Proposal to Provide Services to the City of Key West, Florida

RFP #002-20 Emergency Management Consulting Services

December 16, 2019

Thomas Howell Ferguson P.A.

Certified Public Accountants

Contact:

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Certified Public Accountants

December 16, 2019

Cheri Smith City Clerk City of Key West, Florida 1300 White Street Key West, Florida 33040

Dear Ms. Smith:

Thomas Howell Ferguson P.A. CPAs (THF) is extremely pleased to present our credentials to provide emergency management consulting services to the City of Key West (the City). We understand the difficulties you will face through your recovery efforts with disasters, and we want to be the team ready to support you when a disaster strikes.

Our goal is not to support you in continuing with business as usual by rebuilding the City to where it was before the storm. However, our goal is to use disasters to maximize the use of grants in order to help you continue with your growth for the City. We want to show your not-for-profit organizations ways that they can apply for grants to aid in their relief efforts removing some of the financial burden from the City, while still supporting them and getting them back to work quickly.

Our information demonstrates our ability to execute our approach and to do so with every effort centered around the core of our own practice...sound financial management.

We have been able to further develop our work in public assistance (PA) and grants management by teaming with subcontractors who specialize in preparedness, response, and disaster recovery. Our experience working on behalf of the State with the Florida Division of Emergency Management (FDEM) has given us a close-up view of the mistakes that can be made at the local level causing delays for reimbursement. The experience our team has with FDEM will bring unmatched insight to your efforts.

- We are 1 of 6 accounting firms on the State Term Contract, **currently working with the FDEM for Hurricanes Michael, Irma, Matthew, and Hermine**. Because of this existing relationship, we have access to the online site Florida PA allowing us to see additional information on the project worksheet submission process, status of the flow of work, and anticipated issues with the workflow and outcomes.
- ➤ Since July 1, 2018, and on behalf of FDEM, THF has successfully paid out \$205 million in FEMA reimbursements on \$380 million in Hurricane Irma damages in Regions 1, 2, 3, and for Statewide agencies.
- Due to our current contracts with FDEM, we have two full-time team members working on-site at FDEM, every day. Their role is to follow through with the project close-out process, paperwork filing, etc. and ensure final projects are properly submitted and delivered to FDEM as quickly and efficiently as possible.
- As a Florida-based firm, we have the agility and flexibility needed to quickly scale up our team of professionals who are ready to serve you.
- Because we are an accounting firm, the fundamental focus of our emergency management team is financial management. We will extend this same focus to you and your team, continually performing checks and balances in the process in order to maximize your eligible reimbursements from FEMA.







Cheri Smith City of Key West, Florida December 16, 2019 Page 2

Our combined team has continuously performed PA work as a contractor for FDEM since 2009. Collectively, our performance on those projects includes payments of \$1.8 billion. Based on our performance on previous and current contracts, we believe we are the best vendor to provide these services to the City.

THF as the primary contractor, along with our 100% wholly owned subsidiary, Emergency Management and Disaster Solutions (EMDS) and our subcontractor, Integrated Solutions Consulting (ISC), collectively represent the Team. Together, we bring a unique mix of expertise necessary to address all phases of the engagement. We can provide compliance monitoring, site specific evaluation of project costs, engineering services, and project management services necessary to meet your deliverables. The background, experience, roles, and key resumes of THF, EMDS, and ISC are provided within the body of the proposal.

We have also included insurance specialists from our firm. Our insurance team includes more than 20 insurance professionals who have relevant insurance experience and can lead our team through the intricacies of the insurance world as it relates to FEMA claims and consulting.

We thank you for considering our proposal. I am authorized to commit THF to a contract with the City. I will be your primary contact for purposes of this solicitation. I declare this proposal in all respects fair and in good faith without collusion or fraud, and that I have the authority to bind the principal proposer, THF. If you should need additional information, please do not hesitate to contact me at (850) 668-8100 or by email at barbacci@thf-cpa.com. Our website is www.thf-cpa.com.

Sincerely,

Jeffrey E. Barbacci, CPA Managing Shareholder

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Appendix A - Attachments

Appendix B - Resumes



We are extremely pleased to present our credentials to provide emergency management consulting services to City of Key West (the City). You will be a valued client, and you can be assured that the engagement will command immediate attention and priority service from our firm. We believe that we have the professional skills, relevant experience, and commitment to provide the services you require.

Team Profile

We have a team that brings a unique mix of expertise necessary to address all phases of the engagement. Our team includes our 100% wholly owned subsidiary, Emergency Management and Disaster Solutions (EMDS) whose leader, Joe Myers, is a Former Director of Emergency Management for the states of Florida and North Carolina, along with our subcontractor, Integrated Solutions Consulting, Inc (ISC).

The City and their residents deserve an emergency management team that is completely capable of managing all facets of the state and federal emergency management programs. Our team possesses all the capabilities of the ideal emergency management team being sought by the City.

Our team brings unique skillsets and the depth of resources necessary to meet your needs. From public assistance recovery professionals to auditors, a former Director of Emergency Management for the states of Florida and North Carolina, former county executives, engineers, subject matter experts, and CPAs, we have the breadth of knowledge and experience relevant to this project. We have also included an insurance specialist. Our insurance team includes more than 20 insurance professionals, co-led by Bill Ferguson, who have relevant insurance experience and can lead our team through the intricacies of the insurance world as it relates to FEMA claims and consulting. We will be an integral partner to you throughout this process.

Our team has over ten years of experience working with the PA Grant Program, at the federal, state, and local level including project worksheet (PW) development, PW audit, documentation review, eligible cost reconciliation, audit checklists, the development of successful appeal/appeal responses, and close-out. We also have experience with all categories of work in man-made and natural disasters with expertise in the tracking of force account labor, equipment reimbursement, supplies, donated services, mutual aid, and contracted services.

About Thomas Howell Ferguson P.A. CPAs

Thomas Howell Ferguson P.A. CPAs (THF) was founded in June 1993 to acquire the Tallahassee office of Ernst & Young. Our THF home office is located in Tallahassee, Florida with additional offices located in Tampa, Florida and Bainbridge, Georgia. We are a full-service professional services firm with roots in accounting while also offering an expanded portfolio of services. THF is organized as an S-Corporation with over 115 team members and ten shareholders.

Our governmental and not-for-profit practice is one of our largest service groups, making up over 35% of our firm's annual revenue. As a result of our extensive public sector experience and clientele, our public sector practice is one of the largest in the North Florida area. We combine the quality training of a large firm with the responsiveness of professionals who know the community, understand the structure and functionality of Florida government and are committed to providing individualized services to our governmental clients.

Awards

THF has recently been recognized as the **205th largest** accounting firm in the nation and as one of the **2019** Best of the Best Accounting Firms by *Inside Public Accounting (IPA)*. IPA also recognized our firm as being the Fasting Growing Firm in the Nation. In addition, THF was recognized as a **2018 Top 25** Ranked Florida Accounting Firm by the *Tampa Bay Business Journal*, and we have been recognized for our excellent client service rating with the Florida State Term Contract for financial and performance audits.

Recently **Dun & Bradstreet** evaluated over 50 Integrated Solutions Consulting engagements from coast to coast. Dun & Bradstreet awarded ISC a *Top Supplier Performance Rating* for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness. ISC's Top Supplier Performance Rating serves as a benchmark to other similar disaster recovery management consultants and sets ISC as one of the industry's premier organizations.

Our Financial History

THF has never filed for bankruptcy, is not currently in bankruptcy, and has no bankruptcy actions pending.

Our Litigation History

We have not been party to any litigation, arbitration, or disputes relating to the services described in the RFP within the last five years.



Summary of Current Workload

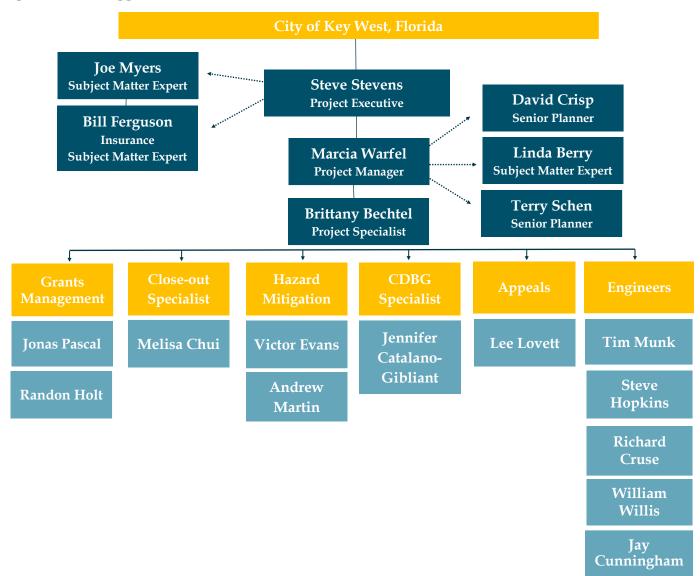
Due to our size and current workload, we have the capacity, ability, and flexibility to serve the City and can scale the number of team members based on the needs of the City. Our combined team includes over 130 team members with majority of the team residing in Florida.

Unique Collaboration

Our team has a unique sense of collaboration, because we have a large number of our consultants working inhouse. Instead of working remotely from their homes, over half of our disaster and emergency management team work in the same office. Working together in a close environment creates great collaboration among our team. If they run into questions, they are quickly able to identify a team member with the experience and knowledge to walk them through the situation.

Organizational Chart

We have provided an organizational chart of our proposed team below. We have included resumes of our proposed team in Appendix B.





Thomas Howell Ferguson P.A. CPAs

THF has been a State Term vendor for more than 15 years. During that time, we have performed a variety of compliance, auditing, and consulting services involving numerous agencies.

THF has experience with the audit/reporting requirements of both the uniform grant guidance, Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) and the Florida Single Audit Act. We have performed grant specific audits, aided with cost allocation plans, evaluated controls over grant compliance, consulted with clients concerning FEMA reimbursements, and assisted clients in organizing the structure of their general ledger to better account for grant activity. Our compliance testing includes tests of eligibility, proper cost allocation, and allowable costs in accordance with the Uniform Guidance and compliance supplements.

Our professionals regularly attend continuing education courses to stay informed about auditing techniques and regulatory changes related to FEMA and grant reporting.



Emergency Management & Disaster Solutions

Emergency Management & Disaster Solutions (EMDS) is a full-service emergency management and disaster services consulting firm 100% wholly owned by THF and is based in Tallahassee, Florida. EMDS specializes in the development of custom solutions and services to best meet the unique needs and requirements of its clients.

EMDS and its leaders have decades of experience in emergency management. One of EMDS's leaders includes the former Director of Emergency Management for the states of Florida and North Carolina, Joe Myers. Joe, along with Linda Berry, have assisted hundreds of state and local government clients, of all sizes, attaining and exceeding their program management, community, first responder preparedness, emergency response, and disaster recovery goals.

For more than 30 years, Joe has been considered a pioneer and national leader in the management of FEMA disaster recovery grants, including the PA Program. The EMDS team has been recognized for many of its progressive achievements in the industry, including:

- ▲ The development and implementation of significant infrastructure changes within the Recovery Bureau of the State of Florida's Division of Emergency Management (FDEM).
- The implemented changes resulted in significant savings and efficiencies within FDEM and, in April 2013, the team was awarded the Governor's Cost Savings Award for their innovative and impactful solutions in this project.
- ✓ Pioneering the negotiation and incorporation of performance benchmarks with financial consequences into contracts for professional disaster recovery grant management services.
- ▲ Leaders include being among the only external people within the eastern United States allowed by FEMA to write projects directly into FEMA's project management and tracking system, EMMIE.





Integrated Solutions Consulting, Inc. (ISC) was organized in 2005 in the State of Illinois as an S-Corporation. Since their inception in 2005, ISC has been recognized as a team of leaders committed to taking an all-hazard, integrated approach to help solve complex challenges facing communities as they develop comprehensive solutions and plans for an increasingly volatile world. ISC business enterprise is focused primarily on providing emergency management, mitigation, and comprehensive planning, training, and recovery support services to a variety of governmental and industrial clients. Specifically, ISC is focused on developing and implementing comprehensive crisis and consequence management solutions for local governments. This is accomplished by providing top tier consultants that are recognized national leaders in the field of emergency management and possess extensive operational disaster and mitigation programmatic experience. The principles of ISC are based on their combined 755+ years of practical experience and educational attainment in the fields of emergency management, homeland security, law enforcement, environmental sciences, and public health and hospital coalition, and are supported by their reputation of providing exceptional professional consulting services.

ISC's mission is to provide consulting solutions from a professional emergency management perspective for public and private entities. This mission is carried out by their extensive experience in the operational fields of emergency management, homeland security, law enforcement, healthcare systems, environmental, and critical infrastructure engineering, and is supported by their reputation of providing exceptional professional service. ISC's principles drive them to achieving continued project success with value-added products. These principles are:

- Continual Innovation
- ▲ Comprehensive All-Hazard Solutions
- Research-Based Best Practices
- Client-Focused Results

Their teams' influence and interaction with various clients across the United States is widespread and all-encompassing. ISC has obtained the recognition of providing exceptional, client-focused services and is celebrated for its integrated "best-practices" approach to comprehensive emergency management services, to include all hazards training, incident management support, and short and long-term financial disaster recovery. ISC has leveraged its founding partners' desire for excellence into every project initiated. They believe that their team embodies all the elements critical to the success of this project. Specifically, ISC will provide:

- Seasoned Professionals with Academic and Technical Expertise
- ▲ A Proven Track Record of Collaboration and Success
- Proven Best Practices and Innovative Solutions in Disaster Recovery and Emergency Management
- A Demonstrated Project Methodology that Ensures Programmatic Success

ISC offers a unique blend of emergency management professionals with a unique expertise and experience in community disaster recovery. Their team has supported private entities, local governments, states, and FEMA on a litany of disaster recovery operations, disaster recovery planning, and special disaster recovery projects around the nation. ISC has partnered, collaborated, and successfully delivered on complex emergency management projects at the local, state, and federal level, including developing several recovery planning projects that have been considered best practices by several of the elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program, and disaster research centers.



Not-For-Profit Specialists

FEMA's PA grant program provides certain assistance to private non-profit (PNP) organizations following a Presidential disaster declaration. FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of certain PNP facilities. The PA program also encourages protection of these damaged facilities for future events by providing assistance for hazard mitigation measures during the recovery process.

Our team includes not-for-profit specialists who perform audits, tax compliance, and consulting services to not-for-profits around the State of Florida. In the past 2 years, our combined team has helped the following organizations with reimbursement claims, preparedness training, or hazard mitigation measures, all covered by FEM.

- ▲ Aldersgate Retirement, Inc.
- Alliance Community
- ▲ Archways, Inc.
- Camillus Health Concern
- Epworth Village West
- ✓ Family Extended Care
- Henderson Behavioral Health
- Jewish Association for Residential Care
- MACtown, Inc.
- Miami Cerebral Palsy Residential Services
- Mid-Florida Community Action
- Peace River Center for Personal Development
- ✓ Shell Point Retirement Community
- Sunrise Community, Inc.
- Susana Wesley Health Center, Inc.
- ▲ TBI Residential Services, Inc.
- ✓ The Villages (all 16)
- United Cerebral Palsy Association of Miami
- United Cerebral Palsy Facility Broward, Palm Beach

Why is our Non-Profit experience important to you?

After a disaster, everyone looks to the City to fix the problems. The burden of the clean up is enormous, and the FEMA process can be complex. By educating your private not-for-profit organizations before the storm about the opportunities they have for pre-event planning and preparedness, they will be ready for post-event recovery, relieving some of the financial burden from the City.

