



TECHNICAL | RFP 20230103

A Proposal for the City of Port St. Lucie, FL

EMERGENCY MANAGEMENT RECOVERY/RESPONSE SERVICES



TAB 1.0: TABLE OF CONTENTS

(RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

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TAB 2.0: COVER LETTER
(RFP 20230103)



Aerial Image, Port St. Lucie



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2.0 COVER LETTER



2801 Slater Road, Suite 110 Morrisville, NC 27560

Mailing Address: P.O. BOX 110265 Research Triangle Park, NC 27709

1.800.977.8191 919.990.8191 www.iem.com

October 30, 2023

David Harris, Esq.
Procurement Manager
121 SW Port St. Lucie Boulevard
Port Saint Lucie, FL 34984

RE: eRFP Event Number: 202301033 – Emergency Management Recovery/Response Services

Dear Mr. Harris:

Innovative Emergency Management, Inc. (IEM) is pleased to offer our proposal to assist the City of Port St. Lucie with emergency management recovery and response services and to provide access to well-trained emergency management professionals led by a project management team dedicated to technical excellence and transparent, accountable, and ethical leadership.

We have fully read and understand the Request for Proposal and the scope of work, including financial cost recovery, debris guidance, documentation support, damage assessment, policy review and development, and training assistance. We maintain the personnel, skills, knowledge, and technology required to complete the work on time. The contents of this proposal submission are true and accurate, and all requirements of the RFP can be met, including but not limited to insurance, bonding, and licensing requirements. IEM acknowledges our intent to execute an Agreement with the City of Port St. Lucie.

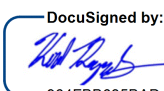
Our team of dedicated professionals developed their collective experience from the private and public sectors. They fully understand the importance of applying lessons from past to present and future disasters. IEM has decades of experience successfully providing comprehensive planning, training, exercises, mitigation, response coordination, and cost recovery support across all 50 states and four US territories.

For over 38 years, IEM has directly managed county and state-wide disaster recovery programs while maintaining relationships with FEMA and other federal agencies. **We produce consistent, high-quality deliverables that meet stringent standards defined by federal granting agencies and our state and local partners.** High-quality accounting and audit readiness methodologies support our comprehensive financial cost recovery and grants management capabilities.

We look forward to meeting your needs by providing the City of Port St. Lucie with an exceptional and experienced group of technical experts who are equipped to assist in a thorough and timely manner. We invite you to review the enclosed response and evaluate our team, prior experience, qualifications, references, and work approach to achieve the goals and objectives outlined in your scope of services.

Thank you very much for your time and consideration. We appreciate the opportunity to bid on this vital work. For any contractual questions, please get in touch with Mr. Mark Mostad-Klahre, Senior Contract Administrator, via phone at 919/990.8191, email at contracts@iem.com, or mail at P.O. Box 110265, Research Triangle Park, NC 27709. **Mr. Keith Reynolds is an authorized agent of IEM.** For any technical questions regarding the proposed approach, please get in touch with Ms. Michele Jones, Manager of State and Local Response and Recovery, via email at michele.jones@iem.com.

Sincerely,

DocuSigned by:

964FBB635BAD47E...
Keith Reynolds

Manager, Contract Administration

I Think ∴ IEM

TAB 3.0: BACKGROUND AND EXPERIENCE
(RFP 20230103)



Aerial Image, Port St. Lucie



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3.0 BACKGROUND AND EXPERIENCE

Founded in 1985, Innovative Emergency Management, Inc. (IEM) is the world's largest woman-owned emergency management company. IEM maintains nine full-service offices, including one in Tallahassee, Florida, with more than 1,145 employees. Our entire business portfolio centers on and around disaster preparedness, protection, response, recovery, resiliency, and mitigation. IEM is an industry leader, delivering innovative and timely solutions to nationwide federal, state, and local clients.

The Scope of Work outlined in the City of Port St. Lucie's RFP is extensive and includes almost all mission areas of emergency management, which aligns perfectly with IEM and its depth and breadth of expertise.

Our team of dedicated professionals developed their collective experience from both the private and public sectors and fully understand the importance of applying lessons learned from past disasters to present and future disasters. IEM has decades of experience successfully providing comprehensive planning, training, exercises, mitigation, response coordination, and cost recovery support across all 50 states and four US territories.

Today, we are the only company explicitly dedicated to the discipline of emergency management. As such, we are uniquely equipped to support the needs of the City of Port St. Lucie and are excited about the opportunity.

IEM Years of Experience	
38+	Preparedness Planning
38+	Administrative Support & Program/Grant Management
26+	Response & Recovery (PA)
27+	Exercise & Training
22+	Mitigation & Risk Reduction



"We greatly appreciate your partnership. **Thank you for the critical work you do!**"

*Jamela Reeves, M.B.A.,
Contract Management Supervisor,
FDEM*

For almost four decades, IEM has been at the forefront of supporting the nation's most significant disaster preparedness, mitigation, and recovery efforts. We help our clients develop their own disaster response and recovery capacity through building reliable policies and procedures and training their staff. **Hundreds of customers at the state, county, and local levels have selected IEM as their partner** to support major disaster recovery efforts increasing internal capacity to administer state and federal recovery programs successfully.

IEM has provided timely and immediate support to the Florida Division of Emergency Management (FDEM) during the State's continued Emergency Operations Center (EOC) activations for COVID-19 and concurrent hurricane response operations during the 2020 Hurricane Season, as well

as during FDEM's 2021 mass vaccination efforts, leading and staffing the State-Based Community Vaccinations Branch. In addition, IEM's employees have deployed to support county EOC activations on behalf of FDEM, with only a few hours' notice, and IEM's programmatic personnel have surged and adjusted since June of 2020 to address the real-time requirements related to administering FEMA's Public Assistance Program.

We continue to demonstrate our commitment to getting it done right and putting survivors first.



IEM's leadership, project managers, and team members have a depth and breadth of Florida experience that is unrivaled. From **former Director of the Florida Division of Emergency Management, Bryan Koon**, to managers who have previously served as coastal county emergency management directors in Florida, to response, recovery, mitigation, prevention, preparedness, and grant management staff who formerly worked for FDEM or local emergency management agencies, our knowledge and skill sets encompass all phases of emergency management and dozens of disasters and planned events. Our Florida emergency experience ranges from natural hazards like hurricanes, wildfires, and inland flooding, to human-caused and technologically generated occurrences like rocket launch anomalies and nuclear power plant incidents.

IEM is a Platinum Corporate Partner for the **Florida Association of Counties (FAC)**. Our support of FAC enables them to serve and represent Florida's 67 counties effectively. As such, we are committed to FAC and its mission to help Florida's counties effectively serve and represent their communities through advocacy, collaboration, and education.



IEM is also a corporate member of the **Florida Emergency Preparedness Association**. In this role, IEM supports the purpose of FEPA, which includes:



- To promote a professional emergency management organization composed of all emergency management disciplines.
- To promote professional expertise and diversity through training and education and sharing best practices.
- To promote and enhance the effective management and operation of professional emergency management offices and services throughout the State of Florida.
- To study, research, collect, compile, and disseminate information about emergency management and related functions to federal, state, and local governments and other entities

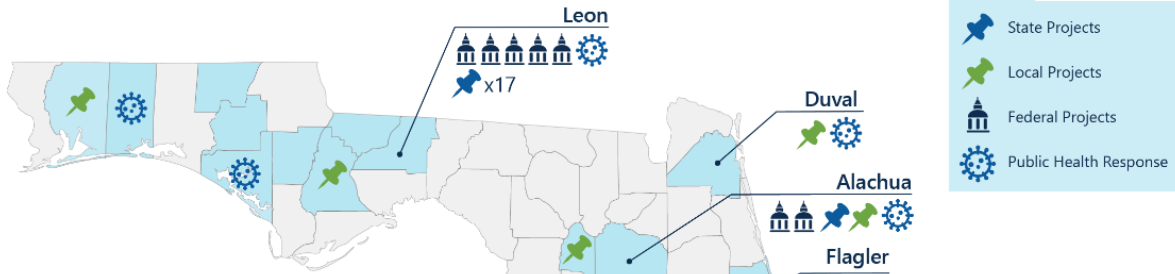
throughout the State of Florida.

The map on the next page highlights IEM's strong ties and experience in assisting Florida organizations across all levels of government and service offerings.

IEM Projects in Florida

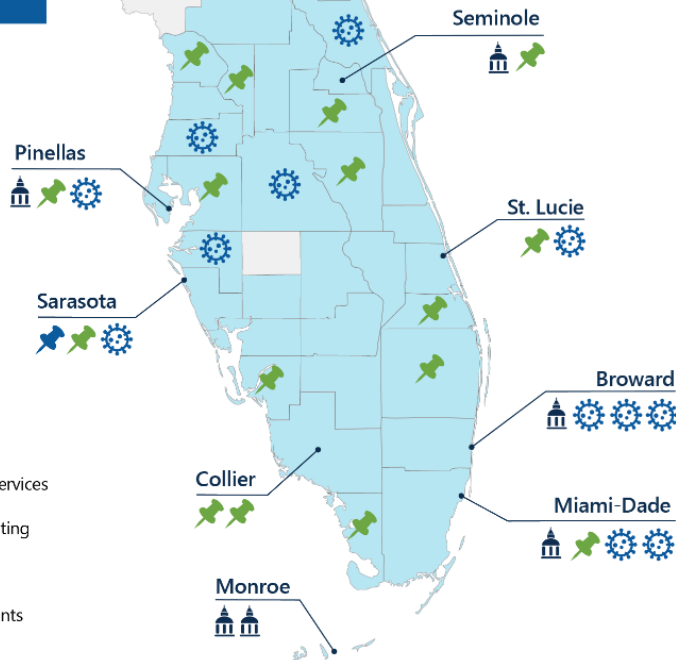
FEDERAL DIRECTED PROJECTS

- **DHS/FEMA Technical Assistance Program**
 - » Alachua County | Communications Planning
 - » Alachua County | Evacuation Planning
 - » Nationwide Plan Review
 - » State, Miami, Jacksonville | Capability Assessment Pilot
- **FEMA Air Operations and Ground Support**
 - » Florida Keys Marathon International Airport
 - » Fort Lauderdale-Hollywood International Airport
 - » Key West International Airport
 - » Orlando-Sanford International Airport
 - » St. Pete-Clearwater International Airport
- **DHS FEMA**
 - » Florida Hurricane Response Data Collection
 - » Florida Catastrophic Planning
 - » Florida Hurricanes Workshop and AARs



STATE DIRECTED PROJECTS

- **DEO**
 - » CDBG-DR Program Management Services for Hermine and Matthew Disaster Housing
 - » Rebuild Florida CDBG-DR Program Management
- **FDEM**
 - » Antibody Infusion Centers | 10 Sites
 - » COVID-19 Vaccination Sites | 7 Sites
 - » Disaster Housing
 - » Emergency Alternate Care Sites
 - » Emergency Disaster Support Personnel for Hurricane Ian
 - » Governor's Executive Tabletop Exercise
 - » Hurricane Michael 428 PA and 406 Mitigation Support | 7 Counties
 - » Medical Personnel
 - » Mitigation Plan Risk Assessment Update
 - » Public Assistance for COVID | 28 Counties
 - » Public Assistance Project Development for State Agencies
 - » SEOC Surge Activation for COVID, Eta, Isaias
- **OTHER**
 - » Citizens Property Insurance Corp | Catastrophe Call Center Services
 - » Department of Health | COVID Response Operations
 - » Department of Management Services | Management Consulting Term Contract
 - » Florida State University | Recovery Support Consultants
 - » Florida A&M University | Emergency Disaster Management
 - » New College of Florida | Disaster Recovery Support Consultants
 - » University of Florida | Disaster Recovery Support Consultant

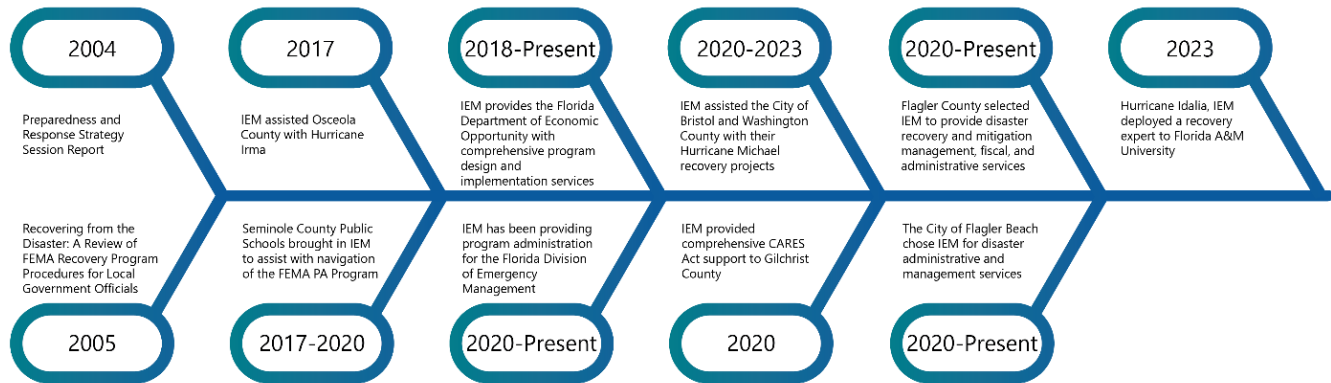


LOCAL DIRECTED PROJECTS

- » Alachua County | Disaster Recovery Services
- » Bonita Springs | FEMA Public Assistance Grant Program Services
- » Clearwater | COOP Plan
- » Collier County | Disaster Recovery Consulting Services
- » East Central Florida Regional Planning Council | Emergency Management Services
- » Flagler Beach | Recovery Hurricanes Ian, Nicole & Matthew
- » Flagler County | Disaster Recovery Consulting Services
- » Gilchrist County | Financial Recovery
- » Greater Orlando Aviation Authority | EMAP Accreditation Program
- » Hillsborough County | CDBG-MIT Consultant
- » Hollywood | All Hazard Mitigation Plan
- » Jacksonville | THIRA/SPR
- » Keys Aqueduct | Disaster Recovery Consulting Services
- » Key West Utility Board | Emergency Management Consulting
- » Liberty County | Grant Administration Services for Hazard Mitigation
- » Marco Island | Disaster Recovery Consulting Services
- » Milton | Disaster Recovery Administrative Consultant
- » Osceola County | FEMA Compliance Consulting Services
- » Progress Energy | Crystal River ETE
- » St. Lucie County | Emergency Management Consultant
- » Sarasota County | COOP and COG Plans Development
- » Seminole County Public Schools | FEMA Compliance
- » Seminole County Public Schools | FEMA Public Assistance
- » Seminole Tribe of Florida | All Hazard Mitigation Plan
- » Sumter County | Disaster Recovery Consulting Services
- » Treasure Coast Regional Planning Council | HSEEP Course

3.1 EXPERIENCE LEADING FLORIDA RECOVERY OPERATIONS

IEM has proudly served agencies across the state of Florida in recovery support for decades.



Examples of our Florida recovery experience over the last ten years and beyond include:

- 2004:** Florida experienced a tropical storm (Bonnie) and four major hurricanes (Charley, Frances, Ivan, and Jeanne) within the six-week period from August 12 to September 25, 2004. FEMA and the Florida Division of Emergency Management wanted to capitalize on lessons learned from preparedness and response to these storms, identifying what could be done to improve response and recovery in the future. To help meet their objective, IEM facilitated and documented a two-day workshop for 190 participants from 40 organizations throughout the Florida emergency management response and recovery community. The workshop was held November 9-10, 2004, so that the memories of response and recovery activities would still be fresh in participants' minds.
- 2004:** IEM produced an After-Action Report (AAR) – the Preparedness and Response Strategy Session Report – for Florida and FEMA. In addition, IEM prepared a report of key recovery activities for the Temporary Housing Group's Strike Team members and satellite operations centers in Florida. IEM interviewed disaster field office management and staff, compiling successes and difficulties encountered during the Group's activities in Florida.
- 2005:** FEMA's Long-Term Recovery Office in Orlando, FL tasked IEM with the design and production of an instructional DVD, *Recovering from the Disaster: A Review of FEMA Recovery Program Procedures for Local Government Officials*, aimed at educating publicly elected officials on the recovery process after a disaster. The ultimate goal of this project was to develop a tool that would outline for public officials at the local, regional, and state levels the steps to take to prepare their communities for the impact of a major disaster. This training and educational tool not only highlights important procedures to follow immediately after a disaster, but also the mitigation and preparedness practices which FEMA suggests that communities follow to reduce the impacts of such disasters.
- 2017:** Osceola County contracted with IEM through a pre-event solicitation to provide recovery management and FEMA disaster assistance funding program compliance services. In September 2017, when it became apparent that Hurricane Irma was going to strike the County, Osceola asked IEM to mobilize to support the County and begin providing services, with the primary objective of helping the County maximize available disaster assistance funding. Upon initial mobilization immediately following Hurricane Irma, IEM assisted the County with addressing immediate issues related to sheltering, evacuation, and other emergency protective measures. IEM also assisted the County by participating in the Preliminary Damage Assessment, submitting a Request for Public Assistance, and liaising with the Florida Division of Emergency Management to share status and request resources.
- 2017-2020:** Following Hurricane Irma, Seminole County Public Schools (SCPS) brought in IEM to assist with navigation of the FEMA PA Program to maximize SCPS reimbursement for disaster-related losses and costs.

Eligible work ranged from operation of public shelters for the county to restoration of drainage retention ponds. IEM attended all SCPS site inspections conducted by FEMA. IEM gathered, organized, and saved site inspection data. IEM developed the Damage Inventory (DI) List, which is a critical component of the recovery process under FEMA's New Delivery Model. IEM captured a list of damages for each site/facility and created a damage assessment spreadsheet for each, which included estimated costs for each site. IEM served as FEMA's primary point of contact for FEMA-related questions and concerns regarding SCPS damages caused by Hurricane Irma. SCPS then decided to pursue the US Department of Education's Immediate Aid To Restart School Operations (RESTART) funding for some projects, as that process was specifically geared toward schools and less stringent in some respects. IEM assisted, while also advising SCPS to steer clear of any duplication of benefits that could potentially jeopardize their funding under both programs.

- **2018-present:** IEM provides the Florida Department of Economic Opportunity with comprehensive program design and implementation services for Florida's \$1.3 billion disaster recovery program related to Hurricane Irma. This includes project design services for single-family, small rental, and multifamily housing projects; workforce housing and voluntary home buyout projects; and economic development projects. All these projects fall under the umbrella of the Rebuild Florida Program. IEM also provided grant and subrecipient management services for projects the State oversees specialized implementation through subgrantees. Additionally, IEM was selected as a full-service contractor to provide contract administration services for Florida's CDBG-DR program to assist with the implementation and performance of CDBG-DR related to Hurricanes Hermine and Matthew, assist Florida's units of local government, and ensure adherence to state and federal regulations.
- **2020-present:** IEM has been providing program administration for the Florida Division of Emergency Management for 393 subrecipients throughout 28 counties for FEMA's Public Assistance Program, focusing on assisting applicants with their COVID-19 expedited projects. IEM has processed all sub-recipient grant agreements while ensuring compliance with state and federal guidelines and continues to review applicants' submitted grant projects and provide support by conducting project close-outs and processing grant reimbursements. To date, the IEM Team has reviewed 599 projects for eligibility, assisting the applicants and the Florida Division of Emergency Management in accelerating grant reimbursements.
- **2020-2023:** IEM assisted the City of Bristol and Washington County with their Hurricane Michael recovery projects and Section 406 mitigation scopes of work development. IEM then continued assisting Washington County with tracking their construction work for Section 406 mitigation work related to Section 428 road and culvert reconstruction. For Washington County, IEM followed over \$160 million in recovery funds for the Section 428 road projects and \$1.66 million in recovery funds for Section 428 culvert projects by maintaining budget spreadsheets to track all funds across more than a dozen road zones. The IEM Team reviewed 41 projects for eligibility for 18 applicants, ensuring that their projects were well-prepared for FDEM and FEMA review.
- **2020:** IEM provided comprehensive CARES Act support to Gilchrist County by developing and administering a small business program to disburse CARES Act funds based on the number of employees, negative financial impacts experienced due to COVID-19, and further program eligibility requirements. As a small, rural county, Gilchrist County businesses benefitted greatly from this swift financial assistance. Additionally, IEM assisted the County in identifying eligible Public Safety payroll expenses that qualified for reimbursement under the CARES Act and those that could qualify under FEMA's Public Assistance program.
- **2020-present:** Flagler County selected IEM for technical and professional services to provide disaster recovery and mitigation management, fiscal, and administrative services on an as-needed basis. As a coastal county, they wanted to be prepared for the emergencies that would no doubt impact their infrastructure and residents. IEM was engaged to support the County with their initial recovery from Hurricane Ian. IEM staff worked on-site to provide Preliminary Damage Assessment support, coordination with State and FEMA stakeholders, and Public Assistance eligibility and policy guidance. Additionally, staff coordinated with

internal stakeholders to compile comprehensive damage inventories and build initial cost estimates for damages sustained and work performed by the County. IEM continues to provide procurement and recovery training to County stakeholders.

- **2020-present:** The City of Flagler Beach chose IEM for disaster administrative and management services designed to ensure efficient and effective disaster recovery activities and documentation, with a focus on expediting and maximizing available cost recovery and grant opportunities, inclusive of grant applications, project identification / development, cost capturing, report preparation, invoice reconciliation, closeout processes, and audit responses. IEM is currently supporting the City with their financial recovery from Hurricanes Ian and Nicole, as well as continuing recovery from Hurricane Matthew. IEM continues to support on-site and remotely, coordinating the recovery effort between City staff, the State Recovery Bureau, and FEMA, providing policy and eligibility guidance, and advising on all matters related to Public Assistance and Hazard Mitigation. The IEM team is responsible for compiling damage inventories, cost estimates, project worksheet formulation, document preparation, validation, and submission, and overall grant management activities.
- **2023:** In advance of Hurricane Idalia, IEM deployed a recovery expert to [Florida A&M University](#) to assist with cost recovery efforts and ensure that all FEMA reimbursement protocols were followed.

Emergency Management

1769 E. Moody Blvd Bldg 3
Bunnell, FL 32110



www.flaglercounty.gov/emergency

Phone: (386)313-4200

eoc@flaglercounty.gov

February 15, 2023

Dear Proposal Review Team:

This reference letter is in support of IEM, an emergency management and homeland security consulting firm that has been contracted to support Flagler County, FL with disaster recovery consulting services since August of 2020.

As part of our contract, IEM has provided Public Assistance (PA) and Hazard Mitigation training for County staff, as well as reviews of County policies and procedures, and advisory services on needed improvements. Additionally, IEM provided onsite and remote support immediately following Hurricane Ian to assist with initial damage estimates, developing the damage inventory, backfilling staff support, and coordinating with state and federal partners in support of the County's Public Assistance reimbursement.

IEM has been a valued partner to the County, and remains flexible and adaptable to our changing needs, offering comprehensive consulting services as needed. IEM's staff have been professional and responsive, working hand in hand with County staff and stakeholders.

IEM has demonstrated that their team stays current with the latest regulatory and compliance changes to FEMA recovery programs, proactively advising us on solutions to ensure maximum reimbursement potential.

IEM has continued to maintain a high degree of professionalism and subject matter expertise, consistently meeting deadlines, and has met or exceeded all deliverable expectations to date. The IEM team continues to show outstanding skills at communicating and anticipating project needs, adjusting resources as necessary.

It is with pleasure that I recommend IEM for similar engagements and services; and trust they will serve your community and stakeholders well.

Sincerely,

Jonathan Lord
Emergency Management Director

Andy Dance
District 1

Greg Hansen
District 2

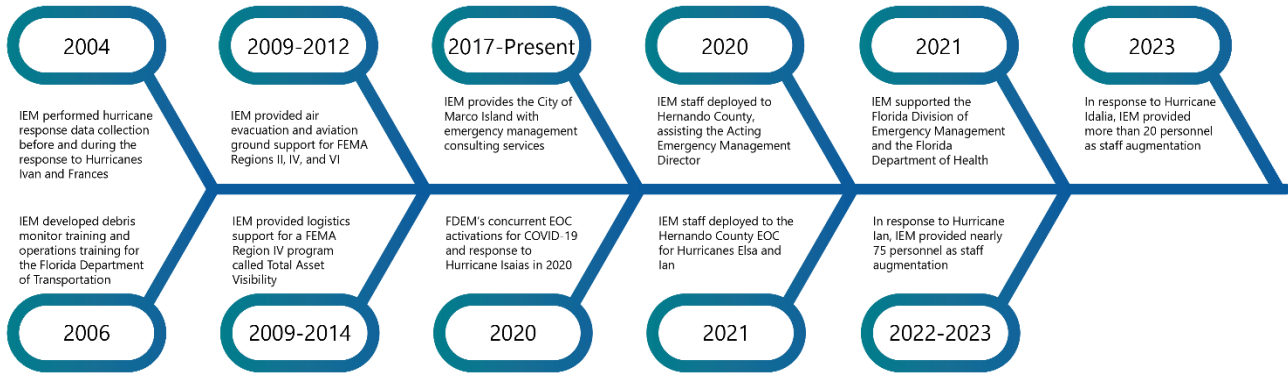
David Sullivan
District 3

Leann Pennington
District 4

Donald O'Brien, Jr.
District 5

3.2 EXPERIENCE LEADING FLORIDA RESPONSE OPERATIONS

As an experienced emergency management and disaster recovery company, IEM has successfully deployed response or recovery operation resources within 72 hours of contract execution and sometimes with less than 24 hours' notice for well over ten years. Our disaster response contracts span the entire United States including Puerto Rico. In each of these deliveries, program resources were identified, staff onboarded and trained, and teams deployed rapidly upon our clients' requests.



IEM's history of response work in Florida began nearly 20 years ago, during the **2004 hurricane season**, when FEMA sent IEM staff to 15 different locations to gather data and conduct analyses on activities taken by FEMA Headquarters, FEMA Region 4, and state/local agencies as they prepared for and responded to the near-catastrophic Hurricanes Frances and Ivan. FEMA used our work to improve their ability to support state and local agencies in future national emergencies. During the response to Hurricane Frances, IEM personnel supported the State of Florida Emergency Operations Center and the Disaster Field Office. During the response to Hurricane Ivan, IEM personnel supported the Disaster Medical Assistance Team at Pensacola Baptist Hospital, the Logistics Staging Area (LSA)/Operational Staging Area in Jacksonville, and the LSA at Pensacola Airport/Saufley Airfield. Our work in Florida has expanded, with projects in all emergency management phases since then. Additional examples of our Florida response experience over the last ten years and beyond include:

- **2004** – IEM performed hurricane response data collection before and during the response to Hurricanes Ivan and Frances. The Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) recognized the onset of Hurricanes Frances and Ivan in 2004 as an opportunity to evaluate and improve the services it provides to state and local agencies and to the public during disaster response and recovery. To aid with this effort, IEM was tasked to collect information on activities taken by FEMA HQ, FEMA Region IV, and state/local agencies as they prepared for and responded to the near-catastrophic Hurricanes Frances and Ivan.
- **2006** – IEM developed debris monitor training and debris operations training for the Florida Department of Transportation and assisted with debris mapping for their temporary disposal sites. IEM also facilitated negotiations between the U.S. Department of Transportation (DOT) and local governments concerning debris and joint operations and helped revise DOT's Federal Highway Disaster Training Manual for the state.
- **2009-2012** IEM provided air evacuation and aviation ground support for FEMA Regions II, IV, and VI (i.e., Florida, the Gulf Coast states and the Caribbean). IEM conducted airfield site assessments, operational plan development, and aviation ground support personnel and equipment support exercises and actual evacuations. During an actual evacuation, IEM provided ramp services and passenger services support for evacuation and reception airports as designated by FEMA. IEM Air Operations planners provided supervision for the air evacuation.

- **2009-2014** IEM provided logistics support for a FEMA Region IV program called Total Asset Visibility (TAV). TAV allows FEMA to locate commodities and equipment before, during, and after a disaster in real time using Radio Frequency Identification tags (RFID) and GPS transponders. IEM's role in this project was to provide the operational knowledge of emergency management and emergency logistics for the overall program both in the preparedness and operational phases.
- **2017-present** IEM provides the City of Marco Island with emergency management consulting services including response and recovery services, incident management team support, damage assessment, disaster recovery project estimation, project worksheet development, grant management, appeals, FEMA force account and small and large project document assembly, and federal procurement requirement reviews.

IEM has provided timely and immediate support to the **Florida Division of Emergency Management** on multiple responses during the last four years:

- **2020:** During FDEM's concurrent EOC activations for COVID-19 and response to Hurricane Isaias in 2020, IEM staff deployed to Palm Beach County to manage a COVID-19 non-congregate hurricane shelter and serve as liaison to the Emergency Operations Center, confirmed readiness of facility and meals, supervised medical and security staff on-site, and ensured CDC public health guidelines were followed; other IEM staff deployed to support the SEOC provided immediate cost recovery support through invoice reconciliation and processing.
- **2020:** During the State's Emergency Operations Center activation for COVID-19 and concurrent Hurricane Eta response during the 2020 hurricane season, IEM staff deployed to Hernando County, assisting the Acting Emergency Management Director and the Planning Chief with coordination and documentation of situation reports, rapid damage assessment, and stakeholder meetings, as well as talking points for media and social media interviews.
- **2021:** IEM staff deployed to the Hernando County EOC for Hurricanes Elsa and Ian. Their local knowledge and understanding of the County's EOC operations, demographics, and organizational structure were exceptionally helpful to the Emergency Management team in interpreting policy, making appropriate decisions relative to emergency protective measures, and effectively fielding technical questions from County Administration on response and recovery issues.
- **2021:** IEM helped the **Florida Department of Health** lead the COVID Response Operations Branch in 2021, coordinating and scheduling 25 mobile units to perform vaccinations at approximately 600 temporary sites around the state. More than 80,000 vaccinations were administered in this effort, with 75% of those receiving the COVID vaccine identifying as minorities. In addition, when the Delta surge occurred, team members synthesized information from various databases and systems to ensure data integrity; created Daily Operational Snapshots highlighting medical equipment resource requests and expedited medical licensure activity; developed weekly Situation Reports providing an overview of State and contractor efforts; assisted in coordinating the establishment of more than two dozen monoclonal antibody infusion sites; and supported the COVID response in a variety of capacities. IEM staff served in state-level roles, including Deputy Branch Director, Operations Section Chief, Deputy Operations Section Chief, Planning Section Chief, Group Supervisor, Documentation Unit Leader, regional Incident Commanders, Operations Section Chiefs, and Planning Section Chiefs.
- **2021:** IEM supported the Florida Division of Emergency Management and the Florida Department of Health by leading the State-Based Community Vaccinations Branch. This branch managed multiple strategies that the State of Florida utilized to accelerate and coordinate vaccination efforts, such as faith-based Points of Dispensing, 55-and-older communities, health equity sites, and support of state- and county-led missions via regional incident management teams. The IEM team coordinated approximately 250 faith-based Points Of Dispensing, resulting in 100,000 vaccinations, providing vaccine access to some of Florida's most

vulnerable, minority communities who may not have had access to technology, or vaccine hesitancy which was alleviated through trust in pastors and church leadership. The 55-and-older communities were targeted since they were areas in which large numbers of senior citizens reside, and more than 170,000 vaccinations were provided there. The 20 health equity sites managed by this branch were located in neighborhoods with a high social vulnerability index, **including one located in Port St. Lucie**, and provided more than 200,000 vaccinations. These efforts helped to meet FEMA goals of expanding vaccine access to underserved communities.

