

Emergency Management Recovery/Response Services

City of Port St. Lucie, Florida
Submitted by: Hagerty Consulting, Inc.

Due October 30, 2023 at 03:00PM ET

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Tab 2 – Cover Letter



October 30, 2023

David Harris, Official Issuing Officer
City of Port St. Lucie, Florida
Via email to: dharris@cityofpsl.org

**Subject: Hagerty Consulting, Inc's Response to eRFP Event Number 202301033, entitled
"Emergency Management Recovery/Response Services"**

Dear Mr. Harris and Members of the Evaluation Committee,

Hagerty Consulting, Inc. (Hagerty) is honored for the opportunity to present our qualifications to support the City of Port St. Lucie (the City) with Emergency Management Recovery and Response Services. Our extensive work with local governments across the State of Florida and the United States (US) allows us a unique insight to the preparedness, response, and recovery needs considerate of all types of disasters and emergencies, and affirms our ability to both provide timely and professional support to the City while ensuring the City is a top priority.

With this wealth of experience and a network of key relationships, Hagerty's local Florida-based team is well-positioned to support the City with its emergency management needs. Our mission is to leverage our national scope and local knowledge to create effective, sustainable solutions tailored to the unique needs of each community we serve, including Port St. Lucie. As a trusted partner, we offer the City:

- » **Expertise and capabilities directly aligned to the specific needs of the City.** For the past 21 years, Hagerty and our professionals have been providing comprehensive emergency management support to clients at the local, state, and federal levels across all aspects of our clients' programs – including technical and standby assistance at state, local, and agency levels under contracts that focus on the full suite of emergency management programs. We have a deep understanding of disaster recovery programs, including those under the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) and other federal and State of Florida programs that support comprehensive cost recovery. Our professionals are also extensively experienced in the assessment, design, and execution of trainings and exercises for emergency management organizations and their partners.

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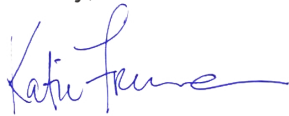
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- » **A local team prepared to support the City through the coming years.** Hagerty has a strong local presence in the State of Florida and can respond quickly to support the City's emergency management needs. Multiple members of the proposed Hagerty team, including **Project Manager Amber Guy, who was born and raised in Vero Beach and permanently resides in Tampa**, have a deep understanding of the region and the challenges facing it. Our team is prepared to adjust and augment our approach based on the City's needs and we will build its capacity by leveraging training methods that have proven highly successful during our past engagements.
- » **Extensive experience providing emergency management in the State of Florida.** Hagerty has long-term relationships with communities across the State and with the Florida Division of Emergency Management (FDEM). Our extensive work across the State demonstrates Hagerty's understanding of the unique geographic and community-based considerations; the emergency management response structures and capabilities of the State; and the local, county, and non-governmental partners that FDEM supports.

We are confident that this proposal, including our approach to services, strong project leadership, and proven past performance, will demonstrate our superior capability to provide emergency management support to the City.

Should you have any questions, or require additional information to evaluate our response, please do not hesitate to contact me directly. We thank you for the opportunity to respond, and look forward to hearing from you.

Sincerely,



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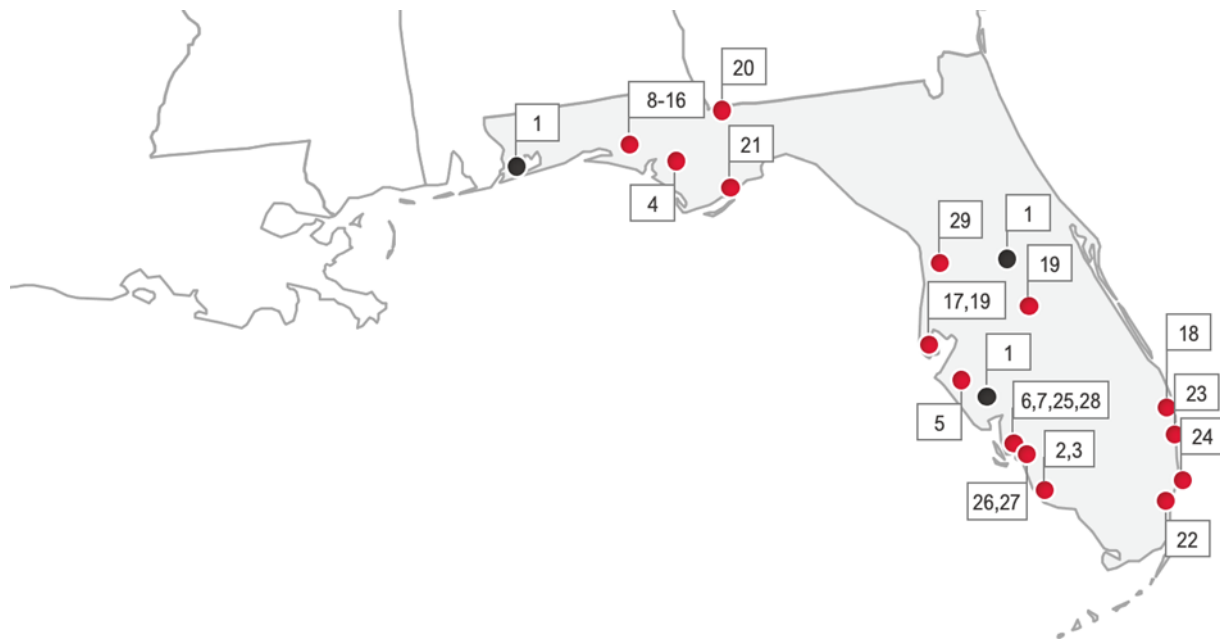
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Tab 3 – Background and Experience

Hagerty is a nationally recognized emergency management and homeland security consulting firm dedicated to helping our clients prepare for, mitigate against, respond to, and recover from disasters. We understand the full cycle of emergency management and have provided support services to jurisdictions and states across the nation, with more than 750 projects and programs successfully executed across preparedness, prevention, mitigation, response, and recovery capabilities.

We are national in our footprint, with a focus on providing response and recovery support within Florida through our office in Tallahassee, and significant presence in areas such as the Panhandle, and the counties of Miami-Dade, Palm Beach, and Lee, among others. Hagerty’s Florida team has supported every significant disaster and catastrophe event including supporting Lee County and others through Hurricanes Ian and Nicole, Palm Beach County with Hurricane Nicole, and Miami-Dade County with Hurricane Irma, the Novel Coronavirus (COVID-19), and the Surfside Building Collapse, among others. Additional support ranges from immediate response support to Lee County, the City of Cape Coral, and FDEM in the wake of Hurricane Ian, to long-term recovery support to the City of Panama City – securing nearly \$435 million in recovery grant funding as a result of Hurricane Michael and other disasters.

Hagerty’s Past and Ongoing Support to Florida Clients



1. 2004 Florida Hurricane Season Joint Field Office
2. Collier County Recovery Support (Hurricane Irma)
3. Collier County After-Action Review (Hurricane Irma)
4. Calhoun Liberty Hospital Disaster Recovery (Hurricane Michael and COVID-19)

18. Town of Davie Emergency Management Consulting (Recovery Training)
19. Pinellas County Disaster Recovery Management (COVID-19 Fiscal Recovery Funds)
20. Leon County Recovery Support (Hurricane Michael and COVID-19 Cost Recovery)

5. Sarasota Memorial Hospital Disaster Recovery (Hurricane Irma)
6. Lee County/Southwest Florida Regional Evacuation Plan
7. Lee County Hazard Mitigation Plan Update, Pre-Disaster Recovery Plan, COVID-19 Cost Recovery, and Cost Recovery P (Hurricane Ian)
8. City of Panama City (Hurricane Michael and Sally)
9. Panama City Beach (Hurricane Michael)
10. Bay District Schools (Hurricane Michael)
11. Palm Beach Education Group (Hurricane Michael)
12. Panama City Housing (Hurricane Michael)
13. Bay Haven Charter Academy (Hurricane Michael)
14. Girls, Inc. of Bay County Disaster Recovery (Hurricane Michael)
15. First Presbyterian Church (Hurricane Michael)
16. Bay County (Hurricane Michael Housing Program Assistance)
17. CARES Inc. Cost Recovery (Hurricane Michael)
21. FDEM (COVID-19 Response and Recovery Support; FDEM Michael 428 Policy Support; Hurricane Ian Response; Hurricane Ian Recovery)
22. Miami-Dade County Disaster Cost Recovery Services (COVID-19, Hurricane Irma, Champlain Building Collapse Cost Recovery Support and After-Action Report)
23. Palm Beach County (Hurricane Nicole Response and Recovery)
24. Town of Surfside (Champlain Building Collapse Cost Recovery)
25. Cape Coral (Hurricane Ian Response, Mitigation, and Recovery)
26. Village of Estero (Hurricane Ian Mitigation)
27. Bonita Springs (Hurricane Ian Recovery)
28. SalusCare (Hurricane Ian Recovery)
29. Hernando County Planning and Grant Management (Hurricane Ian)

Scope Focus: Recovery Operations

Hagerty and our professionals have been at the forefront of developing and executing innovative recovery policies, methodologies, and tools in the aftermath of large-scale complex disasters. Concepts designed and executed for our clients have **(1)** been recognized as best practices in managing recovery funding; **(2)** directly influenced the implementation of new Federal Emergency Management Agency (FEMA) programs; and **(3)** served as the foundation for or have become federal policy. As a firm, our disaster recovery philosophy drives how we support our clients. Our philosophy is captured in the following 10 objectives:

1. Secure all available funding our client is entitled to after a disaster from federal and state programs.
2. Establish goals based upon cash flow and management timelines associated with each grant.
3. Implement sound project management controls and working relationships across all levels of government to reduce potential conflicts, de-obligations, and negative audit findings.
4. Leverage strong relationships with state and federal partners to ensure efficient grant development and goal alignment.
5. Provide advisory services and expertise to make informed decisions during complex recovery operations.
6. Understand the implications of federal and state grant policies and their implications on recovery program implementation.
7. Supplement client staff with knowledgeable and accountable disaster recovery professionals.
8. Relieve our clients from the burden of managing a complex recovery process over multiple years.
9. Provide total asset visibility and transparency by implementing project controls utilizing software management tools.
10. Help our clients establish a new, effective, and more resilient “normal” after a disaster.

A critical component of our disaster recovery philosophy is an emphasis on transparency. Hagerty provides transparency through flexible solutions, including software tools that interface with client systems to track federal and state recovery programs. As designed and executed, our solutions support information gathering, grant tracking, deadline monitoring, and timekeeping. Hagerty strategically designs systems to provide extensive visibility into the management and operation of our teams and monitor overall progress of the recovery operation. Ultimately, our solutions help **protect our clients** by providing quick and transparent access to information, making Hagerty accountable to ongoing and forecasted recovery projects.

Hagerty will provide comprehensive services that address all aspects of disaster recovery. Upon activation (prior to or after the disaster event), Hagerty will have the project manager and other support on-site to support as needed. The project manager and Project Management Team (PMT) will work with the City's point of contact to assess the immediate needs to mobilize a team quickly with the appropriate skillsets to meet those needs (e.g., damage assessments; recovery housing program coordination; recovery housing solution design and implementation; recovery coordination with the City, FDEM, and FEMA; in time documentation collection and auditing on costs; expedited project development; Emergency Operations Center (EOC) Finance/Administration Section support). In initiating a recovery program with our clients, Hagerty's PMT will establish expectations early regarding how to estimate outcomes of the recovery process; implement regular communication so that the client has a clear understanding of the project status; and regularly track issues and potential mitigation strategies so they can be identified and addressed quickly.

Hagerty has successfully helped our clients analyze, interpret, and otherwise manage the complex, technical, and stringent cost-tracking protocols, and requirements of FEMA and other federal and state agencies. In collaboration with the City, we will develop a strategy for tracking these costs across all stakeholders, agencies, staff, consultants, contractors, and more through proven techniques and processes.

Hagerty offers extensive experience in the state of Florida, including focus on disaster management and grant administration services.

Hagerty is well established in the State of Florida – we have long-term relationships with communities across the State and with FDEM. Our extensive work across the State demonstrates Hagerty's understanding of the unique geographic and community-based considerations; the emergency management response structures and capabilities of the State; as well as the state, local, county, and non-governmental partners that FDEM supports.

Hagerty's grant management experience ranges in size from individual Public Assistance (PA) Small Projects, Federal Highway Administration – Emergency Relief (FHWA-ER) funded roadway reconstruction projects, and large-scale capital construction projects completed through the Section 428 Program. Our dedicated advisors will work with the City to ascertain the range of projects and grants management activities, building a custom system to suit all its needs. Should Hagerty be selected to support the City, we will rapidly deploy our team of experts to triage existing grants management, cultivate realistic recovery goals based upon the type of damage and funds allocated, establish proven grants management, and augment the City's capability to manage the event where needed. Our extensive experience in both emergency preparedness and disaster

recovery services provides a dynamic solution to the City for exceptional grant management advisory services and support.

Detailed information regarding our recovery experience can be found in Tab 5 – Financial Grant Experience.

Scope Focus: Response Operations

Hagerty understands the City's need for an agile approach to staffing for real-world events based on the needs of the specific incident and the evolution of a planning effort over time. Hagerty is prepared to support the City in the critical life-preserving and sustaining periods prior to and after an event for predicted, no-notice, imminent, and occurring disasters.

Hagerty offers the City pre- and post-event advisory services and staff augmentation for the duration of response operations, supplementing the City and response personnel with staff capable of serving in senior, mid-level, and general staff positions in a variety of functions (e.g., command and control, planning, logistics, public information) as required in the EOC or forward operating Incident Command Posts (ICPs). Many of our staff have direct response experience, including government experience managing and supporting EOCs, Joint Field Offices (JFOs), and forward operating ICPs as a result of actual disasters.

In addition to supporting natural disaster and pandemic response operations across the country, Hagerty team members have experience supporting and leading and supporting no-notice disasters and large planned events, most recently with Hagerty's support of Lee County, after Hurricane Ian. Professionals identified in this proposal have also served in key roles on incidents and have led teams that have developed plans for active threat scenarios, family reunification, and family assistance center operations.

To ensure a proper response for staff augmentation task orders for the City, Hagerty will work with EOC leadership to determine a scalable approach to post-event EOC and field-based staff support that fills gaps and is flexible as the disaster response progresses. Hagerty will maintain and deploy a cadre of experienced staff ready to fulfill identified roles within the command-and-control structure. Hagerty can support the City to:

- » Maximize the integration of response and recovery activities, including non-traditional partners;
- » Support coordination between state, local, and other municipal, private-sector, and nongovernmental organization partners;
- » Maximize efficient use of resources for incident management and the protection and restoration of critical infrastructure;
- » Establish and maintain incident management communications and situational awareness across jurisdictions and between the public, private, and nonprofit sectors;
- » Facilitate emergency mutual aid and emergency support to municipal governments; and
- » Maximize the integration of response and recovery activities, including non-traditional partners.