Team Experience

Our team has significant experience with FEMA and Florida Highway Administration (FHWA) grant rules, including significant experience with the Florida Department of Transportation and FHWA working through the FEMA reimbursement process. Our team has extensive experience with State of Florida pass-through grant rules for reimbursement, debris recovery reimbursement, and working with FEMA. Members of the proposed team have previously served in various capacities including, but not limited to:

- ▲ 44 CFR
- Detailed damage analysis
- Hazard Mitigation Grant program
- National Flood Insurance Program and Community Rating System activities
- State and Local Hazard Mitigation Planning
- 428 Alternative Procedures Program
- Strategic Funds Management OMB Super Circular Policy
- Post-Disaster Emergency Operations Center recovery activities
- Mandated reporting requirements
- ▲ 2 CFR Part 200
- Debris Monitoring
- Mutual Aid Reimbursement agreements
- ▲ Time-tracking, reporting, and reimbursement
- Economic analyses
- Loss avoidance assessments
- ✓ Fire Management Assistance Grants Experience



FEMA & FDEM Experience & Training

Our team has significant experience regarding FEMA and FDEM rules and processes. Our team has demonstrated success in the processing, verifying, and validating of project worksheet expenditures. Our team has extensive training on Homeland Security, FHWA, FEMA, FDEM, State pass-through grant management, reimbursement, and accounting training and other valuable certifications as listed below:

- Certified Public Accountant

- Lean Six Sigma Green Belt
- Project Management Professional
- Certified Floodplain Manager
- ✓ FEMA Introduction to Exercises (IS-00120.a)
- FEMA Fundamentals of Grant Management (IS-00230.d)
- ✓ FEMA Introduction to Incident Command Systems
 (IS 00100.b)
- ✓ FEMA National Response Framework (IS-00800.b)
- ▲ FEMA ICS 100, 200, 700, 800, 300, 400, and IS-634

- ✓ FEMA Effective Communication (IS-242.b)
- ✓ FEMA Decision Making & Problem Solving (IS-241.b)

- ✓ FEMA Developing & Managing Volunteers (IS-244.a)
- ▲ FEMA Institute Core Curriculum Grant Management and Administration
- Department of Homeland Security (DHS) Grant Management and Administration Training
- Department of Financial Services
 Advancing Accountability for Grant Management
- ■ FEMA Citizen Core Management and Administration Course
- NASPO Sourcing in the Public Sector
- Fundamentals of Grant Writing, Tallahassee
 Community College
- FEMA Managing Federal Grants and Cooperative Agreements

Experience Handling Documentation

Our team is currently working directly with FDEM to reimburse public entities for disaster damage. Our team is in the process of making payments of over \$425 million and 1,922 projects for Hurricane Irma and \$33 million and 432 projects for Hurricane Michael. Our team's previous experience combined with the services we are currently performing enables us to be intimately familiar with the process of workflows required for project worksheet development, the subgrant agreement, accuracy review, request for reimbursement, payables, and the close-out process with FEMA. Our team has the experience compiling documents for the national template (FEMA workbook) and preparing for processing FEMA reimbursements.

In addition, our team has extensive experience in managing and administering federal and state documentation required for FEMA and other federal or state grant reimbursement. We have managed over a billion dollars of grant funding, as well as managed grant life-cycles from award to close-out. Below are the grant awards that have been managed by our team:

- ✓ State Homeland Security Grants
- Urban Area Security Initiative Grant and Not-For-Profit
- Operation Stone Garden Grant
- ▲ Emergency Management Performance Grant
- Emergency Management and Assistance Grant
- Homeland Port Security Grants
- ▲ American Reinvestment and Recovery Act Grants
- Metropolitan Medical Response System Grants
- ▲ Local Law Enforcement Terrorism Prevention (LETP) Grants



In-House Counsel

Our team includes an active attorney who has been working in claims and FEMA litigation for over five years. He is a licensed member of the Florida Bar and has his Juris Doctorate from Florida State University, College of Law. His work in appeals and investigation involves comprehensive research and review of case documents, Florida Statues, and more specifically the Stafford Act. His additional specialties include dispute resolution for insurance companies, not-for-profits, and for-profit entities.

Appeals

When de-obligations and audits occur, the process can be time-consuming, complex, and frustrating. We have found that the best way to combat these events is to ensure that our specialists and PA coordinators are highly trained and experienced and are empowered to immediately confront any disagreements regarding eligibility or conformance to guidelines at the point of project development. We also employ a rigorous quality assurance and quality control process to all project worksheets to ensure compliance with State and Federal standards so that all conflicts are resolved prior to the obligation of funds. Should the City still encounter a de-obligation or audit, we will immediately start to manage the appeal or audit.

Insurance Specialists

Insurance claims can be complex and confusing on an average day. Adding in the pressures of a disaster and the time spent on claims can be exhausting. Our insurance team includes more than 20 dedicated professionals performing audits, tax compliance, and consulting services for over 70 insurance-related companies around the nation.

Co-led by Bill Ferguson, our team has relevant insurance experience and can lead your organization through the intricacies of the insurance world as it relates to FEMA claims and consulting. We have a significant insurance practice that makes up over 25% of our firm's annual revenue. Bill Ferguson, our proposed Insurance Specialist, has over 30 years of experience in the insurance industry.

Training with CEMP & COOP

Since 2003, Joe Myers and Linda Berry have developed and updated the Comprehensive Emergency Management Plans (CEMPs) and Continuity of Operations Plans (COOPs), including the planning, training, and tabletop exercises for dozens of clients that meet the Florida Division of Emergency Management's review and approval.

We have included a list of clients we have provided Florida CEMP and COOP on the following page.



CEMP & COOP Clients

FL Division of Emergency Management (CEMP)

FL Executive Office of the Governor (COOP)

FL Department of Health (COOP)

FL Office of the Attorney General (COOP)

Alachua County (COOP Planning & Training)

Brevard County Municipalities (COOP Planning, Training & Tabletop Exercise)

Calhoun County (COOP Planning & Training)

City of Boca Raton, Palm Beach County (COOP Planning & Training)

City of Cape Coral, Lee County (COOP Planning & Training)

City of Clearwater, Pinellas County (COOP Planning & Training)

City of Gainesville, Alachua County (COOP Planning & Training)

City of Pembroke Pines, Broward County (COOP Planning & Training)

City of Pompano Beach, Broward County (COOP Planning & Training)

City of St. Petersburg, Pinellas County (COOP Planning & Training)

City of Sunrise, Broward County (COOP Planning & Training)

City of Tallahassee, Leon County (COOP Planning & Training)

City of West Palm Beach, Palm Beach County (COOP Planning & Training)

Charlotte County (COOP Planning & Training)

Collier County (COOP Planning & Training)

Columbia County (COOP Planning & Training)

DeSoto County (COOP Planning & Training)

Dixie County Emergency Services (CEMP, COOP Planning & Training, COOP Tabletop Exercise)

Dixie County School District (COOP & COOP Tabletop Exercise)

Escambia County (CEMP)

Franklin County (CEMP)

Gilchrist County (CEMP and COOP Planning & Training)

Glades County (COOP Planning & Training)

Gulf County Emergency Management (CEMP, COOP Planning & Training)

Hendry County (COOP Planning & Training)

Highlands County (COOP Planning & Training)

Holmes County (CEMP & Tabletop Exercise, COOP Planning & Training)

Jefferson County (CEMP & COOP Planning & Training)

Lafayette County (CEMP & COOP Planning & Training)

Lee County (COOP Planning & Training)

Leon County (COOP Planning & Training)

Levy County (CEMP)

Madison County (CEMP, COOP Planning & Training)

Okeechobee County (COOP Planning & Training)

Palm Beach County SWAT (COOP Tabletop Exercise, COOP Planning & Training)

Sarasota County (COOP Planning & Training)

Sumter County Emergency Management (CEMP)

Suwannee County (COOP Planning & Training)

Tallahassee Community College (COOP and COOP Tabletop Exercise)

Taylor County (CEMP, COOP Planning & Training)

Taylor County School District (COOP Planning & Training)

University of South Florida (COOP Planning & Training)

Washington County (CEMP, COOP Planning & Training)

Wakulla County (CEMP & COOP Planning & Training)

Qualifications



Examples of FEMA Public Advisory Services

- 1. PAAP project ongoing for Jackson County, Florida from severe storms. This project has been estimated over \$2 million.
- 2. Section 406 Hazard Mitigation project for St. Vincent's Hospital located in Jacksonville, Florida. This project has been estimated over \$20 million.
- 3. Procurement and Proof of Payment processes for North Florida Public Entities under FDEM projects for Hurricanes Matthew, Hermine, Irma, and Michael.

Pricing methodology is based on the State Term Contract rates and not exceeding the allotted Direct Administrative Cost (DAC) percentages under FEMA guidelines.

Resumes of Key Personnel

We have included full-page, detailed resumes of our key personnel in the Appendix, beginning on page 40.

List of FEMA reimbursements

The following is a list of FEMA reimbursements that have been successfully secured over the past five (5) years.

Organization: Florida Division of Emergency Management

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricane Michael.

Fee: This project is estimated at \$15 million.

Performance Period: 2018 - Present

Organization: Florida Division of Emergency Management

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricane Irma.

Fee: This project is estimated at \$30 million.

Performance Period: 2017 - Present

Organization: Florida Division of Emergency Management

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricanes Matthew & Hermine.

Fee: This project is estimated at \$25 million.

Performance Period: 2018 - Present

Organization: Florida Division of Emergency Management

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricane Dorian.

Fee: Due to this being so recent, we are not able to calculate the fee of this project.

Performance Period: 2019 - Present

We have extensive experience providing services to local governments for cities, counties, and not-for-profit organizations. Our commitment to provide services to the City is demonstrated by our list of not-for-profit and local government clients served (included on the following page) and the background of our personnel assigned to the engagement. On the following page is a list of the state and local governments our team has worked directly with to validate project worksheet damages and payout on behalf of the state. Services we have

directly with to validate project worksheet damages and payout on behalf of the state. Services we have provided include, hazard mitigation, project development, grant management, public assistance, preparedness training, close-outs, and recovery training.



Local Government and Not-for-Profit Clients Served

Alachua County, FL Baker County, FL Baptist Health Systems

Baptist Lakeview - Water Remediation

Bay County, FL

Beach Emergency Berms (Flagler County)

Calhoun County, FL

Central Florida Electric Coop City of Atlantic Beach, FL

City of Bunnell, FL City of Callaway, FL

City of Fernandina Beach, FL City of Flagler Beach, FL City of Green Cove Springs, FL

City of Gulf Breeze, FL City of Jacksonville, FL City of Ocala, FL City of Palatka, FL City of Palm Coast, FL City of Pensacola, FL

City of Springfield, FL City of St. Augustine, FL City of St. Augustine Beach, FL

City of Starke, FL City of Tallahassee, FL City of Vernon, FL City of Yankeetown, FL

Clay County, FL

Clay County Roads and Bridges

Clay Electric Dixie County, FL

Duval County Public Schools Escambia Community Clinics, Inc.

Escambia County, FL Flagler County, FL

Flagler County School Board

Flagler Hospital, Inc.

Florida Department of Business & Professional Regulation

Florida Department of Children and Families

Florida Department of Corrections

Florida Department of Environmental Protection

Florida Department of Financial Services

Florida Department of Health

Florida Department of Highway Safety and Motor Vehicles

Florida Department of Law Enforcement Florida Department of Management Services Florida Department of Military Affairs

Florida Department of Transportation Florida Department of Veterans' Affairs Florida Fish & Wildlife Conservation

Florida Gulf Coast University

Florida Institute of Human and Machine Cognition

Florida International University

Florida State University Franklin County, FL

Gainesville Regional Utilities

Genesis Health, Inc. d/b/a Brooks Rehabilitation

Hospital

Grand Haven Community Development District

Holmes County, FL

Huguenot Memorial Park Roadway

Jackson County, FL

Jacksonville Beach Dune Walkovers

JEA (formerly Jacksonville Electric Authority)

Leon County, FL

Liberty County Sheriff's Office

Lighthouse Ave Bulkhead & Pier, St. Augustine, FL

Marina Breakwater, St. Augustine, FL

Marineland

Marineland Dolphin Adventure Marshall Creek Community

Mary Ester Mayo Clinic Nassau County, FL

Nassau County School Board Nova Southeastern University

Okaloosa County, FL

Okefenoke Rural Electric Membership

Panama City-Bay County Airport and Industrial

District

Pensacola State College

Pinellas Park Water Management District

Putnam County, FL

Rogero Road Drainage Ditch

Sacred Heart

Santa Rosa County, FL

Shands Jacksonville Medical Center, Inc South Florida Water Management District

St. Johns County, FL

St. Johns County Airport Authority St. Johns County School District St. Johns County Welfare Federation

St. Johns River Water Management District

St. Vincent Health System

Suwannee Valley Electric Cooperative, Inc.

Suwannee Water & Sewer District Taylor Coastal Water and Sewer

Taylor County, FL Town of Alford, FL Town of Cross City, FL Town of Orange Park, FL

Tri-County Electric Cooperative, Inc. Trout River Dock and Jim King Park

University of Florida

University of Florida Historic St. Augustine

University of North Florida

Wakulla County, FL Washington County, FL

Qualifications



Our combined team has over 10 years of technical experience with FEMA public assistance programs and disaster recovery management service, particularly for government agencies, which includes experience related to the Stafford Disaster Relief and Emergency Assistance Act provisions and regulations; the Sandy Recovery Improvements Acts, including procedures for public assistance debris removal; the preparation of accurate PA emergency and permanent work project estimates including but not limited to recognized cost estimating, developing detailed damaged descriptions and dimensions, scope of work, and proper identification of force account labor and equipment; resolving disputes with FEMA, state, or other agencies, including the preparation of appeals or responses to arbitration; preparing relevant documentation and analysis related to hazard mitigation grant programs; assisting capturing work force account labor eligible expenses for timesheets and project cost accounting; assisting in the review of agency personnel policies to ensure compliance for eligible cost reimbursement; capturing relevant data related to procured goods and services for FEMA reimbursement; and oversight of billing to ensure all costs eligible for disaster grant funding are documented and claimed.

We will interact and interface with the City based on planning documents established by the project team. We will set up a communications plan approved by the City with protocols and a project management plan. Our team will be available in-person, by cell phone, email, and web-ex. Our team will also have periodic status reports that include the project timeline, issues, and resolutions of issues.

Our combined successes in financial services, emergency management, recovery, mitigation, and CDBG-DR are significant. This experience makes us a comprehensive, knowledgeable, productive, creative, and proven team in Florida. Together, we have accomplished the following:

- Managed disaster recoveries in 24 Presidentially-declared disasters in the states of Florida, Alabama, Kentucky, Louisiana, and North Carolina. These efforts included hundreds of counties, municipalities, special districts, and not-for-profit organizations.
- Experience that has included all aspects of a declared disaster including: damage assessments, project development, project management, quarterly reporting, final inspections, close-outs, and formal appeals. We also understand the critical linkage of FEMA recovery programs with the HUD Community Development Block Grant-DR (CDBG-DR) program.
- Professionals that are well versed in the Stafford Act, related laws and regulations (44 CFR and 2 CFR 200), related to Public Assistance, Hazard Mitigation Grant Programs, and Alternative Procedures.
- Repeatedly demonstrate an understanding of the difficulty and urgency of managing recovery funds while complying with the myriad of federal and state regulations. Since 2010, our team has written, managed, or closed over 5,000 projects worth over \$1.8 billion for over 500 subrecipients. Our goal is to always secure, manage, and close-out recovery grants as quickly as possible with maximum funding and benefits to clients.
- A key part of our efforts from initial project development, to monitoring, to inspections, and final close-outs has been the documentation of administrative costs under the FEMA DAC program. We have successfully implemented and managed a direct (and indirect) cost monitoring, tracking, and billing system. We have submitted to FEMA over 600 DAC projects totaling over \$32 million in reimbursements for local/state agencies. Our goal is to always bill clients only for time that is 100% reimbursable by FEMA. We also assisted certain cities in obtaining a waiver for local match requirements.
- Undergone detailed audits and reviews by federal and state auditors/Inspector General. The results of these audits have been zero significant adverse findings. This proven performance is extremely rare.
- Built a proven process to minimize funding denials and de-obligations. We have found that the best way to combat these unfortunate decisions by FEMA is to ensure that our PA consultants are highly trained and experienced. They are empowered to quickly confront any disagreements regarding eligibility or conformance to guidelines at the point of project development.
- ▲ A rigorous assurance/quality control process to ensure compliance with state/federal standards to ensure that all conflicts are resolved prior to the obligation of funds.
 - ✓ We will also develop and process any necessary appeals in a timely manner.