- **2022-2023: In response to Hurricane Ian, IEM provided nearly 75 personnel as staff augmentation.** Initially, IEM supplemented State EOC staff with mission management and air operations coordination, served as State liaisons at county EOCs, and supported the Planning Section. Following the hurricane's impact, IEM provided a Human Needs Assessment Team to visit recovery shelters and give feedback to the county Emergency Operations Centers and FDEM. After the assessment, Multi-Agency Shelter Transition Team (MASTT) leads coordinated with shelter clientele, case workers, and various local agencies to assist in finding resources to help clients transition to stable housing and identify barriers related to homelessness. The MASTT was able to assist, in partnership with the American Red Cross, FEMA, community-based organizations, and contractors, the transitioning out of 702 households remaining in shelters as a direct result of Hurricane Ian. The MASTT teams were able to guide survivors to transfer from short-term sheltering solutions to longer-term temporary or permanent housing solutions. IEM team members then staffed the Unmet Needs Cell, receiving, tracking, and referring Unmet Needs through Unite Us, and provided staffing for FDEM to have representatives on each of the federal Transitional Sheltering Assistance (TSA) teams to help find more permanent housing solutions for disaster survivors. Additionally, IEM developed standardized, automated, and interactive public assistance and individual assistance reporting for the Planning section.
- **2023: In response to Hurricane Idalia, IEM provided more than 20 personnel as staff augmentation.** IEM staffed roles ranging from infrastructure branch mission management to finance team purchase order routing, from individual assistance subject matter experts to Human Needs Assessment Teams to Multi-Agency Shelter Transition Teams. IEM deployed mass care experts to Suwannee County to assist in establishing a non-congregate shelter mobile home park and a finance documentation expert to Madison County to provide guidance on Category A & B documentation and eligibility as well as set the county up for success with its permanent work categories. Additionally, IEM provided eight shelter workers to Suwannee County to supplement county staff and volunteers in their two public shelters. The shelter staff assisted with registration, dormitory management, resource distribution, and shelter demobilization. IEM continues to support FDEM with an Unmet Needs Team, receiving, tracking, and providing resource referrals to hurricane survivors who request assistance from the state through its web portal or toll-free number.

Clients across the country have called on the IEM Team to respond to all hazards in their times of greatest need. The map below highlights just some of the cities, counties, states, and Federal agencies we have recently assisted. From staff augmentation to providing specialized technical assistance, **the IEM Team is ready to assist the City of Port St. Lucie with emergency deployments.**



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

Dear Reader,

During the pre-landfall period of Hurricane Ian, while the storm was gathering strength in the Gulf of Mexico, it became clear to the Florida Division of Emergency Management that the event was going to be an all-hands-on-deck activation. The Division knew that additional staff would be necessary to assist the state in serving and supporting disaster survivors.

Under an existing disaster staff augmentation contract, IEM personnel were embedded in the State Emergency Operations Center, helping the State Emergency Response Team prepare for the largest storm to impact southwest Florida in decades. With response actions still underway, FDEM also requested that IEM deploy individual assistance subject matter experts to assist the state with programmatic requests and activations including transitional shelter assistance, critical needs assistance, clean and sanitize assistance, and direct housing assistance. The IA team from IEM helped the state articulate policy waiver requests from FEMA and enabled the state to shape programs to support the unique needs of disaster survivors.

After the impacts of Hurricane Ian were known, the State also requested that IEM provide subject-matter expertise to Florida's State-Led Disaster Housing Task Force. This effort involved contributing to the development of an operating charter and subsequent bylaws, producing meeting agendas and presentations, and providing daily consultation related to disaster housing and long-term recovery group formation.

Perhaps the most valued element of IEM's support to the State of Florida was their team's ability to help coach and mentor staff. During emergency and disaster events, public servants may face a variety of complex scenarios that require outside help. Staff may require assistance to not only perform tasks but also to make key decisions in the best interest of the people they serve. IEM demonstrated its own commitment to the people of Florida through hard work and collaboration. Their experience and knowledge directly contributed to the state's ability to support disaster survivors through both response and recovery.

Project Outcomes:

- IEM SMEs helped FDEM develop and implement novel recovery programs designed to quickly support the needs of disaster survivors
- Built capability in the State Disaster Housing Task Force for current and future disasters

Should you have any questions or desire any additional information, please feel free to contact me at (850) 273-3345 or Ian.Ohlin@em.myflorida.com.

Sincerely,

Ian A. Ohlin
State Individual Assistance Officer
Florida Division of Emergency Management

TAB 4.0: ORGANIZATIONAL CAPABILITIES
(RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

4.0 ORGANIZATIONAL CAPABILITIES

IEM’s leadership, project managers, and team members have a depth and breadth of Florida experience that is unrivaled. IEM takes pride in its diverse team, which includes **Bryan Koon, the former Director of the Florida Division of Emergency Management (FDEM), as well as Managers who have previously served as coastal county emergency management directors in Florida.**

The IEM Team consists of experienced disaster recovery experts located throughout Florida and the Southeastern US with local government expertise. **Emily Dwyer will serve as IEM’s Project Manager, acting as the primary liaison between IEM and the City of Port St. Lucie. Program Manager, Michele Jones, will act in this position in Emily’s absence.** Their resumes are located in section 4.2.2. We promise to leverage our industry-specific knowledge to provide our clients with the best solutions for both response and recovery. Our team’s experience fully encompasses the entire spectrum of emergency management activities from our work throughout the country but the core of our knowledge started at the local level in Florida, specifically with countless hurricanes, sinkholes, flooding, rocket launches, supporting preparedness, response, and recovery activities for the St. Lucie Nuclear Power Plant, straight line wind events, and many more.

We stay current on the latest recovery industry trends and regulations to ensure that the City is always ahead of the curve and will provide broad-based support services designed to help maximize all federal and state funding sources available to the City. We will provide advice on matching federal funds to maximize reimbursement of expenditures made by the City, expedite the reporting process and funding recovery, and ensure the City complies with federal, state, and local rules and regulations. IEM’s proposed team has a comprehensive understanding of and experience with FEMA’s grant programs and hazard mitigation programs and has served as subject matter experts in regulations such as 44 CFR, 2 CFR 200, DRRR 2018, Sandy Recovery Improvement Act of 2013 Legislation, Public Assistance Program Policy Guide (PAPPG), and the Stafford Act.

4.1 CAPACITY TO PROVIDE FULL SCOPE OF WORK

IEM’s Team is scalable to meet the demands of the City of Port St. Lucie as well as its many other clients simultaneously, and our project management office emphasizes the importance of staying on time and on budget. IEM will be partnering with NSB Advanced Solutions (as outlined in Section 4.3), and IEM has not had trouble meeting time and/or budget requirements on similar projects. IEM is currently supporting the following disaster services contracts, as listed below.

State of Florida	Southeast United States
<ul style="list-style-type: none"> • Flagler County • City of Flagler Beach • Florida A&M University • Florida State University • Marco Island (Standby as Subcontractor) • University of Florida • FDEM – COVID-19 PA • FDEM – Hurricane Ian PA for State Agencies • FDEM – Emergency Response Personnel 	<ul style="list-style-type: none"> • Louisiana GOHSEP • South Carolina EMD Response • South Carolina EMD Recovery • North Carolina IA/PA Personnel • Georgia Emergency Management Agency Recovery • Prince William County, VA (CARES, ARPA, PA, Planning) • Stafford County, VA (CARES, ARPA, PA) • Virginia Department of Emergency Management (VDEM)
9 Contracts	8 Contracts

In addition to the subject matter experts and excellent staff we can bring to the City of Port St. Lucie, we have extensive surge staffing capabilities. IEM has had to meet surge requirements for other recovery efforts in the past, and our in-house recruiters know how to secure these individuals quickly.

IEM will dedicate an in-house recruiter to source and onboard any additional or replacement staff required for this program. We have successfully built a pipeline of candidates that support IEM's Disaster Recovery and Technology business sectors. This capacity—all IEM-employed in-house recruiters—will be more than adequate to replace and scale staff when needed.

The IEM metric for replacement of candidates due to attrition or release from programs is seven to ten days for replacement with a suitably qualified candidate. Our recruiters ensure that replacements meet all requirements for published job categories. The set of in-house recruiters that IEM currently employs has met or exceeded our replacement metric in every delivery of a similar scope we have ongoing. In terms of scaling, they were able to onboard 150 new case management and eligibility staff for Restore LA in one month and combining resources with IEM contracts management grew our operational staff



"On behalf of the State of Georgia, I would like to extend our sincere appreciation for the **awesome work you have performed for Hurricane Michael recovery**. Your attention to details, dedication to the people of Georgia, self-motivation, and willingness to go the extra mile has truly impacted the State of Georgia in a great way. **You have been a true asset to our Public Assistance Team.**"

*Valarie Grooms,
GEMA/HS Disaster Recovery*

SURGE STAFF SUCCESSES

NEW YORK STATE DIVISION OF HOMELAND SECURITY AND EMERGENCY SERVICES

Surge of Health Experts

IEM surged to **160 Health Management Associate experts in 3 weeks**, completing the entire state Hazard Mitigation Grant Program (HMGP) initial project submission in **4 weeks**. IEM experts **worked with more than 800 state and local stakeholders to support 1,200 hazard mitigation proposals** within tight timelines.

RESTORE LOUISIANA

Building Multi-Function Cadres

This program required IEM to rapidly **recruit, onboard, and train a staff to serve 40,000 potential homeowners**. At its peak, Restore Louisiana involved nearly 1,000 disaster recovery staff, while **creating over 5,500 local construction jobs in the state**.

RESTORE LOUISIANA

Rapid Recruitment Sprint

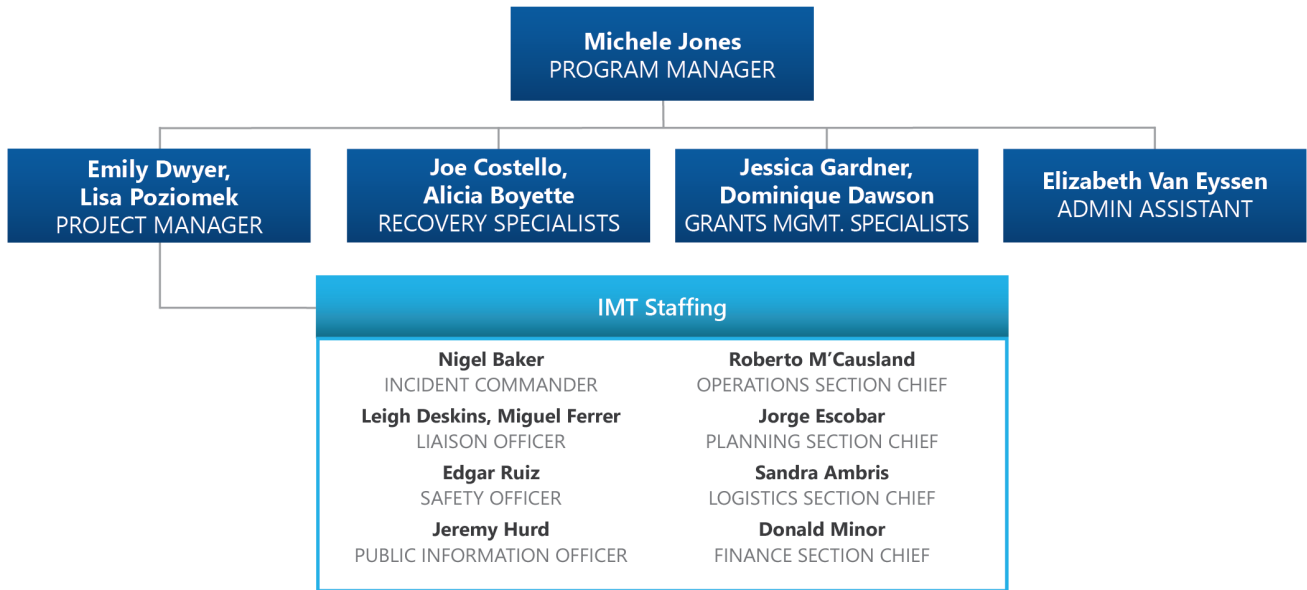
In a month long "sprint", IEM partnered with **local minority and women-owned businesses** to bring additional lead risk assessors onto IEM's team. A recruiting drive was launched to **find unemployed flood survivors, hire them, and train them** to test for lead. As a result, Louisiana's cadre of qualified lead testers **increased by a factor of 10** in a matter of days and then proceeded to perform more than **16,000 inspections**.

on Restore LA from approximately 300 people to 750 in eight weeks. Due to our robust corporate support, including our travel and expense reporting system, IEM can scale staffing requirements up or down with 48-hour notice and surge staffing if needed.

4.2 PROPOSED STAFF

IEM brings highly experienced personnel to support the City of Port St. Lucie. As part of our approach to ensure continuity of service, IEM maintains a first-rate professional development and training program for our staff. We ensure our employees are continually improving becoming more knowledgeable, skilled, and innovative teammates. We are committed to staffing our projects with IEM employees, allowing us to provide the City with known, IEM-trained professionals and ensure valuable institutional knowledge is maintained and nurtured.

Beyond initial training for new staff, our program specialists continually engage in professional development. In fact, all our specialists are provided with the opportunity to complete 40 hours of technical update training annually. Our specialists take training at the Emergency Management Institute, conferences, and other external training, in addition to program updates that IEM advisors provide to our specialists routinely.



PROPOSED PROJECT TEAM

IEM is pleased to offer the services of the following emergency management professionals to the City of Port St. Lucie. **We have built a team for the City from our deep bench of disaster recovery, emergency management, and hazard mitigation subject matter experts.** IEM will provide the City with technical expertise in various areas, including FEMA PA, IA, HMGP, grant management, procurement, insurance and duplication of benefits, closeout, and audit support. IEM's primary focus for all our clients is to provide positive outcomes, putting the well-being of disaster survivors and our client's goals first.

Our team of subject matter experts has performed the full range of management, support, and administration functions of grant programs at the federal, state, local, and private non-profit levels, including the largest and most technically complex disasters throughout the nation.

We have provided the following key staff for support for the City, identifying their position and capabilities. Our Subject Matter Experts and Corporate Advisors will support this team to provide world-class service and support to the City of Port St. Lucie.



I have had the pleasure of working with different IEM teams, spanning multiple projects in both Delaware (2022-present) and Virginia (2020 to 2022), where **they fit in seamlessly as a force-multiplier for our pre-existing full time staff.** We are fortunate to have them when we need additional assistance."

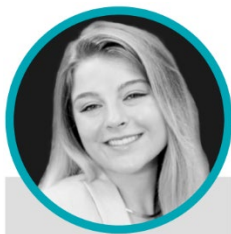
*Leanne E. VanDerveer,
Principal Planner, Recovery Programs, DEMA*

4.2.1 PRIMARY AND ALTERNATE CITY LIAISONS

Michele Jones will serve as the Program Manager for City of Port St. Lucie. Ms. Jones, a Central Florida resident, has served as the Program Manager supporting the Florida Division of Emergency Management's COVID-19 Public Assistance program and the Division's Hurricane Michael (DR-4399) Section 428 and Section 406 Mitigation technical assistance. She continues to provide technical expertise to clients nationwide on grants management through federal programs, including Public Assistance, CARES, and the American Rescue Plan Act. As the former **Martin County Florida's Emergency Management Director**, she has developed localized guidance to document and streamline the PA reimbursement process. Ms. Jones has also assisted local governments with generating preliminary damage assessments and program administration for the Hazard Mitigation Grant Program projects and PA projects. Ms. Jones has served in various leadership roles with the Florida Emergency Preparedness Association (FEPA), including as President (2022), Vice President (2020-2021), and co-program Coordinator for the design, development, and implementation of the FEPA Mentorship Program. She has earned her Florida Professional Emergency Manager (FPEM) and Certified Emergency Manager (CEM) designations, as well as the Master Exercise Practitioner (MEP) and Lean Six Sigma Green Belt. She has been honored with the FEPA Chad Reed - Emergency Management Professional of the Year (2020), the University of Central Florida's Alumni Achievement Award (2019), and UCF's 30 under 30 Award (2018).



Michele Jones
PROGRAM MANAGER



Emily Dwyer
PROJECT MANAGER

Emily Dwyer will provide Project Management support to the City of Port St. Lucie. Ms. Dwyer is an all-hazards emergency manager specializing in Project Management and Development, bringing in years of experience from her time in the Army National Guard, local government, and private sector. Ms. Dwyer has served clients nationwide, including implementing Incident Command Structure principles and doctrine as an Operations and Planning Section Chief. She formulated large and small projects for state agencies in response to COVID-19, updated and revised state Emergency Plans, and designed and facilitated tabletop and full-scale exercises. Ms. Dwyer utilizes a servant leadership approach where she empowers her team to identify steps and actions to improve the project and uses an adaptive methodology to ensure project success.

Lisa Poziomek will also provide local Project Management support to the City of Port St. Lucie. Ms. Poziomek has assisted in developing localized guidance to document and streamline the public and individual assistance reimbursement process. She has also supported local governments with generating preliminary damage assessments, developing volunteer and donation management programs, and program administration for the Hazard Mitigation Grant Program and Mass Care and Logistics projects. Her notable disaster experience with local, state, and non-profit organizations includes Hurricanes Katrina, Sandy, Isaac, Matthew, Irma, Dorian, Isaias, Eta, and COVID-19. Ms. Poziomek's innovative approach to problem-solving, ability to manage and lead teams, hands-on disaster response, training and exercise development, recovery, and mitigation experience make her a valuable participant in numerous disaster projects.



Lisa Poziomek
PROJECT MANAGER

Port St. Lucie's 24-Hour Point of Contact will be Michele Jones, one of our Managers of State and Local Response and Recovery. Ms. Jones has led numerous response and recovery projects at the local and state levels and is fully prepared to address the County's needs or concerns, regardless of the day or time. In the unlikely event that Ms. Jones is unavailable, the primary contact information listed here is automatically forwarded to Ms. Leigh Deskins, and then to Ms. Kimberly Prosser, guaranteeing the City 24/7/365 continuity of service.

Table 1: 24-Hour Points of Contact

Name	Title	Email	Phone Number
Michele Jones Leigh Deskins Kimberly Prosser	Manager, State and Local Response and Recovery	SLRR_Managers@iem.com	800.583.2854
Michele Jones, Direct Line	Manager, State and Local Response and Recovery	Michele.Jones@iem.com	407.721.7743

The designated project managers for this effort – Emily Dwyer and Lisa Poziomek – are also available to the City for direct contact. Our strong leadership structure ensures there are several individuals available and able to support the City whenever needed.

Table 2: Primary and Alternate City Liaisons

Primary City Liaison	Alternate City Liaison
Name: Emily Dwyer – Project Manager	Name: Lisa Poziomek – Project Manager
Contact Information: Emily.Dwyer@iem.com Phone: 1-800-583-2854 (SLRR Managers’ Hotline) Mobile: 717.713.1973	Contact Information: lisa.poziomek@iem.com Phone: 1-800-583-2854 (SLRR Managers’ Hotline) Mobile: 772.559.8930

4.2.2 CITY LIAISON RESUMES

IEM is pleased to present the following resumes for Primary City Liaison, Emily Dwyer, and Alternate City Liaison Lisa Poziomek.



Emily Dwyer Project Manager

Ms. Dwyer is a full-spectrum emergency manager with qualifications including CEM, PMP, Lean Six Sigma, and a master's degree.

8+ YEARS

EXPERIENCE IN LOGISTICS AND
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Disaster Response and Recovery
- ▶ Project Management
- ▶ Incident Command Systems
- ▶ Public Assistance- Project Formulation

EDUCATION

- ▶ M.S., Fire and Emergency Sciences, University of Florida, 2021
- ▶ B.A., Political Science, University of Florida, 2019

CERTIFICATION & TRAINING

Certified Project Management Professional (PMP)

Certified Emergency Manager (CEM)

HSEEP Certified

Lean Six Sigma Black Belt Certified

G-400

G-393

FEMA PDS

G-2300

PROFESSIONAL QUALIFICATIONS

Emily Dwyer is an all-hazards emergency manager specializing in Project Management and Development. She brings in years of experience from her time in the Florida Army National Guard, local government, and private sector. Ms. Dwyer has served clients nationwide, including implementing Incident Command Structure principles and doctrine as an Operations and Planning Section Chief. She formulated large and small projects for state agencies in response to COVID-19, updated and revised state Emergency Plans, and designed and facilitated tabletop and full-scale exercises. Ms. Dwyer utilizes a servant leadership approach where she empowers her team to identify steps and actions to improve the project and uses an adaptive methodology to ensure project success.

EXPERIENCE

Deputy Project Manager, IEM | 2022-Present

- Works on FDEM Hurricane Ian response in the state emergency operations center, coordinating unmet needs cells for case management of impacted clients.
- Contributed to developing and writing numerous proposals for disaster response Requests for Proposals (RFPs), showcasing strong understanding of response strategies and requirements.
- Assisted in crafting comprehensive proposals for sheltering RFPs, highlighting approaches to providing safe and effective shelter solutions during emergencies.
- Played an integral role in preparing proposals for AHIMT (All-Hazard Incident Management Team) RFPs, demonstrating expertise in incident management strategies aligned with the National Incident Management System (NIMS) protocols.
- Demonstrated strong attention to detail in the proposal writing process, ensuring adherence to formatting guidelines and submission requirements.
- Participated in proposal review sessions, actively incorporating feedback and making necessary revisions to enhance proposal quality and competitiveness.
- Successfully contributed to winning proposals, resulting in securing funding and resources for various disaster responses for state and local agencies.

Project Manager, Hurricane Ian, Florida Division of Emergency Management | 2022-2023

- Oversaw the intake, analysis, and resolution of unmet needs cases as the Project Manager for FDEM Hurricane Ian Response, supporting the ESF-6 Branch with a team of 15 case workers from October 2022 to June 2023.
- Led and coordinated mobile outreach operations across the state of Florida in conjunction with FEMA, managing the state team as part of the FDEM Hurricane Ian Response for FDEM ESF-6 Branch from January to June 2023.
- Developed an After-Action Review (AAR) for FDEM ESF-6 unmet needs operations, analyzing the period from October 2022 to March 2023, facilitating productive discussions with stakeholders, and providing detailed content for the AAR report.

- Played a key role in aligning response activities with previous disaster management methods, utilizing historical comparison to inform decision-making and improve future response strategies.
- Demonstrated proficiency in utilizing the Unite Us online platform to efficiently receive and track unmet needs cases submitted by affected individuals in Florida.
- Assisted with seamless data transfer from Unite Us to the National VOAD platform, Vision Link, ensuring continuity and accessibility of critical information for ongoing response efforts.
- Collaborated with FDEM ESF-6 Branch and FEMA to develop and implement strategies for managing unmet needs cases, ensuring timely and appropriate assistance to impacted communities.
- Provided mentorship, training, and guidance to the team of 15 caseworkers, fostering a collaborative and high-performing work environment during the FDEM Hurricane Ian Response.

Project Manager, Nevada ARPA | 2022-2023

- Project Manager for State of Nevada's ARPA reporting requirements, overseeing the tracking of state agency expenditures for a \$2.7 billion award spanning 2021-2027.
- Designed and implemented a streamlined reporting system using Smartsheet, resulting in increased efficiency and accuracy in tracking state agency expenditures.
- Developed comprehensive guidelines and instructional videos to ensure a consistent and straightforward reporting process across all state agencies.
- Led a team responsible for analyzing award usage data, proactively preventing deobligation of funds, and ensuring compliance with funding guidelines.
- Collaborated with state agencies to provide guidance and support, fostering effective communication and cooperation throughout the reporting process.
- Successfully met all reporting deadlines, ensuring timely and accurate submissions to meet federal requirements.
- Conducted regular progress meetings with stakeholders to discuss project status, address challenges, and implement improvements.
- Implemented quality control measures to validate data accuracy and identify discrepancies, ensuring reliable and error-free reporting.
- Provided regular updates and reports to higher management and government officials, enabling informed decision-making and resource allocation.

Various Roles, Emergency Management Consultant, AC Disaster Consulting | 2020-2022

Project Manager, Sarasota Memorial Hospital

- Formulated COVID-19 expenses according to FEMA policy to submit for reimbursement, successfully recouping 90% of costs.
- Developed and maintaining a project management plan during project lifecycle.
- Identifying process improvement opportunities to increase efficiency in managing 3,500 by migrating to Salesforce.
- Managed contract between clients, facilitated weekly status meetings to maintain project transparency.

Exercise Manager, University of Texas at Arlington

- Developed a tornado scenario for university departments in a response exercise in accordance with Homeland Security Exercise Evaluation Program policy.
- Evaluated and conducted an After-Action Review to improve University preparedness.

Planning Section Chief, Oregon Health Authority

- Facilitated meetings of over 50 attendees between cross-functional teams to achieve a unified goal to manage a healthcare capacity crisis.
- Coordinated the use and sharing of resources across government agencies to support healthcare agencies.
- Developed and maintained the Incident Action Plan and Situation Reports that were sent to 300 team members, including executive stakeholders.
- Utilized lean methodology to create a proactive emergency response plan to adapt to a highly ambiguous disaster.

Planner, North Dakota Department of Emergency Services

- Worked closely with NDDDES and HLS staff, state agencies, and stakeholders to conduct an organizational study of NDDDES and HLS.

- Provided agency assessment and recommendations for staff resourcing and organization and Director role and responsibilities.

FDEM SERT Staff Augmentation, Surfside Building Collapse

- Deployed to the Surfside Building Collapse as part of the State's Incident Management Team.
- Supported on-scene scene planning, recovery, cost and time tracking activities, and liaised with the Family Assistance Center.

COVID-19 Mobile Vaccination Sites, Florida Division of Emergency Management

- Led over ten teams varying between 3-15 medical staff across the State of Florida as an Incident Commander to support FDEM's effort to vaccinate populations with high SVI scores.
- Served as a State liaison and performed audits on the safety and performance of the mobile sites, per CDC, FDEM, and OSHA guidance.
- Supported demobilization efforts by creating the field demobilization SOP and coordinated with the SEOC logistics team for equipment collection.

Invoice Review Team Lead, Florida Division of Emergency Management

- Managed contracts of over 15 healthcare vendors hired by FDEM to comply to Federal reimbursement policy.
- Lead a team of 15 invoice reviewers to ensure quality control/quality assurance that reviewed over 2 million invoices in 16 months, totaling over \$100 million.

Logistics and Supply Specialist, Florida Army National Guard | 2015-2021

- Supervised and performed duties involving requests, receipts, storage, issues, and accountability of expendable and sensitive equipment and supplies.
- JRSOI Squad Leader for Hurricane Irma.
- Route Clearance Squad Leader for Hurricane Michael State Active Duty in Bay County, Florida.
- OIC for Logistic Staging Area in Lake City in preparation for Hurricane Dorian.
- Deputy Logistics OIC for rear party operations in demobilizing 53rd BCT from XCTC exercise conducted at Ft. Shelby, Mississippi.
- FLARNG Liaison (LNO) for Florida Regions 1, 2, and 3 in IMT supporting COVID-19 testing operations.

Intern, Leon County Department of Emergency Management | 2020

- Exercise observer for Tallahassee International Airport full-scale exercise.
- Supported county logistics section in COVID-19 initial response.



Lisa Poziomek

Disaster Response Specialist

Ms. Poziomek is a Master Exercise Planner with over 19 years of experience in Disaster Response and Recovery Operations.

14+ YEARS

EXPERIENCE IN DISASTER
RESPONSE & RECOVERY

EXPERTISE

- ▶ Disaster Response
- ▶ EOC Operations & Solutions
- ▶ Program Development & Management
- ▶ Strategic Planning
- ▶ Training and Exercise Development and Execution

EDUCATION

- ▶ B.S., Emergency Management, Indian River State College, 2022

CERTIFICATIONS & TRAINING

- ▶ Master Exercise Planner
- ▶ Florida Professional Emergency Manager
- ▶ Over 120 FEMA, State, and locally delivered courses.
- ▶ Certified Healthcare Emergency Professional
- ▶ Incident Command System Instructor
- ▶ FEMA EMI Courses

PROFESSIONAL QUALIFICATIONS

Ms. Poziomek gained extensive knowledge in disaster response and recovery from her background as a local Emergency Management Coordinator, Public Health Preparedness Coordinator, and Disaster Program Manager for American Red Cross in Florida, including responding to numerous major disasters locally, statewide, and nationally. Ms. Poziomek has assisted in developing localized guidance to document and streamline the public and individual assistance reimbursement process. She has also assisted local governments with generating preliminary damage assessments, developing volunteer and donation management programs, and program administration for the Hazard Mitigation Grant Program and Mass Care and Logistics projects. Her notable disaster experience with local, state, and non-profit organizations includes Hurricanes Katrina, Sandy, Isaac, Matthew, Irma, Dorian, Isaias, Eta, and COVID-19. Ms. Poziomek's innovative problem-solving approach, ability to manage and lead teams, hands-on disaster response, training and exercise development, and recovery and mitigation experience make her a valuable participant in numerous disaster projects.

EXPERIENCE

Disaster Response Specialist, IEM | 2021-Present

- Provides Emergency Management expertise in developing plans, training, and exercises for LUMA power company in Puerto Rico to ensure compliance with federal and regulatory requirements.
- Supported the Florida Division of Emergency Management (FDEM) by coordinating the community vaccination programs for the COVID-19 response.
- Coordinating efforts with FDEM operations section, legal, city, county officials, and vendors to support Health Equity sites throughout the state.
- Provides guidance and technical support to site managers to ensure safe and efficient operations.

Various Roles, Martin County, FL | 2014-2021

Emergency Management | 2018-2021

Public Health Preparedness Manager | 2014-2018

DR-4486

- Led the County's response to the COVID-19 pandemic, regularly coordinating with Florida Division of Emergency Management and Florida Department of Health personnel, County and city staff, Non-Governmental Organizations, the business community, and stakeholders.
- Successfully initiated procurement of needed Personal Protective Equipment, implementation of multiple community testing sites, coordination of reliable public information, non-congregate sheltering options, and set up a site for Point of Dispensing operations for the county.

DR-4468

- Led County response as Operations Manager to Hurricane Dorian, coordinating evacuations, sheltering, public information, and all other aspects of emergency response.
- Provided technical assistance for WebEOC end users in the EOC. Managed logistics throughout the operation, ensuring all resources needed for response and recovery were available.
- Coordinated with County, Cities, and Private Non-Profits to conduct rapid damage assessment and submit costs to the State of Florida, demonstrating the County had exceeded its Per Capita Impact Indicator, ensuring eligibility in Public Assistance categories A-G.

EM-3551

- Led County response as Operations Manager to Hurricane Eta, coordinating evacuations, sheltering, public information, and all other aspects of emergency response.
- Provided technical assistance for WebEOC end users in the EOC. Managed logistics throughout the operation, ensuring all resources needed for response and recovery were available.

EM-3533

- Led County response as Operations Manager to Hurricane Isaias, coordinating evacuations, sheltering, public information, and all other aspects of emergency response.
- Provided technical assistance for WebEOC end users in the EOC. Managed logistics throughout the operation, ensuring all resources needed for response and recovery were available.
- Coordinated with County, Cities, and Private Non-Profits to conduct rapid damage assessment and submit costs to the State of Florida, demonstrating the County had exceeded its Per Capita Impact Indicator, ensuring eligibility in Public Assistance.

Martin County, FL Public Health Preparedness Manager, 2014-2018

DR-4337 and DR-4283

- Supported County response to Hurricanes Matthew and Irma, coordinating evacuations, sheltering, public information, and all emergency response.
- Supervised implementation of the County's locally developed special needs sheltering program and ensured successful housing placement post-disaster in coordination with Elder Affairs.
- Managed federal preparedness grant with budget development, purchasing, and quarterly reporting.
- Provided multi-agency/multi-jurisdictional training and HSEEP-compliant exercises focused on public health emergencies.