In order to provide the City with pre- and post-disaster advisory and staff augmentation services to support the response phase of an emergency or disaster, Hagerty will provide services to include:

Hagerty's Emergency Response Staff Augmentation Capabilities

» All-hazards risk analysis and threat evaluation	» Hazardous materials, including chemical, biological, radiological, nuclear, and explosives
» Incident action planning and disaster intelligence	» Mutual aid, resource typing, and mission-ready package support and management
» Family Assistance Center planning and response support services	» Comprehensive Emergency Support Function and Incident Command Structure (ICS) subject matter expertise
» Staffing for planned events to include National Security Special Events	» Accounting documentation of expenses, requests for assistance, and event management
» Life safety evacuation and shelter-in-place decision assistance	» Initial impact and preliminary damage assessments
» Mass care (sheltering, feeding, pet sheltering, bulk distribution)	» Emergency power assessment
» Disabilities/Access and Functional Needs (D/AFN) considerations	» Continuity of operations and business continuity planning
» Life-sustaining logistical resource support—commodity movement and point of distribution management	» Interfacing with the inter-governmental stakeholders (local, state, and federal government)
» Public Information	» Financial management and administration
» Alert notification and warning order communication	» Transportation and evacuation

Hagerty response professionals can work in coordination with and alongside City staff, and mutual aid EOC Support Teams and Incident Management Teams, providing consistency and support in key EOC positions while giving City staff time to rest, recover, and handle any disaster impacts to their homes and families. This type of response staff augmentation has been identified as a best practice across other jurisdictions and has allowed Hagerty team members to fill gaps and take some of the weight off local EOC responders.

Hagerty fully understands the National Incident Management System (NIMS) and ICS as outlined by FEMA

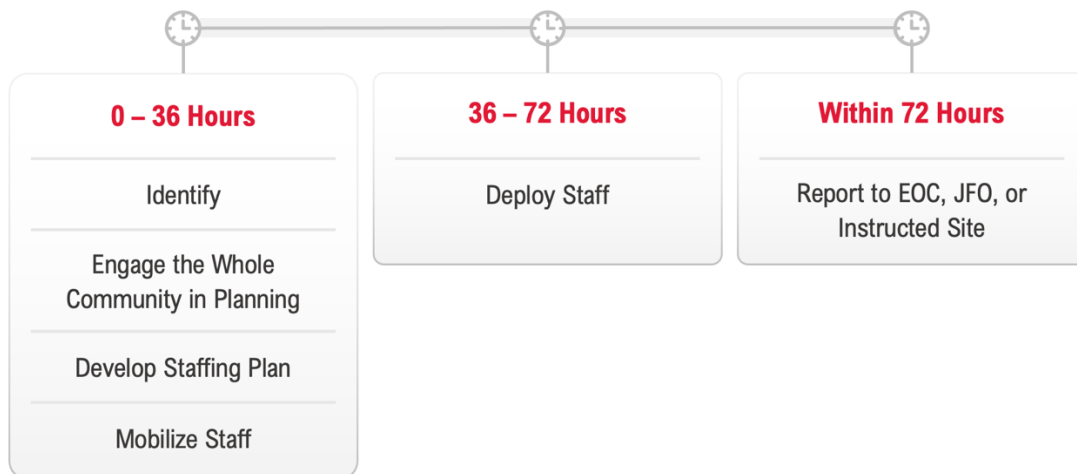
All Hagerty staff are required to take the ICS 100 and 200 courses offered by FEMA and many of Hagerty's professionals take ICS 300 and 400. Additionally, many Hagerty professionals have experience utilizing their understanding of NIMS and ICS to seamlessly integrate themselves into the ICS structures of local, state, and federal EOCs during real-world incidents. Our team of professionals implement the principles of NIMS and ICS in all our planning, response, and recovery projects, including:

- » **Standby recovery support services for Lee County, Florida**, including Hurricane Ian response and recovery. For Hurricane Ian, Hagerty mobilized consultants to support County departments, ensuring they were implementing response and recovery best practices during and after the storm made landfall. Hagerty consultants were embedded in the EOC during the immediate response to Hurricane Ian and filled key roles across operations, planning, logistics, and finance/administration.
- » **Provided staff for the California Governor's Office of Emergency Services to respond to wildfires.** Hagerty professionals also supported closeout of legacy events and recovery from all subsequent events during the five-year contract, including COVID-19 response and recovery.

Hagerty's Response Readiness

As an emergency management and homeland security consulting firm, **Hagerty is structurally agile to meet the surge requests and ongoing response needs of our clients.** We accomplish this through a combination of full-time professionals supplemented by a nationwide consultant response cadre composed of experienced practitioners. The diagram below depicts Hagerty's workflow to provide staffing support to the City.

Schedule for Personnel Deployment and Implementation



Hagerty does not believe in overstaffing projects. Rather, we work in tandem with our clients during response and recovery to tailor our team to **(1)** the specific needs of the incident and **(2)** the evolving needs of the client, resulting in cost savings at all levels of government.

In order to provide the City with pre- and post-disaster advisory and staff augmentation services to support the response phase of an emergency or disaster, Hagerty will:

- » Continuously maintain our cadre of senior, mid-level, and junior emergency management professionals with skills in response operations and disaster recovery;
- » Establish communication channels and shared situational awareness following a forecasted weather event or no-notice event;
- » Establish an operational timeline for deployment and environment stabilization based upon the City's needs;
- » Utilize its understanding of the National Response Framework, National Disaster Recovery Framework (NDRF), and NIMS to assist the City in defining key principles, roles, and structures that organize a community's collective response;
- » Define emergency response in compliance with state and local emergency operations planning processes;
- » Establish operational periods and priorities while interpreting policies that provide departments and agencies with guidance for the coordination and direction of municipal plans and procedures; and
- » Develop and/or revise Emergency Operations Plan processes/protocols – based on NIMS and aligned with the patchwork of special-purpose incident management and emergency annexes – into an effective and efficient structure.

Response Cadre Roster Maintenance

Effectively mobilizing emergency managers and surge professionals to support the City requires a dedicated internal recruiting staff that uses processes that have been proven effective in past operations. Hagerty will deploy a multi-tiered approach to provide a flexible and directly deployable candidate pool large enough to quickly provide the immediately necessary and scalable surge staffing required by the operation.

Throughout each calendar year, Hagerty's Response Division maintains a response cadre of emergency management professionals who are immediately available to deploy on response missions. This list of professionals is continually updated to reflect the availability of surge staff across field functions.

Hagerty's Response Division, in coordination with the Talent Acquisition Department, manages the internal process of recruiting, vetting, and communicating expectations and updates to response cadre members. On an ongoing basis, Hagerty confirms with all professionals their desire to remain a part of our cadre. This process includes an update to knowledge, skills, and capabilities for each member of the team. This process also includes confirming updated 24-hour contact information.

In addition to the professionals currently rostered and maintained in Hagerty's response cadre, the team has plans in place to immediately recruit, vet, and deploy additional personnel based on the size and scope of the mission. This scalable approach has been proven over the past several years, as Hagerty quickly deployed emergency management professionals throughout the country to support ongoing COVID-19 response and recovery efforts.

Scope Focus: Emergency Management Planning and Training

Our professionals' experience and certifications in emergency response and preparedness training spans traditional ICS education and includes provision of training on topics such as action plan development, evacuation planning, disaster cost recovery, NIMS, and planning for individuals with D/AFN. Our experience includes, but is not limited to:

- » **Providing recovery financial operations training to multiple jurisdictions and agencies across the US**, including New York City (NYC), San Diego County, and the City of Philadelphia to implement federal recovery programs more effectively, including the FEMA PA, and Housing and Urban Development (HUD) Community Development Block Grant - Disaster Recovery (CDBG-DR) Programs.
- » **Developing curriculum and supporting training implementation** for the FEMA Incident Management Assistance Team (IMAT) Academy, and supporting the Field Operations Directorate (FOD) to ensure the capability of personnel in their incident management roles under the FQS.
- » **Collaborating with the FEMA National Integration Center to provide training** and technical assistance to jurisdictions and states across the US associated with emerging emergency management issues including evacuation, donations management, and Community Lifelines.
- » **Developing and implementing a train-the-trainer program** to support the *Gear Up, Get Ready* emergency campaign in the Chicago region to enable local stakeholders to provide emergency preparedness training and enhance campaign sustainability beyond contract execution, including training targeted at limited English-speaking populations.
- » **Incorporating key concepts associated with tactical field operations and Unified Command to provide training** to first responders and public safety partners to enhance their ability to respond to a Complex Coordinated Terrorist Attack (CCTA) in Chicago, Houston, St. Louis, and Kansas City.
- » **Providing field-based training and technical assistance** to counties, municipal partners, and non-governmental organizations across the State of California on benefit cost analysis, including standard training on processes and hands-on workshops to collaborate with partners across a variety of threats and hazards, including floods, fires, and earthquakes.
- » **Supported the design and development of exercise materials** to enable District of Columbia Homeland Security and Emergency Management Agency and its partners to participate in the 2018 National Level Exercise and meet their respective exercise objectives.
- » **Designed and facilitated four in-person, virtual instructor-led, and computer-based training courses** and accompanying toolkits for North Carolina's Durham, Wake, and Orange Counties based on capability gaps in active threat response identified by regional stakeholders, including family reunification/family assistance, public information, intelligence/investigations, and emergency communications.




In addition, our professionals are extensively experienced in the assessment, design, and execution of trainings and exercises for emergency management organizations and their partners. This excellence is demonstrated through contracts actively supported by the Hagerty team with FEMA – developing the

curriculum and supporting training implementation for the IMAT Academy; and in support of the FOD to ensure the capability of personnel in their incident management roles under the FEMA Qualifications System (FQS). Our work with FEMA is bolstered by municipal emergency management training offered by our teams, ranging from workshops for the Bay Area Urban Area Security Initiative on temporary disaster housing solutions to CCTA training in the City of Houston, to personal protective equipment training for health planning councils in Florida. Hagerty is developing training solutions that effectively ensure what is being executed in the field is being trained to in the classroom (virtual and in-person).

Hagerty's approach is based on our training philosophy, where the most successful programs are both programmatic and holistic. By **programmatic**, Hagerty means that training is interwoven into the everyday processes, planning, and priorities of the broader preparedness program. To be successful, the identification and execution of the training program must be based on a combination of planning priorities, identified risks, required capabilities, and the broad strategic perspective of preparedness needs. For Hagerty, **holistic** means the training program needs to be inclusive of all partners, both traditional and non-traditional. A strong community engagement strategy is required to ensure all stakeholders are brought to the table to train, practice, and identify solutions to bridge any capability gaps. This programmatic philosophical approach ensures that any training program designed and implemented by Hagerty is equitable and sustainable, with defined metrics that objectively reflect improved recovery capabilities.

Hagerty blends our expertise in emergency management programs and federal frameworks with the practical knowledge of our subject matter experts to develop training programs and specific curricula that enhance our client's capabilities. We are skilled in delivering training across multiple instructional environments, incorporating practical training in classroom-based courses, or quizzes into web-based training to validate learning against training objectives. Our professionals' experience and certifications in emergency response and preparedness training spans traditional ICS education and includes provision of training on topics such as action plan development, evacuation planning, disaster cost recovery, NIMS, and planning for individuals with disabilities and others with D/AFN.

Hagerty's Training Design and Tools

<p>INCORPORATING ADULT LEARNING CONCEPTS</p> <ul style="list-style-type: none">• Use of Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model in training development.• Levels of Training:<ul style="list-style-type: none">• Awareness• Intermediate• Advanced• Understanding context of those being trained:<ul style="list-style-type: none">• Onboarding• Required• Refresher• Extracurricular 	<p>LEARNING MANAGEMENT</p> <ul style="list-style-type: none">• Ensure accessibility of training in appropriate formats:<ul style="list-style-type: none">• In-Person• On-the-Job• Virtual• Online• Train-the-Trainer• Develop an integrated training program;<ul style="list-style-type: none">• City-wide• Department-Specific• Individual• Executive Leadership 	<p>CREDENTIALING</p> <ul style="list-style-type: none">• Make completion engaging and accessible through development of certificate program• Credentialing made easy through app-based software that makes demonstration of certificates simple and cloud-based 
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Pre-Disaster Recovery Planning

Hagerty's support for pre-disaster recovery planning pre-dates the development of the NDRF. In 2008, Hagerty served as a subcontractor to develop annexes to the Congressionally mandated National Disaster Housing Strategy (NDHS). The NDHS federal doctrine was a first step to providing guidance and operational tools to recovery practitioners across the US to enhance planning for and execution of housing recovery programs.

To-date, Hagerty has developed statewide, regional, county, and municipal disaster and resilience plans for more than fifteen clients, including in North Carolina, South Carolina, Florida, Georgia, Rhode Island, New Hampshire, Texas, Nebraska, Oregon, and California. Our work in recovery program management and post-disaster recovery program execution directly informs the recovery planning executed by our professionals; we take an innovative approach to recovery planning, working with our clients to integrate NDRF-based recovery operations planning with cost recovery roles, responsibilities, and processes. This comprehensive experience offers the City an in-depth understanding of past and emerging practices in pre-disaster recovery planning.

Hagerty's experience working with states and federal disaster grant agencies gives us great insight into and knowledge of the operational processes and decision-making tools that can be developed and/or refined pre-disaster to assist the City in managing the financial recovery from disasters and effectively utilizing resources to build the City's resilience to future hazard events.

Hagerty and our professionals have been involved both in pre-disaster cost recovery planning and the operationalization of those plans. Our team partnered with Lee County, Florida to develop a detailed Cost

Recovery Plan draft that is now being implemented via the ongoing recovery from Hurricane Ian. Hagerty collaborated closely with Lee County Emergency Management and representatives from other key departments to identify the relevant existing County systems, provide a comprehensive overview of the County's cost recovery approach, and document roles and responsibilities to effectively coordinate the provision of post-disaster grants, with a particular focus on FEMA PA. Additionally, Hagerty created approximately 20 tools (including process and communications templates, key position responsibility checklists, and "cheat sheet guides" for key documentation steps) to assist the County in consistently and efficiently implementing its cost recovery processes and procedures using their existing systems.

Overall, Hagerty strives to lead planning processes and create deliverables that are informed by the real-world lessons learned from response and recovery operations.

Long-Term Disaster Recovery, Redevelopment, and Resilience Planning

Hagerty will support the City's long-term disaster recovery plans and operations by **implementing a planning process consistent with federal guidance**. Hagerty's leadership will ensure that recovery planning for the City is reflective of Emergency Management Accreditation Program standards for recovery; FEMA Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans; the NDRF; and FEMA Recovery Federal Interagency Operational Plan.

We prioritize increasing capacity and alignment among key stakeholders during pre-disaster recovery planning and exercises. Hagerty helped to strength the disaster resiliency of Georgia's coastal region through implementation of the NDRF via the creation of Disaster Recovery and Redevelopment Plans for 11 coastal counties. At the start of the project, Hagerty assisted each county with identifying recovery stakeholders from the public, private, and nonprofit sectors. The project sponsor, Georgia Department of Natural Resources, also engaged Hagerty to develop state-level guidance to support development of recovery plans at the county or local levels in Georgia's interior jurisdictions. The Recovery and Redevelopment Planning Guidance document summarizes the foundations of post-disaster recovery and redevelopment planning, addresses state and federal requirements, and provides recommendations for implementing recovery and redevelopment planning processes in an individual community.