During a disaster, there are many distractions that need immediate response and draw immediate attention and focus to them. These are important and cannot be ignored. However, having a team on-site through the response period allows for faster access to post-storm damage assessment information and recovery planning. While your team is responding, our team will be planning behind the scenes in order to begin acting upon your pre-disaster emergency plan.

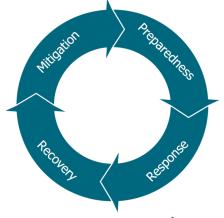
There is a fine balance between grants management and response. As we focus on funneling everything through the grants management process, you can respond quickly to the City's needs, avoiding a mis-managed approach that could cause terrible financial repercussions after the response period is over. We recognize that you already have the team you need in place in order to execute on your recovery plan. We will be there to help ensure you have the money to pay them.

Project Approach

Our team combines technology with our experience and knowledge, allowing for our services to be delivered and tracked very effectively. We will be prepared to provide trained and experienced staff for the major activities outlined in this section. We will work at the direction and with the oversight of the City's Project Manager, yet we are experienced and skilled enough to get to work immediately on any issue that may impact your recovery. To accomplish the Scope or Work, we propose the following joint actions.

Startup Steps

- ✓ Finalize specific deployment task order and other details,
- Discuss roles and responsibilities of all involved,
- Determine status of activities,
- Identify specific project staff and determine number and type of resources needed,
- Determine performance metrics/objectives,
- ✓ Identify information technology needs/requirements, and
- Establish timeline for project and reporting protocols.



Implement Present Assemble & **Project Execute Project Product &** Deploy Start Up & **Project Quality** Acquire Qualified Administration **Feedback Controls** Team

Perform Interim & Final Reconciliations

We will complete all the following reporting and close-out tasks:

- ✓ Validate and document completion of all small projects.
- Perform routine and final inspections of all large projects, certify completion, and submit final cost accounting.
- ▲ Make recommendations for interim disbursements and final reconciliations.
- Provide technical assistance for database administration that facilitates project tracking and quarterly reporting to FEMA for the City.
- ✓ Work with the City and FEMA to close out the Public Assistance grant after all applications have been closed.

Thomas Howell Ferguson P.A. Certified Public Accountants

Program Approach and Price

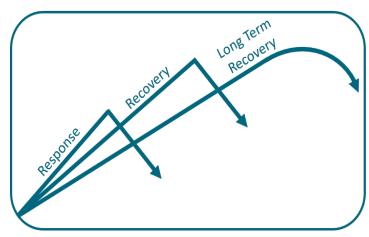
The skill and experience of our PA staff will provide you with the confidence that the disaster funds flowing to your City will be maximized to the greatest extent possible, while all FEMA rules, regulations, and requirements are adhered to completely. We are prepared to assist the City with any issue that may arise to ensure that any procured services, materials, and/or supplies are fully eligible for reimbursement by FEMA.

At these phases in the process, we will pause and go through the following exercises in order to continuously check our progress and make adjustments when necessary:



Disaster Response Chart

The following chart represents the process after a disaster strikes. At the same time, your emergency management team will be starting the response, recovery, and long term recovery phases of the engagement. Although each of these stages start at the same time, they have different acceleration speeds and tend to taper off at different times. Once response starts to slow down, recovery ramps up. Once recovery starts to slow down, long term recovery picks up speed and tends to be the longest phase.



Implement Project Tracking & Quality Control

An essential element of a successful recovery process by the City will be the implementation of an effective Project Tracking and Quality Assurance/Quality Control (QA/QC) system. We are extremely proud that we are the leaders on performance and quality control. As projects are formulated, our in-house expert QA/QC team will perform reviews to provide a final look at the project before it is submitted for approval. Our QA/QC team has reviewed thousands of projects and has found that this practice helps expedite the approval process by identifying and correcting any errors, omissions, or missed opportunities before the project is advanced, thus saving time and money by minimizing the effort that may be spent making corrections. We have developed and implemented numerous QA/QC procedures and engaged in extensive internal performance reporting to ensure the on-time completion of all deliverables. Our team has demonstrated this commitment consistently and has never failed to meet a deliverable requirement.

Capture all Direct Administrative Costs (DAC) for FEMA Reimbursement

A key part of our efforts from initial project development, to monitoring, to inspections and final close-outs will be the documentation of administrative costs under the FEMA Direct Administrative Cost (DAC) program. Our staff will utilize our experience and system in documenting both direct and indirect costs. Our team has developed more than 560 DAC projects totaling over \$22 million in reimbursements and will use this knowledge and experience to ensure that the City is able to claim as much DAC as possible to minimize its financial exposure.



Establish Project Management & Schedule Protocols

To ensure that the City's needs are fully met, we will conduct weekly (or more frequently if desired) conference calls with field staff to better identify and manage issues as they arise. The City staff will be encouraged to join these calls to raise questions and receive consistent and timely status updates of all projects managed during the disaster declaration. Certainly, our team will be available to assist in responding to any inquiries from FEMA. This is a role that we play daily in each disaster for which we are deployed. This close work with each individual project promises prompt and accurate responses to any FEMA inquiries.

Proposed Organization & Technology

Our firm is committed to ensuring that the City will be provided the upmost quality of services. Our Project Manager, Steve Stevens, will work directly with City representatives to tackle any and all challenges that arise over the life of this contract. From there, he has a litany of sub-contractors and highly knowledgeable and effective team members to accomplish all assigned tasks from grant management to account close-outs. Our team leaders are highly capable in directing their teams to accomplish their assigned tasks on behalf of the City. This allows for a complete, dedicated, and fluid team to tackle all areas of the assigned work to ensure maximum utilization of opportunities and reimbursement of funds spent.

Availability Guidelines

Our team assigned to your project will respond to meetings immediately and our expectation is to respond within 24 hours and be available for in-person, web-x, or conference calls as requested by the City. Our primary Program Manager, Steve Stevens, will be available as needed.

Continued collaboration with leadership and staff of the City will be the keystone of our interactions, contract performance, and management style. We not only stand ready to provide disaster recovery, but also assist the City by providing necessary consulting in any area of emergency management. With regard to close-outs, we operate under a strict quota and consistently exceed the increasingly challenging performance metrics established.

We have built our internal systems so that we may quickly react to the needs of an event and respond to requests of the City.

Interim Inspections & Final Reconciliations

We will complete the following reporting and close-out tasks:

- Validate and document completion of all small projects.
- Perform routine and final inspections of all large projects, certify completion, and submit final cost accounting.
- ▲ Make recommendations for interim disbursements and final reconciliations.
- Provide technical assistance for database administration that facilitates project tracking and quarterly reporting to FEMA for the City.
- Work with the City and FEMA to close out the Public Assistance grant after all applications have been closed.



1. Collecting and Preparing Project Worksheets

Preparing project worksheets and gathering backup documentation is important to ensure communities quickly recover from disaster events. Our team has a unique ability to begin collecting information before the project worksheets are created. Our PA coordinators provide each applicant with a category-specific checklist that assists them in the gathering of the documentation that is required to substantiate costs. Using our project and information tracking software, Florida PA, the PA coordinators can begin uploading information and entering damage site locations with related costs as early as our first meeting. This is advantageous in two ways. First, we are able to begin documenting direct administrative costs to specific projects much earlier in the process because we can link the administrative costs to a site or GPS location. Those costs stay with each site until they are grouped and assigned a reference number and eventually a project worksheet number. Many firms do not begin tracking direct administrative costs until much later in the process creating more exposure to the client. Secondly, our system helps to organize costs and projects for the applicants before the FEMA/State teams begin project worksheet development. This creates a "checks and balances" system that guarantees maximized reimbursement.

As documented during the North Florida floods of 2013, Federally Declared as DR-4138, our team was able to take the lead in the field and provide all eligible costs and documentation for the writing of the project worksheets. By being proactive, we could not only spend more time with each project in QA/QC, but we were also able to draft numerous project worksheets independently. This resulted in more accurate and complete projects for the affected communities. It has been our experience that the significant skills that are honed during the process of conducting complex large project close-outs makes a planning specialist a notably better author of projects and greatly facilitates the eventual project close-out.

2. Tracking Projects and Close-out

As work on each project progresses, we upload documentation to assist in future close-outs. After the documents have been uploaded, our team will work diligently to see that the Requests for Reimbursement are routed in an accurate and timely manner. This includes working with state representatives to assist in any questions that may arise from the validation process to management of the expenses and requests on Florida PA. Through this process we can help expedite the payment from FDEM and ensure its accuracy on the front end.

3. Scope of Work Changes

On occasion, the initial write-up of the project worksheet scope of work (SOW) does not fit the actions that need to be taken to repair or restore a structure to pre-disaster condition. Our team has assisted numerous applicants with changes in scope of work, and we work diligently to identify these opportunities and make recommendations as set forth in Chapter 5 of the FEMA PA guide. Our team has assisted applicants in changing their scope of works to recover costs for hidden damages, such as broken sewer pipes under damaged roadways during Tropical Storm Debby or increased construction costs on underground utilities repairs as a result of Tropical Storm Fay. Our team is proficient at recognizing the need for SOW changes and ensuring they are recommended to FEMA in a manner that confirms the costs incurred are eligible.

4. Implementation of Public Assistance Alternative Procedures

As a result of the Sandy Recovery Improvement Act, the Stafford Act was amended to allow for Public Assistance Alternative Procedures (PAAP). These alternative procedures were created in an attempt to reduce the overall costs of implementing the Public Assistance Program. More specifically, the PAAP allows sub-grantees to participate in a pilot program that should speed up the recovery process. For debris projects, sub-grantees will be incentivized to clean up debris faster. They will able keep recycling revenue and be reimbursed for straight time labor. For permanent work projects, FEMA has allowed for the alternate project penalty to be taken away and will allow for funding based on fixed estimates with the ability to keep and use excess funds. We are experienced in working with the PAAP and will always be sure to educate applicants and advise participation when feasible and cost effective. As always, our goal is to be sure the sub-grantee receives all eligible funding and documents all work properly to minimize any recoupment effort.



Firm's Designated Office

Our Tallahassee location (2615 Centennial Blvd., Suite 200, Tallahassee, Florida 32308) is going to be our main office performing the work outlined in the RFP. This office will perform approximately 80% of the work with our outside trainers and subcontractors from ISC performing 20%. We are a full-service professional services firm with roots in accounting while also offering an expanded portfolio of services including, specializing in emergency management and disaster recovery.

Potential Limitations

Due to the number of variables involved with any future disaster, there are sure to be limitations and challenges. The value of a reliable contractor is their ability to effectively minimize those challenges as they arise. Some of the challenges we foresee with this project include:

Retaining staff quality and consistency throughout project for your team and ours.

✓ Everyone experiences employee turnover. We will work directly with the City to address any staffing needs and leverage our team bench strength to ensure that all needs are met with capable staff who are focused on exceeding expectations. In return, we expect the same level of assurance that any departure of key employees from the City will be addressed by your team as quickly as possible.

Availability of key City personnel and other stakeholders for necessary coordination.

We will clearly identify our information needs and the number and types of meetings required. We intend to manage future disasters through proper planning and preparation.

Approval process for deliverables.

We will establish a set review process to efficiently address the City with any approvals or contractor management activities.

Poor communication among parties.

A communication protocol and schedule will be established to ensure that all stakeholders are involved, informed, and are receiving the highest levels of customer service. This protocol will include status reports and other means of communication to consistently coordinate with all partners involved.

Managing expectations.

Cooperation and communication are vital to managing expectations. We will devote significant time to our approach and implementation plan with a focus on how to manage your expectations throughout the lifecycle of the disaster.

Interruptions with future disasters.

■ We understand that should a second future disaster occur, the demand and focus of the City will shift. This could create a challenge, limiting the focus on work associated with the first disaster. However, our goal will be to continue working behind the scenes on projects where possible that do not interrupt in the pre-event and post-event emergency activities.

Proposed Price

Our proposed rates are all inclusive. Our team is experienced with providing FEMA reimbursement grant consulting services, and we will prepare a project budget for the City's incurred damages. We will also stay within the parameters allowed for the Direct Administrative Cost reimbursement under FEMA guidelines.



Proposed Price

Our proposed rates are all inclusive. Our team is experienced with providing FEMA reimbursement grant consulting services and we will prepare a project budget for the City's incurred damages. We will also stay within the parameters allowed for the Direct Administrative Cost reimbursement under FEMA guidelines.

Position	Rate/Hour
Emergency Management	
Senior EM Consultant	\$ 192
EM Consultant	\$ 167
Senior Planner	\$ 192
Project Manager	\$ 212
Planner	\$ 167
Incident Management Team Support (Level 2)	
[Phase 1]	\$ 16,100
Initial On-site Incident Management	Plus
Support Team Activation (IMST) Fee	expenses, per 24 hr. day
[Phase 2]	\$ 192
Emergency Management Coordinator	
(IMST Overhead Team; Team Leader)	
Operations Manager	\$ 212
(Any IMST Command or General Staff position)	
Operations Specialist	\$ 167
(Any non-general/command IMST	
position)	
Hazard Mitigation Assistance	
Senior Program Manager	\$ 192
Program Manager	\$ 192
Technical Specialist	\$ 167
Administrative Support	\$ 65
Preliminary Damage Assessment-Public	Assistance
Damage Assessment Team Lead	\$ 192
Damage Assessment Specialist (Team)	\$ 167
Public Assistance Consulting	
Senior Consultant/Appeals Specialist	\$ 192
Consultant	\$ 167
Technical Specialist I	\$ 167
Technical Specialist II	\$ 167

Familiarity with Florida and Florida Keys



Our Team Experience

We are a recognized leader in the management of FEMA's PA grant program. We have thoughtfully built our team to ensure that our clients never have to fear suffering gaps in the excellent services they expect. From pre-event assessments of critical policies and documentation procedures to damage assessment and PW development to close-outs and appeals, we have the team with the experience and knowledge necessary to ensure the highest quality service to the you.

Our team has managed and/or closed-out over 5,700 FEMA project worksheets and recovered more than \$1.8 billion for nearly 500 Florida sub-recipients. Included in these project development totals, our staff has managed 258 debris collection and monitoring projects, as well as 33 beach restoration projects with recovered costs totaling \$48 million (\$22 million and \$26 million respectively).

Our team has been a contractor for the State of Florida Division of Emergency Management (FDEM) providing public assistance services since 2009, when the state began contracting out these services. We have worked 20 Presidentially declared disasters including:

- ▲ Hurricane Irma (DR 4337)
- Hurricane Michael (DR 4399)
- ▲ Hurricane Nate (DR 3395)
- ▲ Hurricane Matthew (DR 4283)
- ▲ Hurricane Ivan (DR 1551)
- ▲ Hurricane Hermine (DR 4280)
- ✓ Flooding (DR 4177)
- ▲ Hurricane Isaac (DR 4084)
- ▲ Tropical Storm Debby (DR 4068)
- 2009 North East Florida Flooding (DR 1840)
- 2009 North Florida Flooding (DR 1831)
- Hurricane Gustav (DR 1806)
- ▲ Hurricane Ike (EM 3293)
- ▲ Tropical Storm Fay (DR 1785 & EM 3288)
- ▲ Hurricane Wilma (DR 1609)
- ▲ Tropical Storm Rita (EM 3259)
- ▲ Hurricane Katrina (DR 1602)
- ▲ Hurricane Ivan (DR 1551)
- ▲ Hurricane Charley (DR 1539)

We have the experienced staff and proven processes in place to efficiently and quickly develop and close-out your projects.

Additionally, our recovery team has significant experience and training in the management of the Federal Highway Administration Emergency Relief (FHWA-ER) program and the Fire Management Assistance Grant (FMAG) program.

Our team of disaster recovery professionals possess broad experience in the management of other federal disaster recovery programs and the provision of related professional services. The eligibility and documentation requirements for FEMA's Fire Management Assistance Grant (FMAG) Program are modeled after the requirements for FEMA's PA grant program. Our unparalleled experience working on behalf of sub-recipients, large and small, in the state of Florida makes us uniquely qualified to serve the City.