Disaster Program Manager, American Red Cross | 2009-2014

DR 1602

- Deployed to Baton Rouge, Louisiana, as Mass Care Feeding Supervisor in response to Hurricane Katrina.
- Managed feeding routes, staff, and meal selection at our shelters in Louisiana.
- Managed staffing and food distribution for 12 trucks delivering from the warehouse.
- Worked with local representatives to ensure the employment of locals for catering services.
- Managed warehouse logistics, ensuring accountability and resource tracking.

DR 4020

- Deployed to Maine and New Hampshire as Staffing Lead in response to Hurricane Irene.
- Worked with local staff to ensure the needs of the areas impacted by Hurricane Irene were being met and policies for local responders were being followed.
- Provided lodging and staff assignments for incoming staff deployed nationwide.

DR 4085

- Deployed to New York for Hurricane Sandy as Government Operations Liaison.
- Led the fusion center and coordinated with FEMA to develop a recovery guide utilized at Disaster Recovery Centers in the state. Developed and managed demobilization plans and activities for Mass Care programs.

4.3 IDENTIFICATION OF SUB-CONSULTANTS



IEM is proud to be partnering with NSB Advanced Enterprises on behalf of the City of Port St. Lucie. NSB Advanced Enterprises provides full-service public safety preparedness, training, exercise capabilities, planning in Emergency Management, Homeland Security, Firefighting, Emergency Medical Services, Law Enforcement, Urban Search and Rescue, Technical Rescue, Hazardous Materials, hospital disaster mitigation. Additionally, Emergency Management and medical staff augmentation are available to a variety of disciplines and disaster responses. IEM, partnered with NSB Advanced Enterprises will provide the City of Port St. Lucie with a team of professionally, credentialed, diverse

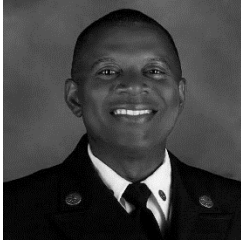
subject matter experts who have exceptional all-hazards experience to fit your agency needs.

4.3.1 SUB-CONSULTANT RESUMES

IEM is pleased to present the following resumes from our subcontractor, NSB Advanced Enterprises:

- Nigel Baker – Incident Commander
- Miguel Ferrer – Liaison Officer
- Edgar Ruiz – Safety Officer
- Jeremy Hurd – Public Information Officer
- Roberto M’Causland – Operations Section Chief
- Jorge Escobar – Planning Section Chief
- Sandra Ambris – Logistics Section Chief
- Donald Minor – Finance Section Chief

Please note, under the National Incident Management System (NIMS) Incident Command System (ICS), the Incident Commander is responsible for all ICS functional areas until the Incident Commander delegates a function. Qualified Incident Commanders may serve in any role within an Incident Management Team organizational chart. We are pleased to offer multiple Incident Commanders, which can be reassigned accordingly to fit the City’s needs at the time.



Nigel Baker
IMT Incident Commander

Mr. Baker has 35 years of experience in the Fire Service and Emergency Medical/Management Services field, including 22 years with the Florida Forest Service Type II Interagency Incident Management Team.

35+ YEARS

EXPERIENCE IN FIRE
SERVICE & EMERGENCY
MEDICAL/MANAGEMENT

EDUCATION

MPA, Master of Public
Administration

B.S., Fire and Emergency
Services Management

A.S., Fire Science Management

A.S., Emergency Medical
Services Management

CERTIFICATION & TRAINING

Nationally qualified to instruct
All FEMA All-Hazards
Position-Specific

AH Train the Trainer Courses

USFA O-305 Instructor

Multiple FEMA Emergency
Management Courses

Florida State Certified
Paramedic

Florida State Certified
Firefighter, Inspector,
Instructor III (FCDICE
provider)

Completed FEMA Advanced
Professional Series (APS)
Certificate program

Instructor at the Florida Forest
Service Withlacoochee
Training Center since 2004

Approved EMI Contract
Instructor

PROFESSIONAL QUALIFICATIONS

Mr. Baker is an experienced professional with over 35 years of tenure in the Fire Service and Emergency Medical/Management Services field. He retired in 2017 as Division Chief of Operations and Emergency Management, Homeland Security and Communications – Palm Beach County Fire Rescue (PBCFR) and is a PBC Fire Rescue Reserve Battalion member.

EXPERIENCE

Division Chief, Emergency Management, Homeland Security, and Communications | 2013-2018

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

Division Chief, Operations Division | 2012-2013

- Extensive dealings with personnel issues, operational elements, internal affairs investigations, station assignments, collective bargaining concerns, and liaison with other fire rescue organizations within Palm Beach County.
- Responsible for more than 1,200 firefighters and having seven Battalion Chiefs, four Fire Operations Officers, and a Staffing Officer as direct reports.
- Assisted in managing and developing more than \$300M operational budget, 49 stations, 1,800 sq. miles.
- Management of all Operational issues, including training, budget and finance, agency and union contracts.
- Served on the department staffing committee and apparatus committee.
- Chairman of department awards banquets.

District Vice President, Palm Beach County Professional Firefighters and Paramedics Local 2928 | 2010-2011

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

District Chief, Battalion 2 | 2005-2012

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

Battalion Chief, Communications Center, Fire Operations Office, Staffing Office, and Public Information Officer | 1996-2000

- Member of team member responsible for managing and developing the PBC Communications Center with over 60 personnel, including an Alarm Officer Manager, Training Specialist, Quality Improvement Coordinator, Fire Operations Captains, and Dispatch Supervisors.
- Assisted the Deputy Chief of Operations in the staffing and placement of more than 750 assigned personnel.

Executive Assistant to the Fire Chief and Department Public Information Officer | 1996

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

Station Captain | 1995-1996

- Provided direct supervision during 24-hour shift to a fire station crew of nine to 11 personnel.
- Responded to emergency incidents and provided command, control, and coordination as Incident Commander (IC) on large and small event scenes.
- Provided training, prepared incident reports and inspections, participated in community events and open houses, and completed performance reviews for firefighters, paramedics, and driver operators.

Interim EMS Lieutenant | 1993-1995

- Responsible for providing medical supervision to 15 paramedics through five fire stations.
- Responded to major medical incidents in a supervisory role to provide coordination and medical control.
- Managed battalion pharmacy, provided necessary training for paramedics, controlled substances, and ordered medical supplies.

Firefighter/EMT/Paramedic | 1987-1993

- Responded to emergency fire and medical incidents, patient care, incident reports, and Emergency Medical Services personnel on Rescue/Ambulance unit.

INSTRUCTIONAL EXPERIENCE

Palm Beach State College

- Fifteen years Command; Control; NIMS/ICS/USFA All Hazards Position Specific; Florida State Fire College course curriculum.

Palm Beach County School Board

- Five years of school hazard and Safety Training.

South Technical Education Academy

- Five years Fire & Emergency Medical Services Training.

RLKing Training

- Six years NIMS/ICS/USFA All Hazards Position Specific.

South Technical Education Academy

- Five years Fire & Emergency Medical Services Training.

Blue Skies Professional Services

- Six years NIMS/ICS/USFA All Hazards Position Specific.

Complex Coordinated Terrorist Attack

- Five years of coordinating Palm Beach County participants at Emergency Management Institute (EMI).

Countering Violent Extremism

- Three years of coordination of Palm Beach community partners and participating agencies.

Radiological Reception Center coordination of Palm Beach County participating agencies and All Hazards Incident Management Resources

Florida Hurricane, Disaster, and Emergency Management Evaluator, Trainer, and Observer

International Association of Firefighters Local 2928

- Six years of CPR and Medical training.

Miguel Ferrer

Liaison Officer

Mr. Ferrer is a Special Ops / Fire Captain with over 30 years of field experience in emergency response.

30+ YEARS

EXPERIENCE IN EMERGENCY
RESPONSE

EXPERTISE

Emergency Response

Medical/Water Rescue

EDUCATION

B.S., Disaster Management, Florida
International University, 12/2023

A.S., Emergency Medical Services,
Broward College, 2021, High
Honors

A.S. Emergency Medical Sciences,
Medical Arts Training Academy,
1993

CERTIFICATION & TRAINING

State Certified Firefighter, 1997

State Certified Paramedic, 1993

Nationally Accredited Fire Officer
Three (FO3)

L-956 Liaison Officer

Florida Qualified Type 3 Liaison
Officer

Florida Incident Safety Officer
RN6742

L-950 Incident Commander

L-952 PIO equivalent

FEMA Professional Development
Series

PROFESSIONAL QUALIFICATIONS

Mr. Ferrer is a Special Operations / Fire Captain with over 30 years of field experience in emergency response. He is a FEMA Medical Unit Leader alternate and Medical / Water Rescue Specialist with over 20 years of experience combined.

EXPERIENCE

Davie Fire Rescue Fire Captain / Acting Battalion Chief | 1998-Present

FEMA/DHS FLTF2 Medical/Swift Water Rescue Technician | 2007-Present

- Provide disaster medicine to any injured/trapped persons locally or internationally, as well as provide Swiftwater and boat rescue with Florida Task Force 2.
- Multiple deployments to disaster sites:
- Hurricane Ian
- Hurricane Harvey
- Hurricane Florence
- Hurricane Michael
- Hurricane Irma
- Puerto Rico Earthquakes
- Region 7 Covid Vaccinations Liaison Officer 2/2020
- Region 7 Covid Vaccinations Liaison Officer 3/2020
- Region 7 Covid Vaccinations STL 4/2020
- Hurricane Delta
- Champlain Towers Collapse in SurfSide
- Hurricane Ian Basecamp (Incident Commander)

Lead Instructor for FEMA Disaster Medicine, Disaster Medical Solutions | 2012-Present

Broward Fire Academy Fire Instructor | 2014-Present

- Minimum standards.
- Department training.

FEMA/DHS Incident Support Team (IST) Medical Unit Leader alt. | 2019-Present
2023 Texas-IST Operational Readiness Exercise (ORE)

Region 7 FDEM All Hazards Incident Management Team | 2021-Present

Additional Certifications

- Live Fire Training Instructor
- State Instructor One
- Florida Teaching Certificate
- FEMA/DHS Lead instructor for Disaster Medicine

- Strike Team/ Task Force Leader
- All Technician levels below:
 - Rope Rescue 1 & 2
 - Structural collapse
 - Trench Rescue
 - Confined space rescue
 - School Bus extrication
 - Vehicle Machinery Rescue
 - Swiftwater Rescue
 - Swiftwater Boat Operations
- FEMA Advanced Professional Series
- L-449 ICS Train The Trainer (TTT)

Edgar J. Ruiz,
M.I.B.A., FPEM,
CFI-I
Safety Officer

Mr. Ruiz is a dedicated emergency management professional with over 25 year of experience.

25+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT AND RESPONSE

EXPERTISE

- ▶ Emergency Management
- ▶ Incident Commander
- ▶ Planning Section Chief
- ▶ Logistics Section Chief
- ▶ Bilingual (English and Spanish)

EDUCATION

- ▶ M.S., International Business Administration, Nova Southeastern University, 2015
- ▶ B.S., Criminal Justice, Nova Southeastern University, 2009

PROFESSIONAL QUALIFICATIONS

Mr. Ruiz is an experienced emergency management professional and certified instructor with more than 25 years of experience. Mr. Ruiz holds numerous certifications and has extensive experience conducting exercises. Among his response experience, Mr. Ruiz was deployed to Hurricane Michael in 2018, the 2021 Surfside Building Collapse, Hurricane Ian in 2022 (twice), the 2023 Texas Migration, and Hurricane Idalia.

EXPERIENCE

Emergency Management Program Coordinator, Broward County Sheriff's Office | *June 2023-Present*

- Oversees WebEOC software platform and is responsible for WebEOC development and maintenance issues; works closely with the WebEOC support vendor; maintains emergency management system databases.
- Oversees the Weatherbug system; coordinates software and hardware with approved vendors.
- Monitors and coordinates inter-departmental financial and account maintenance activities.
- Responsible for asset management, property accountability, and inventory management.
- Implements the Damage Assessment process in conjunction with the Damage Assessment Lead; provides training to Damage Assessment Liaisons.
- Assists with coordinating the agency's federal and state disaster cost recovery efforts, including the documentation required for the public assistance program submissions.
- Assists in coordinating local emergency planning and emergency preparedness programs and providing information and training to agency personnel.
- Assists in identifying a multi-discipline, multi-jurisdictional exercise planning team representing various response disciplines.
- Coordinates and participates in emergency preparedness training programs; keeps informed of new laws and procedures; attends instructional classes and seminars for Emergency Management.
- Assists in the identification and analysis of potential hazards.
- Participates in federal, state, and local disaster exercises and drills.
- Prepares statistical reports, routine correspondence, and outgoing emails.

Emergency Operations Manager/Deputy Logistics Section Chief, Broward County Parks and Recreation | 2019-2023

- During Broward County Emergency Operation Center (EOC) activations, assumed the position of Deputy Logistics Section Chief.
- Planned, directed, and supervised the activities of the Logistics Service Branch and Resource Management Branch, which includes ESF-11 Food and Water, ESF-15Volunteers, Emergency Distribution Center, County Staging Areas, Points of Dispensing, and Points of Distribution, EOC support, Procurement, and Mission Tracking units.
- Planned, coordinated, and executed exercises in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP).
- Participated in all aspects of HSEEP-compliant exercises, including being part of the planning team, lead controller, and lead evaluator. Coordinate after-action reporting.
- Advised and assisted the director on all operational and technical matters related to the assigned emergency response, recovery, mitigation, preparedness, and prevention program functions.
- Served on a rotating shift, ensuring 24-hour emergency coverage during activations at the Emergency Operations Center.
- Represented Parks as one of the Incident Commanders during events where Unified Command was established.
- Oversaw the activation of the Logistics Services Branch and Resource Management Branch to ensure operational readiness and effective performance of tasks.
- Communicated business risks to senior/executive management and approving authority for assessment and approval while focusing on comprehending the Division's emergency responses and business processes.
- Defined agency goals and objectives and developed and recommended policies and operating procedures related to emergency response activities.
- Administered internal/external communications and public outreach activities for the Division's emergency response program; managed and coordinated outreach efforts with other County agencies, local and state governments, and partnering agencies.
- Developed training programs; prepared, scheduled, and delivered training and outreach opportunities for employees and community partners.
- Led in developing, reviewing, and updating the Division's Emergency Standard Operating Procedures, Continuity of Operations Plans, and policies and procedures.
- Prepared and monitored the annual Parks Emergency Management budget.
- Developed and conducted training exercises using HSEEP principles and methodology.
- Facilitated/Instructed G300, G400, G402, G-2300, G-775, G-191, O-305, L-954 &L-449, G2302, G2308, L-101, L-103, L-146.
- Oversaw developing, revising, and implementing the Parks Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP).
- Coordinated, managed, and directed logistical operations for Broward County testing and vaccination sites.
- Manage Parks Temporary Debris Management Sites.
- Oversees Parks Rapid Damage Assessment Team.
- Deployed with the Florida Region 7 All-Hazards Incident Management Team upon activation by the State of Florida.
- Assigned to the Finance Section of the Florida Forest Service Incident Management Team (Blue Team).

Team Lead – FDEM Regional AHIMT, Region 7 All-Hazards Incident Management Team | 2017-Present

- Provided and coordinated a multi-disciplined approach to the management of minor, major, or catastrophic disasters and large-scale or complex incidents and preplanned events that will improve the ability of state and local emergency management personnel to prepare and implement emergency management plans and programs.

Assistant Director, Emergency Management, Fire and Life Safety, Nova Southeastern University | 2005-2019

- Assisted with developing, implementing, managing, and monitoring the Comprehensive Emergency Management Plan (CEMP) that interrelates with all NSU campuses and properties.
- Assisted with developing, implementing, and coordinating University-wide emergency training.

- Planned, coordinated, and executed exercises in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP).
- Conducted Tabletop exercises using HSEEP principles.
- Developed and monitored the divisional budget. Track operational costs and conduct budget analysis.
- Conduct ICS training
- Responded to the university EOC when activated and assumed the position of Safety Officer.
- Reviewed EOP and COOP Plans for the university.
- Reviewed, evaluated, and updated the Emergency Unit Plan to improve the unit's ability to respond to and recover from the effects of major disaster conditions, ensure compliance with applicable federal and state laws, and compatibility with the city, county, state, and federal plans.
- Facilitated/Instructed G300, G400, G402, G-775, G-191, L-954 & L-449
- Developed and maintained technical response resources and supports the Emergency Support Function documentation and Continuity of Operations Plans.
- Deployed with the Florida Region 7 All-Hazards Incident Management Team upon activation by the State of Florida.
- Managed the University's Rapid Assessment Team after a natural disaster.
- Planned and coordinated training exercises using HSEEP principles and methodology.
- University representative in the County's Local Mitigation Strategy Working Group.

Campus Police Officer, Massachusetts College of Arts | *January 2005-July 2005*

- Performed law enforcement duties on college property.
- Preserved the peace using all lawful means, interceding when authorized by law, to prevent or suppress crime.
- Provided service, information, and directions to students, employees, and visitors.
- Executed all lawful processes and arrested offenders with and without a warrant when authorized by law.
- Investigated criminal offenses to detect and arrest criminals and recover stolen or lost property.
- Conducted safety inspections to ensure compliance with state statutes.
- Supervised ten security officers assigned to protect campus property.

Campus Police Officer, Wheaton College | *2004-2005*

- Performed law enforcement duties on college property.
- Preserved the peace using all lawful means, interceding when authorized by law, to prevent or suppress crime.
- Provided service, information, and directions to students, employees, and visitors.
- Executed all lawful processes and arrested offenders with and without a warrant when authorized by law.
- Investigated criminal offenses to detect and arrest criminals and recover stolen or lost property.

Special Police Officer, Longwood Security | *January 2004-August 2004*

- Performed Law enforcement duties in a residential area.
- Investigated criminal offenses to detect and arrest criminals when crimes were committed in my presence and recovered stolen or lost property.

Investigator, West Bend | *2003-2004*

- Conducted investigations and specialized investigative financial analysis, gathering evidence and monitoring the progress and results of investigations.
- Developed and disseminated investigative reports based on customers' complaints.

Metro-rail Officer, Wackenhut Security | *2002-2003*

- Conducted armed foot patrol and vehicle patrol (interior and/or exterior).
- Ensured the safety of passengers and employees on commuter trains and at the station terminals.
- Open and close metro mover stations.

Police Officer, Carolina Municipal Police Department | 1998-2002

- Patrolled specific districts on foot or in a police vehicle.
- Assisted in investigating suspicious activities and persons; made arrests for violations of state laws and or city ordinances.

Police Cadet, Carolina Municipal Police Department | 1998-2002

- Trained with assigned police officers before starting the police academy.
- During training, developing awareness and understanding of the functions and responsibilities of Police Officers. Training included but was not limited to writing police reports, Instruction on properly handling and firing firearms, Criminal Investigation, and others.

CERTIFICATION AND TRAINING

- Florida Professional Emergency Manager (FPEM) 2019
- Incident Commander, Type III-FDEM 2023
- Planning Section Chief, Type III – FDEM 2022
- Logistics Section Chief, Type III – FDEM 2021
- Safety Officer, Type III – FDEM 2020
- CEM 2023 (In progress)
- Certificate, Fire Inspector 2, 2015, St. Petersburg College, St. Petersburg, Florida
- Certificate, Fire Inspector I, 2012, St. Petersburg College, St. Petersburg, Florida
- Certificate, Fire Investigator, 2012, St. Petersburg College, St. Petersburg, Florida
- Certified Instructor: O-305, G-300, G-400, G-402, G-191, G-2300, L-449, L-954, G-2302, G-2304, G-2306, G-2308, L-101, L-103, L-146.

EXERCISE EXPERIENCE

- 2023 FLL Airport Full-Scale Exercise (day)
- 2023 Broward MSB WebEOC Exercise
- 2022 FLL Airport FullScale Exercise (night)
- 2022 Broward Sheriff Office Annual Hurricane Exercise
- 2018 Heat Shield
- Plumex Exercise
- 2014-2019 NSU Fullscale, functional annual, and tabletop exercises

DEPLOYMENTS

- 2018 Hurricane Michael
- 2021 Surfside Building Collapse
- 2022 Hurricane Ian (twice)
- 2023 Texas Migration
- 2023 Hurricane Idalia

MEMBERSHIPS

- Broward County Local Migration Strategy Working Group
- Broward County Emergency Coordinating Council
- FDEM AHIMT SQRC

EMERGENCY RESPONSE

- Florida Region 7 Type 3 All-Hazards Incident Management Team, SOFR-LSC-PSC-IC December 2017-Present, FL QUALIFIED: SOFR, LSC, PSC, IC
- Florida Forest Service Incident Management Team, Finance Section, November 2021-Present
- FL State Qualification Review Committee AHIMT, July 2021-Present
- Southeast Regional Domestic Security Task Force, Emergency Management / Campus Security Group, 2014 - Present

OTHER RESPONSES

- Gas Leaks
- Floods
- City of Ft. Lauderdale Main Water Break
- Covid-19 Testing, Vaccination, and Monoclonal Sites
- POD Operations
- County Emergency Distribution Center Management
- Logistics Staging Area Management
- Special Events
- International Cricket

ADDITIONAL INFORMATION

- Terrorism Liaison Officer
- Emergency Operations Center (EOC) Experienced

Jeremy Hurd

Public Information Officer

Mr. Hurd is a proven, dedicated, and solution-focused professional with over 19 years of public safety experience at all levels.

19+ YEARS

EXPERIENCE IN PUBLIC SAFETY &
DISASTER PREPAREDNESS

EXPERTISE

Public Safety
Strategic Public Communication
Training

EDUCATION

M.S., Executive Leadership Disaster Preparedness, Grand Canyon University, 2018
Executive Fire Officer Program, National Fire Academy, 2018
B.S., Youth Ministries
A.S., Fire Science, Health Career Institute, 2013

CERTIFICATION & TRAINING

Type III Public Information Officer
Firefighter and Paramedic
Live Fire Training Instructor
Instructor III
Inspector I and II
Investigator
Fire Officer I, II, III, and IV
Life Safety Officer
Airport Rescue Firefighter
State Certified Safety Officer
Critical Incident Stress Management, Peer Support, and Chaplain

PROFESSIONAL QUALIFICATIONS

Mr. Hurd is a proven, dedicated, and solutions focused professional with over 19 years of public safety experience at all levels. A dedicated, resourceful, motivated public safety professional with a genuine interest and demonstrated ability to engage and work with others.

He is an intrinsically motivated learner with excellent collaboration and interpersonal skills who effectively communicates with both service utilizers, and fellow staff members to foster a strong effective relationship. Mr. Hurd is actively involved with all areas of public safety and emergency management, including fire, technical rescue, special hazards response, marine rescue/firefighting, as well as preparedness and recovery. He is also an experienced public affairs professional designing and executing strategic public communications and directions before and after major events.

EXPERIENCE

Battalion Chief, Palm Beach County Fire Rescue (PBCFR) | 2004-Present

Positions Held:

- Firefighter/EMT
- Firefighter/Paramedic
- Airport Firefighter/Paramedic
- Operational Captain
- EMS Captain
- Division Chief of Administrative Services

Accomplishments:

- Compliance Officer for 1,500+ employees
- Oversaw Professional Development (New Officers) and Recruit Academy (New Hires)
- Helped to create a comprehensive behavioral health program
- Involved in multiple budget processes and Request for Proposals
- Employee of the year for PBCFR in 2015 and unit commendations (multiple years)

Executive Director, Broward County, Muscular Dystrophy Association

| 2002-2004

- Oversaw Broward County office
- Responsible for \$600,000 annual budget
- Created strategic plans Develop exercise development, support, and facilitation on topics of crisis, natural disaster, and terrorism.

Unit Executive Director, St. Lucie/Okeechobee , American Cancer Society | 1992-2002

- Oversaw St. Lucie and Okeechobee offices.
- Partnered with multiple community organizations.
- Responsible for \$200,000 annual budget.

High School Teacher/Coach, Berean Christian School | 1996-1999

- Taught high school classes and coached multiple teams
- Oversaw all curriculum purchases and student remediation
- Created scope and Sequence / Lesson Plans preparation

Additional Experience

- Organized a Chaplain Training Program with 25+ trained
- Mental Wellness Co-Chair for the Florida Firefighter Safety and Health Collaborative
- Radio Host on Fire Engineering addressing behavioral health needs of firefighters
- Author for Fire Engineering and Fire Rescue
- Public Information Officer and Liaison Officer for Type III All-Hazards Incident Management Team
- Author of current IFSTA PIO Textbook
- Created and oversaw a professional and personal development library for PBCFR
- Created partnerships with local schools to provide educational opportunities for employees
- Advisory Committee for Rosecrance Florian Program
- Assisted in the creation of a statewide approved Peer Support Program
- Assisted in the creation of a statewide approved behavioral health training for FF minimum standards
- Conference Speaker: FDIC, Rosecrance Florian Symposium, Surviving the Fire Service, Firefighter Cancer Support Network Symposium, iWomen, and more
- Multiple deployments as PIO, Liaison, Chaplain, and Peer Support (Hurricane Harvey, Hurricane Irma, Hurricane Maria, Parkland Shooting, and Surfside Condo Collapse)

Roberto M'Causland

Operations Section Chief

Mr. M'Causland has more than 20 years of experience in the Fire Service. He has eight years of experience with the Florida Forest Service Type II Inter-Agency Incident Management Team.

20+ YEARS

EXPERIENCE IN FIRE SERVICE
AND EMERGENCY MEDICAL
SERVICES

EXPERTISE

Exercise Coordination & Evaluation

Scenario Development

Workshops & Training

Emergency Management, Disaster
Preparedness, Contingency
Response Planning, & All
Hazards Management

Continuity of Operations /
Continuity of Government
(COOP/COG)

EDUCATION

MPA, Master of Public
Administration, Fire &
Emergency Management,
Oklahoma State University

B.A., Fire & Public Administration,
Indian River State College

A.S., Fire Science & Emergency
Medical Services Management,
Palm Beach State College

CERTIFICATION & TRAINING

Instructor III

Live Fire Instructor

EMS Instructor

PROFESSIONAL QUALIFICATIONS

Mr. M'Causland is a seasoned emergency manager. He has a background in Fire Service and Emergency Medical Services. He served 19 years for Palm Beach County Fire Rescue and 20+ years in the Fire Service. He has 8 years of experience with Florida Forest Service Type II Inter-Agency Incident Management Team and currently serves a Blue Team Medical Unit Leader. He is a seasoned instructor with hundreds of hours of training experience in multiple emergency management and All-Hazards classroom settings. He also sits on the Board of Directors for AHIMTA Region 4.

EXPERIENCE

Emergency Service Branch Director, Palm Beach County Fire Rescue

- Emergency Management, Homeland Security. Responsible for fire rescue emergency management & Incident Action Plans during EOC activation.

Captain, Palm Beach County Fire Rescue

- Plans, coordinates and supervises activities of fire suppression company during emergency response and administrative activities.
- Commands single and multiple-company responses to emergency fire, medical aid, traffic accident, hazardous material, rescue, or other situations and functions as the incident commander.

Team Coordinator/ Incident Commander, Southeast Florida Region 7 All-Hazards Incident Management Team

- Deployment of team members.
- Coordinating resources with supporting agencies for deployment.
- Working with FDEM in advancement of team.

Logistics Section Chief, Covid-19 Pandemic Response for the State of Florida

- Logistics Section Chief of an AHIMT missioned to work at a COVID testing center in Region 3.

EOC Planning Section Chief, Monroe County, FL Hurricane Irma Response

- Served for 14 days, involved in strategic planning, and coordinated the response and recovery emergency operations.

State EOC /Operation Section Chief, Florida Region 1 & 2, Hurricane Michael Response

- Served for 14 days and coordinated the response and recovery Emergency operations.

Planning Section Chief, Hurricane Maria

- Served for seven days, and coordinated the response and recovery Emergency operations.

Additional Certifications

- Fire Investigator
- Hazmat Tech
- Dive Rescue
- Fire Officer III
- Fire Engineer
- NIMS Instructor
- Firefighter/Paramedic
- Basic Emergency Manager

Jorge Escobar

Planning Section Chief

Mr. Escobar is a highly trained firefighter paramedic with strong clinical abilities and a successful career in EMS, ER facilities, and air ambulance services.

12+ YEARS

EXPERIENCE IN HOMELAND
SECURITY & EMERGENCY
MANAGEMENT

EXPERTISE

Customer and Personal Service

Social Perceptiveness

Complex Problem Solving

Bilingual in English/Spanish

Critical Thinking

Time Management

EDUCATION

A.S., Fire Science Technology,
Braxton College

Firefighter, Coral Springs Fire
Academy

Paramedic, Florida Medical Training
Institute

CERTIFICATION & TRAINING

- ▶ FEMA All Hazards Certifications
- ▶ PHTLS, ITLS, ACLS, CPR, PALS
- ▶ Advanced Airway
- ▶ Air Medical Crew Core Curriculum
- ▶ Ethics Conflicts of Interest
- ▶ Dive Rescue Specialist 1
- ▶ Open Water Diver
- ▶ Rope Rescue Operations

PROFESSIONAL QUALIFICATIONS

Mr. Escobar is a dedicated and highly-trained firefighter paramedic with strong clinical abilities and a successful career in EMS, ER facilities, and air ambulance services. He has served as Planning Section Chief, Resource Unit Leader, and Site Lead on numerous COVID-19 Emergency Response Florida deployments.

EXPERIENCE

Firefighter Paramedic EMS Captain, Palm Beach County Fire Rescue | 2006-Present

- Administer first aid treatment or life support care to sick or injured persons in pre-hospital settings.
- Participates in fire drills and attend classes in firefighting, emergency medical, hazardous materials, and related subjects.
- Perform emergency diagnostic and treatment procedures, such as airway management, or heart monitoring, during ambulance transport.
- Instruct and participate in maintaining vehicles, medical and communication equipment and replenishing equipment and supplies.
- Assist in developing plans for special assignments such as emergency preparedness, hazardous communications, and training programs.
- Present programs to the community on safety, medical, and fire prevention topics
- Operate equipment, such as electrocardiograms (EKGS), external defibrillators, or bag valve mask resuscitators, in advanced life support environments.
- Coordinate work with other emergency medical team members or police or fire department personnel.
- Assist in training new employees as needed.
- Attend training classes to maintain certification licensure, keep abreast of new developments in the field, or maintain existing knowledge.

NSB Advanced Enterprises, LLC: COVID-19 Emergency Response Deployments

- FL Region 6: Port Charlotte; Planning Section Chief: May 8th-May 22nd, 2020
- FL Region 6: Port Charlotte; Resource Unit Leader: June 18th-July 1st, 2020
- FL Region 3: Jacksonville; Planning Section Chief: Sep. 1st-Sept. 16th, 2020
- FL Region 5: Pt. St. Lucie; Planning Section Chief: Oct. 19th-Oct. 22nd, 2020
- FL Region 5: Port. St. Lucie; Planning Section Chief: Oct. 26th-Nov 16th, 2020; Nov. 17th-Dec. 15th, 2020
- FL Region 7: Coconut Creek; Site Lead: January 5th-January 12th, 2021
- FL Region 3: Jacksonville; Planning Section Chief: January 19th-February 17th, 2021

Donald Minor

Finance Section Chief

Charismatic and dependable teacher with years of experience delivering educational assistance and instruction to various levels of learners.