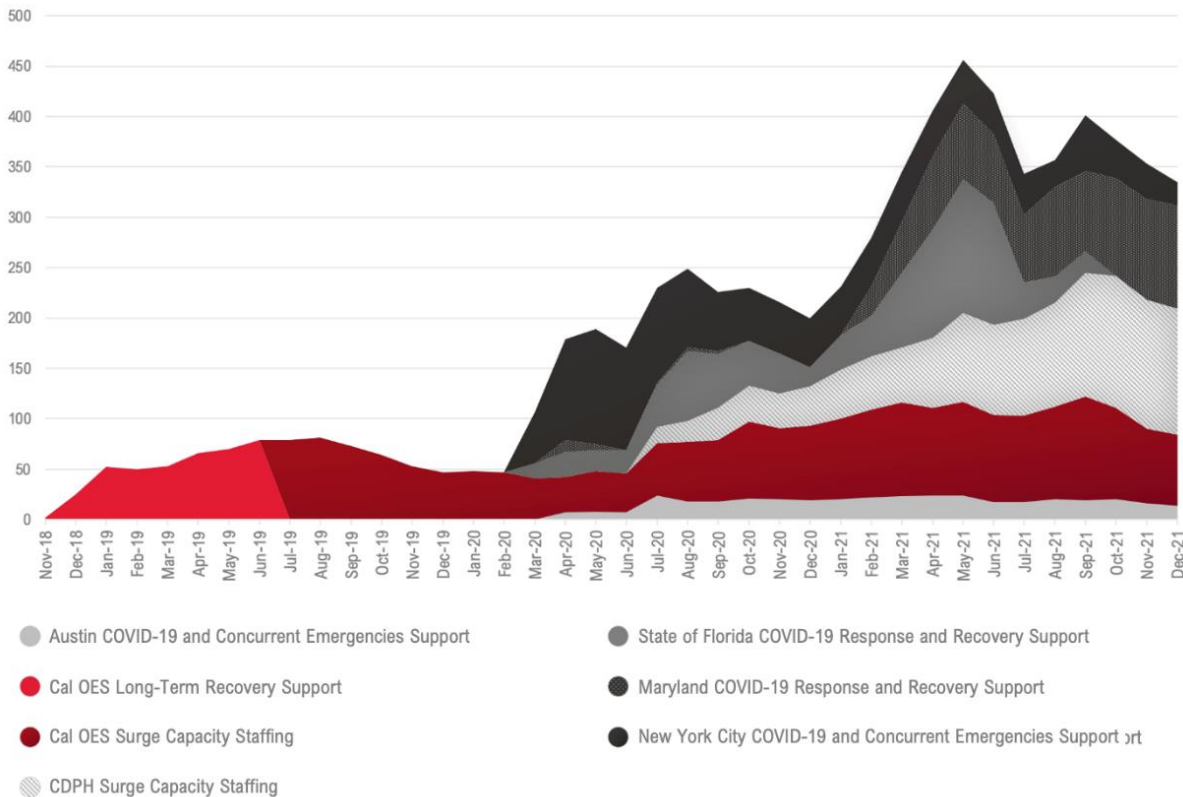
Hagerty will collaborate with the City to create recovery plans that are scalable for various sizes and impacts of disasters. Hagerty is assisting the Kansas Division of Emergency Management in creating and exercising a State of Kansas Disaster Recovery Plan and a Local Disaster Recovery Plan template for the state's 105 counties; both resources include a recovery coordination structure that can be easily implemented in a resource constrained environment that is common following highly localized disasters or scaled up to manage a federally declared event with post-disaster funding allocations. During this process, Hagerty has provided guidance on identifying the critical recovery positions that must be staffed for an event of any size and advised on how to create an integrated structure between the operations (i.e., recovery field-teams, Recovery Support Functions [RSFs]) and financial (i.e., cost recovery) teams.

Tab 4 – Organizational Capabilities

4.1 Current Workload and Ability to Satisfy Requirements

Hagerty has a successful history of deploying small and large teams to meet the needs of our clients, engaging with our clients to provide additional capacity and subject matter expertise under short and long-term recovery operations. Hagerty’s capability and capacity is most notably demonstrated through our national footprint of support during COVID-19 response and recovery. Between March of 2020 and December 31, 2021, the Hagerty team has deployed hundreds of professionals to support response and recovery missions across the US for states, tribes, and major metropolitan areas. The surge and deployment of these teams, over time, is represented in the graphic below. This is indicative of our capability to meet the immediate needs of the City while **sustaining** our team in support of recovery.

Hagerty’s Cumulative Deployment History (March 2020 to December 2021) Includes a Peak of More than 450 Professionals Supporting Response and Recovery Missions Across the United States on Simultaneous Operations



Hagerty’s capability and capacity extends to both grant implementation **and** long-term recovery operations. For NYC following Hurricane Sandy, Hagerty rapidly mobilized a team focused on damage assessments, PA Program grant development, and interpreting new federal legislation (specifically the *Sandy Recovery Improvement Act of 2013*) in support of NYC’s departments and divisions. This team – sustained at more

than 40 professionals within two months of contract execution – has adjusted over the life of the contract (2013 to present) to incorporate the expertise required by NYC at any given point in time. In one example, Hagerty surged to provide program leadership for **NYC’s successful application for \$176 million in funding under the National Disaster Resilience Competition** – making NYC the largest awardee under that competitive program. For the City of Panama City, Florida, Hagerty was contracted to provide recovery support following Hurricane Michael. Through Hagerty’s initial engagement, it became apparent that our client required support beyond project development and cost recovery. Hagerty deployed our subject matter experts to craft a long-term community recovery plan capturing a holistic vision for recovery and redevelopment while also engaging the whole community in that visioning process. **It is important to note that in the case of the City of Panama City, Hagerty mobilized dozens of professionals while also surging to meet the needs of the State of California as they mobilized our professionals to support Camp Fire recovery.** Hagerty executed both operations at no detriment to the other.

Below is a sampling of current contracts Hagerty holds through the end of 2024. Hagerty does not believe that any of our current contracts pose a conflict of interest for Hagerty to complete the scope of work for the City of Port St. Lucie.

Title	Client	Project Dates
Texas General Land Office (GLO) Alternative Housing Study	Texas GLO	November 2019 to November 2023
Cadmus FEMA ORR TSS	Cadmus	March 2022 to September 2023
Grand Prairie Disaster Management Services	Grand Prairie, Texas	November 2020 to October 31 2023
Lee County Disaster Management Services	Lee County, Florida	December 2019 to December 2023
Bay County Disaster Recovery Consulting Services	Bay County, Florida	December 2018 to December 2023
City of Panama City Recovery Standby	City of Panama City, Florida	Jan 2019 to December 2023
Archdiocese of San Juan Disaster Recovery	Archdiocese of San Juan, Puerto Rico	January 2010 to December 2023
TDA Community Compass	TDA Consulting	January 2020 to December 2023
Metropolitan Washington Council of Governments (MWCOG) Preparedness	MWCOG	January 2021 to December 2023
Los Angeles County MSA	Los Angeles County, California	July 2017 to December 2023
Palm Beach County Readiness Support	Palm Beach County, Florida	November 2021 to January 2024
CCPRS FEMA PA Technical Assistance Contract	CCPRS	April 2019 to January 2024

Title	Client	Project Dates
Panama City Housing Authority Disaster Recovery	Panama City Housing Authority	February 2019 to February 2024
First Presbyterian Church of Panama City Disaster Recovery	First Presbyterian Church of Panama City, Inc.	February 2019 to February 2024
Florida Management Consulting Services	State of Florida	March 2021 to February 2024
San Antonio Office of Emergency Management (SAOEM) Emergency Management Services	San Antonio, Texas	February 2019 to April 2024
Diocese of Arecibo Disaster Recovery Services	Diocese of Arecibo, Inc.	May 2019 to May 2024
Caguas Disaster Recovery Services	Diocese of Caguas, Puerto Rico	May 2019 to May 2024
Chicago OEMC Planning, Training, and Exercises	Chicago Office of Emergency Management and Communications (OEMC)	May 2017 to May 2024
Cape Coral Disaster Management and Administrative Services	City of Cape Coral, Florida	June 2021 to June 2024
Public Health Solutions (PHS) NYC Department of Health and Mental Hygiene (DOHMH) Evaluation of Response	NYC DOHMH	October 2018 to June 2024
Center for Toxicology and Environmental Health (CTEH) Arkansas COVID-19 Recovery Support	CTEH	July 2020 to July 2024
Colorado Hazard Mitigation and Emergency Operations Plan	Colorado Department of Public Safety	May 2022 to August 2024
Metro Poland Emergency Management Planning	Portland, Oregon	August 2019 to August 2024
SAOEM Regional Catastrophic Preparedness Grant Program Support	San Antonio, Texas	February 2022 to August 2024
NYC Emergency Management (NYCEM) Surge Staffing	NYCEM	October 2019 to October 2024
Volusia Emergency Management	Volusia County, Florida	November 2021 to November 2024
Rhode Island Emergency Management Agency (RIEMA) Preparedness Services	RIEMA	November 2021 to November 2024
Fort Bend County All-Hazards Standby	Fort Bend County, Texas	July 2019 to November 2024

4.2 Primary Point of Contact

The Primary Liaison between Hagerty and the City will be proposed Project Executive, Tanya Shannon.

- » Tanya Shannon, Deputy Director of Recovery | Lynn Haven, FL | 850-363-7741 | tanya.shannon@hagertyconsulting.com

Hagerty's Alternate Liaison, designated to act in the temporary absence of the Primary Liaison is proposed Project Advisor, Lee Mayfield.

- » Lee Mayfield, Director of Response | Tampa, FL | 239-220-8593 | lee.mayfield@hagertyconsulting.com

Resumes for Ms. Shannon and Mr. Mayfield have been included as attachments at the end of this tabbed section.

4.3 Subcontractor Participation

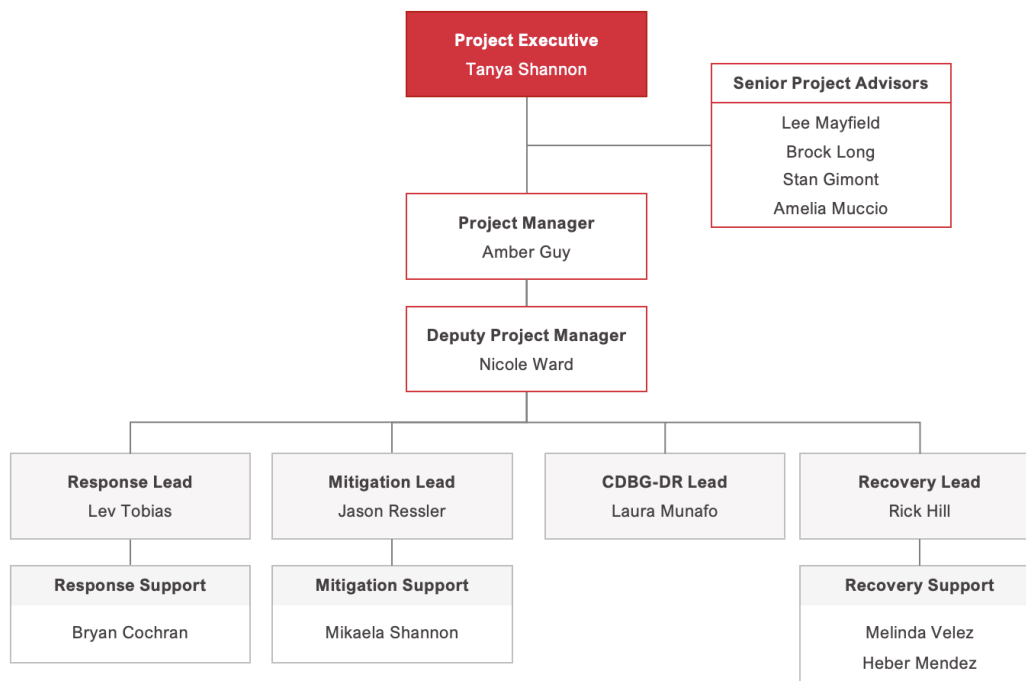
Hagerty will not be engaging subcontractors for this effort.

4.4 Key Staff Resumes

Key staff resumes have been included as an attachment to this tabbed section.

4.5 Organizational Chart

Proposed project organization is provided in the chart below.



Education

- » Master of Public Administration, Florida State University, 2013
- » Graduate Certification in Emergency Management and Homeland Security, Florida State University, 2013
- » Bachelor of Arts in International Relations and Religious Studies, University of California, Davis, 2010

Relevant Highlights

- » Over 12 years of experience supporting emergency management projects
- » Coordinated the cost recovery strategy for a large metropolitan local jurisdiction for COVID-19 totaling over \$1.3 billion of FEMA and *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act) funding
- » Oversaw the \$1.2 billion recovery for 14 local jurisdictions for Hurricane Michael
- » Developed strategy to train over 2,600 PA, Mitigation, and EHP assets including FEMA staff and US Army Corps of Engineers (USACE) for Hurricanes Florence, Michael, Harvey, and Irma in coordination with senior leadership from PA cadre management and field leadership

Professional Biography

Ms. Tanya Shannon is an emergency management professional with 12 years of experience. Ms. Shannon serves as the project manager for local jurisdictions throughout the State of Florida (FL) and other areas overseeing recoveries from natural disasters and Novel Coronavirus (COVID-19). With expertise in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, she has improved the process of and trained professionals in the Section 428 Public Assistance Alternative Procedures (PAAP) Program and Delivery Model throughout the United States (US). Specifically, Ms. Shannon developed curriculum and a training strategy for 1,200 PA, mitigation, and Environmental and Historic Preservation (EHP) staff on Section 428 to support Puerto Rico's recovery from Hurricane Maria, and 1,800 FEMA responders for Hurricanes Harvey and Irma. She supported the setup of PA operations on 116 declared disasters nationwide from 2016 to 2018 coordinating training and strategic planning support for FEMA and state/territory field leadership. She managed a team of over 70 PA instructors imbedded in field operations providing training and technical assistance to FEMA, recipient, and sub-recipient assets.

In addition to her PA training expertise, she is skilled in immigration services project management. Ms. Shannon served as the Director of both the Survivors of Human Trafficking and Immigration Legal Services Programs for the US Department of Health and Human Services (DHHS)-funded Opening Doors Inc. (ODI), where she developed the Emergency Operations Plan (EOP), conducted needs assessments, designed individual action plans, and represented clients before the Department of Homeland Security (DHS) and US Citizenship and Immigration Services (USCIS).

Relevant Professional Experience

Project Executive | Palm Beach County, Florida Materials, Training, and Disaster Assessment | Hagerty Consulting, Inc.

- » Managed and oversaw the planning and implementation of programming in support of Palm Beach County's planning for a series of disaster events

Project Manager | Florida Division of Emergency Management, COVID-19 Recovery | Hagerty Consulting, Inc.

- » Provided FEMA PA COVID-19 and CARES Act policy subject matter expertise to multiple jurisdictions.

Project Manager | Hurricane Michael Recovery Florida Division of Emergency Management | Hagerty Consulting, Inc.

- » Oversaw the recovery of 14 local jurisdictions in their recovery from Hurricane Michael working with clients to develop their wholistic recovery strategy, layering funding opportunities from FEMA PA, Community Disaster Block Grant – Disaster Recovery (CDBG-DR), FEMA Hazard Mitigation Grant Program (HMGP), and other client specific funding sources to address mental health issues caused by the disaster and addressing the long-term housing issues.

Project Manager | Miami-Dade County COVID-19 Recovery | Hagerty Consulting, Inc.

- » Developed the cost recovery strategy for the County in their financial recovery from COVID-19. This included an analysis of the 19 different grants the client was receiving from federal sources, working with the 20+ department heads to identify the best use of funds in line with leadership priorities, and designing then implementing programs to distribute Coronavirus Relief Funds (CRF) to the public for eligible uses.
- » Oversaw the distribution of \$100 million of CRF funding to municipalities within the client's jurisdiction to reimburse eligible expenses and coordinating the distribution of \$25 million of CRF to cover overdue rent for targeted populations.

