaster recovery or mitigation services. The work was impeccable, efficient and extremely professional.

Sincerely,

A handwritten signature in blue ink, appearing to read "Melinda S. Hutcherson".

Melinda S. Hutcherson
Public Assistance
Kentucky Emergency Management



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY



MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

400 Worcester Road Framingham, MA 01702-5399

Tel: 508-820-2000 Fax: 508-820-2030

Website: www.mass.gov/mema

Charles D. Baker
Governor

Samantha C. Phillips
Director

Karyn E. Polito
Lieutenant

July 23, 2019

To Whom It May Concern:

Please accept this letter of recommendation for CDR Maguire (CDR) disaster recovery support services. Following two declarations for March 2018 winter storms, the Massachusetts Emergency Management Agency (MEMA) decided to implement its disaster recovery staffing plan which calls for augmenting MEMA staff with standby recovery services contractors. After receiving proposals from the five pre-approved vendors, MEMA selected CDR after determining their proposal best met the needs of the agency.

Beginning in July 2018, MEMA augmented recovery and grants management staff for current and legacy disasters by inserting CDR staff into the MEMA disaster recovery organizational structure under a twelve-month task order. CDR immediately deployed staff to fill MEMA positions which included a Deputy Public Assistance Officer, a Public Assistance Project Specialist, a Public Assistance Closeout Specialist, a Data Manager, and several administrative staff.

During the year-long period of performance, CDR performed all assigned tasks in a professional and competent manner and all staff possessed the requisite knowledge and experience for their assigned roles. CDR also performed key technical assistance and closeout functions and also developed complex tracking tools and standard operating procedures. Due to their exemplary performance, MEMA has extended the CDR period of performance through 2019.

Please do not hesitate to reach out with any additional questions.

Respectfully,

Thad J. Leugemors, PMP
Mitigation and Recovery Section Chief
State Recovery Coordinator

Region I
P.O. Box 116
365 East Street
Tewksbury, MA 01876
Tel: 978-328-1500 Fax: 978-851-8218

Region II
P.O. Box 54
12 Administration Road
Bridgewater, MA 02324-0054
Tel: 508-427-0400 Fax: 508-697-8869

Region III / IV
1002 Suffield Street
Agawam, MA 01001
Tel: 413-750-1400 Fax: 413-821-1599



ANTI-KICKBACK AFFIDAVIT

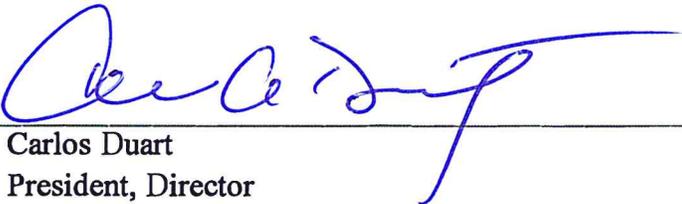
ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF MIAMI-DADE)

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

By: 
Carlos Duarte
President, Director

Sworn and subscribed before me this 14th day of December 2019.





Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary

NOTARY PUBLIC, State of FLORIDA at Large

My Commission Expires:

* * * * *



**SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES ON PUBLIC ENTITY CRIMES**

**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 _____
Emergency Management Consulting Service, RFP #002-20

2. This sworn statement is submitted by CDR Maguire, Inc.
(Name of entity submitting sworn statement)

whose business address is 16267 SW 157 Avenue
Miami, FL 33187

and (if applicable) its Federal Employer Identification Number (FEIN) is _____
05-0318211

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

signing this sworn statement _____

3. My name is Carlos Duart
(Please print name of individual signing)

and my relationship to the entity named above is President, Director

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
 - a. A predecessor or successor of a person convicted of a public entity crime; or
 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
7. I understand that a “person” as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term “person” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).

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

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

____ There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

____ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

____ The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

See Airtel
(Signature)

12/14/19
(Date)

STATE OF FLORIDA

COUNTY OF MIAMI-DADE

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

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

signature in the space provided above on this 14th day of December, 2019.