30+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT AND TRAINING

EXPERTISE

- ▶ Instructional Best Practices
- ▶ Creative Learning Strategies
- ▶ Technological Instruction
- ▶ Tailoring Curriculum
- ▶ Strong Collaborator
- ▶ Effective Time Management

EDUCATION

- ▶ M.S., Emergency Management, American Military University
- ▶ B.A., Public Administration, Barry University

PROFESSIONAL QUALIFICATIONS

Mr. Minor is a dedicated professional educator who is committed to providing students the necessary tools to achieve academic goals and cooperative teamwork. Over the past 30 years, Mr. Minor has served as a Captain, Battalion Chief, and Division Chief at Palm Beach Gardens Fire Rescue in Palm Beach Gardens, Florida.

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

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

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

EXPERIENCE

Division Chief of Support Services, Division Chief of Training, Palm Beach Gardens Fire Rescue | 1996-Retired

Planning Section Chief

Regency Square Mall (FDEM) Covid-19 Testing Site | August 2020-October 2020

Regency Square Mall (FDEM) Covid-19 Vaccination Site | February 2021-March 2021

Gateway Mall (FDEM) Covid-19 Vaccination Site | March 2021

Lee County ASC (FDEM) Hurricane Ian | October 2022

Incident Commander, Gateway Mall (FEMA), Covid-19 Vaccination Site | March 2021-June 2021

Surfside Building Collapse (FDEM) | July 2021

Lee County ASC (FDEM), Hurricane Ian | October 2022-November 2022

All Hazards Incident Management Instructor | *January 2020-Present*

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

Instructor 3 | *2015-Present*

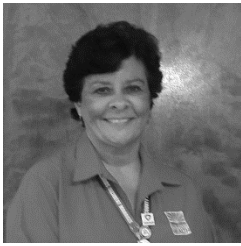
Training Officers Associations of the Palm Beaches (Active Member) | *2012-Present*

FEMA US&R Instructor | *2014-Present*

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

Adjunct Instructor, Palm Beach State College | *2015-Present*

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



Sandra Ambris
Logistics Section Chief

Supervised and directed exercise and emergency preparedness support to international, federal, state, territorial, tribal, local, and private sector customers.

20+ YEARS

EXPERIENCE IN GOVERNMENT
MANAGEMENT

EXPERTISE

- ▶ Program Management
- ▶ Incident Management
- ▶ Logistics

EDUCATION

- ▶ MPA, Master of Public Administration, Emergency Management, Florida International University, 2021

CERTIFICATION & TRAINING

- ▶ Certified Healthcare Emergency Professional (CHEP) 2021
- ▶ Florida Professional Emergency Manager Certification
- ▶ ICS L-449, Train The Trainer 2023

PROFESSIONAL QUALIFICATIONS

Ms. Ambris is a dedicated, proven Public Administrator and Emergency Manager with over 20 years of government management experience. Known for an outward and collaborative leadership approach, she is a results-focused problem solver who stays current on best practices to continually standardize, improve, and fine-tune processes, procedures, and policies.

As a leader of integrity, Ms. Ambris builds teams and creates cultures of open communication, diversity, fairness, and mentorship. Her focus on collaboration, innovation, and achieving positive outcomes is reflected in her whole community approach to bringing organizations together to build preparedness and resiliency.

EXPERIENCE

Program Manager, Radiological Safety, State of Ohio Health Department | 2023-Present

- To help ensure that the health and safety of Ohioans living around the Perry and Davis Besse nuclear power plants would be adequately protected in the event of a nuclear power plant accident, Ohio established the Radiological Emergency Preparedness (REP) program.
- Evaluate and revise the plan as needed and educate the residents in the neighboring communities to prepare for the possibility of a nuclear power plant accident, which would emit dangerous radiation levels.
- Coordinate Community Reception Centers and shelters throughout the state.

Logistics Section Chief, NSB Advanced Enterprises, LLC. | 2022-2023

- Deployed to the State of Florida's SEOC and Fort Myers Beach to support Hurricane Ian recovery.
- As part of the Command Staff, met several times daily with leadership from contractors and federal, state, and county administrators to discuss Disaster Strategy and acute care sites.
- Assist and support as a senior leader in conflict resolution to help Florida residents get their lives back

Support Branch Director Reservist, FEMA – Region 5 | 2021-Present

- Serve as a Supervisor Reservist to support and oversee incident-related resources, staff, supplies, facilities, and ground transportation.
- Offer grants to residents for recovery.
- Supervises and configures the branch with units to support operations as necessary.
- Oversee neighborhood recovery and grant support options for residents.

- Investigate false claims; conduct Field inspections to verify losses and damages for every person who applies to FEMA for individual assistance.
- Potential cases of fraud or misuse are referred for prosecution as federal offenses.
- Leadership experience in incident management, establishes or transitions into a branch under the Logistics Section, Supervises and configures the branch with units to support operations, as necessary.

Independent Contractor-Certified Logistics Section Chief, NSB Advanced Enterprises, LLC. | 2021-2021

- Serve as an independent contractor to support the setup and operations of the Federal COVID-19 testing and vaccination site in Jacksonville and Palm Beach County.
- As a State Certified Logistics Section Chief and Certified Emergency Manager, I was requested to collaborate and assist in managing the logistic portion of the operations.
- The Federal Emergency Management Agency (FEMA), the US Department of Defense (Navy), the Florida Department of Health, the Florida Division of Emergency Management, and the Florida National Guard partnered with NSB to organize and deploy certified Emergency Managers and All Hazards Incident Management Teams (AH-IMT).

Administrative Services Director of Operations & Preparedness, State of Florida-Public Health & Preparedness, ESF8 | 2013-2021

- Manage 42 employees and supervisors in Facilities, Fleet, Surplus, Asset Management, Public Health and preparedness, Property leasing, Archived Medical Records, and Logistics. Strong planning, critical thinking, problem-solving, and task and time management skills.
- Train the Logistics team to operate Strategic National Stockpiling for Medical Countermeasures, Cold Chain Management, and process over 2.2M masks.
- Distribute PPE to first responders, hospitals, and residents of PBC. Extensive knowledge in Emergency Response planning, operations, training, and management. Largest Health Department in the state with 1,100 + employees.
- Design and administer emergency or disaster preparedness training courses that teach people how to respond to major emergency disasters effectively.
- Ensuring materials and information presented are consistent with agency policy and procedures.
- Creating or delivering health information and materials at an appropriate level for target audiences.
- Providing virtual and in-person technical customer service on grants software for State, Local, and Tribal partners in addition to internal Stakeholders.
- Conducting an analysis of and presenting difficult statutes, regulations, policies, and procedures.
- Serving as a senior advisor in emergency management and conveying regulation and policy information which are consistent with the statutory requirements and existing directives.
- Cross-checking, analyzing, and interpreting difficult or complex information.
- Oversee 11 facilities, all Capital Improvements, janitorial, supply, equipment & security contracts.
- Oversee Capital Improvement Projects budget, totaling over \$21M, including new Dental HIV lab.
- Provide contract administration for FDO contracts, security, janitorial and medical supplies.
- Maintain program compliance with federal grant rules and regulations.
- Review emergency plans of individual organizations, like medical facilities, to ensure their adequacy.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply chain changes.
- Oversee the Logistics/Resource support functions in the Health Department's MEOC during emergency incidents and/or special events in cooperation with PBC and the City of West Palm Beach.
- Resolve conflict and mediate employee and agency issues. Conduct interviews, performance evaluations, etc.
- Meets and confers with public officials, community and state agencies, and the public to discuss and share all public health policies, programs, and services.
- Responsible for storing and dispensing 441,000 doses of KI in the event of a radiological incident.
- Coordinate disaster response or crisis management activities, like ordering evacuations, opening public shelters, and implementing special needs plans programs.

Harbor Operations Manager, City of Cleveland, Ohio | 2007-2011

- The primary objectives were to manage the Division of Harbors and improve waterfront land usage under its jurisdiction, including marinas, working docks, and waterfront facilities.
- Coordinated the Tall Ships, Cleveland Air Show, Grand Prix of Cleveland, Gay Games, and Pride Parade. This required security and emergency management planning and exercises
- Responded to N3217L accident January 2008 with Hawker Beechcraft Corp. 58. Pilot and wreckage were found and recovered about a mile off the shore
- BKL 2007 & 2010 simulated aircraft crash at approach RWY 24L, live fire simulator used
- Collaborate with CPD, CFD, Homeland Security, Coast Guard, and Port Authority on all waterfront security and emergency management operations
- Apply for federal funding for emergency management-related needs and administer reports on the progress. Approved for \$2.4M Ohio BIG grant to build first transient marina in downtown Cleveland
- Supervises activities and performing functions such as creating & revising legislation law and re-zoning & code enforcement for waterfront structures. Permitting bulkheads and waterfront infrastructure
- Review and create environmental policies and permitting for eco-sensitive areas. Ensured regulatory compliance and waste reduction and assisted with the "Delisting" of the River and removed from the USEPA's list of degraded waterways.

Program Manager for Ship Preservation, U.S. Naval Research Lab | 2003-2007

- Program manager for the Ship Preservation Program and rapid cure single coat tank lining for corrosion control. Protection of shipboard potable water tanks (NSF/ANSI61), ballast, fuel & Combined Holding Tanks (CHT).
- Conducted defined chemical testing in a laboratory to specific guidelines and SOP's and documented results. Test epoxy marine coatings to MIL SPEC 23236 for single-coat rapid cure.
- Manage all travel for 28 employees in collaboration with NRL DC.
- Marine Potable Chlorine & Bacteria Test Kit-Ship sanitizing procedures and reverse osmosis.
- Writing applications specifications, coating evaluation reports, and evaluations for regulatory compliance and EHS. Assisted in environmental studies for Trumbo U. S. Navy base under the Hazardous Waste Remedial Actions Program (HAZWRAP). Team member for waste minimization studies performed pretreatment evaluations, assessed alternate disposal methods, and prepared preliminary assessments.
- Planned, developed, and implemented local and state emergency management and disaster recovery programs with NAVY. Briefed Chief and appropriate officials with information during an emergency and throughout the recovery phase of WILMA. Deescalate conflict and resolve customer and staff issues.
- Collaborate with officials to prepare and analyze damage assessments following disasters or emergencies.
- First Responder during Hurricane Wilma. This was a 3-week cycle of response and recovery in support of NRL.
- Accountable for all staff evacuation, and response to Fleming Key with USCG, Monroe County EM.
- Federal Hurricane response: Charley, Ivan, Frances, Jeanne, Rita, Dennis, Katrina, Wilma.

Additional Certifications and Training

- FEMA: Safety Officer (L-954), Logistics Section Chief (L-967) & Strike Team Leader (L-984)
- NIMS All Hazards Train the Trainer LSC, from EMI (FEMA) May 2023
- Department of Homeland Security Healthcare Leadership, LOGS Chief, Anniston AL (2017)
- FEMA: 100, 200, 300, 319, 400, 700, 800, IS 235-244
- (APS & PDS Series), COOP, HSEEP, & 61 additional classes Certified Western Shelter Tent System Train the Trainer
- FEMA Instructor certification
- Published by U.S NAVY in 2006-Paper 06276 Overview of Testing to MIL-SPEC 23236-C

Professional Affiliations and Exercises

- IAEM, FEPA, CHEP and EMAO
- COVID-19, Zika, Ebola, Chikungunya, and Hurricanes: Dorian and Michael
 - Radiological exercises with Palm Beach County 2014-2021
 - De-Con and proper PPE, Radiological screening, Points of Distribution (POD) of (KI)

- Bioterrorism & Terrorism for First Responders
- FBI Radiological tabletop 2023
- Active Shooter training 2015-2022
- Set up Field Hospitals for COVID-19 overflow
- FSE-VA Sunshine Full-scale June 5-9, 2017, Logs Chief
- Strategic National Stockpiling course taught by ASPR at PBC site Feb 2020
- FSE-Bio-Shield: State of Florida, Martin County, Logistics Chief 2016
- FSE-Urban Search and Rescue (USAR) 2015, Intake and tracking
- FSE-Cities Readiness Initiative (CRI) exercises, 2014, 2017, 2019 & 2020
 - Martin County Cloud 9 CRI Region 5-2018
- Collaborated on multiple AARs & SIT REPs
- State of Florida, All Hazards Steering Committee Member (2019-2021)
- Southeast Regional Domestic Security Task Force - Region 7
- Region 7 All-Hazards Incident Management Team-Logistics Section Chief (2015-present)
- Healthcare Emergency Response Coalition (HERC) Communications Chair (2019-2020)
- South Florida Regional Domestic Security Task Force, Region 7 (2013-2021)
- City of Cleveland Chair for North Coast Harbor CAM (2008-2011)
- Northeast Ohio Regional Domestic Security Task Force (2007-2011)

Professional Highlights

- Certified Florida Professional Emergency Manager (FPEM)
- MPA with a Concentration in Emergency Management
- Healthcare Emergency Response Coalition (HERC) Communications Chair 2015-2021
- Florida Certified Logistics Section Chief (LSC) 2018, recertified April 2023
- SE FL Region 7 All Hazards Incident Management Team 2015-2021
- NIMS All Hazards LSC Train the Trainer from EMI/FEMA 2023
- CS, Train The Trainer L-449 May 2023
- State of Florida, Executive Steering Committee member-All Hazards Incident Management Task Review
- Activated and deployed for COVID-19, Ebola, Zika, and Hurricanes: Ian, Michael, Irma, Dorian, Matthew
 - Key West 2003-2007: Hurricanes: Charly, Ivan, Frances, Jeanne, Rita, Dennis, Katrina, Wilma
- Florida Certified Contract Manager (FCCM) accountable for \$5.2M in agency contracts & negotiations
- Grant writer for UASI, DSCG \$221,000 Target Hardening APPROVED
 - CARES ACT \$389,000 for Mobil Vaccine Unit APPROVED
- COVID-19 Response & Sanitization Plan for all facilities (9 clinics, Administration, and warehouse)
 - UV mask recycling program created and implemented 2.1M dispensed
- Strategic National Stockpile Certification (ASPR) 2020
- Cities Readiness Initiative (CRI) planning & exercising 2013-2021
- Employee of the Year 2017
- Established the only DOH/IMT-certified Western Shelter Team in the state of Florida
- Cleveland, Ohio- Coordinated the Tall Ships, Cleveland Air Show, Grand Prix of Cleveland, Gay Games
- Responded to N3217L accident January 2008 with Hawker Beechcraft Corp. 58. Pilot and wreckage were found and recovered about a mile off the shore by USCG

4.4 KEY STAFF RESUMES

IEM is pleased to present resumes for the following key staff:

- Liaison Officer – Leigh Deskins
- Program Manager – Michele Jones
- Project Managers – Emily Dwyer and Lisa Poziomek
- Recovery Specialist – Joe Costello and Alicia Boyette
- Grants Management Specialist – Jessica Gardner and Dominique Dawson
- Administrative Assistant – Elizabeth Van Eyssen



Leigh Deskins
Liaison Officer

Ms. Deskins offers innovative solutions that meet unique disaster response and recovery needs throughout the country.

13+ YEARS

EXPERIENCE IN DISASTER
RESPONSE AND RECOVERY

EXPERTISE

Emergency Operation Centers

Disaster Response & Recovery

Business Continuity Planning

Incident Command System

All-Hazards Incident Management
Teams

Public Assistance

American Rescue Plan Act

All-Hazards Incident Management
Teams

EDUCATION

MBA, Master of Business
Administration, University of
South Florida, 2020

M.A., Emergency Management,
University of South Florida, 2016

B.A., Environmental Policy &
Planning, University of North
Carolina at Wilmington, 2008

B.A., Applied Geography, University
of North Carolina at Wilmington,
2008

CERTIFICATION & TRAINING

Certified Emergency Manager

Geographic Information Systems

Florida Associate Emergency
Manager

Advanced Professional Series
Certificate

PROFESSIONAL QUALIFICATIONS

Ms. Deskins began her career as an officer in the NOAA Commissioned Officer Corps, where she regularly interfaced with the Departments of Defense, Commerce, and Homeland Security. Ms. Deskins gained comprehensive emergency management leadership experience with Pasco County, Florida's Emergency Management department, during multiple disasters, and the EMAP Accreditation process. She honed her ability to engage intergovernmental partners in support of New York City Emergency Management, Prince William County, the Virginia Department of Emergency Management, the Illinois Emergency Management Agency, and the Florida Division of Emergency Management in response to COVID-19. Throughout Ms. Deskins' Emergency Management career, she introduced and implemented emergency preparedness, response, and recovery efforts, including Business Continuity Planning, Incident Command System training, All-Hazards Disaster Response Teams, and proactive financial recovery and grants management processes, engaging key stakeholders at the local, state, and federal levels. Her experience as an end-user throughout multiple states and localities provides a unique perspective widely applicable to program and process improvement.

EXPERIENCE

Manager of State and Local Disaster Response and Recovery, IEM | 2019-Present

- Assists Directorate with strategic and tactical Project and Program Management for 18 active projects involving Federal, state, and local programs.
- Leads the Virginia Department of Emergency Management Cost Recovery project for several active disasters.
- Leads the COVID-19 Cost Recovery efforts for the City of Chicago, Los Angeles County, Orange County, California, and Stafford County, Virginia.
- Led American Rescue Plan Act (ARPA) Technical Assistance projects for Bloomberg Philanthropies and Stafford County, Virginia.
- Provided onsite Project Executive Management support and managed data visualization and reporting process using ArcGIS data dashboards for the Virginia Department of Emergency Management for COVID-19.
- Provided onsite Program Executive Management support to Prince William County, Virginia, during COVID-19, 2020 Winter Storms, 2021 Presidential Inauguration, and civil unrest incidents.
- Managed executive-level issue tracking, and assisted with COVID-19 public messaging and Community Engagement efforts.
- Managed multiple deployment teams to the Florida Division of Emergency Management to provide onsite Project Executive Management support during COVID-19 and Hurricanes Isaias and Laura.
- Provided daily briefings and data analysis to the Commissioner in conjunction with the Senior Leadership Brief data visualization tools.

- Managed and developed a Small Business Program utilizing CARES Act Funding for Gilchrist County, Florida. Developed an online Wufoo application and coordinated the implementation process between the Wufoo form, Gilchrist County webpage, and IEM SharePoint Portal.
- Developed online and printed informational materials, ensuring 508 compliance.
- Provided onsite staff augmentation support for New York City Emergency Management's Executive Leadership Team, Medical Surge Hotels Team, and Health and Medical Team during the COVID-19 response effort.

Various Roles, Century Ambulance Service | 2018-2019

Logistics & Support Services Director | 2018-2019

Special Projects Manager | 2018-2019

Led Dispatch, Crew Scheduling, Medical Supply, Safety and Risk Management, and Information Technology departments: 25 administrative employees serving more than 450 field employees throughout Florida.

Implemented effective safety initiatives through automated incident reporting, monthly safety meetings, and employee training.

- Reduced operational errors by 20%, improved internal and external customer service, and increased colleague engagement through more frequent, efficient, and effective communications.
- Increased decision-making effectiveness by introducing appropriate data analytics.
- Introduced and implemented emergency preparedness, response, and recovery efforts, including: Business Continuity Planning, Incident Command System training, All-Hazards Disaster Response Team, and proactive financial recovery process.
- Developed/delivered first company-wide leadership development program.
- Coordinated Commission on Accreditation of Ambulance Services (CAAS) effort.

Various Roles, Pasco County Board of County Commissioners | 2016-2018

Public Safety Program Administrator | 2017-2018

Emergency Management Coordinator | 2016-2017

- Assisted with effectively managing/optimizing 850 employees and approximately a \$100 million budget for Fire Rescue, Emergency Management, Emergency Communications (911), and Misdemeanor Probation.
- Coordinated with FEMA field teams following multiple hurricanes in Pasco County and the Joint Field Office in Orlando, Florida.
- Effectively and regularly engaged with elected officials and County Administrator on behalf of the Public Safety Assistant County Administrator and Incident Commander as the region's only State of Florida qualified Liaison Officer.
- Completed Pasco County 017 Leadership Development Program; only member requested to mentor 2018 class.
- Attended Emergency Management Accreditation Program and Assessor training. Initiated the process and facilitated workshops and workgroups for the County's Emergency Management Accreditation Program.
- Administered the State of Florida West Central Region All Hazards Incident Management Team (AHIMT) for deployments, trainings, and meetings; expanded AHIMT from ten to 120 active members in two years through consistent, effective training, and deployment opportunities.
- Served as State Steering Committee representative by proxy.
- Provided innovative disaster response solutions for 215 healthcare facilities' comprehensive emergency plans, including self-sufficient transportation and sheltering alternatives.
- Established and maintained an internship program to extend departmental capabilities at no extra cost; led and developed three future employees from the program.
- Conducted 25 hazardous material site reviews for compliance under State of Florida Division of Emergency Management grant program and responded to HAZMAT spills approximately twice a month.
- Coordinated public outreach events and an ongoing social media campaign to help 500,000 residents proactively prepare for all hazards, resulting in more lives and property.

Emergency Management Intern, Pinellas County Board of County Commissioners | 2015

- Completed numerous online and in-class trainings, including FEMA Professional Development Series, Social Media, Recovery, Damage Assessment, and Logistics training.
- Assisted with exercises and updating existing checklists and guides.
- Served as a liaison between County Commissioners and Pinellas County Emergency Management.

Office Administrator, Northeast Presbyterian Church | 2013-2016

- Coordinated volunteer and donation efforts in a non-profit setting.
- Wrote and implemented all disaster response plans and disseminated public information regarding hurricanes and flooding to the congregation.
- Led response to Tropical Storm Colin to ensure safety of church personnel and congregation before the storm and during debris removal operations.

Reef Fish Scientist & GIS Analyst, National Oceanic and Atmospheric Administration (NOAA)

Commissioned Officer Corps, National Marine Fisheries Service | 2009-2013

- Conducted fisheries habitat mapping and prepared data for analysis from the Gulf of Mexico and the Southeast Atlantic Ocean.
- Gained additional Nitrox certification to extend technical dive times.
- Served as the Assistant Vessel Operations Coordinator to review and approve daily float plans of lab personnel. Ensured all personnel and vessels followed float plans and operated safely.
- Coordinated operational and response efforts with the United States Navy and area hospitals regarding working dives.



Michele Jones
Program Manager

Has successfully led efforts to establish guidance for grant programs and to streamline program execution to ensure recovery grant fund usage is maximized.

14+ YEARS

EXPERIENCE IN DISASTER
RESPONSE & RECOVERY

EXPERTISE

- Disaster Response
- EOC Solutions
- Program Development & Management
- Strategic Planning
- Mass Care
- Community Education
- Financial Management

EDUCATION

- MPA, Public Administration, University of Florida, 2014
- B.A., Public Administration, University of Central Florida, 2011
- B.A., Interpersonal and Organizational Communication, University of Florida, 2011

CERTIFICATIONS & TRAINING

- Graduate Certificate, Emergency Management and Homeland Security, University of Central, FL, 2014
- Certified Emergency Manager, IAEM
- Over 50 FEMA, State and locally delivered courses
- Florida Professional Emergency Manager (FPEM), FEPA
- FEMA Master Exercise Practitioner
- Lean Six Sigma, Green Belt

PROFESSIONAL QUALIFICATIONS

Michele Jones gained extensive knowledge in disaster response and recovery from her background at the local level. Her work as a local Emergency Management Director in Florida included responding to numerous major disasters. Ms. Jones has developed localized guidance to document and streamline the public assistance reimbursement process. Ms. Jones has also assisted local governments with generating preliminary damage assessments and program administration for the Hazard Mitigation Grant Program projects, and Public Assistance projects. Her notable disaster experience with local and non-profit organizations includes Hurricanes Isaac, Matthew, Irma, Dorian, and COVID-19. Ms. Jones' innovative approach to problem solving, ability to manage and lead teams, and hands on disaster response and recovery experience makes her a valuable participant in numerous disaster response recovery projects.

EXPERIENCE

- Various Roles, IEM | 2020-Present
- Manager | 2022-Present
- Project Manager | 2021-2022
- Senior Disaster Recovery Consultant | 2020-2021

- Manages the overall operation and direction of assigned programs and projects; develops strategies for achieving goals and objectives; maintains project work plan including budget and schedule; serves as the primary point of contact between client and project team.

American Rescue Plan Act

- Supports Prince William County, VA, through application and award management, training, project review and eligibility determinations, and development of evidence-based program establishment to ensure compliance with U.S. Treasury reporting guidelines.

DR-4399

- Provides technical assistance to the Florida Division of Emergency Management on the most complex Public Assistance Alternative Procedures Projects under Section 428 of the Stafford Act, and projects requiring Section 406 Mitigation resiliency measures to applicants impacted by Hurricane Michael.
- Supports Sacramento, CA, with final reviews for project eligibility determinations, providing assessments for the most technically complex questions.
- Supports Prince William County, VA, through application and award management, training, project review, eligibility determinations, and development of evidence-based program establishment to ensure compliance with US Treasury reporting guidelines.

- Supported Bloomberg Cities by answering complex technical eligibility questions posed by municipalities.

CARES/Coronavirus Relief Funds (CRF)

- Supported Prince William County, VA, through process development and review for all CARES Act transactions, reviewing documentation and identifying potential gaps; established electronic document control and file retention systems and standardized data management processes, ensuring disaster records are complete and ready for audit and prepared for future federally declared disasters.
- Supported Stafford County, VA, by answering complex eligibility questions, ranging from procurement, and contracting concerns. Conducted market analyses to ensure cost-reasonableness of infrastructure purchases in short timeframes to meet federal audit requirements. Advised on grant certification documentation for compliance to support non-profit programs and develops a dependent care reimbursement program to support community needs.
- Developed the agency's Disaster Cost Recovery Annex and Federal Funds Management Guide.

DR-4512 | 2020-2022

- Coordinates with Prince William County, VA, to evaluate transactions to determine potential Public Assistance eligibility.
- For identified eligible expenditures, formulates and processes projects through FEMA's Public Assistance grant program, serving as the liaison between the county and FEMA's representatives and monitoring projects throughout grant program lifecycle.

DR-4486 | 2020-2022

- Assists Counties, Cities, and Private Non-Profits with processing subgrant agreements with the Florida Division of Emergency Management, reviewing applications for FEMA reimbursement in response to COVID-19, providing eligibility guidance, and following projects throughout the Public Assistance grant program lifecycle, including payables processing.
- Supports Sumter County School Board, FL by evaluating transactions to determine CARES Act or Public Assistance eligibility and assists in identifying alternative funding sources for potentially ineligible activities.

DR-4399 | 2020-2022

- Provides technical assistance to the Florida Division of Emergency Management on the most complex Public Assistance Alternative Procedures Projects under Section 428 of the Stafford Act, and projects requiring Section 406 Mitigation resiliency measures to applicants impacted by Hurricane Michael.

EM-3561 | 2021

- Deployed to Hernando County, on behalf of the Florida Division of Emergency Management, in response to Hurricane Elsa's potential landfall.
- Assisted the Acting Emergency Management Director and the Planning Chief with coordination and documentation of situation reports and rapid damage assessment.

EM-3551 | 2020

- Deployed to Hernando County as part of IEM's Mini Lightning Strike Team, on behalf of Florida Division of Emergency Management, in response to Hurricane Eta.
- Assisted the Acting Emergency Management Director and the Planning Chief with coordination and documentation of situation reports, rapid damage assessment, needed information for potential Public Assistance funding, as well as talking points for media and social media interviews.

EM-3533 | 2020

- Deployed to Palm Beach County, on behalf of Florida Division of Emergency Management, in response to Hurricane Isaias.
- Served as the shelter manager for the COVID-19 non-congregate hurricane shelter and liaison to the Emergency Operations Center.
- Confirmed readiness of facility and meals, supervised medical and security staff on-site, and ensured CDC public health guidelines were followed.

Data Analysis

- Provided asset and personnel typing, categorization, quantification, and data analysis to the Virginia Department of Emergency Management to identify the most frequently requested resources by emergency type and region for disasters occurring between 2011 and 2021 and categorize the commonalities that exist. This was part of the State's efforts to ensure that procurement for frequently needed assets could be prioritized, necessary push packages could be developed, and that efficiency and effectiveness could be maximized. This project received extensions to include 2021 and 2022 data.

Emergency Management Director, Martin County Board of County Commissioners | 2018-2020

- Served as division hiring manager to recruit, interview, select, and train applicants, supervising 20 FTEs, providing direction and guidance in the areas in all aspects of emergency management and the communications division including, but not limited to: mass care, special needs planning, the Radiological Emergency Preparedness Program, mass notification, and public alerting and warning.
- Monitored and prepared annual Division budget, which includes general fund, federal grants, and contracts; compiles and submitted grant documentation for reimbursement.
- Liaised with municipal emergency management coordinators, law enforcement and fire rescue representatives, business and industry counterparts, federal partners, foreign government consulates, and public safety and intelligence contacts.
- Led the County's response to the COVID-19 pandemic; regularly coordinating with Florida Division of Emergency Management and Florida Department of Health personnel, County and Cities staff, Non-Governmental Organizations, the business community, and stakeholders.
- Successfully initiated procurement of needed Personal Protective Equipment, implementation of multiple community testing sites, coordination of reliable public information, non-congregate sheltering options, and provided presentations for County management regarding the ongoing response operations.
- Developed a locally built sheltering program, which serves as the instrument for training, managing, and tasking all Martin County employees to serve as disaster workers and created a comprehensive internal sheltering program; developed a strong partnership with the Martin County School District, resulting in an agreement to provide shelter staffing from both agencies, incorporate all under one training methodology, and the identification of the county's first pet-friendly shelter.
- Created the Public Assistance and Information Documentation (PAID) team and co-developed guidance, providing all county departments with a guidance document for the public assistance reimbursement process and creating three uniform county-wide emergency-specific time-tracking work forms.
- Co-developed an all-hazards preparedness guide, Road to Readiness, to provide a one-stop educational brochure.
- Served as Martin County Emergency Management Director for 2020 Martin County Flooding, COVID-19, and Hurricane Dorian, managing the Emergency Operations Center, providing interviews with national media outlets, and leading the community and emergency response staff throughout the operations

Various Roles, Brevard County, FL Emergency Management | 2014-2018

Senior Emergency Management Coordinator | 2015-2018

Homeland Security Coordinator | 2014-2015

Operations Planner for Emergency Management | 2014

- Trained staff on all aspects of emergency management operations, including current issues and concepts of emergency management, areas of responsibility, division's goals and objectives as outlined in the strategic plan, and standard operating procedures.
- Provided public education and information to residents throughout the year; co-developed the All-Hazards Preparedness Guide, Pathways to Preparedness, and supporting community presentations.
- Served as Team Lead for the Shelter Worker Lean Six Sigma Project, developed statistical and technical documentation, and earned the Green Belt designation.
- Co-developed and implemented the Brevard Emergency Support Team (BEST) Program which serves as the instrument for training, managing, and tasking all county employees to serve as disaster workers and created a comprehensive internal sheltering program.
- Directed assessment by the Emergency Management Accreditation Program as accreditation manager; led team to successful compliance in all standard areas and accreditation of program from 2016-2021.
- Coordinated Comprehensive Emergency Management Plan (CEMP) compliance with state regulations and completed quadrennial update of plan.

- Developed and implemented 2016-2018 Strategic Plan for the Operations division
- Supported County response to Hurricanes Matthew and Irma, coordinating evacuations, sheltering, public information, and all other aspects of emergency response.
- Supervised implementation of the County's locally developed sheltering program and ensured successful operations of the Disaster Recovery Centers.
- Conducted Preliminary Damage Assessments with the State of Florida, demonstrating that the County had exceeded its Per Capita Indicator in each event, to ensure eligibility for reimbursement in Public Assistance categories A-G.