Public Assistance Training Section Chief | FEMA

- » Oversaw the recruitment and hiring of 33 full time staff and 40 contract instructors.
- » Supervised the development and implementation of a strategy to increase section to 57 individuals.
- » Developed strategy to train over 800 PA, Mitigation, and EHP assets including FEMA staff and Rehired Annuitant Organization (RAO) USACE for Hurricanes Florence and Michael in coordination with senior leadership from Workforce Development Division (WDD), Center for Domestic Preparedness, cadre management, and field leadership.
- » Developed curriculum and training strategy for Puerto Rico's Hurricane Maria recovery for 1,200 staff on the Section 428 PAAP policy, *Bipartisan Budget Act* authorities, and sector-based approach.
- » Developed training strategy and budget for the implementation of the *Disaster Recovery Reform Act* (DRRA) stipulations and authorities.
- » Served on a temporary assignment as acting PA cadre coordinator, overseeing the management and deployment of the 1,900 PA cadre for all newly declared disasters and Hurricanes Harvey, Irma, and Maria within this period. In addition, oversaw the kickoff of the hiring initiative within the reservist cadre and local hires to compensate for significant staffing shortages.

Public Assistance Training Team Lead | FEMA

- » Developed strategy to train more than 2,000 PA assets including FEMA staff, Technical Assistance Contract, and RAO USACE for Hurricanes Harvey, Irma, and Maria in coordination with senior leadership from WDD, EMI, cadre Management, and field leadership; Supervised a remote team of over 45 instructors dedicated to the training mission requirements set by PA field leadership, and Consolidated Resource Centers (CRCs).
- » Developed mechanism to report assessments of individuals reporting to the Joint Field Offices (JFOs) to ensure field leadership has visibility on the skills of staff reporting.
- » Coordinated with Missouri, Texas, Florida, Georgia, South Carolina, and Louisiana field leadership to provide on-the-ground training support for new PA Model disasters.
- » Served as Key Speaker at 2017 PA Workshop training 50+ states and territories on the new PA Delivery Model.

- » Managed and led a team of 14 remote instructors to deliver FEMA Qualification System (FQS) PA Training, new PA Model mentoring support, and Grants Manager/Grants Portal subject matter expert (SME) support nationwide.
- » Managed the design and regular updating of the PA's seven 508 compliant FQS new Model courses.
- » Developed the strategy and managed the implementation of the "New PA for Recipients and Applicants" course, coordinating with regions and states to enact a force multiplying strategy to train State, Local, Tribal, and Territorial (SLTT) clients on the new PA Model, Grants Portal, and best practices.
- » Developed the strategy and managing of the development of 28 independent studies for the SLTT audience.
- » Developed and managed the Grants Manager/Grants Portal hotline including the recruitment and training of hotline and budgetary requirements and recommendations for PA leadership in meeting blue sky and grey sky training requirements.
- » Trained 1,400 individuals in 70 course offerings between October 2016 and June 2017.
- » Managed the PA training operations at the Atlanta Reception, Staging, Onward Movement, and Integration for Hurricane Matthew, and at the Denton CRC managing a team of 12 individuals and training over 500 individuals in the PA new Delivery Model and old Delivery Model.
- » Developed and implemented a training strategy to train regional staff on PA new Delivery Model incorporating Grants Manager and Grants Portal.

Assistant Reservist Program Manager | FEMA

- » Identified reporting needs for PA cadre, developed methods to procure data via the Deployment Tracking System and other FEMA systems, developed tools to simply and effectively present information, and wrote a Standard Operating Procedure (SOP) manual.
- » Managed data management system for the re-titling of more than 1,500 PA cadre personnel as part of the implementation of the new PA Delivery Model.
- » Trained as Infrastructure Assets Group Supervisor in the National Response Coordination Center and acted in role during FEMA's 2016 Eagle Horizon Continuity of Operations (COOP) Exercise.

Program Coordinator | Center for Disaster Risk Policy at Florida State University

- » Designed recovery portion of the 2015 Florida Statewide Hurricane Exercise Phase 3 Full-Scale Exercise (FSE) and Phase 4 Tabletop Exercise (TTX).
- » Collaborated with Florida Division of Emergency Management's (FDEM's) Bureau of Recovery, FEMA, and Emergency Support Functions (ESFs) with recovery responsibilities and facilitated delivery of federal disaster programs.
- » Researched and analyzed pre and post disaster recovery planning best practices, presented these findings to the exercise design team, and incorporated findings into functional and TTX injects.
- » Provided technical assistance to support exercise personnel in methods to conduct Initial Damage Assessment (IDA) numbers analysis.
- » Prioritized joint Preliminary Damage Assessment (PDA) efforts, better met the needs of the exercise scenario, and identified training requirements prior to the exercise.
- » Designed, wrote, and facilitated functional exercise and TTX from information collected from exercise design team to meet goals set by ESFs, agencies, and 67 county jurisdictions.

Tanya Shannon

Project Executive



- » Introduced use of the online system, Go-To-Training, to facilitate the Phase 4 TTX to engage participating counties more effectively with over 20 state, federal, and non-governmental agencies.
- » Managed the Simulation Cell including, recruitment, coordination, and training of volunteers. The TTX focused on the integration of Recovery Support Functions (RSFs) into state operations and planning, and exercising and/or developing post-disaster redevelopment plans at the county level.
- » Developed classroom curriculum and taught a graduate-level course on emergency management exercise design, leadership and communication, hurricane policies, and business continuity plans.
- » Coordinated with the FDEM's Bureau of Preparedness to offer the Advanced Professional Series (APS) courses, leading to the highest number of APS certification awarded in Florida history.
- » Served as unmanned aircraft liaison officer during grey skies activation. Coordinated with air operations and state small, unmanned aircraft systems assets to improve post-disaster situational awareness.

Research Intern | Government of India, Indian Institute of Public Administration | New Delhi, India

- » Conducted comparative study on disaster management systems at the national, state, and local level between the US and India.
- » Analyzed and drafted recommendations on proposed disaster management legislation the Jammu and Kashmir policy changes to improve mitigation and response effectiveness for isolated populations.
- » Drafted a proposal for the Ministry of External Affairs for the creation of the Centre of International Capacity Development.

Director, Survivors of Human Trafficking Program / Director, Immigration Legal Services Program | Opening Doors, Inc.

- » Provided direct case management services to 111 survivors of human trafficking.
- » Provided direction and guidance to law enforcement officials and victim advocates for post-human trafficking rescue cases. Conducted needs assessments and developed individual action plans for an average caseload of 18 individuals. Coordinated activities and services of 19 local organizations for each case, including the Federal Bureau of Investigations (FBI) and DHS.
- » Collaborated in the development and completion of the EOP with four agencies and the FBI for multiple case human trafficking incidents. Wrote and trained staff and volunteers on SOPs for different human trafficking incident responses.
- » Managed northeastern California's human trafficking emergency phone hotline.
- » Developed and maintained COOP for agency.
- » Advocated for and developed policy for the standardized processing of human trafficking victims' federal benefits at the state and county government level.
- » Provided consultations and rendered immigration legal services for immigrant victims of crime and family reunifications.
- » Represented clients before the DHS, USCIS.
- » Developed program infrastructure, including creating protocols for interns from McGeorge School of Law and University of California, Davis School of Law; intern training; developing and implementing guidelines for caseloads and supervision of staff and volunteers; crafting a fee and payment schedule for services; and fashioning a subsidized funding agreement with Mexican Consulate for Mexican victims of crime.

Tanya Shannon

Project Executive



Employment History

Hagerty Consulting, Inc., Recovery Senior Managing Associate, Deputy Director – Recovery Division, 2018 to Present

FEMA, Public Assistance Training Section Chief, 2018

FEMA, Public Assistance Training Team Lead, 2016 to 2018

FEMA, Assistant Reservist Program Manager, 2016

Center for Disaster Risk Policy at Florida State University, Program Coordinator, 2013 to 2015

Government of India – Indian Institute of Public Administration, Research Intern, 2013

Opening Doors, Inc., Director, Survivors of Human Trafficking Program. 2008 to 2012

Opening Doors, Inc., Director, Immigration Legal Services Program, 2010 to 2012

Opening Doors, Inc., Intern Coordinator, 2008

Education

- » Associate of Arts, Indian River State College
- » Fire Science Arson Investigator, Hillsborough State College

Training and Certifications

- » FEMA Preliminary Damage Assessment (PDA) Certificate
- » FEMA Incident Command System (ICS) 100, 200, 700, 800 Certificates
- » FEMA Emergency Planning ICS-00235 Certificate
- » FEMA ICS-15 Special Events Contingency Planning Certificate
- » FEMA Emergency Support Function (ESF) #7 to 11 Certificates
- » FEMA FQS Coach Evaluation Certificate
- » FEMA Incident Workforce Academy FEMA Incident Workforce Academy (FIWA) 602 & 603 Certificates
- » Proficient Computer Applications
 - » FEMA Grants Manager and Grants Portal
 - » National Emergency Management Information System (NEMIS) & Emergency Management Mission Integrated Environment (EMMIE)
 - » FEMA IQ

Professional Biography

Ms. Amber Guy is a disaster professional with 16 years of experience. She serves as the Deputy Project Manager for multiple jurisdictions and private-non-profit agencies overseeing recovery efforts from natural disasters and the Novel Coronavirus (COVID-19). With expertise in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, Ms. Guy has supported 17 presidentially declared disasters. She served on FEMA's national New Delivery Model team and was selected as the first female Task Force Lead for the initial full scale New Delivery Model disaster in Jefferson City, Missouri. Ms. Guy has authored Section 428 Public Assistance Alternative Procedures (PAAP) briefings for the House Committee on Transportation and Infrastructure and co-wrote the FEMA Recovery Policy for Hurricanes Florence and Michael. She served on the FEMA policy advisory committee and subcommittee for Stafford Act Section 705 policy development. In addition to her PA training, Ms. Guy has extensive experience serving as a media and congressional point of contact.

Relevant Professional Experience

Deputy Project Manager | Panama City, Florida, Hurricane Michael and Sally Recovery | Hagerty Consulting, Inc.

- » Directly supporting multiple clients in recovery from Hurricanes Michael and Sally managing FEMA PA, Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR), Hazard Mitigation Grant Program (HMGP), and Florida Housing Finance Coalition Hurricane Housing Recovery Program funding.
- » Coordinated the successful implementation of Florida Local Cost Share Waiver grant offsetting a local municipality's 12.5 percent cost share resulting in an estimated \$16 million cost savings.
- » Managed implementation of a county-wide Hurricane Michael housing recovery program, including development of a comprehensive multi-jurisdictional action plan, an extensive community outreach strategy, and compliance and reporting guidance/requirements following more than \$40 million in state HUD funding for housing programs.

- » Developed a successful application for HUD CDBG-DR Voluntary Home Buyout Grant, General Infrastructure Grant and Hometown Revitalization Grant totaling more than \$41 million in public infrastructure funding to support Panama City's recovery from Hurricane Michael.
- » Managed the successful appeal of FEMA Determination Memos valued at over \$5 million to defend the eligibility of local implementation of the Private Property Debris Removal (PPDR) Program and infrastructure rebuilding.
- » Coordinated detailed policy analysis of HUD CDBG-DR and Florida Department of Economic Opportunity (DEO) eligibility, reporting, and compliance requirements, including FEMA PA and HMGP local match requirements.

Incident Management Cadre of On-Call Response and Recovery Task Force Leader | FEMA Public Assistance

- » Engaged in the development and testing of the "new model" for PA including special assignments to PA Headquarters, embedded training in Denton, Texas at the first Consolidated Resource Center (CRC) and deployment to Missouri for the first full testing of the new model with Grants Manager/Grants Portal.
- » Supported the operational management of FEMA's Sheltering and Temporary Essential Power (STEP) program for St. Croix, St. Thomas, and St. John following Hurricane's Irma and Maria.
- » Conducted status briefings with senior management and external affairs to assist with drafting a response to an inquiry from congressional officials, FEMA Headquarters, Office of the Inspector General (OIG), and Office of Management and Budget (OMB).
- » Coordinated training and outreach with city and county governments in support of the Community Disaster Loan (CDL) program following presidentially declared disasters.
- » Facilitated subject matter training for staff within the Joint Field Office (JFO) including implementation of the *Disaster Recovery Reform Act* (DRRA) for Hurricanes Irma and Marina.
- » Performed skills and capabilities assessments of staff to ensure staff were appropriately assigned, matching qualifications to the PA applicant's need. Coached and mentored PA staff, signing off on qualifications competencies and task books.
- » Facilitated resolution of issues to include PA eligibility recommendations, requests for information, and special considerations.
- » Performed detailed damage assessments immediately following disasters where the severity and magnitude was expected to exceed local and state capabilities to recover.
- » Prepared, reviewed, and approved grant applications (Cat A-G and Z) for compliance with PA eligibility guidelines.
- » Participated in after action report meetings with senior leadership to develop lesson learned recommendations.
- » Acted as PA liaison between FEMA and OIG for Hurricanes Irma and Maria.
- » Developed determination memos, reviewed first appeals, and issued draft decisions for final approval by senior leadership.
- » Trained and deployed to perform Preliminary Damage Assessments (PDA) across the country, working collectively with local and state governments to identify and quantify damages in support of a federal disaster declaration request.

Public Affairs Specialist and Congressional Affairs Specialist | FEMA Office of External Affairs

- » Deployed to disasters around the country as a public affairs specialist and/or congressional affairs specialist.
- » Developed, coordinated, disseminated, and evaluated communications tactics and products intended to reach external audiences to include congressional, intergovernmental, private sector, media and the general public.
- » Developed and advised on outreach strategies for external partners.
- » Tracked FEMA policies, issues, and related correspondence to ensure changes were communicated the same way to all internal and external partners.
- » Wrote and produced traditional communication products and web content including using VOCUS Puerto Rico and Drupal to update FEMA.gov.
- » Researched and developed a wide variety of informative materials for disaster survivors and congressional offices.
- » Gathered and evaluated complex data and observed security procedures for preventing premature dissemination of materials.
- » Developed social media outreach strategies for various subject matters.
- » Established and maintained contacts with media representatives and national organizations and groups, responded to media and public inquiries, and supplied information to these audiences about FEMA programs and policies and developed contact with officials and other state and federal governments.
- » Planned and designed visual information materials such as tables, charts, illustrations, maps, photos, slides, and videos for print and electronic media.
- » Responded to congressional requests for information, coordinated staff briefings and worked with congressional offices to answer concerns of their constituents.
- » Developed staff briefing material and FEMA specific talking points for congressional calls.

Employment History

Hagerty Consulting, Inc., Associate, 2019 to Present

FEMA, Executive Communications Officer, Public Assistance, 2014 to 2019

FEMA, Public Affairs Specialist, 2005 to 2014

Task Area

- » Emergency Management Consulting and Training and Exercise Programs

Education

- » Master of Public Administration and Policy, Florida State University, 2008
- » Graduate Certificate, Emergency Management and Homeland Security, Florida State University, 2008
- » Bachelor of Science, Business Administration – Economics, University of Florida, 2004

Training and Certifications

- » Certified Emergency Manager (CEM)
- » Emergency Management Accreditation Program (EMAP) Manager

Relevant Highlights

- » **Over 15 years of experience in disaster planning, response, and recovery**
- » Program Committee Chair, Florida Governor’s Hurricane Conference, 2021 to Present
- » Bob Lay Emergency Management Award, Florida Governor’s Hurricane Conference, 2018
- » Chad Reed Emergency Manager of the Year Award, Florida Emergency Preparedness Association, 2017

Professional Biography

Mr. Lee Mayfield is a proven emergency management leader with more than 15 years of experience in disaster planning, response, and recovery, specializing in state and local coordination, training and exercise, mass care, evacuation prioritization, and crisis response.