My commission expires:



Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary

Sarah C. Moronta



EMERGENCY MANAGEMENT CONSULTING SERVICES

RFP # 002-20

CITY OF KEY WEST INDEMNIFICATION FORM

CITY OF KEY WEST INDEMNIFICATION FORM

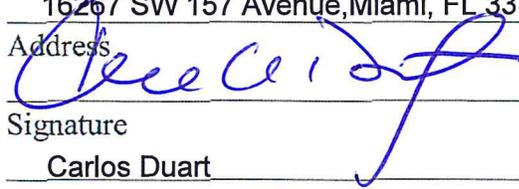
To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnitees") from any and all liability for damages, including, if allowed by law, reasonable attorney's fees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

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

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

CONSULTANT: CDR Maguire, Inc

SEAL:

16267 SW 157 Avenue, Miami, FL 33187
Address

Signature
Carlos Duart
Print Name
President, Director





EMERGENCY MANAGEMENT CONSULTING SERVICES

RFP # 002-20

EVIDENCE OF INSURABILITY AFFIDAVIT CERTIFICATE OF INSURANCE (COI)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/6/2019

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 Alliant Insurance Services, Inc 1200 Brickell Avenue, Suite 1800 Miami FL 92101		CONTACT NAME: Paula Delage PHONE (A/C, No, Ext): 813.326.2876 E-MAIL ADDRESS: paula.delage@alliant.com FAX (A/C, No):															
INSURED CDR Maguire, Inc. P.O. Box 771750 Miami FL 33177		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Berkley Assurance Company</td> <td>39462</td> </tr> <tr> <td>INSURER B: First Liberty Insurance Corporation</td> <td>33588</td> </tr> <tr> <td>INSURER C: Liberty Insurance Corporation</td> <td>42404</td> </tr> <tr> <td>INSURER D: Liberty Mutual Fire Ins. Co.</td> <td>23035</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Berkley Assurance Company	39462	INSURER B: First Liberty Insurance Corporation	33588	INSURER C: Liberty Insurance Corporation	42404	INSURER D: Liberty Mutual Fire Ins. Co.	23035	INSURER E:		INSURER F:	
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INSURER E:																	
INSURER F:																	

COVERAGES CERTIFICATE NUMBER: 700170634 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 SUBR INSD WVP	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B X	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y Y	TB6-Z51-292191-029	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000 S
B X	AUTOMOBILE LIABILITY <input checked="" 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	AS6-Z51-292191-039	3/1/2019	3/1/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ S
C X	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTIONS	Y Y	TH7-Z51-292191-059	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 S
D	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/A	WC2-Z51-292191-019	3/1/2019	3/1/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability Pollution Liability		PCAB-5008100-0319	3/1/2019	3/1/2020	Each Claim \$1,000,000 Aggregate \$2,000,000 SIR \$150,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Proof of Insurance Only.

CERTIFICATE HOLDER

CANCELLATION

Proof of Insurance Only

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

Paula C. Dees

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EQUAL BENEFITS FOR DEOMESTIC PARTNERS AFFIDAVIT

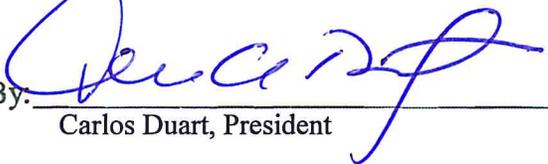
EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)
 : SS
COUNTY OF MIAMI-DADE

I, the undersigned hereby duly sworn, depose and say that the firm of _____

CDR Maguire, Inc.

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: 
Carlos Duarte, President

Sworn and subscribed before me this 14th day of December, 2019.





Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary

NOTARY PUBLIC, State of FLORIDA at Large

My Commission Expires:

* * * * *



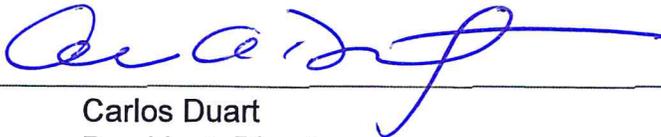
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CONE OF SILENCE AFFIDAVIT

STATE OF Florida)
: SS

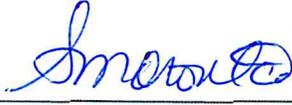
COUNTY OF MIAMI-DADE

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

By: 
Carlos Duarte
President, Director

Sworn and subscribed before me this

14th day of December 2019.

  Sarah C. Moronta
Commission # GG141442
Expires: September 6, 2021
Bonded thru Aaron Notary

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 9/6/21

* * * *



SIGNED ADDENDA

The requirement is addressed by notarization and signature of the **Bid Proposal Form**. We verify that we have received all Addenda, per Section **ADDENDA**, on page 16 of the RFP, which states:

"The Bidder hereby acknowledges that he has received Addenda No's. 01, ____, ____, (Bidder shall insert No. of each Addendum received) and agrees that all addenda issued are hereby made part of the Contract Documents, and the Bidder further agrees that his Proposal(s) includes all impacts resulting from said addenda."

A handwritten signature in blue ink, appearing to read "Alan A. Smith".