Throughout the years, clients have utilized our team's skills and expertise to ensure that their policies and practices with regard to the disaster recovery process are efficient, effective, and compliant with federal grant program rules and guidelines. In the immediate aftermath of Tropical Storm Debby, the State of Florida engaged leaders of our team to provide staff support in completing Preliminary **Damage** Assessments (PDA). In total, our team committed a experienced 37 disaster recovery professionals to complete and compile preliminary damage assessments in 40 counties. Florida was able to secure a Major Disaster Declaration due to the tireless and focused efforts of our PDA professionals. We have also been asked by the State of Florida to conduct similar PDAs in the wake of Hurricane Isaac and flooding events in 2013 and 2014.

In 2011, our team was engaged by FDEM to review and update their policies and procedures related to FEMA project close-out. The result of the project streamlined FDEM's approach and methodology for the management of project close-outs leading to a dramatic increase in the number of close-outs accomplished. We have also been employed by FDEM and multiple counties and municipalities to provide training to staff related to grant program compliance documentation creation, assembly, and maintenance.

Familiarity with Florida and Florida Keys



We also have extensive and unmatched experience in managing and ensuring disaster recovery projects are closed out properly. In 2011, after assisting FDEM in the overhaul of its Recovery Bureau, our team assumed all responsibility for the State of Florida's disaster recovery project close-out program. To ensure that the State of Florida was receiving the highest productivity possible, our team pioneered the incorporation of performance measures and productivity benchmarks into its professional services contract for close-outs.

Highlights of Accomplishments

- 20 Presidential Major Disasters worked
- ▲ 4,000 Project Worksheets developed and managed
- 3,000 projects closed-out
- ✓ More than \$1.8 billion in project worksheet reimbursements either developed or closed out for Florida jurisdictions

Our recovery team is fully capable and qualified to represent the City in all recovery issues. Our specific Florida experience includes:

- 258 Category A Debris Removal projects developed and managed for a total value of over \$22 million.
- 570 Category B Emergency Protective Measures projects developed and managed with a total value of \$58 million
- 256 Category G Recreational Facility permanent restoration projects developed and managed, including 33 beach re-nourishment projects obligated with a value of \$48 million (\$26 million beaches)
- 364 Category E Public Facilities permanent restoration projects developed and managed for a value of \$67 million

Experience with the Florida Keys

Early on, Joe Myers and Linda Berry were contracted to troubleshoot issues with Hurricane Irma. They assisted in moving documents to expedite FEMA public assistance payments. Joe Myers, being the former Director of the Florida Division of Emergency Management (FDEM), has had extensive experience with Monroe County and the City of Key West. He served as the State Coordinating Officer for Hurricane Georges for the State of Florida in 1998. During this time, he was asked by Governor MacKay to set up a field office in the City to ensure that the process for emergency management and disaster recovery was handled efficiently and effectively. He was responsible for processing the infrastructure damages, the debris management, issues with housing, and the rebuild for managing the CDBG grants for the City.

Additionally, as the Director of FDEM, he was responsible for the development and implementation of the state regional hurricane evacuation plan for South Florida in 1993.

After Hurricane Georges, Linda performed PA for the City of Key West. Joe was involved with the CDBG grant and was responsible for funding a new infrastructure for the City of Key West. We have extensive experience in dealing with infrastructure damages, debris, the re-build through CDBG grants, and issues for housing.

Client References



Client References

The following are client references for which we have provided similar services outline in the RFP within the last five years.

Organization: Florida Division of Emergency Management

Contact: John Bussey, Chief of Staff

Phone: (850) 815-4000

Email: jared.moskowitz@em.myflorida.com

Services Performed: THF provided comprehensive grants management serviced for FEMA public

assistance reimbursement process for Hurricane Michael.

Performance Period: 2018 - Present

Organization: State of Florida, Department of Veterans' Affairs

Contact: Eve Selman, Financial Specialist Supervisor

Phone: (727) 518-3202 x 5534 **Email:** selmane@fdva.state.fl.us

Services Performed: THF provided comprehensive grant management services for Hurricane Irma

projects, beginning with PW approval and continuing through PW close-out.

Performance Period: 2017 - Present

Organization: Miami-Dade County, Florida

Contact: Charles Cyrille, Division Director

Phone: (305) 468-5406

Email: Charles.cyrille@miamidade.gov

Services Performed: ISC performed preparedness program planning, training, and exercises.

Performance Period: 2010-Present

Organization: FEMA/AECOM

Contact: Guy Frearson, Manager

Phone: (703) 682-4911

Address: 63101 Wilson Boulevard, Suite 900, Arlington, VA 22201

Services Performed: ISC performed Nationwide Disaster Response & Recovery Technical Support

Services.

Performance Period: 2007-Present

Organization: Sumter County Emergency Management

Contact: David Casto, CEM, Director

Phone: (352) 689-4400

Email: david.casto@sumtercountyfl.gov

Address: 7375 Powell Road, Wildwood, Florida 34785

Services Performed: Joe Myers and Linda Berry performed public assistance, preparedness, training,

recovery training, and active shooter exercise.

Performance Period: 2013 - 2017

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: Thomas Howell Ferguson P.A. CPAs

Contact Name & Telephone #: Jeffrey E. Barbacci & (850) 668-8100

Email Address:

barbacci@thf-cpa.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, befor certificates of insurance as specified in the	re commencing the wo	rk under this	Contract, the
ADDENDA			•
The Bidder hereby acknowledges that he	has received Addenda	No's1_,	;
,,,,,,		,	
(Bidder shall insert No. of each Addendur hereby made part of the Contract Docume includes all impacts resulting from said ad	nts, and the Ridder fin	that all adde ther agrees t	enda issued are hat his Proposal(s)
SALES AND USE TAXES			
The Bidder agrees that all federal, state, ar bid prices for the work.	nd local sales and use t	axes are incl	uded in the stated
SURETY			
N/A			whose address is
			whose address is
Street	City	State	Zip .
BIDDER			
The name of the Bidder submitting this Prop	oosal isThomas Hov	well Ferguson	n P.A. CPAs
			_ doing business at
2615 Centennial Blvd., Ste. #200	,Tallahassee,	FL	32308
Street	City	State	
which is the address to which all communica shall be sent.	tions concerned with th	is Proposal a	nd with the Contract
The names of the principal officers of the cor or of all persons interested in this Proposal as	rporation submitting the	is Proposal, o ws:	or of the partnership,
Jeffrey E. Barbacci			
	-		
	-, -		



ANTI-KICKBACK AFFIDAVIT

STATE OF Forida)
: SS COUNTY OF LEON
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: Jeffrey E. Barbacci
Sworn and subscribed before me this 13 day of December 2019.
Sacah Paulson
NOTARY PUBLIC, State of Floridal at Large SARAH PAULSON MY COMMISSION # GG 062759 EXPIRES: January 16, 2021 Bonded Thru Notary Public Underwriters
My Commission Expires: January 16, 2021

* * * * * *



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.

ι.	This sworn statement is submitted with Bid or Proposal forCity of Key West
2.	This swom statement is submitted by Thomas Howell Ferguson P.A. CPAs
	(Name of entity submitting sworn statement)
	whose business address is 2615 Centennial Blvd., Ste. 200, Tallahassee, FL 32308
	and (if applicable) its Federal Employer Identification Number (FEIN) is 59-3186310
	(If the entity has no FEIN, include the Social Security Number of the individual
	signing this sworn statement
3.	My name is Jeffrey E. Barbacci
	(Please print name of individual signing)
	and my relationship to the entity named above is

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), <u>Florida Statutes</u>, 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

Appendix A - Attachments



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

- 5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
- 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).

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.) 12/13/2019 (Date) STATE OF POVIDA COUNTY OF L-COV PERSONALLY APPEARED BEFORE ME, the undersigned authority, Jeffrey E. Barbacci who, after first being sworn by me, affixed his/her (Name of individual signing) signature in the space provided above on this 13 day of December, 2019. SARAH PAULSON MY COMMISSION # GG 062759 My commission expires: Tonuary 16, 2021 EXPIRES: January 16, 2021 and Thru Notary Public Underwrite



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: Thomas Howell Ferguson P.A. CPAs

2615 Centennial Blvd., Ste. 200, Tallahassee, FL 32308

Address
Signature
Jeffrey E. Barbacci
Print Name



EOUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

state of Florida) : ss county of Leon)						
: SS						
COUNTY OF LEON)						
I, the undersigned hereby duly sworn, depose and say that the firm of						
Thomas Howell Ferguson P.A. CPAs						
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: Jeffrey E. Barbacci						
By. Jenicy 2. Barbacer Effeth 80						
Sworn and subscribed before me this 13 day of December , 2019.						
Joseph Paulson						
and the same of th	<i>i</i> .					
NOTARY PUBLIC, State of Povide at Large SARAH PAULSON						
MY COMMISSION # GG 062759 EXPIRES: January 16, 2021 Bonded Thru Notery Public Underwriters						
My Commission Expires: January 16, 2021						

* * * * * *



CONE OF SILENCE AFFIDAVIT
STATE OF Florida) : SS COUNTY OF LEON)
I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Thomas Howell Ferguson P.A. CPA 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:Jeffrey E. Barbacci
Sworn and subscribed before me this
13day ofDecember2019
SARAH PAULSON MY COMMISSION # GG 062759 EXPIRES: January 16, 2021 Bonded Thru Notary Public Underwriters
NOTARY PUBLIC, State of Florida at Large
My Commission Expires: Jonuary 16, 202

54



Client#: 760991

68THOMAHOW1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 07/05/2018

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 any rights to the certificate holder in lieu of such endorsement(s).

this certificate does not confer any rig	hts to	the	certificate holder in lieu o						100000000000		
PRODUCER					^{CT} Michelle						
McGriff Insurance Services				PHONE (A/C, No, Ext): 850-205-7041					FAX (A/C, No): 888-328-1326		
3605 Glenwood Avenue				E-MAIL ADDRE	ss: msellers	s@mcgriffir	surance.com				
P. O. Box 31128				INSURER(S) AFFORDING COVERAGE					NAIC#		
Raleigh, NC 27622				INSURER A : Continental Casualty Company					20443		
INSURED The man Henrell Formuse m	DA			INSURER B : Endurance American Specialty In				41718			
Thomas Howell Ferguson PO Drawer 14569	PA			INSURE	RC:						
N 0 101 100 100 1000 1000 1000 1000 100				INSURER D : INSURER E :							
Tallahassee, FL 32317											
				INSURE	RF:						
			NUMBER:				REVISION NUM				
THIS IS TO CERTIFY THAT THE POLICIE: INDICATED. NOTWITHSTANDING ANY RE CERTIFICATE MAY BE ISSUED OR MAY EXCLUSIONS AND CONDITIONS OF SUCH	QUIRE PERTAI I POLIC	MEN N, 7 CIES	T, TERM OR CONDITION OF THE INSURANCE AFFORDER LIMITS SHOWN MAY HAV	F ANY D BY T	CONTRACT O	R OTHER DO	CUMENT WITH F HEREIN IS SUBJ	RESPECT	TO WH	HICH THIS	
NSR LTR TYPE OF INSURANCE	ADDL S	SUBR	POLICY NUMBER		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)		LIMITS	3		
COMMERCIAL GENERAL LIABILITY							EACH OCCURREN		\$		
CLAIMS-MADE OCCUR							DAMAGE TO RENT PREMISES (Ea occ		\$		
							MED EXP (Any one	- 2	\$		
							PERSONAL & ADV	INJURY	\$		
GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE \$				
POLICY PRO- JECT LOC							PRODUCTS - COM	P/OP AGG	\$		
OTHER:									\$		
AUTOMOBILE LIABILITY							COMBINED SINGLE (Ea accident)	ELIMIT	\$		
ANY AUTO							BODILY INJURY (P	er person)	\$		
OWNED SCHEDULED AUTOS							BODILY INJURY (P	SO SELECTION OF CHILD AND	\$		
HIRED NON-OWNED AUTOS ONLY							PROPERTY DAMA((Per accident)	3E	\$		
									\$		
UMBRELLA LIAB OCCUR							EACH OCCURREN	CE	\$		
EXCESS LIAB CLAIMS-MADE							AGGREGATE		\$		
DED RETENTION\$									\$		
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	8						PER STATUTE	OTH- ER			
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?	N/A						E.L. EACH ACCIDE	NT	\$		
(Mandatory in NH)							E.L. DISEASE - PALICY LIMIT \$ 9 \$5,000,000 Occ/Agg				
If yes, describe under DESCRIPTION OF OPERATIONS below											
A E&O			APL114386831		INDESCRIPTION DESCRIPTION DESCRIPTION	PRINCIPALINE SHOREWOODERS INCOMES					
B Excess E&O			ACX10003267907		07/01/2018	07/01/2019	9 \$1,000,000				
Professional Liability policy contain for all other reasons will be provide	s can	cell	lation clause as follows								
CERTIFICATE HOLDER				CANC	ELLATION						
For Bid Purposes Only				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFOR THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.							
			,	AUTHO	RIZED REPRESE	NTATIVE					

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ACORD 25 (2016/03) 1 of 1 #S20532838/M20532718

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ATTACHMENT - A

UNIT PRICE PROPOSAL FORM

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety, and associated actions necessary for implementation of emergency management operations by the Proposer as defined in the Contract.
PROPOSAL FROM:
Company: Thomas Howell Ferguson P.A. CPAs
0045 O 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Address.
Phone/ Fax: (850) 668-8100/ (850) 668-8199
To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: As-Needed Emergency Management Services , located within CITY OF KEY WEST, Florida.
To: CITY OF KEY WEST
ATTN: CITY CLERK
1300 White St.
Key West, FL 33040
The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with CITY in substantially the form as the Contract included in the Proposal Documents to perform all Work and any Additional Services as specified or indicated in the Proposal Documents at the unit prices and within the times indicated in this Proposal and in accordance with the other terms and conditions of the Proposal Documents.
Proposer accepts all of the terms and conditions of the Invitation to Proposal and Instructions to Proposers, including without limitation those dealing with the disposition of Proposal security. The Proposal will remain subject to acceptance for 90 days after the Proposal opening, or for such longer period of time that Proposer may agree to in writing upon request of CITY.
In submitting this Proposal, Proposer represents, as set forth in the Contract, that:
A. Proposer has examined and carefully studied the Proposal Documents, the other related data identified in the Proposal Documents, and the following Addenda, receipt of all, which is hereby acknowledged;
Addendum No. Addendum Date
Addendum No. 1 12/10/2019



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



Table A- UNIT PRICING PROPOSAL SCHEDULE

	Quantity	Unit Price		Extended Total
ltem Emergen	Hours per	(Fixed Fee)		
Project Executive	80	\$ 290	\$	23,200
Subject Matter Expert	80	\$ 290	\$	13,360
		\$ 212	\$	33,920
Project Manager	160		ť	
Public Adjuster	320	\$ 192	\$	61,440
Senior Closeout Specialist	80	\$ 192	\$	15,360
Closeout Specialist	160	\$ 167	\$	26,720
ltem	Quantity Class	Unit Price (Fixed Fee)		Extended Total
Trainiı	ng Classes (Fix	ed Fee)		
IS 300- Intermediate Incident Command System	2	\$ 12,000	\$	24,000
IS 400- Advanced Incident Command System	2	\$ 12,000	\$	24,000
CEMP Refresher Incident Commander (IC)	1	\$ 12,000	\$	12,000
Comprehensive Emergency Management Plan				
(CEMP); Hazard Annexes and associated				
emergency response and contingency plans Annual Update (FIXED FEE)	1	\$ 10,000	\$	10,000
Evoyeire	es and Drills (F	ived Ecol		
	1	\$ 10,000	\$	10,000
CEMP Exercise		1.	1	10,000
ICS Forms Drill	1	\$ 10,000	\$	10,000
Joint Information Center (JIC) Drill	1	\$ 10,000	\$	10,000
Prepared	dness Events (Fixed Fee)		
City Emergency Operations Center (EOC) Faciliation	1	\$ 12,000	\$	12,000
Alternate City EOC Facilitation (IMT)	1	\$ 12,000	\$	12,000
			T	
Special Projects (Hourly Rate): Grant Research	Proposed			Extended Total
Special Projects (Hourly Rate): Grant Research and Application	Proposed Hours	Hourly Rate		
	1000	\$ 212	\$	16,960
and Application	Hours	<u> </u>	\$	
and Application Project Manager or Lead Consultant	Hours 80	\$ 212	-	16,960

Confirmation of Signature of Unit Price Proposal Information

Jeffrey E. Barbacci Name of Proposer Managing Shareholder

Title



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

Our team will set a meeting with the appropriate City representatives. Our plan for this meeting will be to review the current CEMP for the City to include any annexes, etc. Our team will be testing changes in personnel, new criteria that has changed with the State for CEMPs, and changes in procedures. Additionally, we will meet with departments that are referenced within the plan, such as fire and rescue, administration, procurement, and law enforcement, etc.