Various Roles, American Red Cross | 2011-2014

Emergency Services Officer | 2013-2014

Emergency Services Officer Assistant | 2011-2013

- Supported operations by coordinating public information with local media throughout emergency response.
- Ensured volunteer availability to support shelter operations and client casework throughout region within the local Disaster Operations Center.
- Managed and led over 190 volunteers to provide preparedness, response, and recovery services to Brevard and Osceola counties.
- Co-developed the Brevard Shelter Book and solely developed the Osceola Shelter Book.



Joseph Costello

Recovery Specialist

Mr. Costello has 10+ years of experience in the Disaster Recovery and Public Assistance field.

10+ YEARS

EXPERIENCE IN DISASTER
RECOVERY & PUBLIC
ASSISTANCE

EXPERTISE

- ▶ Liaison
- ▶ FEMA's Policy Guide
- ▶ Public Assistance
- ▶ Communication

EDUCATION

- ▶ B.S., General Studies,
Louisiana State University,
1983

CERTIFICATION & TRAINING

- ▶ Various FEMA IS Courses
- ▶ FEMA Grant Portal System

PROFESSIONAL QUALIFICATIONS

Mr. Costello is highly motivated, customer-focused, and results-driven with extensive experience assisting numerous applicants in stressful situations to achieve recovery from 15 federal disasters. He is a creative problem solver and is coupled with commendable leadership and communication skills to build/maximize productive relationships with a diverse clientele, as well as all levels of management and staff. Joseph is knowledgeable and adept at using FEMA's Policy Guide, LouisianaPA.com, and applying extensive training procedures when assisting applicants in the recovery process resulting from federal disasters. Other skills include supervisory, team building, situational leadership, and strategic thinking classes.

EXPERIENCE

Disaster Recovery Specialist III, IEM | 2022 – Present

- Worked on several outreaches in the state of Virginia to assist the Virginia Department of Emergency Management.
- Helped coordinate the preliminary damage assessments for Buchanan and Tazewell Counties on a flood event. The efforts led to a federal declaration.
- Delegated temporary to Puerto Rico for Hurricane Fiona and Flagler County, Florida, for Hurricane Ian to provide technical assistance related to disaster recovery.
- Worked with state agencies, private nonprofits, and higher education on Disaster 4644 as their state liaison. Assisted applicants on understanding the FEMA public assistance program, helped maximize the amount of funding they could receive for disaster related damages, and provided guidance in order to better prepare them for the next disaster.

State Applicant Liaison, Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) Baton Rouge, LA | 2006 – 2022

- Worked disaster recovery projects and assisted government entities, schools, law enforcement, and private non-profits recover financially from damages incurred from a federal disaster.
- Served as a liaison working on behalf of these applicants to obtain every dollar they were eligible for under the FEMA Public Assistance Program, educated them on public assistance regulations, and better prepared them for their next disaster.
- Worked with 70 applicants, primarily in Livingston, Ascension, West Baton Rouge, and Pointe Coupee Parishes, along with some private non-profits in the New Orleans area.
- Delegated temporarily on EMAC assignments to assist the states of South Carolina, New Jersey, and Tennessee and provided technical assistance related to disaster recovery.

- Assigned to the states of Florida and California to assist applicants that sustained damages/costs from Hurricane Michael and the fires of separate EMAC assignments.

Disasters 4611 (Hurricane Ida), 4606 (Louisiana Severe Storms, Tornadoes and Flooding), and 4590 (Louisiana Severe Winter Storm)

- Assisted applicants by endeavoring to separate costs based on the disaster rules.
- Continuously engaged with FEMA officials and applicants to ensure appropriate protocols were being adhered to.

Disasters 4570 (Hurricane Delta), 4559 (Hurricane Laura), 4577 (Hurricane Zetta), 3543 (Hurricane Sally), 3527 (Tropical Storm Cristobal), and 4484 (Coronavirus)

- Assisted applicants by endeavoring to separate costs based on the disaster rules.
- Continuously engaged with FEMA officials and applicants to ensure appropriate protocols were being adhered to.

Disaster 4277 (Historic flooding event)

- Assisted 25 applicants in Livingston Parish from the August 2016 historic flooding event.
- Instrumental in overcoming several challenges from FEMA regarding the rebuilding of town hall and police station within the town of Albany.
- End results involved a grant for more than a million dollars being awarded to Albany for the rebuild of these buildings.

Disaster 4263 (North LA flooding event)

- Educated several rural water districts in 4 North Louisiana parishes on FEMA policies and procedures related to a federal disaster. Many of these water districts had never applied for assistance in a federal disaster.

Disaster 4080 (Hurricane Isaac)

- Persevered for more than three years to reverse FEMA Insurance deductions related to the Port of New Orleans. This reversal enabled the Port to receive more than \$1 million in additional funds.

Disaster 1603 (Hurricane Katrina)

- Overcame several challenges for a Pre-School Learning Center, which included disbarment and a significant past-due balance on a grant that was stalled for more than three years.
- Resulted in resolved challenges, and in January 2019, construction started on the rebuild of the Pre-School Learning Center.



Alicia Boyette

Recovery Specialist

Ms. Boyette has extensive Public Assistance, Disaster Response and Recovery experience.

10 YEARS

EXPERIENCE IN HOMELAND
SECURITY & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Disaster Response
- ▶ Disaster Recovery
- ▶ Grant Policy and Governance
- ▶ Monitoring and Oversight
- ▶ Federal, State, and Local Rules and Regulations

CERTIFICATION & TRAINING

- ▶ FEMA Independent Studies
- ▶ ICS 100.b – Introduction to Incident Command System
- ▶ IS 631 – Public Assistance Operations
- ▶ IS 632.a – Introduction to Debris Operations
- ▶ IS 634 – Introduction to FEMA's Public Assistance Program

PROFESSIONAL QUALIFICATIONS

Experienced disaster response and recovery professional with extensive administrative background who brings enthusiasm, dedication and an exceptional work ethic to every task. Advanced knowledge with Microsoft applications, SharePoint, DocuSign, WebEOC, FEMA Grants Portal and multiple computer systems.

EXPERIENCE

IEM, Disaster Recovery Specialist | 2020-Present

- Currently supporting the Florida Department of Health as the Deputy Operations Chief for the Pandemic Response Operations Branch. Assists with coordination of statewide vaccine events by overseeing Regional Incident Commanders and DOH Liaisons, developed and maintains reporting for missions tracking purposes and assists in the event data cleaning for client deliverables. The branch has successfully assisted in over 85,000 COVID-19 vaccinations.
- Supports the Virginia Department of Emergency Management by developing and preparing daily Public Assistance Applicant and Project reports.
- Supported the Florida Department of Emergency Management as part of the State-Based Community Vaccination Branch by coordinating all state managed faith-based Points of Dispensing. The branch coordinated approximately 250 faith-based Points Of Dispensing, resulting in 100,000 vaccinations. Documented, analyzed, and synthesized information from several databases and systems to ensure data integrity.
- Assisted clients via Disaster Recovery Center of Excellence, and Call Center, by providing assistance to Public Assistance and CARES Act applicants through knowledge of the disaster recovery process.
- Developed, processed, and maintains electronic solutions for task tracking, force account labor, information sharing, and discrepancy identification. Provided RFI support, audit/OIG response summaries, and Project Worksheet assessments.

Florida Disaster Consulting LLC | 2010-2019

Administrative/Finance and Logistics Manager | 2010-2019

- Created invoices for subcontractors along with weekly payroll.
- Produced multiple project budgets, progress, and status reports.
- Prepared written correspondence to Federal, State, and Local government agencies.

Disaster Consultant | 2010-2019

- Assisted in composing the Damaged Inventory report showing all damages related to Hurricane Irma at Florida International University (FIU).
- Submitted all CAT-A projects for FIU via Grants Portal along with the CAT-B (Debris Monitoring Project).
- Organized and composed multiple CAT-B and CAT-E project EEI documents, such as work orders, force account labor timesheets/payroll, force account labor cost

- summaries, force account material historical backup, force account material cost summaries, force account equipment logs/summaries, contract documents, contract invoices/paid receipts, contract cost summaries, etc.
- Formulated multiple Scope of Works and Damage Descriptions for multiple Grants Projects.
- Attended the FEMA kickoff meeting as well as weekly FEMA meetings to discuss project progress.

Project Manager

- Built and issued Subawards, Risk Assessments, FFATAs, etc., via DocuSign; Created/Ran daily report on Subrecipient compliance status.
- Reviewed Subrecipient's request for reimbursements (RFR) which included invoice auditing, procurement compliance, and force account labor document review.
- Built and implemented Policies & Procedures pertaining to Subrecipient compliance processes.

CWIS, LLC, Lead Property Preservation Specialist | 2013-2015

- Oversaw restoration of properties owned by the US Department of Housing and Urban Development. Worked alongside the state contract manager to complete reports for the GTR. Oversaw and managed the property preservation department.

Deployment History

- Deployed to Plaquemines Parrish, LA to perform QA/QC duties for all debris removal operations after Hurricane Isaac.
- Deployed to Ocean City, NJ to perform QA/QC duties for all their debris removal operations after Hurricane Sandy.
- Deployed to Miami, FL to perform disaster consulting work under FDC's Public Assistance contract with Florida International University.



Jessica Gardner

Grants Management Specialist

Ms. Gardner is a detail-oriented finance/accounting manager with ten years of diverse grants, procurement, reporting, and budgeting expertise.

12+ YEARS

EXPERIENCE IN DIVERSE GRANTS, PROCUREMENT, REPORTING, & BUDGETING

EXPERTISE

- ▶ EMPA, EMPG, EMPG-S, HMGP, SHSGP, HLMP
- ▶ Construction Grants on State and Federal levels
- ▶ Grant Management
- ▶ Grant Documentation
- ▶ Compliance
- ▶ Closeouts
- ▶ Reimbursements

EDUCATION

M.S. in Accounting, Kaplan University, 2013

B.S in Accounting, University of Phoenix, 2007

A.S., Office Systems Technology, 1995

CERTIFICATION & TRAINING

- ▶ FEMA IS-100, 200, 700, 800, 120, 212, 230, 235, 241, 242, 240, 244, 273, 274, 276, 279, 325, 393, 841, 860, 1000, 1001, 1002, 1004, 1005, 1006, 1007, 1008, 1010, 1018, 1019, 1020, 1026, 1100, 2000, 2200, 2905
- ▶ FEMA Professional Series
- ▶ FEMA FL-605
- ▶ FEMA G-300

PROFESSIONAL QUALIFICATIONS

Ms. Gardner is a detail-oriented finance/accounting manager with ten years of diverse grants, procurement, reporting and budgeting expertise. She can achieve organizational goals while displaying excellent analytical proficiency and developing sound ethical solutions. She is adept at interdepartmental coordination and communication, with flexibility to adapt in completing project tasks with competing priorities and supporting team deliverables. Ms. Gardner has grant experience with EMPA, EMPG, EMPG-S, HMGP, SHSGP, HLMP, and construction grants on State and Federal levels. She also has experience with grant documentation, compliance, reimbursements, closeouts, and FEMA PA and CARES ACT documentation and reclassifications.

EXPERIENCE

Grants Management Specialist II, IEM | 2021-Present

- Provides cost documentation and organization support to Prince William County, VA, to ensure the County can answer audit-related inquiries.
- Supports via transaction review to determine Public Assistance and CARES eligibility and gathering appropriate support documentation needed for justification purposes.
- Functioned as finance staff support as needed, by assisting in processing JEs and reclasses as determined by the client's needs.
- Supports clients at the county level with CARES, Public Assistance, and ARPA grants management.
- Retrieves documentation to meet reimbursement requirements under the CARES ACT and PA Federal Programs.
- Compile and submit required reports and backup documentation for grant reimbursements.
- Tracks and ensures compliance of Federally funded subrecipient grant funds.
- Reviews and analyzes grant expenditures to ensure appropriate purchases are charged to correct grants.
- Provides guidance on the eligibility of expenditures from various federal funding sources.

Finance & Grants Coordinator, Brevard County Emergency Management | 2017-2021

- Established and maintained a \$15 Million budget, accounts payable, accounts receivable, credit card reconciliations, financial reporting of revenue and expenses.
- Managed all aspects of EMPA, EMPG, HMGP, SHSGP, HLMP & construction grants, including all necessary reports and documentation for reimbursements.
- Advised department director and division managers on status of their revenue and expenses.

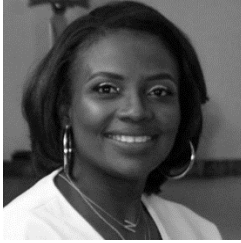
- Tracked Grant requirements to ensure they are met and documented, identified, and rectified discrepancies in procedures and allocations in accounts.
- Request and establish purchase orders for operational and capital improvement project expenses.
- Establish individual cost centers for accurate tracking of revenue and expenses for each individual grant.
- Review expenses to ensure appropriate purchases are charged to the correct grant.
- Maintain project spreadsheets for projects with multiple grant funding sources.
- Review, analyze, and approve invoices, change orders, budget documents, purchase orders, and billings to ensure compliance with fiscal reporting and County Administrative Orders.
- Monitor budget activity, revenue activity, and purchase order activity to make adjustments as needed.
- Coordinate with contractors, vendors, other departments, and Florida Division of Emergency Management staff to ensure project steps are completed timely and documented accurately.
- Create and post journal entries as needed throughout the fiscal year.
- Successfully train staff to understand and correctly follow policies and procedures.
- Identify and rectify discrepancies in procedures and allocations in accounts.
- Established and maintained budget, accounts payable, accounts receivable, and credit card reconciliations, as well as financial reporting of revenue and expenses for recreation programs and campgrounds.
- Advised Area Manager on the status of expenses and revenues throughout the year.
- Monitored budget and revenue activities and purchase order activity to make adjustments as needed.
- Duties and projects as assigned by the Area Manager.

Finance Manager, Brevard County Parks & Recreation | 2014-2017

- Established and maintained budget, accounts payable, accounts receivable, and credit card reconciliations, as well as financial reporting of revenue and expenses for recreation programs and campgrounds.
- Assisted in the closeout of CDBG grants for the department.
- Monitored budget and revenue activities, and purchase order activity to make adjustments, such as reclassifications of expenses, as needed.

Accounting Specialist III, Schoolboard of Brevard County | 2011-2014

- Prepared budgets for federal Head Start grant, and monitored budgets and spending of the grant, with Coordinator and Director.
- Prepared monthly reports for Policy Council and Coordinator for review.
- Prepared all required documentation for compliance of the grant requirements.



Dominique Dawson

Grants Management Specialist

Ms. Dawson has over 18 years of financial management experience, coordinating efforts for both private and public sector agencies.

18+ YEARS

EXPERIENCE IN CLAIM RECONCILIATION & PROJECT CLOSEOUT

EXPERTISE

- ▶ Claim Reconciliation
- ▶ Project Closeout/Auditing

EDUCATION

- ▶ B.S., Business Administration, Nicholls State University, 2008

CERTIFICATION & TRAINING

- ▶ IS 2200: Basic Emergency Operations Center Functions
- ▶ IS 1017: Scope Change Requests, Time Extensions, Improved/Alternate Project Request
- ▶ IS 1015: Insurance Considerations, Compliance, and Requirements
- ▶ IS 106: EHP Considerations, Compliance, and Requirements and
- ▶ IS 1014: Integrating 406 Mitigation Considerations into Your Public Assistance Grant

PROFESSIONAL QUALIFICATIONS

Ms. Dawson has supported clients throughout the financial management process through various engagements. She has a proven history of account research and analysis and has familiarity with FEMA auditing requirements. She has trained staff on complex financial systems and worked on special teams tasked with understanding complex processes.

EXPERIENCE

Grants Management Specialist II, IEM | 2020 - Present

Prince William County – DR-4512-VA

- Assigned to Covid-19 Team in support of Virginia Department of Emergency Management to provide guidance in Category B Emergency Work regulations and documentation review for audits.
- Retrieved supporting documentation such as invoicing, purchase orders, and proof of payments from the client's databases (Mobius/Ascend) to submit to FEMA for reimbursement.
- Developed and created narratives for two PWC projects to be submitted for reimbursement.

City of Chicago

- Assigned to the grants management team in support of the City of Chicago to ensure all applicable documentation is readily available for potential future audits by organizing the client's database.

Financial Analyst, Postlethwaite & Netterville | 2020

- Reviewed claims submissions to determine completeness of required documentation
- Reconciled financial data provided based on established guidelines to identify missing financial information and resolve outstanding requirements.
- Exhibited strong analytical ability and diligently performed assigned tasks with the highest degree of professionalism and integrity.
- Completed assigned engagements/tasks efficiently and timely as defined by budget and specific engagement expectations.

Closeout Specialist, GCR Inc. | 2017-2019

- Analyzed documentation, including invoices, contracts, procurements, and other documentation, to ensure cost aligns with FEMA's obligated scope of work.
- Communicated with clients to request documentation and resolve issues to successfully reconcile project worksheets without discrepancies.
- Selected to work on special teams to assist with closing out projects that were identified as complicated.

- Verified payments to applicants according to 44 CFR Emergency Management and assistance.

Relationship Banker, Hancock-Whitney Bank | 2015-2017

- Successfully led a team of four to exceed deposit growth expectations by 25% in a new-to-market retail branch.
- Coached and developed managers and peers through facilitating weekly operational meetings to enhance sales, product knowledge, and customer service.
- Conducted internal audits and ensured operations were implemented within company policies and procedures.

Relationship Banker, JPMorgan | 2012-2015

- Proactively cultivated, managed, and deepened relationships with new and existing consumer and small business clients.
- Maximized referral opportunities to Financial Advisors, Relationship Managers, and Mortgage bankers to generate new business and deepen customer relationships.
- Provided support to staff through the Branch Manager Designee role by managing challenging and/or complex customer situations.

Executive Team Leader, Target | 2003-2012

- Orchestrated \$36M in annual sales and increased the company's bottom line by 34.21%.
- Coordinated multiple strategic merchandising strategies.
- Maintained an astonishing 100% Guest Experience Score; exceeded district goals in all customer service areas, including cashier transaction speed and call button response time; and was rated #1 of 13 district stores in credit conversion.
- Led staffing process for the department to ensure salesfloor was staffed during peak times and noncritical periods to positively affect payroll.
- Trained two district's ETL candidates; successfully transformed team members into successful district ETLs.



**Elizabeth Van
Eysen**
Administrative Assistant

Eager to support organizations in emergency planning programs.

3+ YEARS

EXPERIENCE IN EMERGENCY &
PROJECT MANAGEMENT

EXPERTISE

- ▶ Development & Administration of Document Control procedures
- ▶ Project Management

EDUCATION

- ▶ B.S., Emergency Administration and Disaster Planning, UNT 2019

CERTIFICATION & TRAINING

- ▶ NIMS 100, 200, 700, 800
- ▶ ICS 400: Advanced ICS for Command and General Staff
- ▶ ICS 300: Intermediate ICS for Expanding Incidents

PROFESSIONAL QUALIFICATIONS

Ms. Elizabeth van Eysen possesses understanding and experience in the implementation processes of emergency management plans, procedures, and mitigation. She can effectively communicate and build professional relationships within and across agencies. Experience in running and managing multiyear projects. Ms. Van Eysen can implement and train in existing and new software programs.

EXPERIENCE

Disaster Recovery Apprentice, IEM | 2022-Present

- Organize and file project-related documents using centralized web-based documents and information management systems.
- Develop and distribute project documentation, including work products and reports.

Business Continuity Analyst, APS | 2020-2022

- Supported the daily disaster response activities for Fort Worth Lockheed Martin Emergency Management.
- Built department relationships and partnerships throughout Lockheed Martin through training and coordination.
- Assisted in assigning, directing, and supervising a team of eleven people transferring data into the Aeronautics Lockheed Martin Business Continuity network database before the two-year goal.
- Point of contact for all of Lockheed Martin Aeronautics department in training and guidance for the Business continuity cloud.
- Helped develop Lockheed Martin Fire Department's new Standard Operation Guidelines (SOG) document control system that led to increased department compliance.
- Created Fire Department and Security cross-department tabletop exercises, after-action reporting, and tracking, allowing more significant learning and collaboration between departments.

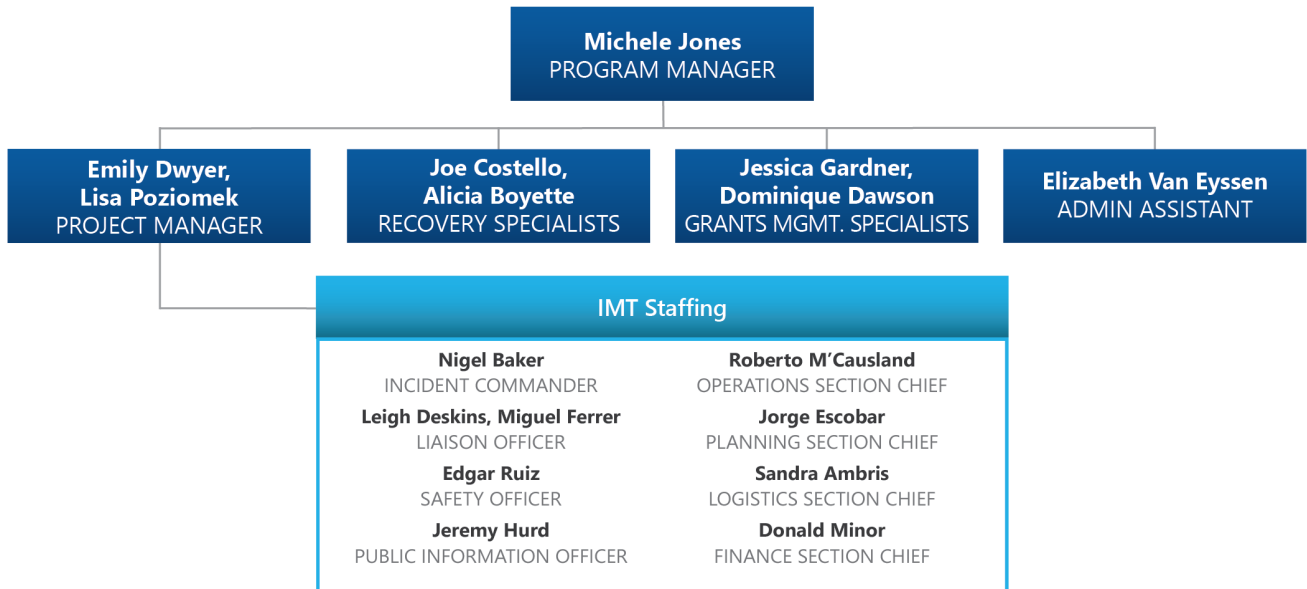
Intern, City of Fort Worth | 2019

- Worked on the citywide employee emergency plans and procedures for better communication on safety.
- Designed and created a SharePoint site with safety information and procedures for Fort Worth employees.
- Produced an electronic organization system for Emergency Management Accreditation Program (EMAP) documentation; this system will help keep the system updated for years to come.
- Reviewed, reformatted, and updated the City of Fort Worth IT, HR, and OEM Continuity of Operations Plans (COOP).

- Evaluated fire local hospital emergency plans and provided recommendations for improvement.
- Developed and assisted in conducting tabletop exercises for the city and local healthcare facilities.

4.5 ORGANIZATIONAL CHART

The following organizational chart includes proposed staff for a general response team for a disaster, and the organizational structure for recovery support. Once IEM meets with the City of Port St. Lucie leadership, we will take the opportunity to better define exact staffing and positional needs and adjust our organizational chart to align with the City’s needs. Upon activation of IEM’s response or recovery teams, this organizational chart will be updated to reflect the disaster-specific needs of the City to ensure the appropriate level of support is provided.



TAB 5.0: FINANCIAL GRANT EXPERIENCE
(RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

5.0 FINANCIAL GRANT EXPERIENCE

5.1 APPROACH TO VENDOR TASKS

IEM understands the challenges the City of Port St. Lucie has faced during recent Hurricanes Idalia, Isaias, Dorian, Irma, and Matthew and COVID-19. We know that the City continues to face threats such as flooding, hurricanes/tropical storms, severe storms, erosion/landslides, extreme temperatures, drought, tornadoes, sea level rise, and wildfires, among other natural, human-caused, and technological hazards. **IEM stands ready to support the City's efforts to save lives and protect property through preparedness, response, recovery, and mitigation.**

By possessing the capability, experience, and flexibility to address a broad range of disasters, IEM will support the City in maximizing federal and state funding through various sources.

IEM provides targeted, customized services that deliver a uniquely comprehensive response to the needs of each client. IEM conducts a judicious assessment of staffing requirements and deploys personnel remotely or physically as needed. We observe the tenets of project resource economy and will only deploy resources when their involvement is essential to the success of the project. **IEM brings experience in managing, delivering, and administering the full spectrum of response and recovery operations and the personnel resources needed to meet the challenge.**

IEM has designed an approach and a work plan to provide the City with the best value. We are confident we will support the City's disaster recovery operations to adeptly expedite financial recovery and mitigation to minimize impacts from future disasters. Our approach and work plan will assist with the **management of FEMA-administered and/or other federal or state grants** while fulfilling the requirements for **compliance with all applicable laws, rules, regulations, and orders of any governmental authority, including the FEMA Public Assistance Program and Policy Guide (PAPPG).**

The approach IEM will take to address the needs of the City is comprehensive, with a focus on positive outcomes through four critical interconnected phases. Our associated work plan complements our approach through structured functional areas of action within each phase. These areas of action are designed to emphasize and focus on four critical elements of success for the City, as shown in **Figure 1**.

- Expedited access to federal aid program reimbursements
- Customer service commitment through collaboration and communication
- Accountability in the process to ensure high-quality results
- Maximizing every federal dollar through efficient and effective service

IEM will bring the City of Port St. Lucie the programmatic, technical, and grants management expertise and experience to successfully administer disaster recovery programs to support the City's recovery, resiliency, and financial reimbursement goals following disasters and emergencies.

Building on our history, we can utilize the lessons learned from past clients coupled with our knowledge of current guidelines and regulations and supplemented with our industry experts, to stay focused on providing innovative solutions in all phases and areas of emergency management including:

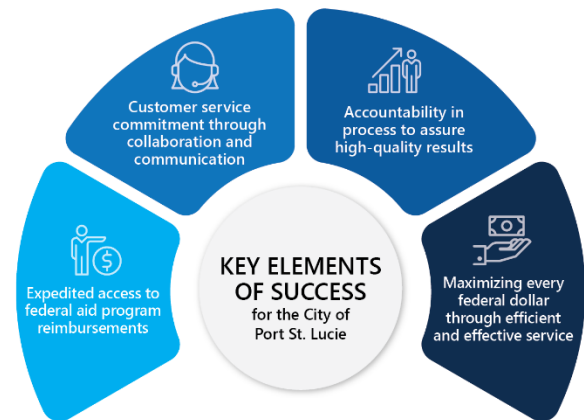


Figure 1: IEM Key Elements of Success

- Emergency Management Services, including the activation of personnel well-versed in the Incident Command System (ICS) to provide emergency support, operations, planning, and logistics; short and long-term hazard mitigation services; crisis communications, public relations, and community outreach; field management services; Geographical Information System (GIS), orthoimage and geodatabase services; and other technical assistance the County may require.
- Policies and Regulations, including monitoring Florida legislation and policy and regulation changes from Federal Highway Administration (FHWA), Florida Department of Transportation (FDOT), Natural Resources Conservation Service (NRCS), Florida Department of Environmental Protection (FDEP), Florida Fish and Wildlife Conservation Commission (FFWC), U.S. Army Corps of Engineers (USACE), and the Small Business Administration (SBA).
- Disaster Financial Recovery, including developing applications for a specific county, state, or federal grants and managing and implementing awarded grants, including FEMA PA, Hazard Mitigation Grant Program (HMGP), Individual Assistance (IA), Community Development Block Grants (CDBGs)/Disaster Recovery, Economic Development Administration (EDA) Grants, and numerous other grant funds.

PROCEDURES FOR CARRYING OUT SERVICES

IEM supports clients across all sectors who seek out IEM for our expertise, experience, and leadership to advise and help implement successful programs that strengthen communities and build resiliency. Since 1985, IEM has helped clients and partners reduce costs, increase efficiencies, improve decision-making, and, most importantly, save lives. The IEM approach to emergency management consulting begins with understanding the essential underlying goal and beginning with the result in mind—then selecting the optimal combination of **People, Processes, and Technology** to accomplish it.



People: Our slogan “I Think, Therefore IEM,” is more than our tagline; it is our commitment to attract people who have superb technical skills, creative minds, and innovative ideas—and who thrive on applying them for the greater good. IEM employs thought leaders from across all sectors, and our team is comprised of former senior executives from the federal government like FEMA, HUD, and DOD, state emergency management directors, and local leaders from county and city government who specialize in crisis/emergency management.



Processes: IEM takes an outcome-based approach, always with the result in mind. We are natural collaborators who believe in linking arms with our clients while serving as their advocates. IEM’s Project Management Guide (PMG) is based on principles from the Project Management Institute’s Guide to the *Project Management Body of Knowledge (PMBOK® Guide)* and lessons learned from our past work. Our PMG ensures quality delivery of services that meet schedule and budget constraints, ensures consistent delivery, and provides readily available metrics to track financial, resource, and schedule status. The PMG’s regular feedback components reduce the risk associated with deliverable development.



Technologies: We use in-house tools for managing and ensuring that all quality, schedule, and cost gates are met or exceeded. The IEM Disaster Recovery Center of Excellence is customer-focused and tailored to meet the County’s specific requirements. The IEM Center of Excellence will develop a SharePoint site and utilize other tools to collaboratively document and manage financial reimbursement, disaster recovery, and long-term resiliency goals and objectives specific to the County’s needs.

IEM delivers pragmatic solutions and creates science-based tools, technology, and strategies that help our customers achieve measurable results—saving lives, reducing costs, increasing efficiencies, and facilitating evidence-based decision-making.

FINANCIAL OPERATIONS AND ACCOUNTING

With team members who have joined IEM from local, state, and federal government backgrounds, our knowledge of and experience with government financial operations and government accounting is significant. Our grants management specialists have operated in the government fund environment for years and understand the differences between generally accepted accounting principles and the financial accounting and reporting standards set by the Governmental Accounting Standards Board.

IEM has extensive experience ensuring compliance with federal grant requirements, including compliance with Title 2 Code of Federal Regulations, Part 200 requirements for procurement procedures, substantiating reasonableness of costs, and other pre-award, post-award, and closeout uniform administrative requirements, cost principles, and audit requirements for federal awards.

The IEM Team will assist the City with grant and project fund accounting to ensure each grant's funds and accounting is separately tracked, maintained, and reported to ensure proper accounting for each event. We will assist with the maintenance of financial records, in accordance with requirements for financial reporting to ensure project costs are accurately captured as well as prompt reimbursement from FEMA and FDEM. Our team will follow all local, state, federal, and other agency guidelines to capture force account labor-eligible expenses on timesheets and project cost accounting. **Figure 2**, below, shows IEM's understanding of braiding Federal funding sources.