Prior to joining Hagerty Consulting, Inc. (Hagerty) as Director of Response, Mr. Mayfield served as the Director of Public Safety and Emergency Management for Lee County, Florida, where he oversaw the county’s response to and recovery from Hurricane Irma in 2017. This event included the largest evacuation in the area’s history as well as the largest single-county sheltering operation within the State of Florida. Following Hurricane Irma, he coordinated a multi-jurisdictional effort, applying for and securing approximately \$40 million in Hazard Mitigation Grant Program (HMGP) funding.

Mr. Mayfield has led numerous emergency response operations associated with a wide variety of natural and man-made hazards. These include a significant cyber incident; numerous severe flooding and tropical weather events; and, most recently, the Novel Coronavirus (COVID-19) pandemic. Prior to his local government service, Mr. Mayfield worked for the Florida Division of Emergency Management (FDEM) in a variety of positions including as a state regional coordinator focused as a liaison between counties. In this role, he responded to events including the Deepwater Horizon Oil Spill, repatriation of United States (US) citizens from Haiti post-earthquake, numerous severe weather incidents, and National Special Security Events (NSSEs).

Relevant Professional Experience

Emergency Management Subject Matter Expert | California Department of Public Health Surge Capacity Staffing | Hagerty Consulting, Inc.

- » Provided operational and project management leadership and support to COVID-19 response project based in Southern California.
- » Supported the overall build-out of a response staff augmentation team to include Incident Management Team (IMT) and field-based emergency management professionals.
- » Managed an initial team of professionals in support of the California Department of Public Health (CDPH) COVID-19 mission and priorities.

Lee Mayfield, CEM

Senior Project Advisor



Director | Lee County, Florida Public Safety and Emergency Management

- » Co-led Department of Public Safety and oversaw the Division of Emergency Management serving a community of 800,000; interfaced daily with senior County and State leadership.
- » Coordinated day-to-day public safety/emergency management priorities, including budget oversight.
- » Served as Director/Incident Commander for all Emergency Operations Center (EOC) activations and as primary public/media spokesperson for emergency management day to day and during EOC activations, including as emergency management lead on all Hurricane Irma response and recovery efforts.
- » Coordinated numerous planned and unplanned events/incidents to include Very Important Person (VIP) visits, large public events, flooding, severe weather, wildfires, hurricanes, and public health events.
- » Served as Local Mitigation Strategy (LMS) Working Group Chair post-Hurricane Irma, leading county-wide efforts to develop, vet, apply for, and implement approximately \$40 million of grant opportunities.
- » Coordinated with county leadership on all other emergency management grant opportunities.

Planning Chief/Manager | Lee County, Florida Public Safety and Emergency Management

- » Supervised the Planning Section and staff responsible for the special medical needs program, healthcare facility planning, Comprehensive Emergency Management Plan (CEMP) and Annexes, LMS, HMGP and evacuation, storm surge planning, and decision-making.
- » Oversaw 2017 LMS update contract with vendor; instructed numerous trainings community-wide.

Emergency Management Coordinator/Emergency Operations Center Operations Chief | Collier County, Florida Bureau of Emergency Services/Emergency Management

- » Managed and provided leadership to the emergency shelter operations program (staffing, logistics, interagency coordination).
- » Maintained National Incident Management System (NIMS) compliance county-wide.
- » Served as Operations Section Chief in the EOC during incidents, maintaining the operational readiness of the EOC.
- » Managed county-wide training efforts and programmatic grants management.
- » Conducted EOC staff team building and other roles including significant day-to-day and EOC activation support to Planning and Logistics Sections.

Regional Coordinator | Florida Division of Emergency Management – Response Bureau

- » Served as the State Emergency Management liaison to FDEM Region 6/Southwest Florida and supported 10 counties in all areas of emergency management.
- » Responsible for grants/funding support, training and exercise support, EOC activation support during incidents, additional special projects that required extensive regional collaboration, and group facilitation and coordination with FDEM staff.

Operations Officer | Florida Division of Emergency Management – Response Bureau

- » Monitored events/incidents in Florida's 67 counties. Initiated state assistance as needed. Maintained operational readiness of the state EOC and coordinated with all 18 Emergency Support Functions (ESFs) and counties during incidents.

Lee Mayfield, CEM

Senior Project Advisor



Comprehensive Emergency Management Plan and Florida Catastrophic Planning Project Lead | Florida Division of Emergency Management – Preparedness Bureau

- » Served as the project lead on the Florida Catastrophic Planning Project. Coordinated with subject matter experts across all aspects of emergency management on a comprehensive, all-hazards catastrophic disaster plan focused on how state, local, and federal governments would respond and recover when resources are overwhelmed.
- » Reviewed local CEMPs submitted by local jurisdictions per Florida Statute.

Employment History

Hagerty Consulting, Inc., Director of Response, 2021 to Present

Lee County, Florida Public Safety and Emergency Management, Director, 2017 to 2021

Lee County, Florida Public Safety and Emergency Management, Planning Chief/Manager, 2014 to 2017

Collier County, Florida Bureau of Emergency Services/Emergency Management, Emergency Management Coordinator/Emergency Operations Center Operations Chief, 2011 to 2014

Florida Division of Emergency Management – Response Bureau, Regional Coordinator, 2009 to 2011

Florida Division of Emergency Management – Response Bureau, Operations Officer, 2008 to 2009

Florida Division of Emergency Management – Preparedness Bureau, Comprehensive Emergency Management Plan and Florida Catastrophic Planning Project Lead, 2007 to 2008

Presentations and Publications

Speaker/Presenter at Florida Governor’s Hurricane Conference, Multiple Years

Speaker/Presenter at Florida Emergency Preparedness Association Meetings and Conferences, Multiple Years

Education

- » Executive Leadership Program, US Naval Postgraduate School/Center for Homeland Defense and Security
- » Master of Public Administration/Government Public Management (MPA), Appalachian State University
- » Bachelor of Science, Criminal Justice, Appalachian State University

Training/Certifications

- » FEMA Incident Command System (ICS) Independent Study (IS): 100, 200, 300, 400, 700, 800

Relevant Highlights

- » Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented innovative reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey
- » Former Alabama State Coordinating Officer for all state declared disaster events and recovery operations
- » Served as Former Administrator of the Federal Emergency Management Agency
- » Served as Former Director of the Alabama Emergency Management Agency

Professional Biography

Mr. William “Brock” Long, former Administrator of the Federal Emergency Management Agency (FEMA), has more than 20 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response coordination. He has supported the development of resiliency planning and long-term recovery efforts to assist cities, counties, states, and the US at-large as leaders prepare for continued weather events.

As the FEMA Administrator, Mr. Long served as the nation’s principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response, and recovery. Prior to this role, he served as the Director of Alabama’s Emergency Management Agency, where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command. He has a deep understanding of Alabama’s needs and the knowledge of federal programs, like the Community Development Block Grant (CDBG) program through the United States (US) Department of Housing and Urban Development (HUD).

Mr. Long has been called upon twice to testify before the US Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness.

Mr. Long provides strategic direction and leadership to Hagerty’s full complement of emergency management programs and professionals. He offers subject matter expertise for select projects and contributes to the growing body of knowledge in the emergency management community. Mr. Long has also led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

Relevant Professional Experience

Executive Level Advisor | Florida Division of Emergency Management, COVID-19 Response Support | Hagerty Consulting, Inc.

- » Provided support for the Florida Division of Emergency Management in response to Novel Coronavirus (COVID-19) including developing community-based test site procedures, supporting mass care and feeding efforts throughout the state, and assisting with the creation of a non-congregate shelter program.

Advisor | Department of Administrative Services Iowa, Emergency Support Functions Workshops | Hagerty Consulting, Inc.

- » Developing a recovery workshop (to be delivered in three locations across the State of Iowa) and a recovery tabletop exercise for the Iowa Homeland Security and Emergency Management Department.

Emergency Response Subject Matter Expert | Salt Lake County, Utah, COVID-19 Surge Support | Hagerty Consulting, Inc.

- » Provided surge support to Salt Lake County associated with their response to COVID-19.

Project Advisor | Texas General Land Office Alternative Housing Study Phase I | Hagerty Consulting, Inc.

- » Supported Texas General Land Office (GLO) in performing studies relating to alternative housing for disaster recovery efforts, including challenges of co-disasters like the COVID-19 pandemic emergency, flooding, and hurricanes.

Administrator | Federal Emergency Management Agency

- » Directed the US Fire Administration, The Center for Domestic Preparedness, Emergency Management Institute, and National Domestic Preparedness Consortium, responsible for establishing and improving competencies of officials within public safety at all levels of government charged with protecting against, responding to, and recovering from emergencies.
- » Led 21,000 diverse and dedicated public servants and executed a multi-billion-dollar operating budget (\$15.9 billion annual appropriation/more than \$44 billion Disaster Relief Fund).
- » Coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including three of the nation's most devastating hurricanes and 5 of the worst wildfires ever experienced.
- » Spearheaded the inclusive design process and implementation of FEMA's first "Whole Community" five-year strategic plan.
- » Implemented the "Not on My Watch" campaign and established the Office of Professional Responsibility to combat and eradicate sexual harassment and improper hiring practices while reinforcing equal rights and ensuring a safe and diverse workforce environment.
- » Rapidly transformed the agency's business enterprise by implementing innovating Community Lifeline and FEMA Integration Team (FIT) concepts to strengthen private/public partnerships, and to permanently embed full time staff within state and tribal governments to better meet constituent needs.

- » As the direct result of 12 influential Congressional testimonies, Congress passed the Disaster Recovery Reform Act that made Pre-Disaster Mitigation a national priority, provided meaningful changes to the FEMA workforce, and bolstered state and local emergency management capability.
- » Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented cutting-edge reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey.
- » On behalf of the White House, ensured continuity for the entire Executive Branch of government, and preserved the nation's ability to make sure government mission essential functions continue regardless of any threat or emergency.

Controller | Active Threat Full-Scale Exercise | Cook County, Illinois, Department of Homeland Security and Emergency Management

- » Served as a controller for a full-scale exercise (FSE) involving over 300 participants designed to validate the rescue task force concept as a response tactic to active threat events.

Project Executive | Continuity of Operations Plan Training and Tabletop Exercise Project | Wake County, North Carolina

- » Managed the development and conduction of three continuity of operations plan (COOP) training sessions and one executive level tabletop exercise (TTX) in June 2012 using the County's recently developed COOP. The training was designed to also prepare participants to participate in a TTX that was held on June 14, 2012. The Hagerty team then developed a TTX that featured a hurricane impacting the Capital Region, severely impacting the County's ability to continue mission essential functions. Specifically, the TTX consisted of two modules that focused on protective actions and reconstitution of services. Approximately 25 department level directors and key staff participated in the exercise.

Project Executive | Emergency Operations Plan Workshop and Tabletop Exercise | University of North County Asheville

- » Oversaw the execution of a two-day training workshop and TTX. The purpose of the workshop and exercise was to familiarize UNC Asheville leadership with the new emergency operation plan (EOP). Working directly with the campus Director of Emergency Management, Hagerty trained approximately 50 staff members on the EOP structure and identified specific roles and responsibilities of supporting university departments and staff. The following day, Hagerty facilitated a TTX featuring a hazardous materials event that severely injures multiple students and rendered a primary research facility unusable.

Exercise Evaluator | Hurricane Tabletop Exercise | Florida International University

- » Evaluated the University's annual exercise to evaluate its ability to prepare for, respond to, and recover from catastrophic events. Mr. Long attended the exercise, which included a major hurricane strike scenario, and identified the university's strengths, capabilities, limitations, and weaknesses. Using this information, an After-Action Report (AAR) was developed.

Project Executive | Medical Counter Measures Distribution and Dispensing Exercise Series | Ohio Department of Health

- » Supported the design and facilitation of two TTX aimed to evaluate the plans, processes, and procedures employed by the State around a scenario that would require resources from the Strategic National Stockpile (SNS). The scenario involved the release of aerosolized anthrax in the Cincinnati area, with an impact in the States of Ohio and Indiana, and Commonwealth of Kentucky. Both exercises employed the Center of Disease Control and Prevention's (CDC) Public Health Preparedness Capabilities (PHPC) to assess the player's performance.

Brock Long

Senior Project Advisor



Director | Alabama Emergency Management Agency / Deputy Director | Alabama Department of Homeland Security

- » Appointed as the Governor's Authorized Representative and State Coordinating Officer for eight Presidential, six state declared disaster events, including executing the state's response to the H1N1 pandemic flu threat. Mr. Long also served as the state's lead Continuity of Operations Plans (COOP) advisor for pandemic flu events.

Employment History

Hagerty Consulting, Inc., Executive Chairman, 2019 to Present

Federal Emergency Management Agency, Administrator, 2017 to 2019

Hagerty Consulting, Inc., Executive Vice President, 2011 to 2017

Alabama Emergency Management Agency, Director, 2008 to 2011

Beck Disaster Recovery, Inc., Southeast Regional Director, 2007 to 2008

Federal Emergency Management Agency, Hurricane Program Manager, 2001 to 2006

Georgia Emergency Management Agency, Statewide Planner/School Safety Coordinator, 1999 to 2001

Education

- » Senior Managers in Government Program, Harvard Kennedy School of Government, 2012
- » Master of Public Administration, George Washington University, 1987
- » Bachelor of Arts, George Washington University, 1983

Training and Certifications

- » Certified Economic Development Professional, National Develop Council, 1991

Relevant Highlights

- » 17 years of highly successful experience managing disaster recovery and community
- » Recipient of the Presidential Rank Award (Meritorious Level) for service in the US Government
- » Extensive experience working with HUD
- » Project responsibilities have included managing teams of +140 staff and more than \$90 billion of supplemental appropriations after disasters
- » Directly involved in setting policy for CDBG Program

Professional Biography

Mr. Stan Gimont has been at the center of the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant Program (CDBG) for 32 years. After beginning his career as a Presidential Management Intern at HUD, Mr. Gimont has dedicated his career to HUD and the CDBG program. He has served as Director or Deputy Director of several HUD programs, including the Section 108 Grant Program, the Entitlement Communities Program, CDBG-Disaster Recovery (-DR), and the Neighborhood Stabilization Program. He has been at the center of policy development and change at HUD and has edited every CDBG-DR Federal Register Notice since 2008. Mr. Gimont is also an experienced manager of personnel and funds: as Deputy Assistant Secretary, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters. Recently, Mr. Gimont has been providing subject matter expertise and advisory support to Hagerty's clients seeking assistance in managing and administering *American Rescue Plan Act* (ARPA) and Emergency Rental Assistance Program (ERAP) funds.

Relevant Professional Experience

Senior Advisor | Nassau County, New York Office of Emergency Management American Rescue Plan Act Utilization and Implementation Management | Hagerty Consulting, Inc.

- » Supports the administration of a portion of the \$385 million funding allocation made to the County from the Coronavirus Local Fiscal Recovery Fund under ARPA to provide Novel Coronavirus (COVID-19) relief.

Project Executive | Montgomery County, Texas Community Development Block Grant – Mitigation Application Development | Hagerty Consulting, Inc.

- » Supported the preparation of six total CDBG-Mitigation (MIT) applications for funding, including four drainage projects and two infrastructure projects.

Senior Subject Matter Expert | Nebraska Department of Economic Development Community Development Block Grant – Disaster Recovery Action Plan | Hagerty Consulting, Inc.

- » Supported development of a CDBG-DR Action Plan for the State after the 2019 flooding, bomb cyclone, and straight-line winds.

Project Advisor | Texas General Land Office Alternative Housing Study | Hagerty Consulting, Inc.

- » Advised on efforts to gather, analyze, and evaluate data relating to alternative housing options to determine whether there are innovative, cost-effective, safe, and secure solutions for accommodating disaster survivors.