After reviewing the plan, we will make our recommendations to the City. Our team will then set up emergency management training classes for each department. We will have them exercise and practice the plan. Our primary goal for the training is to ensure that all of the departments within the City work collectively as a team when a disaster strikes.

We have conducted many CEMP annual reviews in the past. We have included a reference of a recent CEMP annual review below:

Client Company Name:	Plant City Fire Rescue
Contact Name:	David Burnett
Title:	Fire Chief
Phone:	(813) 918-7167
Email:	dburnett@plantcitygov.com
Address:	604 East Alexander Street, Plant City, FL 33563



ATTACHMENT - C
Proposer Qualifications Statement Form
The undersigned guarantees in the truth and accuracy of all statements and the answers contained here
Please describe your company in detail.
Thomas Howell Ferguson P.A. CPAs (THF) was founded in June 1993 to acquire the Tallahassee office of Ernst & Young. Our THF home office is located in Tallahassee, Florida with additional offices located in Tampa, Florida and Bainbridge, Georgia. We are a full-service professional services firm with roots in accounting while also offering an expanded portfolio of services. THF is organized as an S-Corporation with over 115 team members and ten shareholders.
2. The address of the principal place of business is: 2615 Centennial Blvd., Ste. #200, Tallahassee, FL 32308
Company telephone number, fax number and e-mail addresses
(850) 668-8100, (850) 668-8199, barbacci@thf-cpa.com
4. Number of employees:
Thomas Howell Ferguson P.A. CPAs has a total of 115 employees.
5. Number of employees or subcontractors to be assigned to this project (per event) and what is capacity
Our team will deploy as many team members as required due to the damage incurred for the disaster. We will work with the City's team in the preparation phase to plan for the amount of people and the
number of teams to serve the City. To begin, we will suggest one team of four on-site and bring in additional teams of four to the City as needed. Our capacity can be ramped up to 32 team members depending on the City's requirements.
Company Identification numbers for the Internal Revenue Service: Our FEIN is 59-3186310.



N/A.	
. How many y	years has your organization been in business? Does your organization have a specialty?
THF has be	een in business for 26 years. THF is an accounting firm but, we also specialize in
omorgono:	management and disaster recovery services.
enlergency	management and disaster recovery services.
What is the	last project of this nature or magnitude that you have completed?
	last project of this nature or magnitude that you have completed?
	e last project of this nature or magnitude that you have completed? e provide project description, reference and cost of work completed.
Please	provide project description, reference and cost of work completed.
Please We have seve	e provide project description, reference and cost of work completed. eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our tea
Please We have seve is assisting th for damages i	e provide project description, reference and cost of work completed. eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our tea ne Public Assistance applicants in the North Florida Panhandle in the reimbursement process incurred. The reimbursement for Irma projects includes payment of \$205 million on \$380
Please We have seve is assisting th for damages i million in dam	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our teal e Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million
Please We have seve is assisting th for damages i million in dam in damage. O	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our teams Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million our team covers regions 1,2,3, and Statewide for the Irma, Matthew, and Hermine projects.
Please We have seve is assisting th for damages i million in dam in damage. O	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our teal e Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million
Please We have seve is assisting th for damages i million in dam in damage. O	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our teams Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million our team covers regions 1,2,3, and Statewide for the Irma, Matthew, and Hermine projects.
We have seve is assisting th for damages i million in dam in damage. O We cover Jac	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our team re Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million our team covers regions 1,2,3, and Statewide for the Irma, Matthew, and Hermine projects. ekson, Calhoun, Gadsden, and Liberty county for Hurricane Michael damages.
We have seven is assisting the for damages in million in damage. Owice cover Jacon. Have you	eral ongoing projects with the Florida Division of Emergency Management (FDEM). Our teams Public Assistance applicants in the North Florida Panhandle in the reimbursement processincurred. The reimbursement for Irma projects includes payment of \$205 million on \$380 mage. We have processed payments of over \$30 million on Michael projects for \$353 million our team covers regions 1,2,3, and Statewide for the Irma, Matthew, and Hermine projects.



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 separate tab if necessary.

Client References

Organization:	State of Florida, Department of Veterans' Affairs
Contact:	Eve Selman, Financial Specialist Supervisor
Phone:	$(727) 518-3202 \times 5534$
Address:	11351 Ulmerton Road, #311K, Largo, Florida 33778

Organization:	Office of Financial Stewardship, Leon County	
Contact:	Scott Ross, Director	
Phone:	(850) 606-5117	
Address:	301 South Monroe Street, #502, Tallahassee, Florida 32301	

Organization:	St. John's County School District	
Contact:	Patrick Snodgrass, Director of Purchasing (904)	
Phone:	(904) 547-8940	
Address:	40 Orange Street, St. Augustine, Florida 32084	

List of All Disaster Response Contracts

Organization:	Florida Division of Emergency Management
Contact:	John Bussey, Chief of Staff
Phone:	(850) 815-4000
Services Performed:	Comprehensive grants management for FEMA public assistance reimbursement process for Hurricane Michael.
Contract Amount:	This project is estimated at \$15 million.

Organization:	Florida Division of Emergency Management
Contact:	John Bussey, Chief of Staff
Phone:	(850) 815-4000
Services Perforn	ned: Comprehensive grants management for FEMA public assistance reimbursement process for Hurricane Irma.
Contract Amoun	nt: This project is estimated at \$30 million.



Organization: Florida Division of Emergency Management

Contact: John Bussey, Chief of Staff

Phone: (850) 815-4000

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricanes Matthew & Hermine.

Contract Amount: This project is estimated at \$25 million.

Organization: Florida Division of Emergency Management

Contact: John Bussey, Chief of Staff

Phone: (850) 815-4000

Services Performed: Comprehensive grants management for FEMA public assistance reimbursement

process for Hurricane Dorian.

Contract Amount: Due to this being so recent, we are not able to calculate the fee of this project.



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
Irma	FDEM	\$ 20 Million	Ongoing	50%
Matthew/Hermine	FDEM	\$ 20 Million	Ongoing	50%
Michael	FDEM	\$ 18 Million	Ongoing	25%
Dorian	FDEM	Unknown	Ongoing	25%

(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?
 We know the layout of the City of Key West not only as an island but the southern most point of the continental US. Our team is intimately familiar with the state of Florida and the states geography. Specifically, one of our key personnel, Joe Myers, is the former Director of Florida Division of Emergency Management. He understands the infrastructure damage, the issues with housing, and the CDBG grants with the City.
- 14. Provide list of subcontractor (s), the work to be performed and also a list of major materials suppliers for this Project?

(Continue list on insert sheet, if necessary)

Sub-Contractor Name	Address	Work to be Performed
EMDS	2615 Centennial Blvd., Ste. 200, Tallahassee, FL 32308	Public Assistance Services
Integrated Solutions Consulting, Inc.	220 South Buchanan Street, Edwardsville, IL 62025	Public Assistance Services

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

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

We own projectors, screens, computers, cell phones, drones and active shooter training equipment. Our team will purchase or lease any required equipment based on the type of damage and services required by the City.



16. What equipment will you purchase for the proposed work?
(Continue list on insert sheet, if necessary)
Any necessary pre-event contracts will be signed after the award of the contract, as required by the
damage.
18. What equipment will you rent for the proposed work?
Any necessary pre-event contracts will be signed after the award of the contract, as required by the
damage.
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)
Please refer to page 2 for the proposed team and please refer to Appendix B for
the resumes. The resumes include qualifications and experience of our key
personnel.
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.) Thomas Howell Ferguson P.A. CPAs
Our President is Winston K. Howell.
Our Secretary is Canita G. Peterson.



20.1 The correct name of the bidder is: Thomas Howell Ferguson P.A. CPAs	
20.2. The business is a (Sole Proprietorship Corporation	e) (Partnership) (Corporation).
20.3 The names of the corporate officers, or are as follows: N/A.	r partners, or individuals doing business under a trade name,
SUBMITTED BY: SIGNATURE	Jeffrey E. Barbreci PRINT NAME/TITLE
state of florida)) ss. county of LCOn)	
The foregoing instrument was acknowled 20 19, by who is personally known to me as identification andwho did/did not take an	
WITNESS my hand and official seal, this (NOTARY SEAL) SARAH PAULSON MY COMMISSION # GG 062759 EXPIRES: January 16, 2021	3 day of December, 2019. Available (Signature of person taking acknowledgment)

Thomas Howell Ferguson P.A. Certified Public Accountants

Appendix A - Attachment E

THF has the following equipment to provide to the City of Key West:

- 1. Projectors
- 2. Screens
- 3. Computers
- 4. Cell phones
- 5. Active Shooter training equipment
- 6. Drones

Additionally, our team will purchase or lease any required equipment based on the type of damage and services required by the City.



Experience List

We have included outlined credentials for the following key personnel below:

Steve Stevens (THF)

Project Executive

Prior to working with THF, Steve's previous work experience in Public Assistance includes working at the County level in two senior management positions. In the position of Budget Director for the Escambia County Board of County Commissioners, Steve was the internal contact for the FEMA Public Assistance grants for Hurricanes Erin, Opal, and Georges. During all three of those hurricanes, Steve operated in the Emergency Operating Center (EOC) monitoring the storm, planning for the disaster, performing damage assessments and inventory, and preparing documents to justify reimbursement. In addition, Steve managed all of the public works projects and compiled all of the information for emergency operations, emergency management, law enforcement, and parks and recreation. He was the direct liaison to the State of Florida and FEMA.

Additionally, he served as the Chief Financial Officer (CFO) for the Escambia County Sheriff's Office. In this position, Steve experienced Hurricanes Ivan, Dennis, and Katrina from the EOC. His involvement in those storms included coordinating law enforcement efforts for preparation and emergency operations during the storm, handled the over-time assignments, equipment compilation, and documentation, and dealt directly with the State of FL and FEMA as the liaison to the Sheriff's Office. He was responsible for protection and safety of more than 300,000 residents impacted by significant hurricanes and was responsible for care, custody, and control of more than 1,700 inmates. He compiled all of the information and documentation required for reimbursement for category B (emergency operations of law enforcement), mutual aid agreements with other sheriffs' offices, and coordination with the County government.

Joe Myers (EMDS)

Subject Matter Expert

Joe has an extensive background in Public Assistance and Emergency Management. His career spans more than 40 years and includes such positions as Director of the Division of Emergency Management for the states of North Carolina and Florida. As a State Director, he served as a State Coordinating Officer for numerous disasters including Hurricanes Gloria, Hugo, Andrew, Opal, and Floyd. He was twice elected President of the National Emergency Management Association (NEMA) and held that position the year the Stafford Act was passed and again the year that it was reauthorized (1988-1989 and 1999-2000).

His work in the private sector provided him experience as the only contractor working for the FL Division of Emergency Management responsible for Public Assistance and Grants Management for all 67 counties on behalf of the State of Florida. There is no other person with more experience in leading Florida through its recovery from disasters than Joe. His position on the team is the type of Florida-focused leadership experience that no other firm vying for this contract could ever equal.



Linda Berry (EMDS)

Subject Matter Expert

Linda has over 20 years of experience in Public Assistance and Emergency Management. She has been in numerous disasters at the State or local level including Hurricanes Charles, Frances, Jeanne, Ivan, Georges, Floyd, Lili, Isodore, Katrina, Debby, Hermine, Matthew, Irma, and the Florida Fires.

From 2003 - present, as the co-owner of Disasters Strategies & Ideas (DSI), Linda was in multiple EOCs during multiple storms, assisting the Director of Emergency Management in those counties, guiding their recovery, and handling all financials, receipts, and assessments. Additionally, her experience includes managing the project leaders/teams in multiple counties in the state for each specific storm. She also worked with FEMA and the State to prevent de-obligations in those counties.

From 2009 - 2018, Linda served as the contractor to the State of Florida, Division of Emergency Management responsible for Public Assistance for all 67 counties. As a contractor, Linda was among the first involved in implementing the pilot program in the state of Florida for Project 428. The first time it was implemented in the state of Florida was in Jackson County, and DSI was the sole contractor responsible for the sum of approximately \$50 million.

Marcia Warfel (EMDS)

Project Manager

Marcia has been providing emergency management and disaster recovery consulting services for more than 20 years. She recently served as the Emergency Management Deputy Director for the Florida Commission on Community Service-Volunteer Florida. She has led the integration of National, State and Community Partnerships during more than 90 state emergencies, including 35 major Presidentially Declared disasters. Prior to moving to Tallahassee, she worked in the private sector as a Homeland Security Specialist in Washington, DC conducting Homeland Security training efforts for the State of Virginia and various federal agencies to include the Federal Emergency Management Agency and the Federal Bureau of Investigations.

Serving for the State of Florida, Marcia held numerous positions within the Florida Division of Emergency Management (FDEM) for twelve years, culminating as the Bureau Chief for Recovery and Mitigation where she oversaw a budget of more than two billion dollars and a staff in excess of one hundred. Other positions within FDEM included: Deputy Incident Commander and Deputy State Coordinating Officer during the 2004-2005 State of Florida disaster responses and recovery operations. During her tenure, the Recovery unit received the Davis Productivity award in 2006-2008 for updating for increasing efficiencies.



References List

The following are state and local governments and not-for-profit organizations disaster consulting clients for which our Firm has provided similar services.

Organization: Flagler County School Board

Contact: David Bossardet, Risk Manager

Phone: (386) 437-7426

Email: bossardetd@flaglerschools.com

Address: 1769 East Moody Blvd., #2, Bunnell, Florida 32110

Services Performed: Provide comprehensive grant management services for Hurricane Irma projects,

beginning with PW approval and continuing through PW close-out.

Fee: This is a part of FDEM project which is estimated at \$30 million for Hurricane

Irma.

Project Manager: Steve Stevens (THF)

Performance Period: 2017 - Present

Organization: Washington County, Florida Emergency Management

Contact: Lynn Abel, Public Safety Director

Phone: (850) 638-6203

Email: label@washingtonfl.com

Address: 2300 Pioneer Road, Chipley, Florida 32428

Services Performed: Public assistance and preparedness training.

This project was approximately \$250,000.

Project Manager: Joe Myers & Linda Berry (EMDS/DSI)

Performance Period: 2013 - 2018

Organization: Sumter County Emergency Management

Contact: David Casto, CEM, Director

Phone: (352) 689-4400

Email: david.casto@sumtercountyfl.gov

Address: 7375 Powell Road, Wildwood, Florida 34785

Services Performed: Public assistance, preparedness, training, recovery training, and active shooter

exercise.

Fee: This project was approximately \$1 million.

Project Manager: Joe Myers & Linda Berry (EMDS/DSI)

Performance Period: 2013 - 2017



Organization: Dixie County Emergency Management

Contact: Scott Garner, Division Chief

Phone: (352) 578-4070

Email: scott.garner@dixie.fl.gov

Address: 17600 SE 19 Highway, Cross City, Florida 32628

Services Performed: Public assistance and grants management services.

Fee: This project was approximately \$500,000.

Project Manager: Joe Myers & Linda Berry (EMDS/DSI)

Performance Period: 2013 - 2017

Organization: Miami-Dade County, Florida

Contact: Charles Cyrille, Division Director

Phone: ((305) 468-5406

Email: Charles.cyrille@miamidade.gov

Address: 9300 NW 41st Street, Doral, FL 33178

Services Performed: Preparedness program planning, training, and exercises.