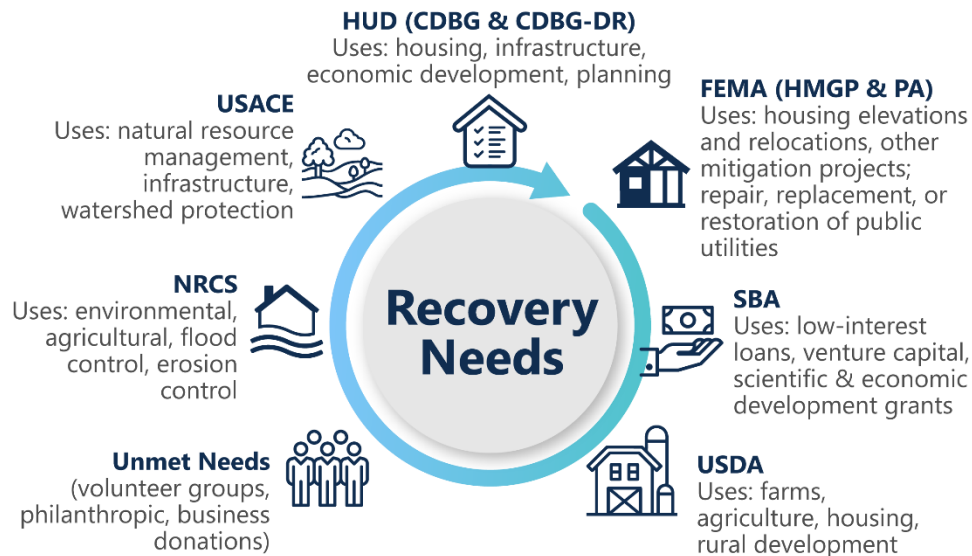


Figure 2: Braiding Federal Funds

Our experienced team of experts can support the **County** in **developing a Funding Strategy** that will address any damages or costs not eligible under the FEMA Public Assistance program and identify other grant programs that can be leveraged. Having personnel familiar with these funding sources and how they can be used to support the overall recovery effort through the proper application of one funding to another—in a simultaneous, not sequential process—promotes a more effective and timely recovery.

GRANT PROGRAMS

IEM's emphasis on careful **eligibility review, compliance, and quality control reduces the risk of clawbacks** of obligated FEMA Recovery funds. Moreover, our knowledge of all the eligible funding streams allows us to help clients identify federal resources to pay for projects using strategies that braid federal programs together to provide the most complete solution possible.

Our **staff members have undergone comprehensive training with the FHWA through the Florida Local Technical Assistance Program (LTAP)**, ensuring their readiness to collaborate effectively with the FHWA Emergency Relief (ER) program. This training equips our team with the necessary skills to assist in the application process, receipt, and management of ER funds for both emergency and permanent repairs, thus facilitating the restoration of critical infrastructure.

IEM's most recent experience with working with the **FHWA's Emergency Relief program** was our support for the City of Flagler Beach during the formulation of Public Assistance projects for Hurricane Ian and Hurricane Nicole. Our team was committed to preventing any duplication of benefits, which we achieved through continuous communication and collaboration with the local program administrator from the Florida Department of Transportation and the FEMA program administrator. We provided on-site assistance to the client, focusing on organizing and validating all supporting documentation to ensure strict compliance with both programs, which were being implemented simultaneously.

IEM employs multiple **mitigation experts with experience in National Resource Conservation Service programs**—including coastal engineers and former statewide hazard mitigation officers. The Natural Resources Conservation Service (NRCS) Disaster Recovery Assistance Program is often an overlooked resource after a disaster. The Environmental Quality Incentives Program (EQIP) and Emergency Watershed Program (EWP) provide help to rural and agricultural communities to recover after a disaster. EQIP helps producers plan and implement conservation practices on land impacted by disasters. Eligible land includes cropland, rangeland, and non-industrial private forestland. Conservation practices include:

- Immediate soil erosion protection
- Minimizing noxious and invasive plant proliferation
- Protecting water quality
- Resorting livestock infrastructure necessary for grazing management
- Emergency animal mortality management

EWP offers essential recovery options for local communities to help reduce hazards to life and property caused by floodwaters, droughts, wildfires, and other natural disasters. EWP funds address watershed issues and can support several activities, including:

- Removing debris from channels, culverts, and bridges
- Reshaping and protecting eroded banks
- Correcting damaged drainage facilities
- Repairing levees and structures
- Reseeding damaged areas

Time is of the essence for EWP, as the sponsor of the project must request assistance within 60 days of an event. IEM will provide technical assistance to ensure all possible funding sources are explored and applied for.

GRANTS MANAGEMENT

Excellent grants management is **key** to obtaining and protecting federal resources provided to the City and managing the risk of disallowed costs for ineligible reimbursable expenditures. The general frameworks for managing PA, HMGP, CDBG-DR, FHWA, and other grants are quite similar. This requires expertise in each phase of

the grants lifecycle, deep knowledge of FEMA, HUD, and other grantor agency policies, and experience guiding customers through disasters to favorable outcomes. It also requires a team culture that **emphasizes urgency** in the execution of our work and the wisdom not to seek perfection but value.

For all hazard mitigation programs—including **Section 404 HMGP, Section 406, and BRIC**—IEM performs the full lifecycle of activities, from public outreach and community engagement, project scoping and application development, benefit-cost analysis, environmental reviews, and grant management. Our emphasis on careful eligibility review, compliance, and quality control reduces the risk of clawbacks of previously obligated funds. Moreover, our knowledge of all the eligible funding streams allows us to help clients identify federal resources to pay for projects using strategies that combine federal programs together to provide the most complete solution possible.

The IEM Team’s Public Assistance experience is naturally steeped in grants management since federal and state recovery programs’ major component is grant funding. We know from hundreds of projects over the last few decades that grant management in disaster recovery includes important functions. **IEM understands that having functional and comprehensive document control using a reliable file retention system and data management processes to ensure disaster records are complete and ready for audit is critical.** We not only have staff who are steeped in the administrative requirements of grants management, we also have staff with specialization who help us holistically execute grants management. This team will generate **project extension requests and amendments** when necessary and any other reports or documents to **prevent grant reimbursement de-obligation.**

We will assist with maintaining financial records per requirements for financial reporting to ensure project costs, including field documentation and timekeeping/staff assignment documentation, are accurately captured and prompt reimbursement from FEMA. **The bottom line: We set up procedures that get our clients paid quickly and reduce risk, not processes that increase consultant hours with no purpose.** Strong internal control calls for the performance of periodic (generally monthly) account reconciliations, which can become complex in a fund accounting environment when there are multiple disasters and projects. IEM will prepare the necessary schedules and perform any required reconciliations to ensure that the disaster-related costs recorded in the City’s financial records are correct and auditable. Our Request for Reimbursement (RFR) processing strategy involves establishing audit-proof procedures and executing them relentlessly.

INDIVIDUAL ASSISTANCE

Disasters can impact every facet of a community, especially employment. Disaster Unemployment Assistance (DUA) provides unemployment benefits and re-employment assistance services to survivors affected by a Presidentially declared major disaster. Members of the IEM team have had more than ten years of experience working with the United States Department of Labor and state workforce agencies regarding DUA services – from implementation, monitoring, extension, and closeout. State law determines the amount of assistance that will be provided to eligible applicants. IEM staff will support the City by providing technical assistance as needed for the duration of the assistance program, which is normally 26 weeks from the date of declaration. **The IEM team assigned to DUA will also provide insight to help the City avoid pitfalls with programs like this to reduce fraudulent applications.**

The Disaster Case Management (DCM) program is a FEMA-funded supplemental program that generally provides financial assistance to SLTT government agencies, or qualified private organizations, through a federal grant award. IEM staff will support the development of DCM grant applications, and provide subject matter expertise on DCM solicitation and contracting, grant administration, quarterly reporting and monitoring, and closeout, which will include final reporting to FDEM and FEMA. Specifically, IEM will provide expertise to the by:

- Budget and program formulation and project design that meets the federal requirements
- Maintaining control of program operations and responding to emerging issues

- Regular reporting on program activities to FDEM and FEMA and working with FEMA on personally identifiable information sharing with other state and local service providers
- Standardizing DCM throughout the disaster, focusing on budget, staffing, planning, reporting, training, and technology
- Developing a plan that clearly outlines collaboration with all active voluntary organizations in the specific disaster to maximize the impact of the services for the served survivors

To do this effectively, IEM developed a grant administration software, GrantWise, that will aid the state to effectively manage the DCM grant from beginning to the end. This software is used to administer grants to state and local governments across the country where IEM is providing these type of services. Should the City desire to engage the IEM to be the delivery provider of disaster case management services, the capability and the desire exist to do so. IEM is prepared to deliver disaster case management with its proven record of case management services under several CDBG-DR grant awards.

The Individuals and Households Program (IHP) assistance provides financial assistance and direct services from FEMA to eligible individuals and households who have uninsured or underinsured necessary expenses and serious needs. While this program is executed primarily by FEMA, there are elements that must have state involvement early and often. Within 48 hours of an executed task order, IEM will provide subject matter experts to advise state recovery staff regarding key FEMA offerings that are not automatic in a disaster.

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY/HUD COMMUNITY DEVELOPMENT BLOCK GROUP DISASTER RECOVERY (CDBG-DR) SUPPORT SERVICES

IEM has extensive experience ensuring compliance with federal grant requirements under CDBG-DR, including compliance with the Title 2 Code of Federal Regulations, Part 200 requirements for procurement procedures, substantiating reasonableness of costs, and other pre-award, post-award, and closeout uniform administrative requirements, cost principles, and audit requirements for federal awards. The IEM Team is well-versed in CDBG-DR Project Management, Operations, and Oversight of related personnel and project activities and is able to develop policies and procedures for CDBG-DR programs based on our extensive best practices developed on previous projects.

Recipients and sub-recipients of federal financial assistance are subject to a complex web of auditors both inside and outside of the entity, and for those entities who expend more than \$750,000 of federal funds during their fiscal year, 2 CFR § 200.425 requires a single audit. The IEM Team will work with the City every step of the way to ensure compliance with laws, regulations, and guidelines from federal, state, and other agencies. **Our Team will ensure compliance for all eligible cost reimbursements throughout the procurement process, including project documentation collection and maintenance to ensure all HUD and other government agency requirements are met.**

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IEM designs programs to prevent disallowed costs, in compliance with all federal rules and regulations. This includes preventive and detective controls and ultimately recapture procedures. Instituting controls such as policies, procedures, exception documentation, multi-level approval processes, training, and audit testing allows us to prevent disallowed costs, whereas testing and monitoring allow us to detect the potential for them.

Should disallowed costs be identified, IEM's approach is to work closely with the City to research and document the situation. It is not uncommon for HUD to identify disallowed costs that are later pulled back by the agency when proper defense and justification of the expense can prove that such costs were, indeed, allowable from the start. The first line of response is always to ensure that the disallowed costs identified are, indeed, disallowed. We conduct this exercise in concert with our compliance and monitoring team, SMEs, and project management staff. This first step in disallowed cost analysis will result in a written report to the City laying out the root cause analysis and any mitigating measures.

Another feature of **IEM's process for handling disallowed costs occurs early and often throughout the program lifecycle** - providing education, guidance, and training to avoid the need for recapture of disallowed costs. However, should the need arise, IEM has developed recapture processes for HUD CDBG-DR grantees and will employ these and other rigorous processes to assist the City in recovering disallowed costs from grant recipients, if needed.

IEM has achieved the best audit and compliance record in the Disaster Recovery space, with error rates as low as one-tenth of one percent.

IEM begins every program and each project within that program with close-out in mind. Our files remain audit-ready at all times. In order for the CDBG-DR programs to officially request close-out from HUD, each individual project file must be closed out to document that each activity met a National Objective and LMI requirements, funds were expended on eligible activities, program data is ready for DRGR reporting, and any special conditions have been met. Further, monitoring findings and audits, if applicable, must be closed. Financial analyses and records documenting that all funds have been expended within the grant term must be complete. All certifications, required checklists, and documentation must be completed and submitted.

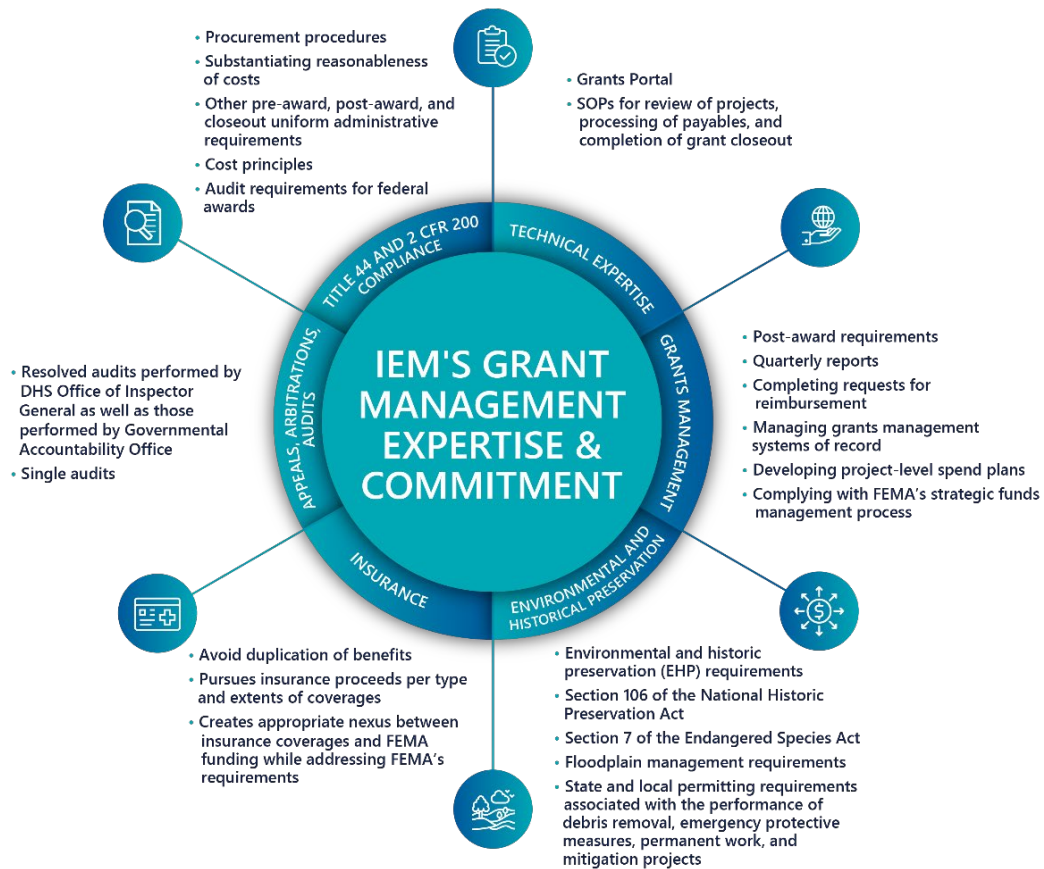
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FEMA 404 AND 406 HAZARD MITIGATION EXPERTISE

IEM has a 20+ year history of delivering successful Hazard Mitigation support services and is a well-established and nationally recognized industry leader in emergency management and disaster recovery. Our team has experience collaborating with communities to create Multi-Jurisdictional Hazard Mitigation Plans for local and state agencies in New York and Florida. **We excel in applying the full range of rules and regulations to develop plans that address communities' needs and lay the groundwork for achieving meaningful, long-lasting recovery and resiliency outcomes through pre- and post-disaster mitigation efforts.**

IEM understands the frustration clients can experience when navigating through the intricacies of the FEMA PA program. We will provide the City with an understanding of the sequencing of events required in managing PA grants and subgrants to establish appropriate expectations of the process upfront. IEM will coordinate with the appropriate City staff to provide technical advisory services for the overarching tasks listed. We are experienced in preparing for and attending meetings with and on behalf of our clients with critical partners like the City of Mexico Beach departments, Bay County, FDEM, and FEMA. Our team has developed a Grant Management System for clients that efficiently and effectively monitors and tracks the progress of each grant and the progress of the City's operational areas to ensure efficient cost recovery for all clients.

Our team has worked closely with FEMA Public Assistance Program Delivery Managers (PDMGs), who have served as an ally in moving projects through the Grants Portal while also creating a cost recovery story that FEMA Consolidated Resources Center (CRC) staff can incorporate into a Project Worksheet (PW) with ease, consistently resulting in a quick return of the PW to applicants to sign their subgrant agreement. IEM develops Category Z Project Worksheets for subrecipients to be funded as "management costs" per Section 1215 of the 2018 Disaster Recovery Reform Act. IEM ensures costs are appropriately tracked, substantiated as reasonable, and associated with the direct and indirect costs of administering the FEMA Public Assistance Program.



Our team will support the following tasks:

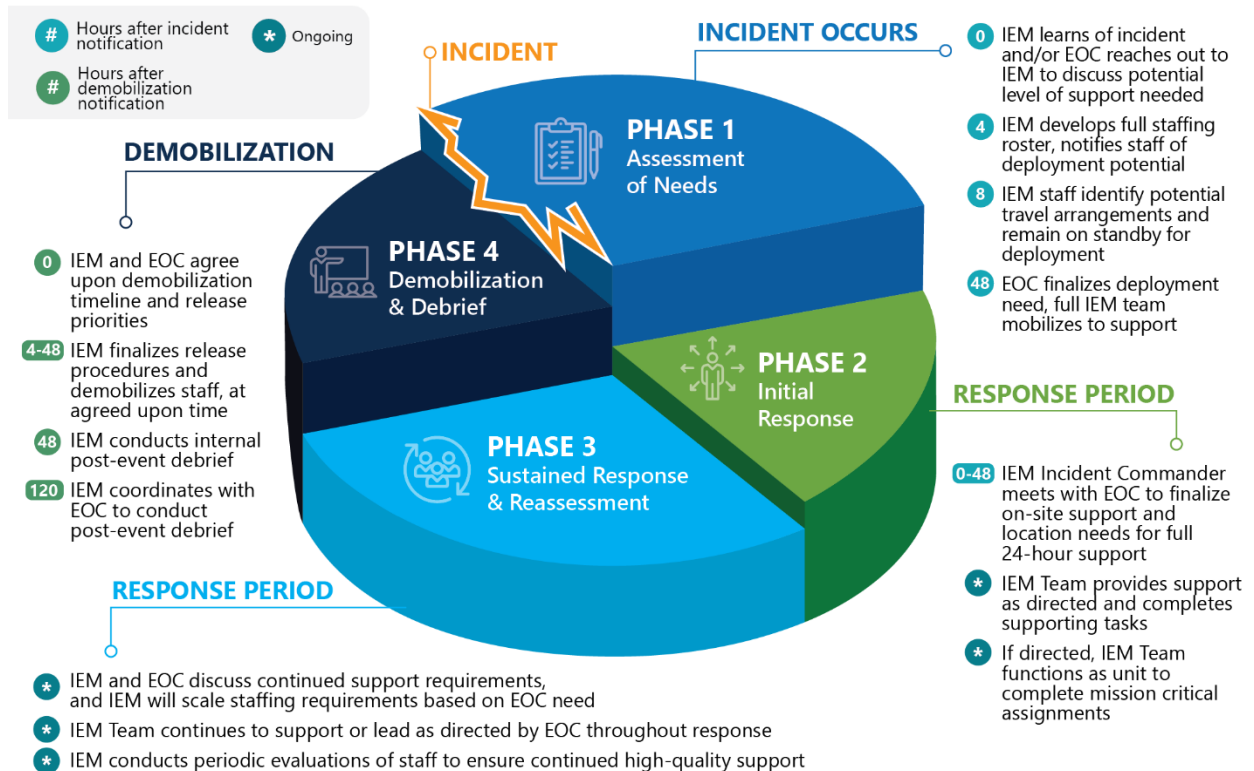
- Advise on FEMA best practices for tracking direct administrative costs
- Provide general grants management advice based on lessons learned around the country, with FEMA Region IV and with FDEM
- Prepare for audits and provide technical assistance throughout the audit process
- Prepare weekly, monthly, and quarterly reports as requested

- Carefully review contractor and force account labor invoices and supporting documentation to ensure all costs are eligible for reimbursement and billed properly
- Gather, compile, and file project cost documentation for reimbursement through the use of Microsoft SharePoint
- Track PW status and reimbursement status in Microsoft SharePoint
- Identify additional funding sources for long-term recovery

5.1.2 WORKFORCE MANAGEMENT

Due to our robust corporate support, including our travel and expense reporting system, IEM can scale staffing requirements up or down with 48-hour notice. For example, with the activation of our surge support contract, IEM mobilized emergency management and public health professionals to support New York City Emergency Management's response to the COVID-19 public health emergency. At the City's request, IEM mobilized 18 staff, most of whom were rostered and deployed within 48 hours of NYCEM's request. Additionally, in 2021, IEM deployed hundreds of staff to support Illinois Emergency Management Agency and Illinois Department of Public Health in support of the COVID-19 State EOC activation, vaccination clinical missions, vaccination outreach programs, and other COVID-19 statewide response operations. IEM staff served in most of the key leadership and operational roles in the State EOC and in the field during this unprecedented mission intended to reduce the many catastrophic impacts of the pandemic on the state. IEM fully integrated with IEMA and IDPH using NIMS/ICS structures, principles, and management protocols.

Below Figure 3 provides an overview of the incident response timeline and walks through the support IEM will provide to the City to include the assessment of needs, initial response, sustained response and reassessment, and demobilization and debrief. All decisions will occur in lockstep with the City, and upon deployment, staff will begin tracking their time appropriately.



Once initial response has concluded, the IEM Recovery Team will step in, utilizing the following management plan to ensure no gaps in service to the City:

The IEM Project Team and the City of Port St. Lucie will work collaboratively throughout this contract. Ensuring effective collaboration starts with clearly defined roles and responsibilities. During the project kickoff, we will work with the City to identify internal staff needed to support our project work. Our Project Manager will ensure our recovery team includes grants management, engineering, and regulatory experts that are familiar with the City's Comprehensive Emergency Management Plan, Recovery Plan, and Office of Emergency Management Standard Operating Guidelines. Our project team will also be informed of the City's method of governing and managing, to ensure we are communicating appropriately within the established chain of command.

Once identified and internal roles assigned, IEM will create an Organizational Chart to align IEM staff and City staff, define roles and responsibilities, and create a streamlined workflow. Defining and aligning these roles will create streamlined workflows, establish points of contact, and create a chain of command to maintain project progression and ensure full transparency.

IEM Team	City of Port St. Lucie
Project Executive	Leadership – Commissioners, Directors
<ul style="list-style-type: none"> Contract oversight 	<ul style="list-style-type: none"> Strategic Guidance
Program Manager	Director/Manager
<ul style="list-style-type: none"> Contract Compliance Client Relationship Manager 	<ul style="list-style-type: none"> Project Oversight Strategic Guidance
Project Manager	Project/Contract Manager
<ul style="list-style-type: none"> Main Point of Contact Oversee task order deadlines Project Oversight Conduct QA/QC Reviews Facilitate/Attend Meetings Review City Key Plans Provide contract expenditures to City Finance Team 	<ul style="list-style-type: none"> Main Point of Contact IEM staff hours review and approval Review deliverables
Project Lead	Project Staff
<ul style="list-style-type: none"> Project Staff point of contact Ensure timely completion of deliverables Conduct QA/QC Reviews Provide guidance, oversight, and general programmatic assistance Enter project information into Florida PA/Grants Portal Develop meeting materials – agendas, reports, presentations* Facilitate/Attend Meetings Review City Key Plans 	<ul style="list-style-type: none"> Attend meetings with internal and external stakeholders Assist in tracking down documentation and information Identify additional project needs as they arise
Project Specialists	
<ul style="list-style-type: none"> Attend meetings with internal and external stakeholders Assist in organizing documentation and information Address additional project needs as they arise Enter project information into Florida PA/Grants Portal Review City Key Plans 	

*All reports will follow a Word/PDF format approved by the City.

5.1.3 COST CONTAINMENT

We know how important recovering every dollar is for our clients, and our goal is to ensure our clients can maximize their funding. FEMA PA allows applicants to submit costs related to PA program delivery administrative tasks under Category Z: Management Costs. Our team will guide the City on the best methods to track internal direct and indirect administrative costs eligible under Category Z, completing project formulation and gathering required documentation. We will also ensure our costs are tracked, documented, and eligible for submission under Category Z, staying within 85% of the forecasted Category Z funds.

To support these efforts, IEM recently developed and implemented the **Disaster Associated Response and Recovery Task Tracker (DARRTT)**, a PowerApp-based system that employees utilize to correctly track and allocate their work hours and tasks based on project requirements, utilizing 15-minute increments. The employee then uses the output from this tool to input their time into ADP, a secure, effective, and systematic third-party software system for managing timecard tracking and payroll processes.

Our DARRTT system replicates all the information required by an ICS 211 and 214 form, simplifying the formulation of Category Z projects. Each entry in DARRTT allows personnel to describe the task completed, including information specifically requested by the client. This benefit simplifies the activity reporting process and can be used to support the activity reports used in the Florida Recovery Obligation Calculation (F-ROC) reporting requirements. **Figure 4 below** displays daily project activities entered into the DARRTT.

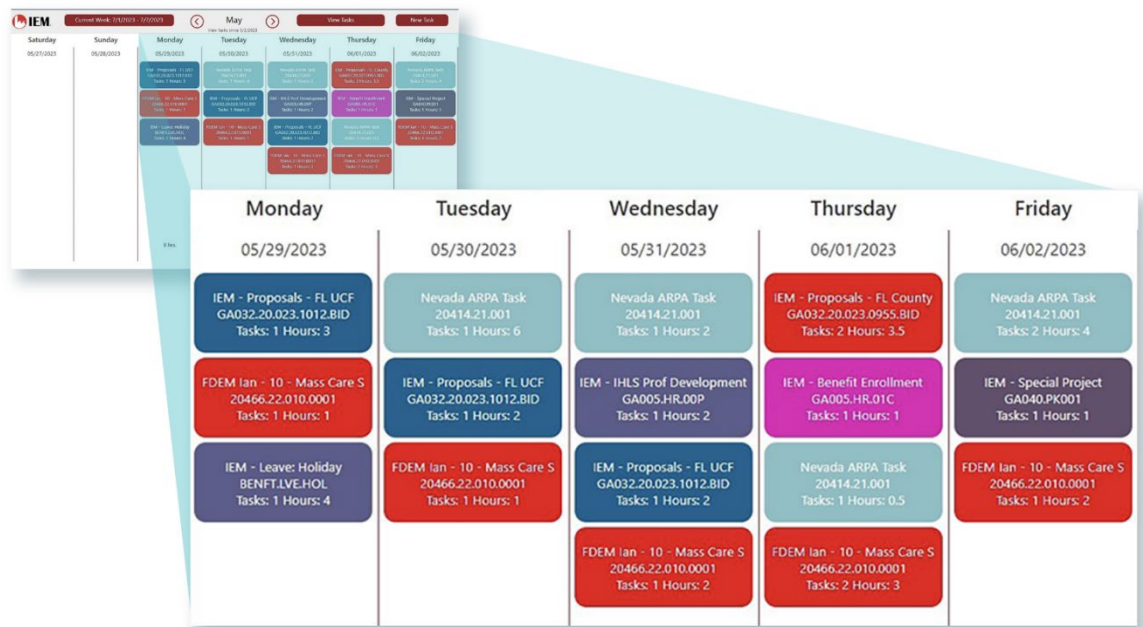





Figure 4: DARRTT System Sample

Completing comprehensive quality assurance reviews is critical to ensuring all costs are properly tracked, recorded, and documented, complying with applicable laws, rules, and regulations. Our team is intimately familiar with the statutes authorizing FEMA PA funding and has completed PA program delivery, securing the reimbursement of millions of dollars in disaster recovery expenses.

-  FEMA’s Public Assistance Program and Policy Guide (PAPPG)
-  Robert T. Stafford Disaster relief and Emergency Assistance Act
-  2 CFR Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

We set up procedures that get our clients paid quickly and reduce risk, not processes that increase consultant hours with no purpose.

Strong internal control calls for the performance of periodic (generally monthly) account reconciliations, which can become complex in a

fund accounting environment when there are multiple disasters and projects. IEM will prepare the necessary schedules and perform any required reconciliations to ensure that the disaster-related costs recorded in the County’s financial records are correct and auditable by auditors. Our Request for Reimbursement (RFR) processing strategy involves establishing and executing audit-proof procedures relentlessly.

Preparation for final inspections and audits begins with solid ongoing processes, documentation, quality assurance, quality control (QA/QC), and progress tracking. IEM sets high standards for determining the ongoing degree to which a program or project is on target. IEM can develop monthly financial and programmatic progress reports that will document expenditures to date broken down by the project, vendors, and project reimbursement requests submitted and received from the Recipient. As federal reporting standards require, these reports will also include anticipated expenditures for the next three months, consistent with strategic funds management.

QUALITY CONTROL METHODS

IEM employees detailed Quality Control/Quality Assurance measures through every step of our projects. Our Project Plan guides our clients and project teams through our processes established by over 38 years of experience in the Recovery industry. The Project Plan has been a primary reason for our success in hundreds of projects—ranging in scope from small projects for cities and counties to multi-year, multimillion-dollar contracts for federal agencies. Our Project Plan encompasses the following characteristics:

- Careful analysis of all deliverables, stakeholder requirements, and concerns.
- Focused planning that includes “outside-the-box” thinking.
- Attention to risk management from the first day of task implementation, including detailed reviews by the responsible managers.

IEM’s effective project management is one of the factors behind our **consistently superior customer ratings and high volume of repeat business**. We will apply our project management expertise and continually enhance it with the lessons learned during the execution of various tasks, as outlined in **Table 4** below.

Table 3: City of Port St. Lucie and IEM Project Plan

Plan Component		Description
Project Workplan and Timeline		We will develop the timeline, including the activities, schedule, dependencies, and resources required to meet the project plan objectives and timeframes. The tasks in the project work plan are detailed enough for breakdown by task component and sub-component.
Resource Management		We will manage resource needs based on the County’s priorities and communicate anticipated resources. As part of the planning process, we will develop a resource management plan including roles and responsibilities, on-boarding and off-boarding of staff procedures, and document quality and accountability expectations and deliverables.
Budget/Management	Cost	Controlling the scope, costs, and schedule for the Statement of Work is critical to keeping a project on the road to successful completion. Cost accounting, scheduling, problem tracking and resolution, and risk assessment are a part of our daily management review.
Risk and Tracking	Issues	We will develop and maintain risk and issues, documenting the potential impact on the project objectives, mitigation plans, and assigned ownership.

Quality Management and Corrective Action Procedures	We will develop quality management and corrective action procedures that incorporate all activities necessary to ensure that our tasks and deliverables will meet all essential quality standards. These activities include quality planning, assurance, and control.
Stakeholder Management	We will develop a stakeholder management plan requiring all communications and activities conducted with Applicants and stakeholders to be documented in an Applicant Log maintained on our Smartsheets. In addition, the State will have access to all applicant project logs and period reports, providing complete accountability and transparency.
Change Management	As this project unfolds, priorities will change, new policy decisions will be made, and new issues will surface. We are accustomed to shifting operations and priorities. To that end, our project work plan will be a “living” document that can be modified to ensure optimum responsiveness to any changing needs or objectives.

IEM understands that it is critical to have functional and comprehensive document control using a reliable file retention system and data management processes to ensure disaster records are complete and ready for audit. We will assist with maintaining financial records per requirements for financial reporting to ensure project costs are accurately captured and prompt reimbursement from FEMA and FDEM.

CONTENT MANAGEMENT SYSTEM (CMS)

IEM proposes using our SharePoint Online system, part of the Microsoft 365 cloud platform, for this project’s CMS. It is a collaborative workspace that allows our clients to securely access the site for document exchange, file sharing, status reporting, and program and schedule updates while ensuring the City’s information is safeguarded and confidential.



Figure 5: SharePoint

Because IEM is already using the Microsoft 365 cloud platform, which includes SharePoint Online, we can provide a SharePoint site for the City of Port St. Lucie at **no additional cost for site creation and use for the duration of this project** (see Figure 5). Suppose the City wants to continue using SharePoint beyond the contract period. In that case, IEM has provided this service to other clients and is open to working with the City to provide ongoing support.