Regulatory Subject Matter Expert | California Department of Housing and Community Development Community Development Block Grant – Disaster Recovery Grant Management Services | Hagerty Consulting, Inc.

- » Performed grant management and other services relative to disaster recovery programs for the California Department of Housing and Community Development (HCD), which received CDBG-DR funds to implement programs to aid in the State's recovery from 2017 Wildfires, Debris Flows, and Mudslides.

Subject Matter Expert | Santa Rosa, California Community Development Block Grant – Disaster Recovery | Hagerty Consulting, Inc.

- » Hagerty coordinated a CDBG-DR Needs Assessment, Action Plan, Implementation and Reporting, and provided assistance with other State and federal grant opportunities associated with disaster recovery.

Deputy Assistant Secretary for Grant Programs | Community Development Block Grant Program Management | United States Department of Housing and Urban Development

- » Was responsible for the CDBG-DR supplemental appropriations for long-term disaster recovery with a portfolio of more than 120 open grants and more than \$90 billion of available funds.
- » Edited all CDBG-DR Federal Register Notices from 2008-2019 and was directly involved in setting policy.
- » Represented HUD to outside stakeholders, including the Office of Management and Budget, House and Senate staff, and partner agencies such as the Federal Emergency Management Agency (FEMA), the Recovery Support Function Leadership Group, the Mitigation Federal Leadership Group, and the Federal Permitting Improvement Steering Council.
- » Managed 140 professionals responsible for all facets of the CDBG program, the HOME Investment Partnership Program (HOME), and HUD's environmental compliance efforts.
- » Oversaw \$4 billion of annual appropriations distributed to more than 1,300 jurisdictions nationwide.

Director | Office of Block Grant Assistance | United States Department of Housing and Urban Development

- » Managed all components of HUD's CDBG program including Entitlement Communities and State programs, the Section 108 loan guarantee program, CDBG-DR grants, and the Neighborhood Stabilization Program.
- » Oversaw the National Disaster Resilience Competition conducted between 2014 to 2016. Coordinated within HUD, working with the Office of General Counsel, Chief Financial Officer, and Policy Development and Research to implement effective programs that deliver benefits to low- and moderate-income communities across the nation.

Director | Community Development Block Grant Entitlement Program | United States Department of Housing and Urban Development

- » Focused on policy development and interpretation activities, implementation of new initiatives, coordination with other HUD programs, and management of Headquarters staff to providing program guidance to HUD field staff and grantees.

Stan Gimont

Senior Project Advisor



Deputy Director | Section 108 Loan Guarantee Program | United States Department of Housing and Urban Development

- » Worked with a Wall Street-based underwriting group to finance Section 108 guaranteed loans through public offerings, managed loan portfolio management staff, and resolved findings on major Inspector General audits related to projects in Cleveland and Los Angeles.

Employment History

Hagerty Consulting, Inc., Senior Advisor for Community Recovery, 2019 to Present

United States Department of Housing and Urban Development, Deputy Assistant Secretary for Grant Programs, 2016 to 2019

United States Department of Housing and Urban Development, Director, Office of Block Grant Assistance, 2008 to 2016

United States Department of Housing and Urban Development, Director, Entitlement CDBG Program, 2004 to 2006

United States Department of Housing and Urban Development, Deputy Director, Section 108 Loan Guarantee Program, 2002 to 2004

United States Department of Housing and Urban Development, Multifamily Housing Specialist, 2001 to 2002

United States Department of Housing and Urban Development, Senior Financial Analyst, 1993 to 2001

United States Department of Housing and Urban Development, CPD Specialist, 1989 to 1993

United States Department of Housing and Urban Development, Presidential Management Intern, 1987 to 1989

Education

- » Master of Public Administration, New York University, 2007
- » Bachelor of Science, Rutgers College, 2002

Training and Certifications

- » Certified Emergency Manager
- » Certified Business Continuity Professional
- » Master Exercise Practitioner
- » FEMA Professional Development Series
- » Homeland Security Exercise and Evaluation Program certified
- » Incident Command System Train-the-trainer certified

Relevant Highlights

- » Over 17 years of experience in mitigation, preparedness, response, and recovery projects
- » Experienced disaster mitigation, preparedness, and recovery planner
- » More than 14 years managing complex domestic and international response and recovery projects
- » Founded and managed a global disaster relief non-profit organization

Professional Biography

Ms. Amelia Muccio is an emergency management and public health program manager with over 17 years of experience strategizing and leading national and international mitigation, preparedness, response, and recovery projects. Ms. Muccio has worked on all-hazards planning and policy development, grants management and evaluation, capacity building, *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) Sections 404/406 mitigation, continuity of operations, training, and exercises.

Ms. Muccio has experience as a project leader and subject matter expert in support of cost recovery work related to a series of grants and funding sources. She directly supported the resiliency and consequence assessment efforts of 16 city agencies for New York City (NYC) during immediate Hurricane Sandy recovery needs. Between August 2013 and May 2015, Ms. Muccio spearheaded the submission of an \$860 million Hazard Mitigation Grant Program (HMGP) Section 404 portfolio on behalf of the city as part of larger risk management and preparedness efforts. For Section 406, Ms. Muccio oversees the mitigation recovery effort for city agencies with a continuously expanding portfolio valued at \$2.2 billion. Hazard mitigation programs of 404 and 406 are under the Federal Emergency Management Agency (FEMA) purview.

Before joining Hagerty Consulting, Inc. (Hagerty), Ms. Muccio served for five years as the Director of Emergency Management for the New Jersey Primary Care Association. In this position, she created statewide planning initiatives stressing ambulatory emergency preparedness and criticality assessments as a vital component to national and economic stability.

Relevant Professional Experience

Hazard Mitigation Assessment Advisor | California Governor's Office of Emergency Services Surge Capacity Staffing | Hagerty Consulting, Inc.

- » Provided project management support to the California Governor's Office of Emergency Services (Cal OES) Hazard Mitigation Branch and the Hagerty Mitigation Team.
- » Assisted Cal OES on their 2020 Building Resilient Infrastructure and Communities (BRIC) submission; California was awarded approximately \$100 million, the highest allocation in the United States.

Amelia Muccio, CEM, CBCP, MEP

Senior Project Advisor



- » Managed a team of project specialists assigned with overseeing approximately 230 obligated hazard mitigation projects totaling \$880 million in project costs.
- » Reviewed and adjudicated 750 Notices of Interests (NOIs) and subapplications, and provided a technical review for programmatic, feasibility, and Environmental and Historic Preservation (EHP) components totaling \$4.23 billion in costs.
- » Provided implementation expertise for inception of the PrepareCA Jumpstart initiative, which yielded 59 applications totaling \$38.9 million in project costs.
- » Developed and delivered over 110 capacity building webinars for Cal OES staff and eligible sub applicants on the Hazard Mitigation Assistance Program (HMAP).

Mitigation Subject Matter Expert | Montgomery County, Texas Pre- and Post-Disaster Support | Hagerty Consulting, Inc.

- » Provided support for Hagerty teams currently supporting pre-and post-disaster support related to the Novel Coronavirus (COVID-19) emergency and concurrent disaster events.
- » Oversaw and developed debris monitoring operations, HMGP applications, Community Development Block Grant – Disaster Recovery (CDBG-DR) and Mitigation (-MIT) applications, and COVID-19 response management.

Project Manager/Team Lead | New York City Office of Management and Budget Hurricane Sandy Recovery | Hagerty Consulting, Inc.

- » Managed 10-person team and coordinated with NYC agencies on technical assistance issues including Project Worksheet (PW) development and hazard mitigation.
- » Developed proposals, cost effectiveness determinations, Request for Information (RFI) responses, campus-based mitigation solutions, 428 Alternative Procedures, and programmatic eligibility.
- » Submitted an \$860 million HMGP portfolio.
- » Oversaw Section 406 expanding portfolio valued at \$2.2 billion.

Project Manager | New York City Office of Management and Budget Hurricane Sandy Recovery, Section 404 Hazard Mitigation Grant Program | Hagerty Consulting, Inc.

- » Managed 17-person team during the Letter of Intent (LOI) and initial application phase; coordinated with city agencies for technical assistance issues including scope of work changes, benefit-cost analysis (BCA), RFI responses, EHP, advance assistance application requests, and technical feasibility.
- » Developed 43 HMGP applications for NYC agencies. Provided ongoing technical assistance to NYC for HMGP applications.

Senior Project Manager | Nebraska Emergency Management Agency Mitigation Services Contract | Hagerty Consulting, Inc.

- » Assisted with the immediate implementation and administration of the HMGP for the Nebraska Sever Witner Storm, Straight-line Winds, and Flooding, and the FEMA Hazard Mitigation Assistance (HMA) programs generally. Directed technical assistance on application review, technical reviews of BCA, EHP compliance, and procedural improvements for the implementation of the State mitigation program.

Amelia Muccio, CEM, CBCP, MEP

Senior Project Advisor



Subject Matter Expert | City of Panama City, Florida Disaster Recovery | Hagerty Consulting, Inc.

- » Reviewed project with the city leadership and engaged the citizenry to develop the city's long-term recovery plan to make the city the premier location in the Florida Panhandle.
- » Developed engagement events with the public through the early summer of 2019 to identify how people want to build back the city, taking advantage of the FEMA 428 alternative procedures to remove severely damaged buildings that were not being fully utilized to create more green spaces and community areas.

Director, Emergency Management | New Jersey Primary Care Association

- » Directed emergency management planning activities of 1,600 employees in launching all-hazards preparedness program.
- » Secured million-dollar Tamiflu donation and led swine flu (H1N1) dispensing and inventory responsibilities for 20 Federally Qualified Health Centers (FQHCs) during the H1N1 pandemic.
- » Integrated emergency preparedness, developed standard operating procedures/guides (SOPs/SOGs), provided annual training/exercise activities, and tailored continuity of operations (COOP) plans, and business continuity plans.
- » Trained 5,000+ health care professionals in the National Incident Management System (NIMS), Incident Command System (ICS), National Response Framework (NRF), COOP planning, novel pandemic influenza, infection control, personal protective equipment, fit-testing and behavioral health awareness.

Cities Readiness Initiative Exercise and Training Consultant | City of Portland Department of Health and Human Services

- » Coordinated Portland's Cities Readiness Initiative (CRI) training and exercise program designed to maximize response capabilities during large scale public health emergency.
- » Planned, conducted, and evaluated CRI training and exercises focused on mass prophylaxis and point of distribution (POD) effectiveness.

Director, Haiti Project and Disaster Operations | Humane Society International

- » Provided emergency management, international development, and public health expertise to ongoing recovery projects in Japan and Haiti; provided direct, field oversight in Haiti to staff of 12.
- » Coordinated field disaster response and zoonotic disease surveillance for Haitian veterinarians including 2012's Tropical Storm Isaac and Hurricane Sandy.
- » Advised Haitian Ministries on emergency management; developed first all hazards disaster preparedness training for high-ranking government officials.

Employment History

Hagerty Consulting, Inc., Director of Mitigation, 2017 to Present

Hagerty Consulting, Inc., Senior Managing Associate, Recovery, 2013 to 2017

The Humane Society of the United States, Director, Haiti Project and Disaster Operations, 2011 to 2013

ATCS, P.L.C., Emergency Management Planning Specialist, Consultant, 2011

City of Portland Department of Health and Human Services, Consultant, 2010 to 2011

Amelia Muccio, CEM, CBCP, MEP

Senior Project Advisor



New Jersey Primary Care Association, Director of Emergency Management/Bioterrorism Educator, 2004 to 2011

The Humanitarian Project, Founder/Executive Director, 2004 to 2010

Education

- » Master of Sustainable Development Practice, University of Florida
- » Bachelor of Arts, Political Science, James Madison University

Relevant Highlights

- » Six years of experience in analytics
- » Technical skills in ArcGIS and QGIS
- » Expertise in FEMA Public Assistance (PA), hazard mitigation, recovery funding

Professional Biography

Ms. Nicole Ward is a dedicated program analyst who performs analytics duties through research, analysis, and evaluation to provide managers with information for strategic decision-making on the programmatic aspects of disaster recovery. As a recovery associate with Hagerty Consulting, Inc. (Hagerty), she has provided the City of Panama City with disaster recovery expertise to receive the maximum recovery funding from the Federal Emergency Management Agency (FEMA) and the State of Florida. In her current role, she has provided expertise in FEMA's PA Program, damage inventories, site inspections, recovery transition meetings, 406 Hazard Mitigation, state financial grant systems, and more. Ms. Ward previously worked with FEMA as a program support specialist; creating evaluation assessments for PA field leadership and supporting PA through tracking project timelines.

Relevant Professional Experience

Field Representative/Technical Support | City of Panama City, Florida, Disaster Recovery | Hagerty Consulting, Inc.

- » Supported City leadership and engaged the citizenry to develop a Long-Term Recovery Plan to make the City the premier location in the Florida Panhandle.
- » Developed engagement events with the public to identify how people want to build back their city, taking advantage of the FEMA 428 alternative procedures to remove severely damaged buildings that were not being fully utilized to create more green spaces and community areas.

Analyst | Bay District Schools, Florida, Hurricane Michael Recovery | Hagerty Consulting, Inc.

- » Negotiated with FEMA to allow Bay District Schools (BDS) to hire certified architects to conduct their FEMA site inspections as a result of lack of staff available by FEMA to conduct site inspections, and the significant structural damages throughout the school district.
- » Completed the Scope of Work and cost estimate with the assistance of certified architects and Hagerty's engineer to support reviews and the development of the Cost Estimating Format, enabling a more expeditious recovery as well as ensuring that all damages were fully documented to maximize FEMA reimbursement.

Nicole Ward

Deputy Project Manager



- » Supported BDS in seeking funding from non-FEMA sources and was successful in securing funding for behavioral and mental health first aid training and a grant under Project School Emergency Response to Violence, which provides funding for mental health services for the children of Bay County.

Recovery Consultant | Poarch Band of Creek Indians COVID-19 Support | Hagerty Consulting, Inc.

- » Supported the Poarch Band of Creek Indians Tribal Government in navigating their long-term recovery cost landscape by providing support and resources to the Tribal Government for emergency operations center (EOC) management and support resources, pandemic operational support, public health and medical subject matter expertise, logistical section leadership, planning, data management, geographic information system (GIS), non-congregate sheltering, and other response and operational activities as requested by the Tribal Government.
- » Managed federal grants and administration tasks to apply for, manage, and closeout federal funding available through programs including but not limited to FEMA Individual Assistance (IA) and PA, Housing and Urban Development Community Development Block Grant, the *Coronavirus Aid, Relief, and Economic Security Act, Families First Act*, Health and Human Services, Small Business Administration, and the Centers for Disease Control.

Emergency Manager | New York City Emergency Management COVID-19 Response | Hagerty Consulting, Inc.

- » Providing support to New York City Emergency Management (NYCEM) in support of immediate response activities associated with the Novel Coronavirus (COVID-19) pandemic.
- » NYCEM activated its emergency surge support contract and directed Hagerty to identify and mobilize qualified personnel to support immediate emergency response activities. Within 24 hours, Hagerty began mobilizing emergency response personnel to the NYC EOC and other NYCEM mission sites across the City (e.g., Logistics Center, Javits Center) to support various operational activities.

Program Support Specialist | FEMA

- » Supported PA through tracking project timelines.
- » Designed and maintained the Field Delivery Section SharePoint.
- » Developed evaluation assessments for PA Field Leadership.
- » Analyzed assessment results to evaluate program and operations.
- » Conducted briefings and presentations to program leadership.
- » Managed office operations and administrative functions.
- » Coordinated and planned meetings and events.
- » Organized data and prepare reports using Microsoft Power BI
- » Developed new procedures necessary for efficient administrative support.
- » Tracked program resources and equipment.
- » Performed major disaster work for Disaster Recovery (DR) 4432-OR, DR-4452-OR, DR-4413-ID, and DR4418-WA.
- » Selected to work as a Program Analyst in the Data Science Section within the Workforce Management Division under the Field Operations Directorate.