Fee: This project was approximately \$1.7 million.

Project Manager: Daiko Abo (ISC)
Performance Period: 2010-Present

Organization: Mid-America Regional Council

Contact: Erin Lynch, Emergency Services & Homeland Security Director

Phone: (816) 701-8390 **Email:** elynch@marc.org

Address: 600 Broadway Blvd, Ste. 200, Kansas City, MO 64105

Services Performed: Regional Post-Disaster Recovery Annex, Recovery Guide, & Interactive Exercise

Training.

Fee: This project was approximately \$300,000.

Project Manager: Daiko Abo (ISC)
Performance Period: 2013-Present



Organization: FEMA/AECOM

Contact: Guy Frearson, Manager

Phone: (703) 682-4911

Email: Guy.frearson@aecom.com

Address: 63101 Wilson Boulevard, Suite 900, Arlington, VA 22201

Services Performed: Nationwide Disaster Response & Recovery Technical Support Services.

Fee: This project was approximately \$22 Million.

Project Manager: Lauren Martin (ISC)

Performance Period: 2007-Present

Ben A. (Steve) Stevens III, CPA Project Executive, THF

Experience:

- ✓ Since 1989, Steve has provided assurance, consulting, and other accounting services, including five years with a Big Four firm which he left in a Director capacity.
- ✓ Industries served include government, not-for-profit, for-profit, insurance, and health and human services.
- Responsibilities include managing and directing staff performing engagements for performance audits, operational reviews, cost plan, Medicaid audits, and various consulting projects.
- Steve's previous work experience includes public accounting, Interim Director of the Office of Management and Budget of the Escambia County Board of County Commissioners, Commissioner for Public Service Commission (position appointed by the Governor), business owner, and Chief Financial Officer of Escambia County Sheriff's Office.
- Previous responsibilities include financial reporting, auditing, budgeting, human resources, risk management, employee benefits, grants, research, and procurement areas.
- ✓ Throughout his career, Steve has focused on the challenges governments face with limited resources to provide services, improve performance, achieve regulatory compliance, and enhance transparency and accountability.
- Over ten years of FEMA Public Assistance Programs experience most recently serving as a Project Executive.



Member of the American Institute of Certified Public Accountants

Past Member, Governing Council

Member of the Florida Institute of Certified Public Accountants

- ✓ Past President, Board of Governors, 2008-2009
- Past Member, Executive Committee
- ✓ Past Chair, Finance Office and Advisory
- Past Chair, Political Action Committee
- Past Member, Government Standards Review Committee
- ✓ Past Member, Chapter Operations Committee
- Past Member, Membership Committee

West Florida Leadership Academy Class of 2000

Leadership Pensacola, Class of 1998

Community Activities:

Past President, Pensacola Cordova Rotary

Past Coach, Parochial League Football

Past Coach, Pensacola Bill Bond Baseball Head

Awards & Honors:

Government Finance Officers Association Distinguished Budget Presentation Awards Program Review Panel

Nominated Founding Officers of the Panhandle Chapter of the Florida Government Finance Officers Association

Education:

Bachelor of Science in Accounting, Florida State University.

Bachelor of Science in Finance, Florida State University.





Joseph F. Myers Subject Matter Expert, EMDS

Experience:

- Over 40 years in the emergency management arena including technical experience and experience leading teams with more than 300 staff, multiple contractors, and consultants.
- Co-owner of a consulting firm that served as the only contractor responsible for Public Assistance and Grants Management for all 67 counties on behalf of the State of Florida for the years of 2009-2018.
- ✓ Served as the Director of the Florida Division of Emergency Management and was responsible for the State's Emergency Response Plan after Hurricane Andrew, ensuring coordination among cities, counties, and the State in preparation for natural disasters and response to them.
- Designed and implemented the Florida Emergency Management System, which is the foundation currently in use.
- Served in the State of North Carolina's Division of Emergency Management for over 20 years, of which eight years were as the Director.
- Twice elected President of the National Emergency Management Association (NEMA) and served on former Governor Jeb Bush's Florida Terrorism Advisory Board.
- As a State Director, he served as a State Coordinating Officer for numerous disasters including Hurricanes Gloria, Hugo, Andrew, Opal, Floyd, and in addition managed Gulf War Repatriation, Cuban Mass Migration, and the 1998 Florida Fires.

Awards:

North Carolina National Guard, Distinguished Service Award, 1993

Florida Fire Chief's Association, Distinguished Service Award, 2000

Dr. Robert Sheets, Lifetime Achievement Award, South Florida Hurricane Conference, 2000

Governor's Award, Governor's Hurricane Conference, 2002

Education:

B.S. in Education, Western Carolina University.

Certifications & Professional Training:

ICS100 Introduction to the Incident Command System, Emergency Management Institute

ICS200 Incident Command System for Single Resources and Initial Action Incidents, Emergency Management Institute

IS700 National Incident Management System, NIMS An Introduction, Emergency Management Institute

IS800 National Response Plan, Emergency Management Institute





William (Bill) A. Ferguson, CPA

Subject Matter Expert, THF

Experience:

- ✓ Since 1977, Bill has been providing accounting, consulting, and general business services.
- ✓ Significant concentration on insurance companies and other insurance-related enterprises.
- Responsibilities consist of coordinating services provided and ensuring engagement objectives are accomplished within established timeframes.
- Specific experience includes audits of statutory financial statements, NAIC Financial Examinations, SSAE 16 examinations, assistance in designing and implementing accounting systems, preparing multi-year business plans, resolving financial regulatory issues, acquisitions, internal control reviews, structuring reinsurance programs, reinsurance accounting, operation reviews, design of cost allocation systems, assistance with structuring contracts, and resolution of financial reporting issues.
- Recently completed continuing education programs offered by the SEC Institute and the AICPA relating to SEC and PCAOB accounting, auditing, and financial reporting.
- Additional services include working with large commercial and not-for-profit client engagements, as well as serving as the quality control reviewer on other engagements.

Professional Associations:

Member of the American Institute of Certified Public Accountants

Member, Task Force - Charged with rewriting the accounting and auditing guide for property and liability insurance companies

Member of the Florida Institute of Certified Public Accountants

Member, Insurance Accounting & Systems Association

Community Activities:

Member, Leadership Tallahassee Alumni Association, Class VIII

Member, Tallahassee Northside Rotary Club

Past Treasurer and Board Member, Florida Special Olympics

Past Treasurer and Board Member, Tallahassee YMCA

Education:

B.S. in Accounting, Florida State University.





Linda Berry

Subject Matter Expert, EMDS

Experience:

- **△** Over 20 years of progressive management in the emergency management arena including technical expertise and experience with local governments.
- ▲ Co-owner of a consulting firm that served as the only contractor responsible for Public Assistance and Grants Management for all 67 counties on behalf of the State of Florida for the years of 2009-2018.
- Served as the Assistant to the Director of the Florida Division of Emergency Management and held the position for four years.
- ✓ Involved in numerous disasters including Hurricanes Charley, Frances, Jeanne, Ivan, Georges, Floyd, Lili, Isodore, Katrina, Debby, Hermine, Matthew, Irma, and the Florida Fires.
- ✓ She was intimately involved in the first Florida Needs Assessment, the first Federal/State drought summits and many other multi-governmental meetings.
- Served as the Senior Coordinator for the County Commissioner of Harris County, Houston, Texas.
- Spearheaded the completion of over 240 Continuity of Operations Plans (COOP), all receiving approval from the State of Florida and U.S. Department of Homeland Security.
- Additional planning experience includes the re-writes of the current Comprehensive Emergency Management Plans (CEMPs) to meet the new Department of Homeland Security (DHS) National Response Plan (NRP) and National Incident Management System compliance.
- ▲ She also writes and develops Standard Operating Guides (SOGs), Terrorism Annexes, and other Operating Procedures for local and state government in Florida.
- Has served as an Instructor and Facilitator and has been responsible for the design and development for multiple local and State government trainings and Tabletop Exercises.

Certifications & Professional Training:

- ICS100 Introduction to the Incident Command System, Emergency Management Institute
- ICS200 Incident Command System for Single Resources and Initial Action Incidents, Emergency Management Institute
- IS700 National Incident Management System, NIMS An Introduction, Emergency Management Institute
- IS800 National Response Plan, Emergency Management Institute



Marcia Warfel Project Manager, EMDS

Experience:

✓ Over 20 years in the emergency management arena including technical experience and experience leading teams with more than 100 staff.

Marcia's previous role was Program Manager for Public Assistance for the Federal Emergency Management Agency working on the reimbursement of

state agencies.

As a Program Manager, she developed guidelines for disaster declarations to ensure funding for Florida during emergencies, facilitated and analyzed Homeland Security training exercises for FBI and other Federal agencies, provided emergency management training to numerous emergency management personnel at National Hurricane Conference, Governor's Hurricane Conference, and Florida Emergency Management Preparedness Association, developed Homeland Security management plans and produced recommendations or Federal agencies, such as FEMA's recovery plan and recovery annex. She developed Citizen Corps Program plan approved by Governor Bush, ensured the State Continuity of Operation Plan and State Mitigation Plan was maintained, updated, and approved by FEMA, ensured progress of program & grant deliverables through planning & program monitoring for all federal grants from FEMA & Homeland Security with regards to preparedness & recovery for public assistance

Served as Deputy State Coordinating Officer at the onset of the 2004 and 2005 Hurricane Season, with signature authority on behalf of Governors Bush and

Crist for all Presidential Declarations.

- Managed all recovery and mitigation grant programs including individual & public assistance, damage assessment, temporary housing, & community
- Her management experience includes Emergency Management Deputy Director for the Florida Commission on Community Service-Volunteer Florida. She has led the integration of National, State, and Community Partnerships during more than 90 state emergencies, including 35 major Presidentially Declared disasters.

■ She worked in the private sector as a Homeland Security Specialist in Washington, DC conducting Homeland Security training efforts for the State of Virginia and various federal agencies to include the Federal Emergency

Management Agency and the Federal Bureau of Investigations.

Marcia has held numerous positions within the Florida Division of Emergency Management (FDEM) for twelve years, culminating as the Bureau Chief for Recovery and Mitigation where she oversaw a budget of more than two billion dollars.

✓ Other positions she has held within FDEM included: Deputy Incident Commander and Deputy State Coordinating Officer during the 2004-2005 State of Florida disaster responses and recovery operations.

Members:

Member of Tallahassee and Minority Chamber of Commerce Member of Business and Professional Women of Tallahassee

Former Legislative Chair.

Member of Club 25 - Women to Know, Capital Women's Network, and Lean-in Tallahassee.

Education:

Bachelor of Arts, International Relations, Florida State University.

Certifications & Professional Training:

Homeland Security Exercise and Evaluation Program (HSEEP)
Professional Development Series

Advanced Professional Series



Brittany A. Bechtel, PMP, AHFI, FCCM, CEMA

Senior Consultant, THF

Experience:

- Since 2007, Brittany has been providing data management and analysis, systems auditing, customer service, functionality testing, and performance monitoring for multiple governmental entities.
- Current responsibilities include working in public assistance and comprehensive grant management, emergency management services at THF auditing receipts, validating information, and reviewing work for public assistance through Hurricanes Irma, Michael, Matthew, and Hermine.
- Her previous experience includes working for the Agency for Health Care Administration where she was responsible for large volumes of data and performed complex queries and functions on that data, participated as a business analyst, contract manager, and project manager in research and development and joint application development sessions for the internal software development systems, and was a member of the data integration team that designed access screens and tested new data systems.
- ✓ She was selected to attend the Data Experts Symposium, the Data Analytics Symposium for the U.S. Department of Justice Medicaid Integrity Institute, Basic Skills and Techniques in Medicaid Fraud Detection (where she tested out of Program Integrity Fundamentals), and Specialized Skills and Techniques in Medicaid Fraud Detection.
- ✓ In her work with the Florida Department of Health, she used geospatial software to analyze programmatic data, and she organized and compiled data for Federal grant reporting.

Community Activities:

Regional Housing Coordinator, Alpha Gamma Delta Sorority International Headquarters

Education:

Bachelor of Arts in International Affairs, Florida State University.

Certifications & Professional Training:

Project Management Professional (PMP)

Accredited Healthcare Fraud Investigator (AHFI)

Florida Program Integrity Certification-Associate Level

Florida Certified Contract Manager (FCCM)

Agency for Health Care Administration Certified Contract Manager

Certified Evaluation and Management Auditor (CEMA)

IS634 Introduction to FEMA's Public Assistance Program

IS200.c Basic Incident Command System for Initial Response

IS700.b An Introduction to the National Incident Management System

IS800.c National Response Framework, An Introduction





Lee Lovett, J.D.

Subject Matter Expert, THF

Experience:

- ✓ Since 2014, Lee has been working in public accounting.
- Specializes in dispute resolution for not-for-profits, insurance companies, and
 for-profit entities. Works with federal and state agencies in matters of dispute
 resolution.
- ✓ Has represented THF insurance clients in front of various state agencies regarding FEMA's national flood program, working hand-in-hand with FEMA to recover over \$8 million for our clients.
- Represented and appealed approximately 20 claims related to the Deepwater Horizon settlement, recovering over \$1 million for a range of companies located in South Florida.
- Industries served include not-for-profit, publicly traded companies, investment companies, insurance, and private equity groups.
- Significant experience researching and drafting memorandums on a variety of topics related to the not-for-profit industry including Unrelated Business Income Tax (UBIT) and executive compensation planning.
- Experience handling federal and state tax compliance for law firms.
- Additional experience in assisting clients with federal and state tax. compliance, along with consulting on liability forecasting and sales and use tax nexus.

Professional Associations:

Member of the Florida Institute of Certified Public Accountants

Member, American Bar Association

Member, Florida Bar Association

Member, Tallahassee Bar Association

Education:

B.S. in Engineering, Florida State University.

J.D., Florida State University College of Law. Focus in Business Entity Taxation and Corporate Law.





Jonas Pascal Consultant, THF

Experience:

- ✓ Since 2018, Jonas has been providing emergency management services.
- Responsibilities include Designing, developing, and conducting exercises in the Emergency Operations Center (EOC) for multiple agencies and jurisdictions.
- Experience assisting emergency management personnel in the development of special event activities to build "Community Outreach and Awareness" in Broward County.
- Experience developing and maintaining liaisons with municipalities, county departments, and similar entities to facilitate plan development, response effort coordination, and exchanges of personnel and equipment.
- Additional responsibilities include preparing plans that outline operating procedures to be used in response to disasters or emergencies, such as hurricanes, nuclear accidents, and terrorist attacks, and in recovery from these events; understanding social and cultural aspects of disaster preparedness and response in order to best serve diverse and/or vulnerable populations; devising targeted communications plans for stakeholders (e.g., the public, supervisors, colleagues, private sector, military, and other officials); and understanding how to coordinate and manage different organizations, agencies, and levels of government before, during, and after a disaster.
- ✓ Five years of proven experience generating and building relationships, managing projects from concept to completion, designing educational strategies, and coaching individuals to success.
- ✓ Previous experience includes directing a twenty person team, overseeing human resources for North American location, managing \$1.3 million budget. Developed comprehensive hiring strategy to attract talent, including increasing web presence.
- ▲ Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Served as a link between management and employees by handling questions, interpreting and administering contracts and helping resolve work-related problems.
- Strengthened business operations by creating and deploying performance management tools including new compensation strategies incorporating new pay grades and bonus and commission structures.

Education:

Bachelor of Arts in Disaster Management, Florida State University. Masters of Arts in Public Administration, Florida State University.