How it Works: As we set up the SharePoint Online system, we will work closely with the City to provide the best department solution.

- IEM will set up a SharePoint Online site for the City where the IEM Team and agency departments can work collaboratively on documents in libraries. IEM will be the site’s administrator for the project’s life.
- Once the City provides the email addresses of agency department personnel participating in this effort, the IEM Team will send invitations through the SharePoint Online system. After accepting the invitations, department personnel can log in to Microsoft 365, access the project site, work with the IEM Team, access

documents, and view calendars and other site materials. IEM will administer the admission process and permissions, allowing for various staff access levels.

- SharePoint Online functions in many ways similar to other Microsoft Office products; users interact with a ribbon and toolbars with buttons for different functions. Files are opened and worked in using online or desktop software (Word Online or the Word app on the user's computer, etc.). Context menus are available on list items.
- For the duration of the contract, the City will have access to the SharePoint Online site, where all working documents will reside. At the end of the project, the site content can be downloaded, zipped, or otherwise transferred to the City or uploaded to a cloud provider with which the City has a relationship. Once the contract ends, the content may be managed by the City.

5.1.4 PUBLIC FACILITATION/PARTICIPATION IN CDBG AND THE UNIFIED HMGP PROCESS

Excellent grants management is **key** to obtaining and protecting federal resources provided to the City and managing the risk of disallowed costs for ineligible reimbursable expenditures. The general frameworks for managing PA, HMGP, CDBG-DR, FHWA, and other grants are quite similar. This requires expertise in each phase of the grants lifecycle, deep knowledge of FEMA, HUD, and other grantor agency policies, and experience guiding customers and the public through disasters to favorable outcomes. It also requires a team culture that **emphasizes urgency** in the execution of our work and the wisdom not to seek perfection but value.

The IEM Team's experience is naturally steeped in grants management since federal and state recovery programs' major component is grant funding. We know from hundreds of projects over the last few decades that grant management in disaster recovery includes important functions. **Functional and comprehensive document control using a reliable file retention system and data management processes to ensure disaster records are complete and ready for audit is critical.** We not only have staff who are steeped in the administrative requirements of grants management, we also have staff with specialization who help us holistically execute grants management. This team will generate **project extension requests and amendments** when necessary and any other reports or documents to **prevent grant reimbursement de-obligation.**

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- Track PW status and reimbursement status in Microsoft SharePoint
- Identify additional funding sources for long-term recovery

IEM has the experience and knowledge to advise the City on how to implement procurement processes that comply with federal and state regulations. To facilitate and expedite the procurement process, it is recommended that the City participate in the **FDEM's F-ROC program**. F-ROC is a new initiative created by the Florida Division of Emergency Management (FDEM) that standardizes, streamlines, and simplifies the Public Assistance process. This will result in a quicker recovery and reduced risk. This program will give all projects the same look and feel, resulting in fewer questions, faster approvals, and a more streamlined Public Assistance process. Additionally, intuitive features such as drop-down menus, limited free text, structured data, and essential data fields will simplify forms and documentation.

Our Florida disaster recovery staff has been trained on the F-ROC program. The team will be well-prepared to assist the City in obtaining accelerated payments. FDEM has promised that cities and counties participating in the program will receive funding more quickly than ever. IEM's recovery experts are trained and well-versed in F-ROC. Our relationships with FDEM's FROC Points of Contact will ensure the City stays ahead of program guidance and all concerns are addressed in a timely manner.

5.1.5 PUBLIC OUTREACH AND PARTICIPATION; FACILITATION OF PUBLIC WORKSHOPS AND MEETINGS

The IEM Team has provided Public Outreach Support to the State of Illinois, New York City Emergency Management, the Florida Division of Emergency Management, and the Virginia Department of Emergency Management in the last five years. Our PIOs and technical experts are trained to conduct the following tasks before, during, and after disasters:

- Conduct community workshops to introduce new programs and facilitate discussions
- Respond to media inquiries and requests and serve as a media spokesperson
- Produce and distribute press releases to local, regional, state, and national media outlets
- Develop and execute public information campaigns to generate awareness about recovery efforts
- Organize special activities, such as press conferences and media briefings
- Provide logistics support and internal communications/briefings for City staff, intergovernmental agencies, and elected officials
- Prepare all media and social media statements
- Provide media training for elected officials and City staff
- Staff a Liaison Officer and/or PIO position in the Emergency Operations Center (EOC)

5.1.6 COOPERATION WITH CITY CONSULTANTS AND CONTRACTORS

The IEM Team will cooperate with all stakeholders the City has identified. Should an issue arise, the IEM Project Manager will coordinate a solution with the City's Director of Emergency Management as quickly as possible. In response to Hurricanes Ian and Idalia, the IEM response team was requested to help FDEM run the Unmet Needs Call Center. The IEM Team coordinated with multiple clients on behalf of FDEM, which included facilitating weekly progress meetings, identifying project barriers, and collaborating with FDEM regarding any issues that arose.

TAB 6.0: CREDENTIALS

(RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

6.0 CREDENTIALS

IEM is pleased to present our proposed Incident Management Team Credentialed Employee Pool as follows. Please refer to the identified section of this proposal for further information regarding individual qualifications.

Table 4: Incident Management Team Credentials

Credential	Name	Resume Location
NIMS ICS All-Hazards Incident Commander (950)	Nigel Baker	Section 4.3.1
NIMS ICS All-Hazards Public Information Officer (952)	Jeremy Hurd	Section 4.3.1
NIMS ICS All-Hazards Safety Officer (954)	Edgar Ruiz	Section 4.3.1
NIMS ICS All-Hazards Liaison Officer (956)	Leigh Deskins Miguel Ferrer	Section 4.4
NIMS ICS All-Hazards Operations Section Chief (958)	Roberto M'Causland	Section 4.3.1
NIMS ICS All-Hazards Planning Section Chief (962)	Jorge Escobar	Section 4.3.1
NIMS ICS All-Hazards Logistics Section Chief (967)	Sandra Ambris	Section 4.3.1
NIMS ICS All-Hazards Finance Administration Section Chief (973)	Donald Minor	Section 4.3.1
Florida Professional Emergency Manager (FP EM) or Certified Emergency Manager (CEM)	Michele Jones Emily Dwyer	Section 4.4



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

March 20, 2022

Dear Nigel Baker,

I am pleased to report that you have met or exceeded the requirements to maintain your Florida All-Hazards Incident Management Team credential as a **Incident Commander (IC)**.

As part of the All-Hazards Incident Management Position Qualification Program, the Florida Division of Emergency Management (FDEM) created a State Qualification Review Committee to ensure that incident response personnel obtain and maintain the skills and knowledge needed to effectively perform their functions during emergencies and disasters. This is a clear reflection of Florida's commitment to an "All-Hazards" approach to incident management, and this committee benefitted from the presence of experienced professionals who represented multiple agencies and various disciplines from across the State of Florida.

Based upon a thorough review of your documentation, the Committee forwarded your IC credential currency to the Florida Division of Emergency Management Chief of Response with a recommendation for approval.

This credential will continue to be recognized for a period of 5 years from the date of this letter.

Based upon your qualifications, you may be asked to deploy within the State of Florida under the Statewide Mutual Aid Agreement (SMAA) or outside the State of Florida through the Emergency Management Assistance Compact (EMAC).

Whether you deploy intrastate under the SMAA or interstate through the EMAC, you should retain the benefits, compensation, and legal protections provided by the governmental entity that employs you or sponsors you as a volunteer (e.g. insurance, retirement, seniority accumulation, leave accumulation, workers' compensation, salary, sovereign immunity). If you are not currently an employee or registered volunteer for a governmental entity, then you will be required to obtain that status prior to your deployment by FDEM.

Thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink, appearing to read "Taylor Cheney".

Taylor Cheney

AHIMT Program Manager

Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

March 31, 2022

Dear Jeremy Hurd,

I am pleased to report that you have met or exceeded the requirements to maintain your Florida All-Hazards Incident Management Team credential as a **Public Information Officer (PIO)**.

As part of the All-Hazards Incident Management Position Qualification Program, the Florida Division of Emergency Management (FDEM) created a State Qualification Review Committee to ensure that incident response personnel obtain and maintain the skills and knowledge needed to effectively perform their functions during emergencies and disasters. This is a clear reflection of Florida's commitment to an "All-Hazards" approach to incident management, and this committee benefitted from the presence of experienced professionals who represented multiple agencies and various disciplines from across the State of Florida.

Based upon a thorough review of your documentation, the Committee forwarded your PIO credential currency to the Florida Division of Emergency Management Chief of Response with a recommendation for approval.

This credential will continue to be recognized for a period of 5 years from the date of this letter.

Based upon your qualifications, you may be asked to deploy within the State of Florida under the Statewide Mutual Aid Agreement (SMAA) or outside the State of Florida through the Emergency Management Assistance Compact (EMAC).

Whether you deploy intrastate under the SMAA or interstate through the EMAC, you should retain the benefits, compensation, and legal protections provided by the governmental entity that employs you or sponsors you as a volunteer (e.g. insurance, retirement, seniority accumulation, leave accumulation, workers' compensation, salary, sovereign immunity). If you are not currently an employee or registered volunteer for a governmental entity, then you will be required to obtain that status prior to your deployment by FDEM.

Thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink, appearing to read "Taylor Cheney".

Taylor Cheney
AHIMT Program Manager
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Jared Moskowitz
Director

February 27, 2020

Dear Edgar Ruiz,

Congratulations and thank you for submitting your completed Position Specific Task Book (PTB) through Florida's All-Hazards Incident Management Position Qualification Program.

As part of the All-Hazards Incident Management Position Qualification Program, the Florida Division of Emergency Management (FDEM) created a State Qualification Review Committee. This is a clear reflection of our commitment to an "All-Hazards" approach to incident management, and this committee benefitted from the presence of experienced professionals who represented multiple agencies and various disciplines from across the State of Florida.

Chaired by FDEM's Chief of Response, the State Qualification Review Committee conducted a thorough review of your PTB and the tasks detailed. Based upon that review, the Committee forwarded your PTB to the Chief of Response with a recommendation for approval.

Based upon the review of your PTB by the Committee and Chief of Response, I have determined that you are qualified to serve the State of Florida in the following position(s):

- *Safety Officer*

These qualifications will be recognized for a period of 5 years from the date of this letter.

Based upon your qualifications, you may be asked to deploy within the State of Florida under the Statewide Mutual Aid Agreement (SMAA) or outside the State of Florida through the Emergency Management Assistance Compact (EMAC).

Whether you deploy intrastate under the SMAA or interstate through the EMAC, you should retain the benefits, compensation, and legal protections provided by the governmental entity that employs you or sponsors you as a volunteer (e.g. insurance, retirement, seniority accumulation, leave accumulation, workers' compensation, salary, sovereign immunity). If you are not currently an employee or registered volunteer for a governmental entity, then you will be required to obtain that status prior to your deployment by FDEM.

Thank you for your application and your continued service to the people of the State of Florida.

A handwritten signature in blue ink, appearing to read "K. Guthrie".

Kevin Guthrie MA, CEM, MEP, FPDM
Deputy Director
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

WESLEY MAUL
Director

June 19, 2018

Dear Mrs. Leigh Cowan,

Congratulations and thank you for submitting your completed Position Specific Task Book through Florida's All – Hazards Incident Management Position Qualification Program.

After a thorough review of your application by the State Qualification Review Committee, I hereby approve your Position Specific Task Book for the All – Hazards Incident Management Position Qualification Program as noted below.

As part of the All – Hazards Incident Management Position Qualification Program, the Florida Division of Emergency Management (DEM) created a State Qualification Review Committee. This is a clear reflection of our commitment to an "All – Hazards" approach to incident management, and this committee benefitted from the presence of experienced professionals who represented multiple agencies and various disciplines from across the State of Florida.

Chaired by DEM's Chief of Operations, the State Qualification Review Committee conducted a thorough review of your Position Specific Task Book and the tasks detailed. Based upon that review, the Committee forwarded your application to the Chief of Response with a recommendation for approval.

The Chief of Response conducted an additional review of your record and recommended approval of your application.

Based upon the review of your application by both the Committee and the Chief of Response, I have determined that you are qualified to serve the State of Florida in the following positions:

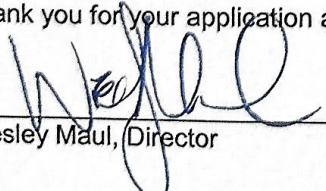
- **Liaison Officer**

These qualifications will be recognized for a period of 5 years from the date of this letter.

Based upon your qualifications, you may be asked to deploy within the State of Florida under the Statewide Mutual Aid Agreement (SMAA) or outside the State of Florida through the Emergency Management Assistance Compact (EMAC).

Whether you deploy intrastate under the SMAA or interstate through the EMAC, you should retain the benefits, compensation, and legal protections provided by the governmental entity that employs you or sponsors you as a volunteer (e.g. insurance, retirement, seniority accumulation, leave accumulation, workers' compensation, salary, sovereign immunity). If you are not currently an employee or registered volunteer for a governmental entity, then you will be required to obtain that status prior to your deployment by DEM.

Thank you for your application and your continued service to the people of the State of Florida.



Wesley Maul, Director

The International Association of Emergency Managers

IAEM
CEM
CERTIFIED
EMERGENCY
MANAGER



Has conferred upon
Leigh Deskins

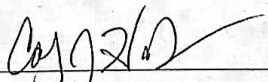
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the designation of
Certified Emergency Manager (CEM®)

*for meeting criteria in the area of references, experience,
education, training, contributions to the profession and
an examination relevant to emergency management.*

*Maintenance of the **CEM®** occurs every five years.*




Carolyn J. Harshman, CEM®
IAEM-USA 2021-2022 President


James M. Howson, CEM®, NRP
Certification Commission Chair



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

August 13, 2021

Dear Miguel Ferrer,

In August of 2021, the Florida All-Hazards Incident Management Team (AHIMT) State Qualifications Review Committee (SQRC) conducted a thorough review of your Liaison Officer, Type-3 (LOFR) task book.

Based upon that review, the Committee determined that you met the standards as outlined in the AHIMT Qualification Standard Operating Guide and recommended LOFR position credentials be awarded. The Committee Chair and the Director of the Florida Division of Emergency Management concurred with the committee's recommendation and issued your credential, which will be recognized for a period of 5 years.

Your application in SharePoint has been updated to reflect your new credential. There, you will also find the Application Review completed by the SQRC.

As a credentialed Liaison Officer, Type-3, you may now initial tasks as a Qualified Evaluator or Final Evaluator for any LOFR task book or for any position that is subordinate to the Liaison Officer, Type-3. Prior to signing a task book as a Qualified Evaluator or Final Evaluator, please ensure that you are familiar with the AHIMT Qualification Standard Operating Guide.

On behalf of the Florida Division of Emergency Management and the SQRC, I would like to congratulate you on receiving your credential and thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink, appearing to read "Taylor Cheney".

Taylor Cheney
AHIMT Program Manager
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

August 13, 2021

Dear Roberto M'Causland,

In August of 2021, the Florida All-Hazards Incident Management Team (AHIMT) State Qualifications Review Committee (SQRC) conducted a thorough review of your Operations Section Chief, Type-3 (OSC) task book.

Based upon that review, the Committee determined that you met the standards as outlined in the AHIMT Qualification Standard Operating Guide and recommended OSC position credentials be awarded. The Committee Chair and the Director of the Florida Division of Emergency Management concurred with the committee's recommendation and issued your credential, which will be recognized for a period of 5 years.

Your application in SharePoint has been updated to reflect your new credential. There, you will also find the Application Review completed by the SQRC.

As a credentialed Operations Section Chief, Type-3, you may now initial tasks as a Qualified Evaluator or Final Evaluator for any OSC task book or for any position that is subordinate to the Operations Section Chief, Type-3. Prior to signing a task book as a Qualified Evaluator or Final Evaluator, please ensure that you are familiar with the AHIMT Qualification Standard Operating Guide.

On behalf of the Florida Division of Emergency Management and the SQRC, I would like to congratulate you on receiving your credential and thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink, appearing to read "Taylor Cheney".

Taylor Cheney
AHIMT Program Manager
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

May 22, 2023

Dear Jorge Escobar,

In May of 2023, the Florida All-Hazards Incident Management Team (AHIMT) State Qualifications Review Committee (SQRC) conducted a thorough review of your Planning Section Chief (PSC) task book.

Based upon that review, the Committee determined that you met the standards as outlined in the AHIMT Qualification Standard Operating Guide and recommended PSC position credentials be awarded. The Committee Chair and the Deputy Director of the Florida Division of Emergency Management concurred with the committee's recommendation and issued your credential, which will be recognized for a period of 5 years.

Your application in SharePoint has been updated to reflect your new credential. There, you will also find the Application Review completed by the SQRC.

As a credentialed Planning Section Chief, you may now initial tasks as a Qualified Evaluator or Final Evaluator for any PSC task book or for any position that is subordinate to the Planning Section Chief. Prior to signing a task book as a Qualified Evaluator or Final Evaluator, please ensure that you are familiar with the AHIMT Qualification Standard Operating Guide.

On behalf of the Florida Division of Emergency Management and the SQRC, I would like to congratulate you on receiving your credential and thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink, appearing to read "Taylor Cheney".

Taylor Cheney
Credentialing Manager
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

March 21, 2023

Dear Donald Minor,

In March of 2023, the Florida All-Hazards Incident Management Team (AHIMT) State Qualifications Review Committee (SQRC) conducted a thorough review of your Logistics Section Chief (LSC) task book.

Based upon that review, the Committee determined that you met the standards as outlined in the AHIMT Qualification Standard Operating Guide and recommended LSC position credentials be awarded. The Committee Chair and the Director of the Florida Division of Emergency Management concurred with the committee's recommendation and issued your credential, which will be recognized for a period of 5 years.

Your application in SharePoint has been updated to reflect your new credential. There, you will also find the Application Review completed by the SQRC.

As a credentialed Logistics Section Chief, you may now initial tasks as a Qualified Evaluator or Final Evaluator for any LSC task book or for any position that is subordinate to the Logistics Section Chief. Prior to signing a task book as a Qualified Evaluator or Final Evaluator, please ensure that you are familiar with the AHIMT Qualification Standard Operating Guide.

On behalf of the Florida Division of Emergency Management and the SQRC, I would like to congratulate you on receiving your credential and thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink that reads "Paige Levanti".

Paige Levanti
AHIMT Program Manager
Florida Division of Emergency Management



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

Ron DeSantis
Governor

Kevin Guthrie
Director

March 21, 2023

Dear Sandra Ambris,

I am pleased to report that you have met or exceeded the requirements to maintain your Florida All-Hazards Incident Management Team credential as a **Logistics Section Chief (LSC)**.

As part of the All-Hazards Incident Management Position Qualification Program, the Florida Division of Emergency Management (FDEM) created a State Qualifications Review Committee to ensure that incident response personnel obtain and maintain the skills and knowledge needed to effectively perform their functions during emergencies and disasters. This is a clear reflection of Florida's commitment to an "All-Hazards" approach to incident management, and this committee benefitted from the presence of experienced professionals who represented multiple agencies and various disciplines from across the State of Florida.

Based upon a thorough review of your documentation, the Committee forwarded your **LSC** credential currency to the Florida Division of Emergency Management Chief of Response with a recommendation for approval.

This credential will continue to be recognized for a period of 5 years from the date of this letter.

Based upon your qualifications, you may be asked to deploy within the State of Florida under the Statewide Mutual Aid Agreement (SMAA) or outside the State of Florida through the Emergency Management Assistance Compact (EMAC).

Whether you deploy intrastate under the SMAA or interstate through the EMAC, you should retain the benefits, compensation, and legal protections provided by the governmental entity that employs you or sponsors you as a volunteer (e.g. insurance, retirement, seniority accumulation, leave accumulation, workers' compensation, salary, sovereign immunity). If you are not currently an employee or registered volunteer for a governmental entity, then you will be required to obtain that status prior to your deployment by FDEM.

Thank you for your continued service to the people of the State of Florida.

A handwritten signature in black ink that reads "Paige Levanti".

Paige Levanti
AHIMT Program Manager
Florida Division of Emergency Management

**The International Association
of Emergency Managers**

IAEM
CEM
CERTIFIED
EMERGENCY
MANAGER



Has conferred upon

Michele Jones

C e r t i f i e d 2 0 2 1

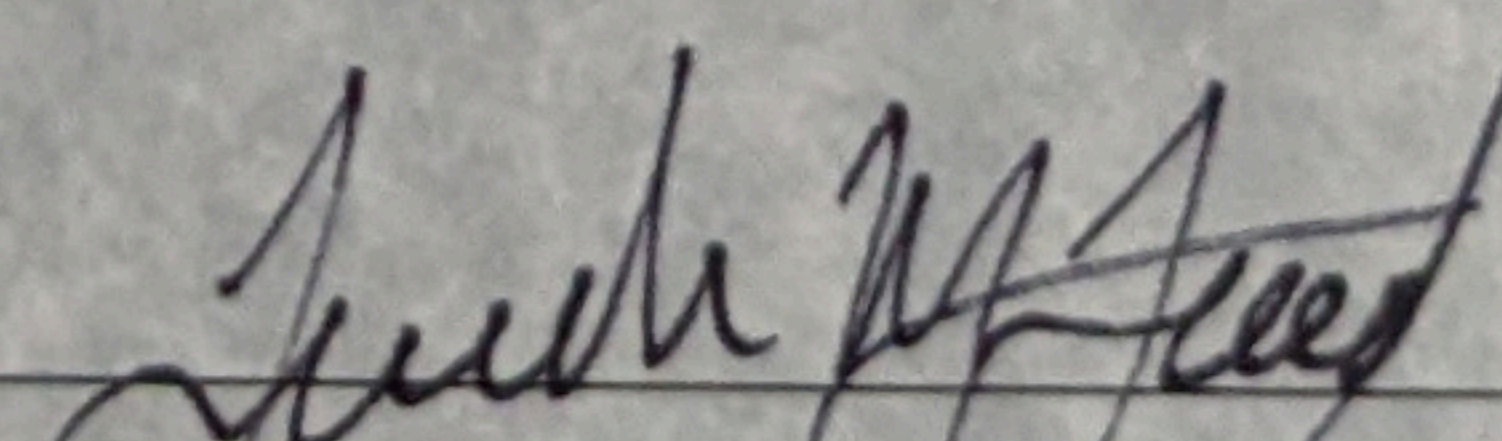
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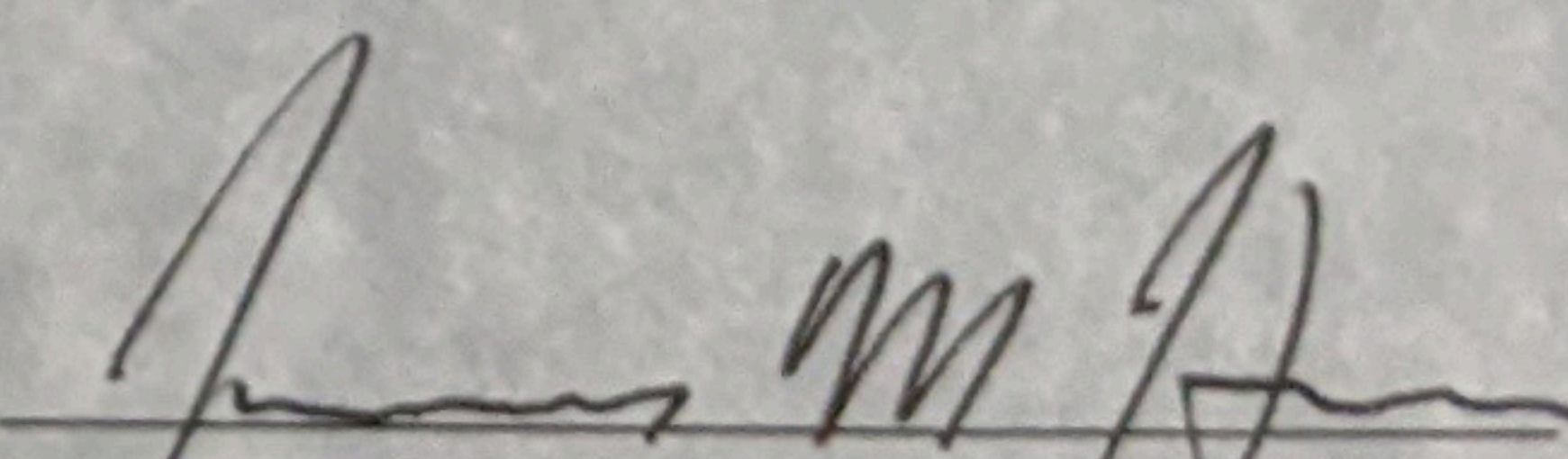
Certified Emergency Manager (CEM®)

*for meeting criteria in the area of references, experience,
education, training, contributions to the profession and
an essay/examination relevant to emergency management.*

*Maintenance of the **CEM®** occurs every five years.*




Judson M. Freed, MA, CEM®
IAEM-USA 2020-2021 President


James M. Howson, CEM®, NRP
Certification Commission Chair

Friday, August 19, 2022



Dear Emily Dwyer,

Congratulations! This letter is your official notification of meeting all the necessary requirements for earning the Certified Emergency Manager designation (CEM®).

You will be recognized at the IAEM-USA 70th Annual Conference & EMEX in Savannah, GA November 14-16, 2022. We hope you decide to participate in the Wednesday evening ceremony where you will be presented with your diploma. If you are unable to participate, IAEM headquarters will mail it to you upon their return from the Annual Conference. Please check out our website www.iaem.org/usconf for detailed program and registration information.

You are scheduled to re-certify in 2027. You can create your recertification application now and start logging in information to meet the current requirements of continuing education/training hours and professional contributions over the next five years. Specific information about the requirements for recertification can be found on the IAEM website within the certification section under Recertification. Note, everything in your next recertification application must be as of the date of this letter to December 31, 2027. However, if at any time the recertification requirements change, you will be required to meet the new requirements within your next recertification submission. Please be sure to check the IAEM website at www.iaem.org/recertification for any updates.

It is your responsibility to keep IAEM Headquarters updated with your current mailing and email address. In the summer of 2026, you will start to receive reminder notices by email reminding you that your recertification is due. If you choose not to recertify in 2027, you may no longer use the CEM designation after your name beginning January 1, 2028.

We have posted online at www.iaem.org/followup a press release for you to edit and distribute describing your recent accomplishment and the CEM® program. Also available is a copy of your employer notification letter for you to personalize and forward on to your supervisor advising of your recent achievement of the CEM® designation. The letter will detail the CEM® requirements and give appropriate recognition to you and credit to your organization for having a leader of your caliber.

Again, you have my sincere congratulations for your outstanding achievement in becoming a Certified Emergency Manager.

Sincerely,

A handwritten signature in black ink that reads "Glenn Jones". The signature is written in a cursive, flowing style.

Glenn Jones, CEM®

FEPA Certification Approval - Emily Dwyer

2 messages

noreply@mail.smapply.net <noreply@mail.smapply.net>
To: edwyer98@ymail.com

Fri, Sep 29, 2023 at 10:13 AM



Emily Dwyer

Deputy Project Manager

IEM

8249 NW 53RD TER, GAINESVILLE, FL 32653-6142

Gainesville, Florida 32653

Dear Emily:

Congratulations! After careful review of your certification application, the Florida Emergency Preparedness Association Certification Commission has tentatively approved your submission. Please accept this letter as your official notification of meeting all of the necessary requirements for Certification as a Florida Professional Emergency Manager (FPEM) .

TAB 7.0: REFERENCES
(RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

7.0 REFERENCES

7.1 RECOVERY SERVICES

Reference 1 - IEM: Florida Division of Emergency Management (FDEM)

Project: Technical Assistance for Public Assistance Alternative Procedures under Section 428 of the Stafford Act and 406 Mitigation, Hurricane Michael - Florida Division of Emergency Management

Project Summary:

IEM is providing strategic and operational support to the Florida Division of Emergency Management (FDEM) for Public Assistance and Alternative Procedures for permanent work projects under Section 428 of the Stafford Act and 406 mitigations for all permanent work projects following Hurricane Michael. IEM's support to FDEM includes identifying risks and benefits to the recipient and sub-recipients in the voluntary participation in 428 projects, ensuring compliance with programmatic and procedural timelines, ensuring compliance with the planned use of funding for 428 projects and ensuring compliance with the subrecipients' plans for excess funding.

IEM's support to FDEM includes technical and programmatic advisory services in identifying damages, developing scopes of work, determining fixed cost estimates, developing 406 mitigation scopes and cost estimates, and other project formulation requirements. IEM is further assisting FDEM in developing strategic procedural requirements for advanced funding, requests for reimbursement, closeout, and other grants management and financial management functions.

IEM is providing similar support to FDEM for all permanent work projects under Hurricane Michael to ensure resiliency measures eligible as 406 mitigation are properly identified and justified in the project formulation, grants management, and closeout phases of the program administration.

IEM has worked closely with FDEM throughout the project process for various Applicants affected by Hurricane Michael (DR-4399). In particular, Washington County's 428 road projects presented many unique challenges. Washington County contains over 350 miles of rural, unpaved roads which have been flooded and washed out by many named and unnamed storm events. As part of the recovery and mitigation efforts following Hurricane Michael, Washington County received funding to harden the roads with subbase geo-textile fabric and asphalt topping. In addition to the road mitigation, the road shoulders will be stabilized by a combination of geo-textile fabric and high-performance sod. Construction has started in seven (7) of the seventeen (17) road zones within the County's overall 428 project scope of work. IEM collaborated regularly with the Applicant and FDEM to ensure these obligated 428 projects met all federal rules and regulations, as well as period of performance deadlines.

IEM has worked closely with FDEM and the Applicant to ensure that funding is properly allocated for the recovery and mitigation efforts, and IEM has helped the Applicant track all construction funding by individual project and across all road zone projects. FEMA's 428 program allows the Applicant to share funds across all eligible 428 projects, providing flexibility in funding use and construction performance. Currently, the Applicant has paved approximately 10% of the roads in the County using recommendations provided by IEM throughout the project process.

There are currently 12 more roads out to bid, which will raise the total road zone mileage completion to ~15% of the total mileage in the project scope. IEM continues to assist the Applicant with bidding, award, and construction recommendations to maintain consistent progress for the 428 road projects.

Currently, IEM manages 18 obligated projects for FDEM for Hurricane Michael (DR-4399) recovery and mitigation. Earlier in the project management process, IEM managed well over two hundred (200) 428/406 projects through obligation and into the closeout process.

Currently, IEM is managing eighteen (18) permanent work projects with 406 mitigation scope. Earlier in the project management process, IEM managed well over one hundred (100) permanent work projects with 406 mitigation scope.

Name: Melissa Shirah

Title: Bureau Chief, Deputy State Coordinating Officer

Phone: 850.590.9287 / **Office:** 850.815.4410

Email: Melissa.Shirah@em.myflorida.com

Reference 2 - IEM: City of Flagler Beach, Florida

Project Title: FEMA Disaster Recovery Public Assistance Support – City of Flagler Beach, Florida

Project Summary:

The City of Flagler Beach chose IEM for disaster administrative and management services designed to ensure efficient and effective disaster recovery activities and documentation, with a focus on expediting and maximizing available cost recovery and grant opportunities, inclusive of grant applications, project identification/development, cost capturing, report preparation, invoice reconciliation, closeout processes, and audit responses.