Program Analyst | FEMA Center for Domestic Preparedness

- » Developed performance metrics for performance management approaches for training First Responders/Receivers.

Nicole Ward

Deputy Project Manager



- » Created information products and tools in Power BI and Tableau for senior leadership.
- » Conducted operational analysis and evaluation of specific operational and programmatic activities related to curriculum development and training and delivery.
- » Provided recommendations regarding the effectiveness and efficiency of program performance to stakeholders.
- » Reviewed and analyzed materials to determine evaluation requirements.
- » Analyzed performance-based evaluation instruments.
- » Collected, compiled, and developed evaluation quantitative and qualitative data into dashboards, and other reporting formats.
- » Monitored effectiveness of the learning management systems that support evaluation processes.
- » Prepared revisions and new versions of instruments using Question Mark and Remark software.
- » Conducted cost-benefit analysis for curriculum used to train First Responders/Receivers.
- » Major disaster work included DR-4399-FL and DR-4337-FL.

Data Integration Specialist | FEMA

- » Collected data to analyze and advise management on standard, day-to-day issues related to the effectiveness of the 406 Mitigation programs and operations; productivity and efficiency of personnel and resource utilization.
- » Analyzed and evaluated data from multiple electronic sources; Grants Manager; Emergency Management Mission Integrated Environment; National Emergency Management Information System; Enterprise Data Warehouse.
- » Coordinated, organized, and archived information and products during disaster field operations to meet Field, Regional, and Headquarter Mitigation regulations.

Employment History

Hagerty Consulting, Inc., Recovery Associate, 2019 to Present

FEMA, Program Support Specialist, 2019

FEMA Center for Domestic Preparedness, Program Analyst, 2018 to 2019

FEMA, Data Integration Specialist, 2017 to 2018

Humanitarian OpenStreetMap Team, Information Manager, 2017

CRS Uganda, Monitor and Evaluation Officer, 2017

Office of US Congressman Ted Yoho, Congressional Intern, 2016

Maasai Women's Development Organization, Student Internship, 2015 to 2016

George G. Sharpe, Inc., Administrative Assistant, 2014 to 2015

2Seeds Network, Inc., Internship, 2014 to 2015

Education

- » Master of Arts, International Relations – Middle East, Durham University
- » Bachelor of Arts, International Studies and Spanish, University of Idaho

Training and Certifications

- » Federal Emergency Management Agency (FEMA) IS 100, 200, 700, 800, 2200

Relevant Highlights

- » Over eight years of experience supporting emergency management projects
- » Managed State level COVID-19 Response and Recovery Project
- » Rapidly grew team from 6 to 70 professionals within 2 months
- » Experience in complex infection control environment and regional and local health centers
- » Served as operations coordinator and project manager on emergency response teams

Professional Biography

Mr. Lev Tobias has eight years of experience in emergency management and public health operations management. Mr. Tobias is a creative problem solver with extensive international and domestic experience, including implementing and managing infection control procedures, assessing changing risk environments, and adjusting operational protocols as incidents evolve. His work with Medecins sans Frontieres (MSF) has made him a leader in coordinating public health response and deployment for vulnerable populations. Since joining Hagerty Consulting, Inc. (Hagerty) as a senior managing associate specializing in response operations he has been assisting with projects supporting our clients in their response to, and recovery from, the Novel Coronavirus (COVID-19), as well as multiple projects supporting Asylum Seeker policy and sheltering.

Mr. Tobias has project management and leadership experience in fast paced, high-stress environments and has managed large projects in response to COVID-19, coordinating between many stakeholders during large, complex emergencies.

Relevant Professional Experience

Senior Managing Associate – Response Division | Hagerty Consulting, Inc.

- » Supported build out of a new Office of Migrant Services for a major mid-Atlantic City serving as Chief of Staff for the office as well as Project Manager.
- » Served as project manager of state level COVID-19 response and recovery project.
- » Rapidly scaled response from six to a peak of 150 professionals, supporting at every level of the state's COVID-19 efforts.
- » Worked closely with key leaders and stakeholders to identify needs, anticipate future gaps, and ensure as needed staff augmentation to rapidly scale operations to open nine mass vaccination sites in three months, and supported a nation leading COVID-19 vaccination rollout.
- » Lead clinical and non-clinical staffing for all mass vaccination and testing operations, implementing procedures and policies to mitigate financial risk, and due diligence in preparation for federal cost recovery.

- » At the beginning of the pandemic, managed mass care team working from the Emergency Operations Center (EOC) of a major United States (US) city, as part of a COVID-19 hotel program. Housing scaled up to 20,000 rooms for essential healthcare workers and COVID-19 positive patients who required isolation. Developed procedures and Standard Operating Procedures (SOPs) to mitigate risks, and supported just in time ramp up of services as the program grew.
- » Served as team lead and program manager for an Emergency Rental Assistance Program (ERAP) in a large, urban county.
- » Developed program documentation, policies, and processes including program guides, specifications for an applicant portal, training for case managers, and conducted quality assurance/quality control (QA/QC) for all applications, total program value was over \$20,000.

Operations Coordinator – Emergency Unit | The International Rescue Committee

- » Oversaw operational support (including finance, procurement, travel and general administration) across the Emergency Unit from headquarters.
- » Worked closely with response senior management to ensure effective communication and coordination of emergency response support activities.
- » Liaised with the Emergency Unit's Senior Management Team, senior deployment coordinator, emergency response team and roster staff, Country program staff, and HQ support departments to resolve operations issues as head of the Emergency Unit Support Team.
- » Provided operations support for multiple humanitarian crises worldwide, including the Ebola response in the Democratic Republic of Congo (DRC), refugee flow across the Colombian and Venezuelan borders, the Rohingya crisis, and internal displacement in Burkina Faso.
- » Coordinated support and problem solved between headquarters support departments and the Emergency Response Teams and developed strong relationships with peers and senior leaders to ensure support was rapidly provided where needed.
- » Managed planning and logistics for the Emergency Unit annual conference.

Project Coordinator | Médecins Sans Frontières

- » Served as project management for donor outreach campaigns in Florida and planned and organized a 10-event donor engagement tour.
- » Ensured project was within budget; researched, selected, and reserved venues; tracked contracts, arranged catering for receptions; booked all travel and accommodation; supported speaker and general logistics.

Logistics Manager | Médecins Sans Frontières – Liberia

- » Handled all operational logistics activities in support of 100 bed pediatrics hospital operating in a complex infection control environment during Ebola outbreak; including providing clean water and chlorine disinfecting solution directly to hospital wards and support areas, as well as operated and maintained three generators providing around-the-clock electricity with emergency back-up to the hospital.
- » Supervised logistics staff of more than 40 who provide ongoing support for medical activities.

Logistics Manager | Médecins Sans Frontières – Swaziland

- » Managed logistics team consisting of three logistics assistants, 11 drivers, and four maintenance staff.

Lev Tobias

Response Lead



- » Oversaw the complete suite of logistics families including fleet, supply, stock keeping, cold chain, procurement, light construction/rehabilitation, IT/Communications, and a significant biomed component.
- » Provided support to MSF medical activities in the Nhlanguano Health Zone, consisting of a regional health center and eight rural clinics, and to community initiatives and activities centered around treatment for home-based HIV and drug-resistant tuberculosis care.
- » Worked to improve workflow, skills and efficiency of logistics team through training, coaching and process improvement.

Program Manager | New York Disaster Interfaith Services

- » Managed temporary housing and recovery reconstruction programs for Hurricane Sandy impact homeowners including program development, grants reporting, and case management.

Program Manager | Lutheran Social Services/ Lutheran Disaster Response of New York – Project LIFE

- » Managed a program staffed by two supervisors, 22 disaster case managers, and three data and reporting specialists who provided ongoing services to over 500 families across Brooklyn, Staten Island and Nassau and Suffolk Counties recovering from Hurricane Sandy.
- » Worked closely with the supervising construction manager to provide additional services hurricane-affected homeowners
- » Performed grant writing and reporting to provide funding for expansion of services.

Transportation Manager | Holland America – Princess/Discover Alaska Tours

- » Managed four staff recruiting locations and hired 64 new seasonal coach drivers.
- » Recruited, trained, and directly supervised six-member seasonal operations team.
- » Scheduled and dispatched a fleet of over 100 vehicles, moving 7,000-10,000 passengers a day, responding to contingencies, and rapidly adapting to maintain seamless service despite mechanical failures or other delays.

Employment History

Hagerty Consulting, Inc., Senior Managing Associate - Response, 2021 to Present

International Rescue Committee, Operations Coordinator – Emergency Unit, 2018 to 2021

Medecins Sans Frontieres (MSF)/Doctors Without Borders, Project Coordinator, 2017

Medecins Sans Frontieres (MSF)/Doctors Without Borders, Logistics Manager, 2016

New York Interfaith Services (NYDIS), Program Manager, 2015

Medecins Sans Frontieres (MSF)/Doctors Without Borders, Logistics Manager, 2015

Lutheran Social Services/Lutheran Disaster Response of New York, Program Manager, 2013 to 2015

Saint Luke and Saint Matthew Sandy Hurricane Response, Logistics Coordinator, 2012 to 2013

Holland America – Princess/Discover Alaska Tours, Transportation Manager, 2010 to 2011

Holland America – Princess/Discover Alaska Tours, Operations Supervisor, 2007 to 2010

Education

- » Executive Leadership Program, Center of Homeland Security and Defense, Naval Postgraduate School, 2021
- » Master of Arts, National Security and Strategic Studies, United States Naval War College, 2004
- » Master of Arts, Management, University of Redlands, 2001
- » Bachelor of Science, Ocean Engineering, United States Naval Academy, 1993

Training and Certifications

- » Project Management Professional, Project Management Institute, 2021
- » Certified Emergency Manager, International Associate of Emergency Managers, 2020
- » Wharton Business Foundations Capstone, University of Pennsylvania, 2019
- » Acquisition Professional, Project Management Level 2, Defense Acquisition University, 2007

Relevant Highlights

- » Director of State of Maryland COVID-19 Recovery Program with site manager experience at two mass vaccination sites

Professional Biography

Mr. Bryan Cochran is a Certified Emergency Manager (CEM) and Project Management Professional (PMP) with 30 years of experience in emergency response, strategic planning, staff management, and special operations for federal and state agencies. As a results-oriented executive with expertise in providing a unique mix of vision, strategy and innovative ideas to complex operations, Mr. Cochran has demonstrated ability in leading large and small organizations, coordinating the efforts of multiple cross-functional teams, and delivering under pressure to produce outstanding results. For the past two years as a consultant with Hagerty Consulting, Inc. (Hagerty), Mr. Cochran has supported the State of Maryland with Novel Coronavirus (COVID-19) recovery efforts, including serving as Site Manager for two mass vaccination sites and Chief of Staff and Director, leading a team of 2,700 that has enabled the State to achieve a top five national ranking in lowest deaths per capita and the sixth highest percentage of vaccinated state residents. Prior to joining Hagerty, Mr. Cochran served in several director-level roles with the Joint Task Force-Civil Support (JTF-CS), Navy Expeditionary Combat Command (NECC), and Joint Staff, where he led planning, training, inter-agency partnerships, customer relations, and other operational components for a range of projects and missions. Mr. Cochran has a decorated military background as a United States (US) Navy Explosive Ordnance Disposal (EOD)/Special Operations Officer with several awards including the Defense Superior Service Medal, Legion of Merit, and Bronze Star.

Relevant Professional Experience

Director/Chief of Staff, COVID-19 Recovery Program | Maryland Department of Emergency Management, COVID-19 Cost Recoveries and Management | Hagerty Consulting, Inc.

- » Led the 2,700-person COVID-19 Recovery Program team, enabling Maryland to achieve a national ranking of 5th lowest among all states in deaths per capita and 6th highest in percentage of vaccinated state residents.

Site Manager, COVID-19 Mass Vaccination Site | Maryland Department of Emergency Management, COVID-19 Cost Recoveries and Management | Hagerty Consulting, Inc.

- » Served as Site Manager for Wicomico Civic Center Mass Vaccination Site and Regency Furniture Stadium Mass Vaccination Site, overseeing a diverse staff of 255 to 275 personnel from the State of Maryland, Federal Emergency

Management Agency (FEMA), United States Forest Service (USFS), United States Department of Agriculture (USDA), Maryland National Guard, and other state and federal agencies.

- » Instituted vaccine control procedures, expanded the site, and gained efficiencies with the existing staff. Increased throughput from 2,000 to 3,400 vaccinations per day without increasing the staff.
- » Informed the Site Medical Director and Operations Commander of site related problems and progress, developed daily Situational Report (SitRep) for State Leadership, and authorized protective measures through consultation with the Site Medical Director.
- » Supervised Command and General Staff, including: ensuring welfare and safety of site, determined site closures due to inclement weather or other issues that may impact the patients and staff; determined unmet staffing needs based on dose volume and number of registrations; reviewed and approved the Incident Action Plan; and ensured site mission and objectives were met.
- » Managed media and political visits to the site.

Senior Director of Strategic Plans, Policy and Inter-agency | Joint Task Force-Civil Support

- » Combated COVID-19 from March to June 2020 in the State of New York and New Jersey, including: provided command and control of forces in order to support the Lead Federal Agency; treated 1,095 patients at the Javit's Convention Center and hospitals across New York and New Jersey; and improved the civil-military relationship by leading a team of assorted medical, logistics, operations, and planning experts composed of military (Active Duty and Reservists), National Guard, Government Civilian, and contractors from across the Joint Task Force.
- » Effectively worked across departmental boundaries to inspire the cross-functional Strategic Planning Group by employing concepts of shared consciousness and empowered execution and effectively communicating the goals of the organization. Routinely generated the highest quality products, enhanced command efficiency, and solved problems.
- » Forged relationships with a multitude of external inter-agency partners that ensured the critical connections to enable the fast and effective federal response to a Chemical, Biological, Radiological or Nuclear (CBRN) attack in the United State. Improved the efficiency of JTF-CS by leading the planning effort for the most complex phase of a CBRN response, which is the force flow of 5,200 personnel through the fog and friction after a terrorist nuclear attack. This effort resulted in a revised, streamlined and enhanced JTF-CS plan.

Director of Strategic Plans, Concepts and Doctrine | Navy Expeditionary Combat Command

- » Greatly increased the efficiency of the force by assembling a diverse team of subject matter experts which included military, government civilians and contractors together to reorganize the Coastal Riverine Force. The efforts resulted in a streamlined training process that decreased the training time and increased the number of trained personnel.
- » Drove the efficient incorporation of the Navy Expeditionary Combat Force into multiple transformational naval warfighting concepts including Distributed Lethality, Expeditionary Advanced Base Operations and Littoral Operations in a Contested Environment. Ensured NECC's vision was aligned with the Navy's design for maintaining maritime superiority against a near peer adversary. Played a critical role in defining NECC's responsibility in future naval campaigns.
- » Supervised the staffing, training and equipping of over 20,000 Navy expeditionary sailors, which included Explosive Ordnance Disposal, Naval construction, expeditionary logistics, and coastal riverine forces.

- » Improved customer relations with NECC's higher headquarters by advising the Commander, Fleet Forces Command (4-star admiral) on all Navy Amphibious and maritime ashore operations in the hurricane ravaged areas of Puerto Rico, United States Virgin Islands and Florida following the devastation brought by Maria and Irma in support of Defense Support to Civil Authorities (DSCA).