Certifications & Professional Training:

IS120.a An Introduction to Exercises

IS230.b Principles of Emergency Management

IS235.b Emergency Planning

IS240.a Leadership and Influence

IS241.b Decision Making and Problem Solving

IS242.b Effective Communication

IS244.a Developing and Managing Volunteers





Melisa Chui

Consultant, THF

Experience:

- ✓ Previous work experience includes customer service while working in professional services.
- Responsibilities include project review to confirm project has a clearly articulated eligible scope of work, falls under an appropriate category of work, captures all eligible expenses, includes all necessary supporting documentation, complies with all environmental and occupational requirements, and accounts for potential insurance claim settlements and pre-existing "obtain and maintain" requirements.
- Melisa's project management skills include ensuring the timely processing of sub-grant agreement execution, ensuring the timely processing of Time Extension requests, and ensuring the timely review and validation of Request for Reimbursement (RFR).



Past Member, American Marketing Association

Education:

Bachelor of Science Degree in Finance, Florida State University.

Certifications & Professional Training:

IS-00634 Introduction to FEMA's Public Assistance Program

IS-00100.b Introduction to Incident Command Systems

IS-00200.c Basic Incident Command System for Initial Response





Randon A. Holt

Consultant, THF

Experience:

- ✓ Randon has been providing public assistance, grant management, and disaster recovery consulting services for a year.
- ✓ Current responsibilities at THF include auditing receipts, validating information, and reviewing work for public assistance through Hurricane Irma, Hurricane Michael, and Disasters Fay to Nate.
- ✓ His previous experience includes working for the Florida Department of Revenue as a Tax Auditor performing pre-audit analysis and developing audit plans and procedures. In addition, he researched, created, and pursued audits on the Reemployment tax issues to include misclassified workers existing in Employer's payroll, assessing reasonable compensation for officers, and examination of Employer's records for contract labor.
- ▲ Additionally, he researched tax law and taxpayers' returns, documented audit procedures and findings, and communicated audit results to taxpayers and/ or their representatives.
- Previous experience also includes security monitoring and response to include communication with local authorities and emergency response personnel.

Community Activities:

Volunteer, Florida A&M University Golf Team

Education:

Bachelor of Science in Accounting, Florida A&M University.

Certifications:

IS-00293.a Mission Assignment Overview

IS-00632.b Introduction to Debris Operations

IS-00634 Introduction to FEMA's Public Assistance Program



David Crisp

Senior Planner

Education

Western Carolina University

B.S. in Education

Grant Experience

- DSI 4068, 4084 & 4138 Planner
- Alabama DR 1971
 Planning support Unit
 Leader
- Pennsylvania PA Processing Center Planning Section Chief

Professional Training and Certifications

FEMA Certified Planning Section Chief, Type 3

PROFESSIONAL HIGHLIGHTS

- Planning Section Chief for FEMA Region IV Regional Response Coordination Center
- Preparedness Section Chief, Florida Division of Emergency Management
- Planning and Information Section Chief, N. C. Division of Emergency Management
- First Information Technologies Unit Manager for the N. C. Division of Emergency Management
- Support to the National Emergency Management Association

During his tenure with the North Carolina Division of Emergency Management David managed a staff of fifty-four multidisciplineprofessionals. He has monitored and participated in the evolution of Emergency Management since 1985. David has been an active participant in the development of the Emergency Support Functions concept, the implementation of the Incident Command System into State and Federal Emergency Operations Centers (EOC), utilization of the Incident Action Planning process, managing and incorporating technology into EOC operations, the development of the Situation and Planning Support Units functional processes, and State Liaison during disaster events. He has a proven ability to successfully analyze and assess EOC and Field Operations including the development of supporting budgets and time line formulation. He has a broad understanding of using automated incident management systems such as Constellation, Integrated Flood Observing and Warning Systems (IFLOWS), Areal Locations of Hazardous Atmospheres (ALOHA), and Hurricane evacuation decision-making software - HURREVAC. Over a lengthy career in Emergency Management, he performed planning and information functions in disasters such as Hurricane Hugo, Hurricane Andrew, Hurricane Fran and the 2004 Florida Hurricanes. separate occasions during the presidencies of Joseph Myers, he functioned as staff support to the National Emergency Management Association.

Professional Experience

Project Planner and Reporting Lead

DSI | DR 4138, DR 4064 & DR4084| State of Florida, Client

Responsible for developing operational period Incident Action Plans, specialized transition plans, completion of management and performance reports as stipulated in each Task Order. Provided support to the Florida EOC as well as JFO operations for these events.



Planning Section Chief

FEMA | All Hazards | Region IV States | 2006-2013

On a daily basis, responsible for the maintenance and enhancements to Region IV Emergency Management Plans, Continuity of Operations and Devolution Plans, Regional Support Plans, Region IV New Orleans Evacuation Plan, Region IV New Madrid Earthquake Plans, Specialized Plans, the provision of planning support to the States of Mississippi, Georgia, South Carolina, Tennessee and Kentucky, the formulation, delivery of training on Hurricane Evacuation Plans, and liaison to the State of Mississippi in behalf of FEMA Region IV. During activations of the State Emergency Operations Center, Mr. Crisp functioned as the Planning and Information Section Chief in 14 Presidentially Declared Disasters and numerous non-declared disaster incidents.

Preparedness Section Chief

Florida Division of Emergency Management | All Hazards | Florida | 1998-2006

On a daily basis, responsible for the development, maintenance and enhancements to the State Comprehensive Emergency Management Plan, Continuity of Operations Plan, Specialized Plans, review of local government's Emergency Management Plans, the formulation, delivery of the State's Training Program and Exercise Program, Hurricane Evacuation Plans, Nuclear Power Plant off site plans, Repatriation Plans and liaison to FEMA Region IV on Planning, Training and Exercise programs. During activations of the State Emergency Operations Center, Mr. Crisp functioned as the Planning and Information Section Chief in 14 Presidentially Declared Disasters and numerous non-declared disaster incidents.

Planning and Information Section Chief

North Carolina Division of Emergency Management | All Hazards | North Carolina | 1998-

On a daily basis, responsible for the development, maintenance and enhancements to the State Comprehensive Emergency Management Plan, Super Fund Amendment and Reauthorization Plans, Continuity of Operations Plan, Specialized Plans, review of local government's Emergency Management Plans, the formulation, Hurricane Evacuation Plans, Nuclear Power Plant off site plans, planning and implementation of an Integrated Flood Observing and Warning system, delivery of the State's Training Program and Exercise Program and liaison to FEMA Region IV on Planning, Training and Exercise programs. During activations of the State Emergency Operations Center, Mr. Crisp functioned as the Planning and Information Section Chief in 15 Presidentially Declared Disasters and numerous non-declared disaster incidents.

CONTACT INFORMATION:

Terry L. Schenk, CEM Significant Event Consulting, LLC 4708 Gabriella Lane Oviedo, Florida 32765 407.761.8939 Terry.Schenk@me.com Terry.Schenk@flhealth.gov

FUNCTIONAL EXPERTISE:

- ♦ Leadership
- ♦ Curriculum Development
- ♦ Exercise Development
- ♦ Project Management
- Planning and Research
- ♦ Emergency Management
- Grants Management
- ♦ Fire Service Management

GENERAL EXPERIENCE:

 45+ years of management in fire, emergency services and emergency management.
 Recent focus on Mass Casualty Response, Alternate Care Sites and Mass Casualty Incident response.

EDUCATION:

- M.S. Emergency
 Management,
 Jacksonville State University
- ♦ B.A. Public Administration University of Central Florida

CERTIFICATIONS:

- ICS Courses Emergency Management Institute, FEMA
- National Incident
 Management System
- Certified Emergency Manager (CEM) IAEM
- ♦ DHS "Incident Response to Terrorist Bombings" Instructor
- ♦ Certified Meteorologist

Terry L. Schenk

Senior Planner

Summary:

Mr. Schenk's career in the fire service, government consulting, corporate leadership and service as a college professor has resulted in his amassing extensive experience in all aspects of emergency management including developing and conducting mass casualty incident exercises and creating response plans for the jurisdictions throughout Florida. He is a nationally Certified Emergency Manager (CEM) and is certified in Incident Command Systems as well as in the National Incident Management System. His tenure includes fire and medical service leadership experience that has included on-scene response, disaster recovery efforts, development and implementation of new college courses, and a strong focus on mass casualty response planning. In the corporate environment, Mr. Schenk serves as an Adjunct Professor for St. Petersburg College, and was a charter member of the Florida Governor's Oversight Council on Domestic Preparedness. He is currently President and Chief Executive Officer of Significant Event Consulting, LLC, a Florida-based firm that specializes in emergency services education and exercising. Additionally, Mr. Schenk serves as a Government Operations Consultant for the Florida Department of Health, leading projects on Alternate Care Site planning, Altered Care Standards, Infectious Disease Patient Transport, and Patient Movement. He is a member of the International Association of Emergency Managers, the International Association of Fire Chiefs (past member and conference speaker), and the American Meteorological Society.

Professional Experience

Florida.

emergency response programs within the Florida Department of Health including Patient Movement, Altered Care Standards, Triage, Hospital Exercises, Alternate Care Sites, and the Florida Infectious Disease Transportation Network.
 Evaluated and participated in multiple emergency response exercises on behalf of a Florida firm, *Disasters, Strategies and Ideas, LLC*. Exercise scenarios included Chemical and Radiological attack, Pandemic Flu Outbreak, Dirty Bomb Explosion, "Active Shooter", Tornado Strike, Hurricane Strike, and various scenarios as part of the Florida Governors Annual Statewide Disaster Exercise.
 Developed a multi-jurisdictional Mass Casualty Incident Response Plan with associated system assessment, ACS assessment, training session, and tabletop exercise for Pinellas County,

Serving as a project manager or team participant for various

- ☐ Authored "Alternate Care Site (ACS) SOP", "Local ACS Planning Guide", "ACS Operations Guide", and numerous other preparedness documents for the Florida Department of Health.
- ☐ Serve in Patient Movement Branch Director and Deputy Operations Chief positions in the FDOH command structure.

St. Petersburg College Adjunct Professor (Bachelor of Applied Science Program)

		Emerging Issues in Environmental Disaster Management Community Fire and Risk Reduction Planning Methodology for Hazard Mitigation Evolution of Emergency Management Contemporary Issues in Public Safety Administration Grant Administration and Resource Development
		Seminole County, Florida Chief Fire Administrator
		Provided direct oversight of a metropolitan 17-station fire jurisdiction with more than 300 fire department employees for 12 years.
		Appointed as charter member to the Florida Governor's Oversight Council on Domestic Security.
		Completed all ranks from firefighter to Fire Chief during 30+year tenure. Developed and ensured achievement of strategic plans and revenue targets through management reviews, audits, and program evaluations.
<u>En</u>	<u>ierc</u>	gency Management Certifications
	ICS IS-1	rtified Emergency Manager (CEM) – International Association of Emergency Managers S-100-400 Emergency Management Institute 700 National Incident Management System (NIMS) 907 Active Shooter
	IS-: IS- IS- IS- DH	324 Community Hurricane Preparedness 271 Anticipating Hazardous Weather & Community Risk 800 National Response Plan (NRP) 100 Introduction to the Incident Command System, (ICS 100) 120 An Orientation to Community Disaster Exercises IS "Incident Response to Terrorist Bombings" Instructor ntinuity of Operations (COOP)

Special Assignments / Service Recognition

- Hurricane Dorian Deputy Operations Chief ESF-8 State EOC, Tallahassee, FL 2019
- Hurricane Michael Deputy Operations Chief ESF-8, State EOC, Tallahassee, FL 2018
- Zika Response Miami, FL and Hurricane Matthew response- Tallahassee, FL 2016
- Pandemic Influenza Technical Advisory Committee appointment Florida Department of Health, 2009
- Multi-year presenter International Association of Fire Chiefs EMS Conference, Las Vegas, Nevada.
- Past member of Florida Fire Chiefs Association (+EMS Section) and past Member of International Association of Fire Chiefs (+EMS Section).
- IAFC Presentations on "EMS Transport Acquisition".
- Florida Governors Oversight Council on Domestic Security 2001 to 2005 Helped develop and administer the domestic security strategy for the State of Florida.
- Florida Fire Chiefs Association "Florida Fire Chief of the Year" 2003.
- Emergency Medical Technician State of Florida 30 years.
- Governor Jeb Bush's Budget Presentation for 2003 Assisted Governor by presenting domestic security projects funding highlights - Tallahassee, Florida - June 2003.
- Central Florida Urban Search and Rescue Consortium 2002 to 2005 Past Chairman.

Speaking Engagements

- Miami Healthcare Coalition Conference Miami, FL 2019
- Emerald Coast Healthcare Symposium Destin, FL 2018
- Multiple Exercise Engagements Statewide 2011 to Present
- Institute of Medicine Workshop Altered Care Standards for Pandemic Situations, Orlando, Florida, 2009
- Assistant Secretary for Preparedness and Response Conference, Washington, D.C.
 Alternate Care Sites and Altered Standards of Care, 2007
- City of Tampa, Florida Executive Staff Hurricane Season 2007
- North Carolina Emergency Management Association -1999, 2000, 2001, 2005
- National Hurricane Conference 1987, 1992, 2001
- Florida Governor's Hurricane Conference 2000, 2001, 2013

Victor Evans

Senior Program Manager



Victor Evans has over 14 years of emergency management experience, specializing in hazard mitigation. He is an excellent manager with strong oral and written communication skills. In addition, he has top notch analytical and problem-solving abilities and routinely mediates and monitors client concerns. He consistently demonstrates a commitment to quality methodology and has succesfully integrated an annual planning cycle in various departments. Mr. Evans has also implemented process measures to assess performance and identify opportunities for improvement.

Following tropical storm Irene, Victor succesfully led a team to restore Danville, PA to its pre-disaster condition and secured nearly \$3 million dollars of mitigation improvements to the community. In New York, Victor was able to train, lead, and implement a system, which supported 1400 applicants during the disaster recovery process. Over a two-year period, Mr. Evans saved the State 70% of investor revenue and secured nearly \$1.7 billion dollars for the State and approximately \$1.8 billion dollars for New York City. Most recently, Victor helped to identify and review mitigation proposals following Hurricane Irma.

RELEVANT EXPERIENCE

Disaster Recovery:

Victor has worked closely with the FEMA Public Assistance program and as a disaster recovery
consultant following numerous disasters across the United States. He has managed PWs for all
categories of work from development through closeout.

Response:

 Mr. Evans has conducted numerous preliminary damage assessments throughout the State of Florida

Hazard Mitigation:

 Mr. Evans has managed multiple projects and successfully developed quotas, ensuring project complied with all cost and scope specifications. In addition, he has trained, directed, and supervised teams ensuring operational proficiency and timely completion of assigned project within or under timeframe and budget.

CDBG:

 Mr. Evans implemented the fund recovery process for the State of New York in funding for Strom Recovery through the Community Development Block Grant program.

EXPERIENCE

- 38 Years Professional
- 14 Years Emergency Management

EDUCATION/CERTIFICATIONS

 Bachelor of Science in Biology and Education

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- FEMA Individual Assistance (IA)
- 404 and 406 Hazard Mitigation
- Training
- CDBG
- Project Management

RELEVANT PROJECT EXPERIENCE

- Hurricane Irma Florida Public Assistance
- Hurricane Sandy HMGP Coordinator
- Hurricane Sandy CDBG-DR Analyst

SECURITY

Andrew Martin

Senior Program Manager



Andrew Martin is seasoned professional with over twenty years of experience in emergency management, mitigation planning, and disaster recovery for county, regional, state governments and most recently in the private sector. Mr. Martin has served as a the principal planner for the South Alabama Regional Planning Commission and Council of Governments where he used his strong technical writing skills to develop hazard risk assessment, mitigation plans, and preparedness educational material. As a supervisor for FEMA's Hazard Mitigation Grant Program and Plan Group, Mr. Martin supervised a staff of hazard mitigation specialists, advised the state staff on policy and procedures, and oversaw financial and technical assistance to communities on matters relative to hazard mitigation grant funding.

For ten years, Mr. Martin served as a Disaster Recovery Consultant for Witt O'Brien's and Atkins where he was responsible for the development, management, tracking and closeout of FEMA Public Assistance funding for a wide variety of disaster declarations across the country. Mr. Martin is experienced in cost benefit analysis procedures and providing technical eligibility reviews of appeals. He has trained state and local grant management staff on application and management processes and procedures and has assisted state staff on requesting Community Disaster Loans.