IEM is currently supporting the City with their financial recovery from Hurricanes Ian and Nicole, as well as continuing recovery from Hurricane Matthew. IEM continues to support on-site and remotely, coordinating the recovery effort between City staff, the State Recovery Bureau, and FEMA, providing policy and eligibility guidance, and advising on all matters related to Public Assistance and Hazard Mitigation. The IEM team is responsible for compiling damage inventories, cost estimates, project worksheet formulation, document preparation, validation, and submission, and overall grant management activities.

Name: Katie Dockhorn

Title: Assistant to the City Manager

Phone: 386.517.2000, ext. 238

Email: kdockhorn@cityofflaglerbeach.com

Reference 3 - IEM: Gilchrist County, Florida

Project Title: COVID-19 Financial Recovery – Gilchrist County, Florida

Project Summary:

IEM assisted Gilchrist County, FL in developing an application-based Small Business Program to disburse CARES Act funds based on the number of employees, negative financial impacts experienced as a result of COVID-19, and further program eligibility requirements. As a small, rural county, Gilchrist County businesses benefitted greatly from this swift financial assistance. Additionally, IEM assisted the County in identifying eligible Public Safety payroll expenses that qualified for reimbursement under the CARES Act and any that could qualify under FEMA’s Public Assistance program. This application-based program utilized an online portal and a paper submission option for small business owners to seek funding. IEM developed an online form integrated into the County website, and our Grants Management Team evaluated submissions, verified they were complete, and recommended the County approve or deny fund disbursement based on the application and supporting documentation. This allowed the County to have the final determination. However, it protected the County from any perception of favoritism in a small, rural community.

Name: Bobby Crosby

Title: County Administrator, Gilchrist County Board of County Commissioners

Phone: 352.463.3198

Email: bcrosby@gilchrist.fl.us

7.2 RESPONSE SERVICES

Reference 1 - IEM: Florida Division of Emergency Management (FDEM)

Project Title: State of Florida Individual Assistance Support – Florida Division of Emergency Management (FDEM)

Project Summary:

When Hurricane Ian was in the Gulf of Mexico, it was clear to the state of Florida emergency management team that this storm was going to be an all-hands-on-deck approach to serving and supporting disaster survivors. Under a disaster staff augmentation contract, the IEM team was in the state operations center days before landfall, helping the state to prepare for the largest storm to impact southwest Florida in decades. With response actions still underway, FDEM requested IEM provide IA subject matter experts deployed to assist the state from declaration requests to initial program activation, including transitional shelter assistance, critical needs assistance, clean and removal assistance, and direct housing assistance. The IEM team helped the state articulate policy waiver requests from FEMA, which is how states shape the program to support needs that may be more germane to a particular disaster.

After the impacts of Ian were known, the State also requested the IEM to provide subject-matter expertise to the Florida State-Led Disaster Housing Task Force. This effort involved contributing to the development of an operating charter and subsequent bylaws, meeting agendas and presentations, and daily consultation related to all disaster housing and long-term recovery group formation.

Perhaps the most critical element of the IEM support to the State of Florida is our ability to help coach and mentor staff. Many states face situations that are complex and require not only help to do the work but also to develop and foster growth in the teams and individuals. Our commitment to the state of Florida emergency management team is demonstrated not only by the work we do to support disaster survivors. Moreover, it is the investment we make in individuals who are working in some of the most pressure-infused positions in the country – local, tribal, and state emergency managers.

Project Outcomes

- IEM SMEs helped FDEM develop and implement novel recovery programs designed to quickly support the needs of disaster survivors
- Built capability in State Disaster Housing Task Force for current and future disasters

Name: Erin Thomas, FPEM

Title: Deputy Division Director of Emergency Management

Phone: 352.754.4083

Email: ethomas@hernandocounty.us

Reference 2 - NSB: City of West Palm Beach

Project Title: City of West Palm Beach – COVID-19 Response

Project Summary: May – December 2020: Incident Management Team Support Staffing for COVID-19 Response.

Name: Brent Bloomfield

Title: EM Director

Phone: 561.822.2220

Email: bbloomfield@wpb.org

Reference 3 - IEM: Florida Division of Emergency Management

Project Title: Emergency Operations Center – Vaccine Coordination – Florida Division of Emergency Management (FDEM)

Project Summary: IEM Health set up eight turnkey COVID-19 Health Equity Vaccination Sites in Miami-Dade, Broward, and St. Lucie Counties under FDEM.

Reference 3 - IEM: Florida Division of Emergency Management

- Overtown, Florida
- Hialeah, Florida
- Coconut Creek, Florida
- North Broward College
- Miami-Dade, Florida – Hard Rock
- Stadium Drive-Thru Miramar, Florida
- Fort Pierce, Florida
- Jacksonville, Florida

One site included the complete construction of temporary vaccination facility structures with patient intake, vaccination, and observation areas, a dedicated pharmacy prep area, a storage area, and administrative spaces. Other sites consisted of converting existing municipal or school buildings into vaccination sites. The turnkey COVID-19 Vaccination and Testing Site in Miami-Dade was located at the Hard Rock stadium, where the state turned the operations over to our firm. Over 294,000 vaccinations were administered for the State of Florida.

IEM supported the Florida Division of Emergency Management and the Florida Department of Health by leading the State-Based Community Vaccinations Branch. This branch manages multiple strategies that the State of Florida is utilizing to accelerate and coordinate vaccination efforts, such as faith-based Points of Dispensing, 55-and-older communities, health equity sites, and support of state- and county-led missions via regional incident management teams. The IEM team has coordinated approximately 250 faith-based Points Of Dispensing, resulting in 100,000 vaccinations, providing vaccine access to some of Florida’s most vulnerable, minority communities who may not have access to technology, or vaccine hesitancy, which is alleviated through trust in pastors and church leadership. The 55-and-older communities were targeted since they are areas in which large numbers of senior citizens reside, and more than 170,000 vaccinations were provided there. The 20 health equity sites managed by this branch are located in neighborhoods with a high social vulnerability index and have provided more than 200,000 vaccinations. These efforts helped to meet FEMA goals of expanding vaccine access to underserved communities. Team members also documented, analyzed, and synthesized information from several databases and systems to ensure data integrity. IEM staff served in roles ranging from Branch Director to Operations Section Chief to Planning Section Chief to Group Supervisor to Documentation Unit Leader.

Name: Kevin Guthrie
Title: Director, Florida Division of Emergency Management
Phone: 850.815.4101
Email: Kevin.Guthrie@em.myflorida.com

TAB 8.0: MINORITY OWNED BUSINESS OR WOMEN'S BUSINESS ENTERPRISE DOCUMENTATION (RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

8.0 MINORITY-OWNED BUSINESS OR WOMEN'S BUSINESS ENTERPRISE STATUS

IEM is not certified by the State of Florida Department of Management Services as a Minority Owned or Women-Owned Business Enterprise. However, IEM is certified by the National Women Business Owners Corporation (NWBOC) as both a women-owned and minority-owned business. We are pleased to include both certifications here.



WWW.NWBOC.ORG

MBE22052

CERTIFICATION NUMBER

01/16/25

EXPIRATION DATE

Certifies that:

**Innovative Emergency Management, Inc.
DBA IEM**

has successfully met the requirements of the NWBOC national certification program for certification as a minority-owned and minority-controlled business.

The identified business has qualified as an eligible Minority Business Enterprise (MBE) as set forth in NWBOC standards and procedures.

PHYLLIS HILL SLATER
Board Chair, NWBOC

541611, 541618, 541690, 541990, 561990

NAICS Code(s)

01/17/22

Date

WWW.NWBOC.ORG

INFO@NWBOC.ORG | 800-794-6140 | 1101 East Cumberland Ave, Suite #301, Tampa, Florida 33602



WWW.NWBOC.ORG

WBE22051

CERTIFICATION NUMBER

01/16/25

EXPIRATION DATE

Certifies that:

**Innovative Emergency Management, Inc.
DBA IEM**

has successfully met the requirements of the NWBOC national certification program for certification as a woman-owned and woman-controlled business.

The identified business has qualified as an eligible Woman Business Enterprise (WBE) as set forth in NWBOC standards and procedures.

PHYLLIS HILL SLATER
Board Chair, NWBOC

541611, 541618, 541690, 541990, 561990

NAICS Code(s)

01/17/22

Date

WWW.NWBOC.ORG

INFO@NWBOC.ORG | 800-794-6140 | 1101 East Cumberland Ave, Suite #301, Tampa, Florida 33602

TAMPERING OR ALTERING THIS CERTIFICATE IS, IN THE DISCRETION OF NWBOC, GROUNDS FOR TERMINATION OF CERTIFICATION.

TAB 9.0: COST WORK SHEET
(RFP 20230103)



Aerial Image, Port St. Lucie



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9.0 COMPLETED COST WORK SHEET

IEM presents a completed and signed Cost Work Sheet on the following page.

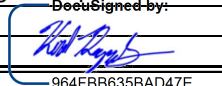
E-RFP # 20230103
Emergency Management Recovery/Response Services
Schedule A

Company Name: Innovative Emergency Management, Inc. (IEM)

Line #	ITEM DESCRIPTION	UNIT	Unit Price
1	NIMS ICS All-Hazards Incident Commander (950)	HR	\$ 235.00
2	NIMS ICS All-Hazards Public Information Officer (952)	HR	\$ 205.00
3	NIMS ICS All-Hazards Safety Officer (954)	HR	\$ 205.00
4	NIMS ICS All-Hazards Liaison Officer (956)	HR	\$ 205.00
5	NIMS ICS All-Hazards Operations Section Chief (958)	HR	\$ 205.00
6	NIMS ICS All-Hazards Planning Section Chief (962)	HR	\$ 205.00
7	NIMS ICS All-Hazards Logistics Section Chief (967)	HR	\$ 205.00
8	NIMS ICS All-Hazards Finance Administration Section Chief (973)	HR	\$ 205.00
9	Project Manager/Liaison with City	HR	\$ 150.00
10	Program Manager	HR	\$ 185.00
11	Recovery Specialist	HR	\$ 140.00
12	Grants Management Specialist	HR	\$ 120.00
13	Admin Assistant	HR	\$ 70.00

****Award will be based on line items #1-8 that provide the best value to the City****

The City reserves the right to split the award

	<small>DocuSigned by:</small>	
Contractor's Signature	 <small>964FBB635BAD47E...</small>	
Contractor's Name	<u>Keith Reynolds</u>	
Contractor's Email	<u>Contracts@IEM.com</u>	
Contractor's Phone Number	<u>919.990.8191</u>	



**TAB 10.0: ADDITIONAL REQUIRED
PROPOSAL SUBMITTAL FORMS:
(NON-SCORED) (RFP 20230103)**

Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

10.0 ADDITIONAL REQUIRED PROPOSAL SUBMITTAL FORMS (NON-SCORED)

IEM is pleased to present the Additional Required Proposal Submittal Forms, our signed and completed Attachment B, and the following documents:

- IEM's State of Florida Certificate of Good Standing
- NSB's State of Florida Certificate of Good Standing
- Addenda 1
- Addenda 2

Attachment "B" - Required Forms

eBid #20230103

CONTRACTOR'S GENERAL INFORMATION WORK SHEET

eBID #20230103

It is understood and agreed that the following information is to be used by the City to determine the qualifications of prospective Contractor to perform the work required. The Contractor waives any claim against the City that might arise with respect to any decision concerning the qualifications of the Contractor.

The undersigned attests to the truth and accuracy of all statements made on this questionnaire. Also, the undersigned hereby authorizes any public official, Engineer, Surety, bank, material or equipment manufacturer, or distributor, or any person, firm or corporation to furnish the City any pertinent information requested by the City deemed necessary to verify the information on this questionnaire.

Dated at Baton Rouge, Louisiana, this 30th day of OCT, 2023
(Location)

Name of Organization/Contractor: Innovative Emergency Management, Inc. (IEM)

By: Keith Reynolds, Manager, Contract Administration
Name and Title

1. Corporation, Partnership, Joint Venture, Individual or other? Corporation

2. Firm's name and main office address, telephone, and fax numbers

Name: Innovative Emergency Management, Inc. (IEM)

Address: 2801 Slater Rd., Suite 200

Morrisville, NC 27560-8477

Telephone Number: (919) 990-8191 or (800) 977-8191

Fax Number: (919) 237-7468

3. Contact person: Keith Reynolds Email: Contracts@IEM.com

4. Firm's previous names (if any). N/A

5. How many years has your organization been in business? 38 Years

6. Total number of staff at this location: 122 Total number of staff on the Treasure Coast: 6

7. Is the Firm a minority business: YES / NO

If no, is your company planning to implement such a program? N/A

8. Is the firm claiming Local Preference under City Ordinance 35.12? YES / NO

Attachment "B" - Required Forms

eBid #20230103

9. List the license(s) that qualifies your firm to construct this project: _____
IEM is including our Florida State Certificate of Good Standing.

10. **ADDENDUM ACKNOWLEDGMENT** - Bidder acknowledges that the following addenda have been received and are included in its proposal/bid:

Addendum Number	Date Issued	Addendum Number	Date Issued
1	10-16-2023		
2	10-17-2023		

11. **BID RESPONSE:**

11.1 Bidder will / ~~will not~~ accept the Purchasing Card (Visa).
(please circle one)

11.2 Percentage of discount when payment is made with Visa: N/A %
*Please Note: The City has implemented a **Purchasing Card Program**. The Bidder can take advantage of this project and in consideration receive payment within several days instead of the City's payment policy. Any percentage off the bid price for the acceptance of Visa will be consideration in the bid award. If no such percentage is given, the City shall assume zero (0) percent discount applies.*

11.3 Bid Reply Total from Cost Worksheet – Schedule "A": \$ N/A
(This figure must match the Cost Worksheet and the figure that is to be used on the DemandStar web page. Discrepancies between the Cost Worksheet spreadsheet uploaded on DemandStar, the dollar amount listed on the web page at the time of submittal and the Cost Work Sheet #20230103 uploaded on DemandStar will be resolved in favor of the Cost Worksheet – Schedule "A" that is uploaded at time of submittal.)

Bidders are cautioned that the anticipated quantities used for this computation will be estimates. The City makes no guarantee as to the actual quantity that will be utilized during the Contract period. A unit price for each item shall be offered shall be shown, and such price shall include packing and shipping unless otherwise specified. A total shall be entered in the "Total" column for each separate item. In case of discrepancy between the unit price and the extended price, the unit price will supersede. The total amount shall be entered on line 11.3 above and entered on the DemandStar web page. The City reserves the right to split the award, if in the City's opinion such a split is in the best interest of the City.

Interpretation of the Approximate Quantities - The Bidder's attention is called to the fact that any estimate of quantities of work to be done and materials to be furnished under the specifications as shown on the proposed form (or elsewhere) is approximate only and not guaranteed by the City. The City does not assume any responsibility that the final quantities shall remain in strict accordance with the estimated quantities, nor shall the Bidder plead misunderstanding or deception because of such estimate of quantities or of the character, location of the work, or other condition pertaining thereto.

Attachment "B" - Required Forms

eBid #20230103

12. Status of current contracts. Please provide the name & number of current contracts as well as a sample list of the projects currently underway.

IEM currently has more than 160 active contracts, and while it would be impracticable to list them all, we have provided a representative list below:

Client Name	Project Title
Los Angeles County	CA Los Angeles County Disaster Cost Recovery Consultant
Orange County, CA	CA Orange County Financial Cost Recovery Consulting Services
Sacramento County	CA Sacramento County Winter Storms and Floods Recovery Consultant
Liberty County, Florida	Comprehensive Grant Management Support
Keys Energy Services (KEYS) Florida	Comprehensive Grants Management
County of Liberty	County of Liberty Grant Administration Services for Hazard Mitigation
Florida State University	Disaster Recovery Support Consultants (Contingency)
Municipality of Anchorage, Alaska	FEMA Disaster Recovery Public Assistance Support
City of Bonita Springs	FL City of Bonita Springs FEMA Public Assistance Grant Program Services
City of Milton	FL City of Milton Disaster Recovery Administrative Services
County of Alachua	FL County of Alachua Disaster Recovery Services
City of Flagler Beach	FL Flagler Beach Recovery Hurricane Ian and Matthew
Flagler County	FL Flagler County Disaster Recovery Consulting Services
Hillsborough County	FL Hillsborough County CDBG-MIT Consultant
Osceola County	FL Osceola County - FEMA Compliance Consulting Services
Seminole County School Board	FL Seminole County School Board FEMA Compliance
FL St. Lucie County	FL St. Lucie County Professional Consulting Services Emergency Management Consultant
Florida A&M University	Florida A&M University Emergency Disaster Management
New College of Florida	New College of Florida Disaster Recovery Support Consultants
Florida Division of Emergency Management	FL DR-4486 COVID-19 Public Assistance Support
Florida Division of Emergency Management	FL Hurricane Michael 428/406 Mitigation
Florida Division of Emergency Management	FL Emergency Response Support Personnel
Colorado Division of Homeland Security and Emergency Management	CO Emergency Response Support Personnel
South Carolina Emergency Management	SC Emergency Response Support Personnel
North Carolina Department of Public Safety	NC SEOC Staff Augmentation
North Carolina Department of Public Safety	NC IA/PA Support Personnel

Attachment "B" - Required Forms

13. How will the Contractor be able to meet the project timeline and budget given the current workload, work force and equipment?

IEM's team is scalable to meet the demand of the City of Port St. Lucie as well as its many other clients simultaneously, and our project management office emphasizes the importance of staying on time and on budget. IEM has not had trouble meeting time and/or budget requirements on similar projects.

14. List the number of personnel that will be assigned to the project and include job titles and their licenses or certifications.

IEM is proposing a team of 19, listed below:

Program Manager – Michele Jones – Certified Emergency Manager, Florida Professional Emergency Manager

Project Managers – Emily Dwyer and Lisa Poziomek

Recovery Specialist – Joe Costello and Alicia Boyette

Grants Management Specialist – Jessica Gardner and Dominique Dawson

Administrative Assistant – Elizabeth Van Eyssen

Incident Commander – Nigel Baker

Liaison Officer – Leigh Deskins and Miguel Ferrer

Safety Officer – Edgar Ruiz

Public Information Officer – Randall Griffin

Operations Section Chief – Roberto M'Causland and Ronald Beesley

Planning Section Chief – Jorge Escobar

Logistics Section Chief – Donald Minor and Sandra Ambris

Finance Section Chief – Ursula Evans

Attachment "B" - Required Forms

eBid #20230103

- 15. Has the Contractor or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages in the last five (5) years? List the name of project, location, client, engineer, date and reason. Use additional pages if needed.

Total Number of Projects where Failure to Complete Work Occurred: 0

Project Number 1

Project Name: _____

Project Location: _____

Client Name and Phone Number: _____

Engineer Name and Phone Number: _____

Date: _____

Reason: _____

Insert additional projects if needed.

- 16. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes () No (X)

If yes, please explain:

N/A

- 17. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest:

Ongoing Matters

- *Raquel Felix et al. v. IEM et al.*
- *Stephanie LaValley v. IEM, Design & Build Consultants, LLC et al.*
- *Elbert E. Forest v. IEM and Design & Build Consultants, LLC*
- *IEM v. North Carolina Department of Public Safety et al*

Closed Matters

- *IEM v. ABML, LLC*
- *Globalize, LLC v. IEM et al.*
- *Katrina Hill v. IEM, et al.*
- *Daniel Bache et al. v. Special Counsel, Inc. and IEM*
- *Maria Milito v. IEM, et al.*
- *Theresa McGrath-Ross v. IEM, et al.*
- *Nancy Lynn Infante v. IEM, et al.*
- *Gina M. Campo v. IEM, et al.*
- *Vincent Richardson v. IEM, et al.*

(N/A is not an acceptable answer - insert lines if needed)

- 18. List any judgments from lawsuits in the last five (5) years:

None

Attachment "B" - Required Forms

eBid #20230103

(N/A is not an acceptable answer - insert lines if needed)

- 19. List any criminal violations and/or convictions of the Proposer and/or any of its principals:

None

(N/A is not an acceptable answer - insert lines if needed)

List subcontractors and major material suppliers for the project. Include telephone numbers. Insert additional sheets if necessary. All subcontractors listed must complete a "Certification Regarding Lobbying" form and is to be included in the bid package. Attach all licenses and certifications that qualify them to perform the work.

IEM proposes to partner with NSB Advanced Enterprises, LLC, which can be reached by phone at: (561) 308-4102. They are a limited liability company registered and in good standing in the state of Florida, their certificate of good standing is attached, as is a completed Certification Regarding Lobbying form, as requested.

- 20. The Contractor will comply with all applicable federal and state laws and regulations, to include 2 C.F.R. 200.318 through 200.326 as well as Appendix II to 2 C.F.R. Part 200 entitled "Contract Provisions for Non-Federal Entity Contracts Under Federal Awards.

Yes

No

DocuSigned by: [Signature]

064FBB636BAD47E...

Signature

Manager of Contract Administration

Title

NOTICE TO ALL PROPOSERS

To ensure fair consideration is given for all Proposers, it must be clearly understood that upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of contact with City employees, department heads or elected officials, up to and including the Mayor and City Council. The "Cone of Silence" is in effect for this solicitation from the date the solicitation is advertised on DemandStar, until the time an award decision has been approved by City Council and fully executed by all parties. Information about the Cone of Silence can be found under the [City of Port St. Lucie Ordinance 20-15, Section 35.13](#). Contact with anyone other than the Issuing Officer may result in the vendor being disqualified. All contact must be coordinated through Ms. Shelby Dolan Issuing Officer, for the procurement of these services.


All questions regarding this Solicitation are to be submitted in writing to David Harris , Procurement Manager with the Procurement Management Department via e-mail dharris@cityofpsl.com, or by phone 772--344-4293 . Please reference the Solicitation number on all correspondence to the City.

All questions, comments and requests for clarification must reference the Solicitation number on all correspondence to the City. Any oral communications shall be considered unofficial and non-binding.

Only written responses to written communication shall be considered official and binding upon the City. The City reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

*NOTE: All addends and/or any other correspondence before bid close date (general information, question and responses) to this solicitation will be made available exclusively through the [DemandStar's Website](#) for retrieval. All notice of intent to award documentation will be published on the [City Clerk's Website](#). Proposers are solely responsible for frequently checking these websites for updates to this solicitation.

I understand and shall fully comply with all requirements of City of Port. St. Lucie Ordinance 20-15, Section 35.13.

DocuSigned by:
Typed Name: Keith Reynolds
Signed: 
904F8B035BAD47E...
Company and Job Title: Innovative Emergency Management, Inc. (IEM), Manager,
Contract Administration
Date: 10/30/2023



"A City for All Ages"

e-BID #20230103
CONTRACTOR'S CODE OF ETHICS

The City of Port St Lucie ("City), through its Procurement Management Department ("Procurement Management Department") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, Procurement Management Department requires each vendor who seeks to do business with the City to subscribe to this Contractor's Code of Ethics.

- ◆ A Contractor's bid or proposal will be competitive, consistent and appropriate to the bid documents.
- ◆ A Contractor will not discuss or consult with other Vendors intending to bid on the same contract or similar City contract for the purpose of limiting competition. A Vendor will not make any attempt to induce any individual or entity to submit or not submit a bid or proposal.
- ◆ Contractor will not disclose the terms of its bids or proposal, directly or indirectly, to any other competing Vendor prior to the bid or proposal closing date.
- ◆ Contractor will completely perform any contract awarded to it at the contracted price pursuant to the terms set forth in the contract.
- ◆ Contractor will submit timely, accurate and appropriate invoices for goods and/or services actually performed under the contract.
- ◆ Contractor will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Contractor will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Vendor or for any other person.
- ◆ Contractor will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Vendor contracted by the City.
- ◆ Contractor must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Contractor must require their suppliers

Attachment "B" - Required Forms

eBid #20230103

(including temporary labor agencies) to do the same. Contractor must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not limited to the following:

- Obtaining and maintaining all required environmental permits. Further, Contractor will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
- Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.
- Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

Name of Organization/Proposer Innovative Emergency Management, Inc. (IEM)

Signature  _____

Printed Name and Title Keith Reynolds, Manager, Contract Administration

Date 10/30/2023

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable contractor contract. In the case of any discrepancies between it and the law, regulation(s) and/or contractor contract, the law, regulatory provision(s) and/or vendor contract shall prevail.

DRUG-FREE WORKPLACE FORM
eBid # 20230103
Emergency Management Recovery/Response Services

The undersigned Contractor in accordance with Florida Statute 287.087 hereby certifies that Innovative Emergency Management, Inc. (IEM) does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 Florida Statutes or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

DocuSigned by:

964FBB635BAD47E...
Bidder's Signature

10/30/2023
Date:



"A City for All Ages"

E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

- 1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.
3. The Contractor hereby represents that it is in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes. The Contractor further represents that it will remain in compliance with the requirements of Sections 448.09 and 448.095 Florida Statutes, during the term of this contract and all attributed renewals.
4. The Contractor hereby warrants that it has not had a contract terminated by a public employer for violating Section 448.095, Florida Statutes, within the year preceding the effective date of this contract. If the Contractor has a contract terminated by a public employer for any such violation during the term of this contract, it must provide immediate notice thereof to the City.

E-Verify Company Identification Number 1215852

Date of Authorization 5/19/2020

Name of Contractor Innovative Emergency Management, Inc. (IEM)

Name of Project FL Port St. Lucie – Emergency Management Recovery and Response Services

Solicitation Number (If Applicable) RFP 20230103

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on October 26, 2023 in Baton Rouge, Louisiana.

Handwritten signature of authorized officer

Signature of Authorized Officer

Keith Reynolds, Manager, Contract Administration

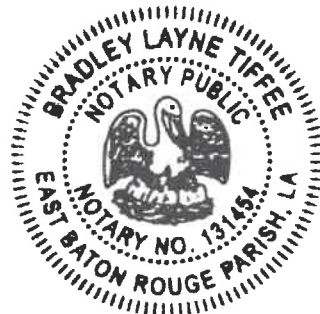
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 26 DAY OF October, 2023.

NOTARY PUBLIC [Signature]

My Commission Expires: upon death



NON-COLLUSION AFFIDAVIT RFP
EBID #2021XXX
STEP Basin Parts & Accessories

State of Louisiana}

Parish of East Baton Rouge}

Keith Reynolds, being first duly sworn, disposes and says that: (Name/s)

1. They are Manager, Contract Administration of Innovative Emergency Management, Inc. the

Proposer that (Title)
(Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;
3. Such Proposal is genuine and is not a collusive or sham Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed)  _____

(Title) Manager, Contract Administration _____

STATE OF Louisiana }
Parish of East Baton Rouge}
SS:

The foregoing instrument was acknowledged before me this (Date) October 26, 2023

by: Keith Reynolds who is personally known to me or who has produced

_____ as identification and who did (did not) take an oath.

Commission No. 131454

Notary Print: Bradley Tiffie

Notary Signature: Bradley L. Tiffie



CITY OF PORT ST. LUCIE, FLORIDA

eBID No. #20230103

PROJECT TITLE: Emergency Management Recovery/Response Services

CERTIFICATION REGARDING LOBBYING

The undersigned Contractor certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying", 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]
(3) The undersigned shall require that the language of this certification be included in the awards documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. 1352 (1)-(2)(A), any person who makes a prohibited expenditure of fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure]

The Contractor, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, et seq., apply to this certification and disclosure, if any.

Company Name: Innovative Emergency Management, Inc. (IEM)

Authorized By: [Signature] Keith Reynolds (Sign) (Print Name)

Title: Manager, Contract Administration Date: 10/30/2023

ALL SUBCONTRACTORS ARE REQUIRED TO FILL OUT THIS FORM AND SUBMIT WITH BID PACKAGE This is a mandatory document. No exceptions will be made.

CITY OF PORT ST. LUCIE, FLORIDA

eBID No. #20230103

PROJECT TITLE: Emergency Management Recovery/Response Services

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Primary Covered Transactions

The Contractor certifies that, the firm or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

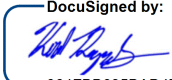
(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property

(c) are not presently indicted for or otherwise criminally or civilly charged by a federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Contractor certifies that it shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by the Florida Department of Transportation."

Company Name: Innovative Emergency Management, Inc. (IEM)

Authorized By:  Keith Reynolds
(Sign) (Print Name)

Title: Manager, Contract Administration Date: 10/30/2023

*****All subcontractors are required to submit this form with the prime contractor's proposal** This is a mandatory document. No exceptions will be made.***

State of Florida

Department of State

I certify from the records of this office that INNOVATIVE EMERGENCY MANAGEMENT, INC. is a Louisiana corporation authorized to transact business in the State of Florida, qualified on November 18, 2014.

The document number of this corporation is F14000004924.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on January 4, 2023, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fifth day of September, 2023*




Secretary of State

Tracking Number: 1480507641CU

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

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

State of Florida

Department of State

I certify from the records of this office that NSB ADVANCED ENTERPRISES, LLC is a limited liability company organized under the laws of the State of Florida, filed on November 20, 2017, effective November 20, 2017.

The document number of this limited liability company is L17000239279.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on February 16, 2023, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixteenth day of February,
2023*




Secretary of State

Tracking Number: 8728519660CC

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

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



"A City for All Ages"

Solicitation Addendum Form

Solicitation Number: 20230103	Solicitation Title: Emergency Management Recovery/Response Services
Issuing Officer: David Harris, Procurement Manager	Solicitation Initially Posted to Internet: See DemandStar
eMail Address: dharris@cityofpsl.com	Telephone: 772-344-4293
Addendum Number: 1	Date: 10/16/2023

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control.

QUESTIONS:

- 1.) **Question:** Will the city reimburse approved travel expenses separately at the prevailing GSA per diem rates without any additional markup?

Response: The City will not be reimbursing travel expenses. Part of the response is to include hourly rates for various positions that will be involved in any necessary action. Those rates should be inclusive of any overhead expenses, including potential travel expenses.

- 2.) **Question:** Pg. 9, Sect. 2.2.3., Subsection 1., states: "Use the provided worksheets to prepare your response. Enter your responses directly into the worksheet. Unless otherwise directed, do not insert "see attached file" (or similar statements) in the worksheet to reference separate documents." Will the City please clarify which worksheets they are referring to? (Pg. 8-9, Sect. 2.2.3. Preparing a Response, Subsection 1.)

Response: Please see Attachment B Mandatory Forms and Schedule A Cost Worksheet. These are the forms and worksheets that should be used in preparing your response.



"A City for All Ages"

Solicitation Addendum Form

Solicitation Number: 20230103	Solicitation Title: Emergency Management Recovery/Response Services
Issuing Officer: David Harris, Procurement Manager	Solicitation Initially Posted to Internet: See DemandStar
eMail Address: dharris@cityofpsl.com	Telephone: 772-344-4293
Addendum Number: 2	Date: 10/17/2023

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control.

QUESTIONS:

- 3.) **Question:** RFP p 10 of 18, Section 2.2.5, Tab 3 – Background and experience. Please clarify if the prime contractor must meet the 10 years or greater requirement for leading Florida Recovery Operations for government organizations, or can the overall team meet this requirement (either through a subcontractor or personnel qualifications)?

Response: The experience documentation requested must be for the firm submitting the response. It should not be attributed to individual employees or subcontractors.

TAB 11.0: PAYMENT BY CITY'S VISA CARD PROGRAM (RFP 20230103)



Aerial Image, Port St. Lucie



SAFE. SECURE. RESILIENT.

11.0 PAYMENT BY CITY'S VISA CARD PROGRAM

IEM will not be participating in the City's Visa Card Program.



SAFE. SECURE. RESILIENT.

P.O. Box 110265 • Research Triangle Park, NC 27709 • (919) 990-8191 or (800) 977-8191 • www.iem.com