Mr. Martin has a Bachelor's in Political Science and a Master of Public Administration from the University of Alabama.

RELEVANT EXPERIENCE

Disaster Recovery:

 Andrew has worked closely with the FEMA Public Assistance program for FEMA and as a disaster recovery consultant following numerous disasters across the United States. He has managed PWs for all categories of work from development through closeout and appeals. He is proficient in FEMA's cost benefit analysis and a decorated instructor.

Hazard Mitigation:

 Mr. Martin has expert knowledge of FEMA's 404 and 406 mitigation programs. Demonstrated indepth and expert knowledge of FEMA hazard mitigation funding programs including Hazard Mitigation Grant Program (HMGP); Pre-Disaster Mitigation (PDM); and Flood Mitigation Assistance (FMA).

Response:

 Mr. Martin has career knowledge of the ICS. For six years he served as an EMT until changing career paths to emergency management.

Response:

Mr. Martin is a strong technical writer and has led projects in emergency planning, hazardous
materials response planning, mitigation planning, hazard risk analysis, and community disaster
recovery strategies. He is a strong public speaker that has extensive experience facilitating public
meetings.

EXPERIENCE

- 23 Years Professional
- 16 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Masters in Public Administration
- Bachelor of Arts in Political Science
- FEMA Public Assistance (PA)
- FEMA Public Assistance Policy
- Cost Benefit Analysis
- Hazard Mitigation
- EOC Management & Ops

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- Community Disaster Loans
- 404 and 406 Hazard Mitigation Grant Programs
- Hazard Risk Analysis
- Mitigation Planning

SECURITY

Jennifer Catalano-Gibliant

Senior Program Manager



Ms. Gibliant has directed several programs and start-up efforts for disaster recovery in the State of Louisiana. From the initial start-up phase of the Road Home Program through the close out phase of the Homeowners Assistance Program, and has more than 13 years of experience managing large scale disaster projects for federal government, state government and Fortune 500 clients. She has worked throughout the southeast US performing in diverse function areas of management, legal, real estate, mortgage lending, disaster recovery, and HUD Section 504 Training and CDBG and FEMA policy. The dedication and commitment as Director of Operations and Senior Manager of Applicant Relations was essential in managing cohesive teams, to monitor 130,050 homeowners receive over \$9.5B dollars in CDBG-DR funds. Ms. Gibliant worked with Louisiana's Director of Homeowner Programs to develop and implement comprehensive policies and procedures for a Low-to-Moderate Income Housing Eligibility, Auditing and Monitoring Program as well as an all-encompassing Disaster Recovery Program for OCD-DRU, including the Homeowner Assistance Program (HAP) and Hazard Mitigation Grant Program (HMGP) for the State of Louisiana.

CDBG:

A Professional "HUD Section 504" Community Outreach Leader, with 13 Years of CDBG-DR
experience and 5 year of FEMA experience, implementing and managing hundreds of Outreach
events, through The Road Home Program and The Housing Assistance Program, as well as
managing external relationships and collaborations.

HUD:

Served as a point of contact to clients, and various other stakeholders including State and Federal
agencies, the Housing of Urban Development (HUD) and non-profit advocacy groups.

Hazard Mitigation:

 Ms. Gibliant assisted in the close-out efforts of the Hazard Mitigation Grant Program (HMGP) and reported findings to the Office of Community Development. She drafted affidavits, scheduled appointments and met with applicants and contractors, to obtain statuses on the signed Promissory Notes, throughout the program.

EXPERIENCE

- 20 Years Professional
- 13 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Certified Paralegal
- HUD Paralegal
- Auditor The Office of Financial Institutions (OFI)
- FEMA IA Training
- HUD DRGR System of Record Training

AREAS OF EXPERTISE

- HUD/CDBG Grants & Policy
- Project Management
- Outreach Coordinator
- Section 504 Coordinator
- Hazard Mitigation Measures
- Technical Writing

SECURITY

Tim Munk

Senior Program Manager



Timothy Munk is an experienced mechanical engineer and possesses a high degree of knowledge in the administration of FEMA's Public Assistance and Hazard Mitigation programs. His superior communication skills enable him to successfully represent clients and effectively negotiate with key officials on controversial issues. His technical skill set coupled with his vast knowledge of response and recovery operations, allows him to assess facility damage, develop repair scopes of work, and manage projects through programmatic closeout.

Mr. Munk is an excellent team mentor and has worked on FEMA and federal assignments since 2005. His roles have included Financial and Disaster Specialist with a focus on Highways and Roads, Closeouts, Consolidation Resource Center (CRC) providing Closeout Program Delivery Support, Project Specialist with a focus on Health and Social Services, and as a PAC and Policy Advisor. He is also a subject matter expert (SME) for proposal development and post-award services. While working federal assignments, Mr. Munk also assisted in preparing local emergency response preparedness plans, mitigation and recovery efforts.

RELEVANT EXPERIENCE

Disaster Recovery:

• Mr. Munk has coordinated with local, state and federal to identify disaster-related damages on numerous disasters and managed more than \$1 billion in grants for a variety of clients. He has conducted on-site damage assessments, developed initial project list, evaluated situational criteria, provided programmatic determinations based on existing policies and regulations, collected and prepared documentation to develop project worksheet (PW), and address Special Considerations, temporary facilities, identify hazard mitigation opportunities, and formulate projects in accordance with PA program criteria. His superior management and communication skills allow him coordinate with technical staff, consultants, and others as necessary to resolve issues and ensure efficiency in program implementation.

Hazard Mitigation:

 Mr. Munk has been involved in a number of hazard mitigation planning projects. He provided technical assistance to Boulder County, Colorado and maximized funding to the county and research and prepare documentation for appeals and Hazard Mitigation Proposals.

Preparedness:

 Mr. Munk has developed disaster recovery and hazard mitigation plans for local and state-level clients. He has assisted in exercises with risk and gap analyses for the evaluations.

EXPERIENCE

- 16 Years Professional
- 13 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Bachelor of Science in Mechanical Engineering
- Grants Manager
- Public Assistance Operations I, II
- Closeout for CRC

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- FEMA Public Assistance Policy
- FEMA Cost Estimation
- Special Considerations
- Hazard Mitigation
- Temporary Facilities
- Emergency Response and Preparedness
- Highway and Road Projects
- Technical Writing
- Closeouts

SECURITY

Public Trust (2022)

Steve Hopkins

Senior Program Manager



Steve Hopkins has over 40 years of professional experience in both construction and project management. Since 2005, Steve has been supporting ISC's FEMA Public Assistance contract and as responded to over 14 disasters. He has expert knowledge of FEMA's Public Assistance Program and implementing the policies and regulations that govern recovery.

Mr. Hopkins roles throughout his FEMA career have allowed him to maintain training and certification on new programs issued by FEMA including the Program Delivery Manager training and Grants Manager under the new Public Assistance Program. Steve has served in a variety of roles and recently deployed to California to support the recovery efforts following the 2017 mudslides. He assisted Santa Cruz County, the City of Watsonville and the Monterey Water Pollution Control in identifying damages and scopes of work to repair facilities back to pre-disaster condition and worked alongside USACE to evaluate eligible damaged structures.

RELEVANT EXPERIENCE

Disaster Recovery:

 Mr. Hopkins has extensive knowledge of the PA Program and nearly 15 years with FEMA providing clients with technical assistance within the program. Some notable projects he has assisted with obtaining recovery funding for include the Joplin Schools and Memorial Healthcare System.

Hazard Mitigation:

 Mr. Hopkins has coordinated and performed PDA's, Mitigation consultations for PW's, and Closeouts on numerous disasters. He has also supervised and reviewed PW's to ensure the proper use of the 404 and 406 HMGP.

Response:

Mr. Hopkins has deployed a myriad of times to federal disasters over the last 14 years, including; Hurricane Katrina, 08' lowa Floods, Joplin Tornado, 2017 California Mudslides and Hurricane Harvey.

Development:

Mr. Hopkins has been a substantial team member on each deployment. Whether as a Lead, Mentor
or Member. He has written hundreds of PWs valued at over \$1 billion in all Categories, A-G and is
a subject matter expert in Category E (Buildings and Equipment).

EXPERIENCE

- 41 Years Professional
- 14 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Construction and Project Management
- Grants Manager
- FEMA PA Courses
- Program Delivery Manager
- Hazard Mitigation
- Cost Estimating Format

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- Senior Policy Advisor
- FEMA Cost Estimating Format
- Debris Management
- Hazard Mitigation
- QA/QC
- Grants Manager
- Site Inspections
- Closeouts

SECURITY

Richard Cruse

Senior Program Manager



Richard Cruse has been working with FEMA Public Assistance since 1993. His career within FEMA and as a consultant for PA emergency and recovery operations has taken him all over the United States and has enabled him to support and manage several major declared disasters. Mr. Cruse has a background as a structural design engineer and was also a part of the initial FEMA Accreditation Program in 1999. Along with developing his skills through his roles and various deployments, Richard has maintained new programs issued by FEMA including the Program Delivery Manager training and Grants Manager training under the new Public Assistance Program.

Mr. Cruse's roles throughout his FEMA career have included positions such as Infrastructure Branch Director, Operations Chief, Deputy Federal Coordinating Officer (DFCO) and was appointed the Federal Coordination Officer (FCO) in 2001 in Louisiana. Richard has developed a keen understanding of the FEMA Public Assistance Program, the intricacies within its policies, and how to correctly implement them. This understanding has continuously allowed him to serve as a Senior Policy Advisor, Senior Technical Advisor, Deputy Director of Long-Term Recovery and Mentor.

RELEVANT EXPERIENCE

Disaster Recovery:

- Developed a keen understanding of the FEMA Public Assistance Program and intricacies within its
 policies over a long career within FEMA.
- Served FEMA for nearly 25 years providing clients with technical assistance with the Public Assistance Program
- Served as the Infrastructure Branch Director during numerous disasters including the 8 hurricanes in 2005-6 in Florida where he supervised over 500 public assistance employees and efficiently managed a 4 billion dollar public assistance program.
- Served as Deputy Federal Coordinating Officer on 8 disasters including the lowa Floods of 2008.
- Served as Federal Coordinating Officer for 1 disaster in Louisiana.
- Following the devastating flooding in Iowa, appointed to the position of Deputy Director of the Long Term Recovery.
- Served as the Region VII Infrastructure Branch Chief, which included not only managing the Public
 Assistance staff but working with other federal agencies including Federal Highways, EPA and the
 USACE.

Hazard Mitigation:

Mr. Cruse has been involved in PDA's, 406 Mitigation appeals and closeout activities. He also
inspected and wrote over 7,000 private property demolitions as a part of the HMGP buy-out
program.

Policy:

- Provided field expertise on several FEMA committees for policy making decisions including the early version of the credentialing task force, developing debris management policies, and establishing training criteria.
- Was a part of the initial FEMA accreditation program in 1999

EXPERIENCE

- 15 Years Professional
- 26 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Bachelor of Science in Civil Engineering
- Train-the-Trainer
- Grants Manager
- Program Delivery Manager
- Hazard Mitigation

AREAS OF EXPERTISE

- FEMA Public Assistance
- Senior Policy Advisor
- Field Expertise
- Long-Term Recovery
- Hazard Mitigation
- Debris Management and Policies
- Public Assistance Infrastructure
- Senior Technical Advisor
- Case Management (CMFs)

SECURITY

Public Trust (2024)

William Terry Willis

Senior Program Manager



William Terry Willis has over 58 years of professional experience in both construction and project management. An experienced professional engineer with expertise in FEMA policy and full knowledge of the Stafford Act. He has held various engineering and management positions of increasing responsibility with the Kentucky Department of Transportation during 28-year career. Upon retiring from the State, accepted a position with FEMA as a Reservist.

RELEVANT EXPERIENCE

Work History

2017- Current AECOM

- Project Specialist / Grants Manager in Puerto Rico. Overseeing applicants that include 12 hospitals
- Grants Manager in California. Overseeing applicants that include Public Works Dept. of Santa Cruz, Transit Authority of San Jose, San Jose Unified School District and 8 Recreational Districts

2014- 2016: Renovation and Management of Private Mixed Use Property

- . Coordination with Architect, Contractor and City Planning
- . Overseeing all Renovation of apartments, commercial space and parking lot
- · Property Management

1989-2014: Federal Emergency Management Agency (FEMA)

- · Team Project Leader
- PAC (Public Assistance Coordinator) over 50 disasters that involved hurricanes, tornadoes, floods and ice storms in the states and the Marshall Islands
- · Close out team for Hurricane Hugo for 6 years
- · Lead reviewer for Hurricane Andrew

1965-1989: Kentucky Department of Transportation

- · General Manager in Bowling Green and Louisville, Kentucky
- · Oversaw Traffic, Bridge, HR, Special Forces, Right Away Division, Purchasing, Utility, Permits
- Construction, Design, Maintenance & Planning Departments
- Team Management

Education

Bachelor of Science: Civil Engineering 1960-1965 University of Kentucky

Certifications & Associations

- Registered Professional Engineer, State of Kentucky
- · Licensed Surveyor
- President of Mammoth Cave Chapter of Professional Engineers

EXPERIENCE

- 58 Years Professional
- 30 Years Emergency
 Management

EDUCATION CERTIFICATIONS

- Construction and Project Management
- · Grants Manager
- FEMA PA Courses
- Program Delivery Manager
- Cost Estimating Format

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- Senior Policy Advisor
- FEMA Cost Estimating Format
- QA/QC
- Grants Manager
- Site Inspections
- Closeouts

SECURITY

Jay Cunningham

Senior Program Manager



Mr. Cunningham has a broad professional background spanning 53 years in various disciplines of civil engineering including project/site development, airframe design and structural analysis, construction management and contract administration on a wide variety of commercial, industrial and residential projects for the government as well as the private sector in the United States and overseas. He is a retired Federal Civil Service employee with over 33 years of federal service, including 23 years with FEMA. FEMA experience includes all aspects of the Public Assistance (PA) program and limited experience with the Individual Assistance (IA) program. More specifically, conducting preliminary damage assessments (PDA's); "front-end" response actions (Kickoff Meetings with applicants) to identify, plan, and prepare recovery grant projects; reviewing projects prepared by project officers under his supervision; and conducting interim, final inspections and closeouts.

RELEVANT EXPERIENCE

Disaster Recovery:

 Since retirement, Mr. Cunningham has served under contract for FEMA PA Program from October 2016 to present. Most currently provided support to the FEMA PA program as a Senior Engineer with AECOM Technologies, Inc. (Recovery Division) deployed to DR-4339-PR in Puerto Rico serving as a Project Specialist (PDMG, Site Inspector, and Policy Advisor) to the Health and Social Services Sector. Previously deployed to DR-4338GA, Hurricane Irma as a Program Delivery Manager (PDMG), and to DR-4266, 4269 and 4272-TX, flood events as a Road & Bridge Project Specialist.

Response:

Mr. Cunningham has been deployed a myriad of times to federal disasters. He was employed since Hurricane Andrew in 1992 with the FEMA Public Assistance Program gaining a broad background in emergency management response and recovery with deployments to more than 34 presidential declared disasters in some 24 separate states, including 4 years as a Public Assistance Coordinator (PACL) and 6 years as a CORE Closeout Specialist in the Region 4 Florida Recovery Office.

Development:

 Mr. Cunningham has extensive program knowledge regarding the Public Assistance Infrastructure Response and Recovery Directorate with the Federal Emergency Management Agency (FEMA) to include The Stafford Act, 44 CFR, 2 CFR, SRIA Legislation, PAAP programs, PAPPG and all other program materials, such as FEMA PA policy interpretation experience to recommend solutions for consistent program implementation across the recovery area.

EXPERIENCE

- 53 Years Professional
- 27 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Construction and Project Management
- Grants Manager
- FEMA PA Courses
- Program Delivery Manager
- Cost Estimating
- Fallout Shelter Analysist

AREAS OF EXPERTISE

- FEMA Public Assistance (PA)
- Senior Policy Advisor
- FEMA Cost Estimating Format
- Hazard Mitigation
- · Grants Manager
- Site Inspections
- Closeouts

SECURITY