Chief, Countering Threat Networks Team | Joint Staff South

- » Increased the productivity of a 24-personnel contractor team and expanded the exercise portfolio. Prepared staff to deploy to Afghanistan to assist 4-star Combatant Commander staffs to assess and apply the appropriate combination of lethal and non-lethal effects in countering and defeating threat networks employed by our adversaries.
- » Chaired a team of subject matter experts to frame problems and to generate and present solutions to leadership and increase efficiency. Tackled the daunting task of training the targeting process executed in Afghanistan. Overcame a contentious relationship between the exercise designers and the training audience by making trips to Afghanistan to ensure the process was replicated exactly in the exercises. These actions created a collaborative, learning environment where the result was an acute awareness of the combat requirements.
- » Led the training of operational level staff to defeat adversarial networks through integrated lethal and non-lethal targeting.

Commanding Officer, Riverine Squadron Three | Navy Expeditionary Combat Command

- » Planned and executed a combat deployment to Iraq as the Commanding Officer of a Riverine Squadron. Led more than 500 convoys and waterborne missions on the roads and inland waterways of Iraq to disrupt insurgents' movement. The patrols resulted in a decrease of attacks on Coalition Forces from five to six per day to three or four per week, saving countless lives.
- » Built capability in the Iraqi Security Forces (Navy, Coast Guard and Police) to conduct riverine operations by supervising the training of Iraqi counterparts to allow them to achieve and maintain sustainable security on their waters enabling political reconciliation, rule of law, economic recovery, and redeployment.
- » Commanded a diverse 250-personnel unit that executed a combat deployment to Iraq. Supervised the maintenance and operation of 12 Riverine Patrol craft, 600 crew-served and small arms, and 40 tactical vehicles with a total value of \$42 million.

Employment History

Hagerty Consulting, Inc., Recovery Consultant, 2021 to Present

Joint Task Force-Civil Support, Senior Director of Strategic Plans, Policy and Inter-agency, 2017 to 2020

Navy Expeditionary Combat Command, Director of Strategic Plans, Concepts and Doctrine, 2014 to 2017

Joint Staff South, Chief of Countering Threat Networks Team, 2011 to 2011

Riverine Squadron Three, Commanding Officer, 2009 to 2011

United States Special Operations Command, Assistant Program Manager for Electronic Countermeasures Systems, 2006 to 2009

Education

- » Master of Engineering, University of Florida, 2012
- » Bachelor of Science, Civil Engineering, University of Florida, 2011
- » Bachelor of Science, Biological Engineering, University of Florida, 2011

Training and Certifications

- » Florida Board of Professional Engineers, 82395
- » Certified Floodplain Manager, Association of State Floodplain Managers, 40071

Relevant Highlights

- » Benefit Cost Analysis (BCA) and Mitigation Economic Analysis
- » Floodplain Management / National Flood Insurance Program (NFIP) Program Management
- » Water Resources / Watershed and Storm Water Management
- » Software Skills: SWMM, ICPR3, ICPR4, HEC-HMS, HEC-RAS, ArcGIS, AutoCAD, Civil3D, FEMA BCA 5.3/6.0, Microsoft Suite

Professional Biography

Mr. Jason Ressler is an emergency management professional and engineer with nine years in the field and expert knowledge in water resource and floodplain management. He is a member of the Association of State Floodplain Managers and has served as the Water Resources Engineer for several complex projects through his work at CDM Smith, Inc. Since 2019, he has worked with Hagerty Consulting, Inc. (Hagerty) where he has assisted in post-disaster mitigation work for a variety of public and private contracts. Mr. Ressler has taken a leadership role in delivering funding and planning for present and future resilience projects regarding stormwater management, water treatment, and hydrologic modeling for infrastructure. He understands Federal Emergency Management Agency's (FEMA) Public Assistance (PA) programs under Sections 406 and 404 of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) and has applied training to many successful projects.

Relevant Professional Experience

Subject Matter Expert | Lee County Disaster Recovery and Mitigation | Hagerty Consulting, Inc.

- » Lead mitigation team in developing mitigation projects under Sections 404 and 406 of the Stafford Act. Total submission expected to be over \$300 million.

Engineer/Scientist | Panama City, Florida, Post-Disaster Mitigation | Hagerty Consulting, Inc.

- » Mitigation and resiliency team lead and mitigation subject matter expert in charge of mitigation activities for nine separate entities.
- » Coordinated a team of professionals to secure funding for resiliency projects under FEMA 404 and 406 programs with total awarded funding exceeding \$100 million.

Senior Engineer | Bay Haven Charter Academy, Disaster Management Recovery | Hagerty Consulting, Inc.

- » Reviewed data and collected documentation to determine eligible costs under FEMA PA programs and Sections 406 and 404 of the Stafford Act.
- » Evaluated use of pilot programs from FEMA, including projects under the Public Assistance Alternative Procedures (PAAP) for debris removal.

Jason Ressler, PE, CFM

Mitigation Lead



Senior Engineer | Girls, Inc., Disaster Recovery Support | Hagerty Consulting, Inc.

- » Utilized data collection and assessment for Girls, Inc. following damages from Hurricane Michael to determine a rapid recovery and post disaster redevelopment plan.

Senior Engineer | Calhoun Library Hospital Authority, Disaster Recovery Consulting | Hagerty Consulting, Inc.

- » Provided input and planning expertise for post-Hurricane Michael relief for the Calhoun Library Hospital (CLH).
- » Met with CLH executives to determine needs alongside FEMA allocations and budget for the \$600,000 scope for reimbursement.

Water Resources Engineer | Federal Emergency Management Agency Regions II, III, IV, IX, Headquarters | CDM Smith, Inc.

- » Technical reviewer and quality control evaluator for mitigation applications applied for under Flood Mitigation Assistance (FMA) and Pre-Disaster Mitigation (PDM) programs.
- » Lead reviewer for Hazard Mitigation Technical Assistance Program for DR-4273, DR-4085/DR-4086.
- » BCA Software instructor.

Water Resources Engineer | Pinellas Park Water Management District | CDM Smith, Inc.

- » District engineer for special drainage district including oversight of design and construction of capital improvement projects, long range facilities planning, and representation of PPWMD to the public and to municipal and federal agencies.

Water Resources Engineer | City of Virginia Beach | CDM Smith, Inc.

- » Task manager and principal stormwater system modeler responsible for building large-scale Stormwater Management Model (SWMM) models of existing infrastructure and using models to design and evaluate improvements.

Water Resources Engineer | Boynton Beach East Water Treatment Plant | CDM Smith, Inc.

- » Stormwater and process mechanical designer for an Envision certified 100-year on-site stormwater system as well as critical components of the process mechanical and yard piping upgrades of a design-build Water Treatment Plant (WTP) retrofit.

Water Resources Engineer | Palm City II Landfill | CDM Smith, Inc.

- » Stormwater engineer of record for the design and permitting for modification of onsite drainage and pond alteration.

Water Resources Engineer | Detailed Water Resource and Floods Study | CDM Smith, Inc.

- » Hydrologic and hydraulic modeler for large scale watershed models (greater than 1,000 square miles) that were used to ascertain locations for new potable water wells and to validate and design flood control structures.

Employment History

Hagerty Consulting, Inc., Manager, Mitigation Division, 2022 to Present

Hagerty Consulting, Inc., Independent Contractor, 2019 to 2022 (Self Employed)

CDM Smith, Inc., Water Resources Engineer, 2013 to 2019

Education

- » Bachelor of Science, Environmental Resources Engineer Major & Applied Mathematics Minor, Humboldt State University

Relevant Highlights

- » Experience working with the Public Assistance and Hazard Mitigation Assistance Grant Programs (HMGP, BRIC, and FMA)
- » Experience working with the Community Development Block Grant Programs (DR & MIT)
- » Experience performing benefit-cost analyses
- » Experience with cost estimating techniques
- » Experience in local, State, and Federal building codes.
- » Experience with ArcGIS in developing maps and analyses
- » Experience in developing Site Inspection Reports

Professional Biography

Ms. Mikaela Shannon has experience with disaster recovery and mitigation for three years in the Panama City, Florida region and Baldwin County, Alabama region, especially focused on the Hazard Mitigation Grant Program (HMGP), Public Assistance Hazard Mitigation and Community Development Block Grant (CDBG) Program. Most recently, Ms. Shannon has 5-months of experience with the California Governor's Office of Emergency Service's, Hazard Mitigation Assistance Branch to review and monitor the Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance (HMA) program's grant applications. Ms. Shannon has performed Benefit-Cost Analyses (BCAs), cost estimates, scopes of work (SOW), and developed supporting documentation including maps and analyses utilizing ArcGIS, and photo pages. She has also worked with the Public Assistance (PA) program, including applying Policy Guide Appendix J, formulating Scope of Works, Force Account Labor, Site Inspection Reports (SIR), and working on mitigation and hardening projects. Prior to her work at Hagerty Consulting, Inc. (Hagerty), Ms. Shannon performed a BCA and other analyses to construct a \$1.2 million solar energy installation for an Emergency Operation Center (EOC).

Relevant Professional Experience

Mitigation Assessment Specialist | California Governor's Office of Emergency Services, Surge Capacity Staffing | Hagerty Consulting, Inc.

- » Provide consultation in project initiatives for state clients and provide technical assistance program guidance to local jurisdictions with tasks that include a review of FEMA HMA grant applications, program monitoring, and review of documents.
- » Review roughly \$90,000,000 of 4 applications and supporting documentation (e.g., architectural and engineering plans, assessments, and feasibility studies) for eligibility, feasibility, cost-effectiveness, and compliance with the Hazard Mitigation Grant and Prepare California Match Program. Attend and participate in meetings with the sub-applicants and provide technical assistance program guidance.
- » Assist and review roughly 10 notices of intents for eligibility, feasibility, cost-effectiveness, and compliance with the Hazard Mitigation Grant Program. Attend and participate in meetings with the sub-applicants and provide technical assistance program guidance.

- » Conduct project monitoring in the implementation stages of roughly 25 projects totaling approximately \$70,000,000. Attend and participate in kickoff meetings and provide technical program assistance for quarterly reports, the scope of work and budget changes, time extension requests, and project closeouts.

Mitigation Engineer | Hagerty Consulting, Inc.

- » Developed 50 Hazard Mitigation Proposals, representing roughly \$10,000,000, applying all applicable PA program and Policy Guide Appendix J elements to strengthen the envelope of buildings and facilities by hardening roofs, windows, wall structures, doors, underground pipes, and mechanical and electrical components from high winds, wind-blown debris, and wind-driven rain.
- » Developed six CDBG-DR Grant Applications, representing roughly \$85,000,000. The proposals consisted of four underground utilities restoration projects (sewer, potable water, and stormwater), one underground box culvert attached to a wet detention pond, and one septic to sewer conversion project. Developed cost estimates, and conducted data mining and technical analysis for all projects. Conducted preliminary modeling for the box culvert and wet detention pond project.
- » Developed three CDBG-MIT Applications, representing roughly \$62,000,000. Developed the applications including hazard risk description/actions, resiliency measures, project summary, address current and future risk, number of beneficiaries, and environmental, historical, and preservation application assessment.
- » Developed three HMGP Applications, representing roughly \$3,000,000. The applications consisted of one Police Headquarters generator project, one home elevation project consisting of nine properties, and one residential safe room project consisting of one property.
- » Developed one FMA Application, representing roughly \$2,000,000. Developed the application for 11 properties including the scope of work, and technical feasibility descriptions/actions, address current and future risk and befitting areas, and developed cost estimations and ArcGIS maps. Additionally, this work included community outreach, data collection, and management.

Mitigation Intern | Hagerty Consulting, Inc.

- » Developed 20 Hazard Mitigation proposals, representing roughly \$3,000,000, applying all applicable PA program and Policy Guide Appendix J elements to strengthen parks, harden roof structures and windows of apartment complexes, increase resilience from wind by anchoring school playground components, harden and introduce pulley mechanism to collapse the netting before a high wind event for the softball field, and identified more resilient material to upgrade outdoor lighting.
- » Assisted in developing the SOW and aggregated backup documentation for two HMGP proposals estimated to be worth a total of \$22,000,000 to **1)** mitigate stormwater flooding within residential areas and **2)** increase capacity and relocate substations outside of flood zone areas.
- » Performed research to support the SOW including the completion of a flood assessment for varying weather conditions for wastewater substations, and wastewater flow assessment.
- » Formulated a PA Force Account Labor and Equipment project for 81 employees totaling \$313,300.
- » Supported Project Management Team by organizing and aggregating hours worked on each project by the Hagerty Mitigation Team to develop pre-award management costs to incorporate in HMGP applications across all clients.

Student | Humboldt State University Renewable Energy Power System

- » Designed a solar array parking lot structure to maximize energy production.
- » Completed a BCA evaluating the technical and economic feasibility of expanded solar power resulting in a 20-year payback period for a \$1.2 million project.
- » Developed cost estimate utilizing RS Means.
- » Identified applicable Americans with Disabilities Act, wind, and seismic building codes and standards and incorporated them into the design for the parking lot structure including California Building Codes, Section 16: Structural Design.
- » Project design is scheduled to be implemented in Fall 2021 by the client.

Employment History

Hagerty Consulting, Inc., Associate, 2020 to Present

Hagerty Consulting, Inc., Intern, 2019 to 2020

Education

- » Bachelor of Arts, Political Science, York College of Pennsylvania

Relevant Highlights

- » National Incident Management System: 100, 200, 300,400,700,800
- » Planning Section Chief
- » Community Emergency Response Team (CERT)
- » Incident Management System
- » Smartsheet
- » Grant Development
- » CDBG-DR
- » Project Closeout
- » Contract Management

Professional Biography

Ms. Laura Munafo is an experienced emergency management consultant with over 10 years of experience. Ms. Munafo has worked in an array of roles throughout her career that has given her diverse experience in oversight and contract management, grant development, and project development and implementation. Most recently, Ms. Munafo served as the deputy project manager for the State of Nebraska in the development of their CDBG-DR Action Plan and is currently working with the DED to provide technical assistance regarding compliance with Duplication of Benefits (DOB) requirements for CDBG-DR programs. She has also provided support to Montgomery County, Texas, by preparing program guidance for the County's CDBG-DR Buyout Program. Prior to Hagerty, for six years, Ms. Munafo served as Deputy Director of the New York State Governor's Office of Storm Recovery, where she facilitated recovery from Hurricane Sandy by organizing public engagement events, overseeing resilience grants, and facilitating coordination between units of government

Relevant Professional Experience

Disaster Recovery Manager | Hagerty Consulting

- » Serve as Deputy Project Manager for the State of Nebraska's Community Development Block Grant - Disaster Recovery (CDBG-DR) Program as a result of DR-4420.
- » Serve as the Lead Subject Matter Expert for the Nebraska CDBG-DR Infrastructure Match Program totaling \$64 million in CDBG-DR funding.
- » Assisted in the development of the State of Nebraska's CDBG-DR Action Plan.
- » Assisted the City of Santa Rosa, CA in CDBG-DR, MIT, MIT PPS project management and overall grant management. \$35 million in CDBG funding was awarded to the City.
- » Assisted Montgomery County, TX in preparing program guidance for the County's CDBG-DR Buyout Program and CDBG-MIT project applications.
- » Provided Subject Matter Expertise and cost recovery eligibility guidance to the County of San Diego, CA for COVID-19; maximize over \$334M in reimbursements under multiple federal programs (CAREs Act Coronavirus Relief Fund and Federal Emergency Management Agency Public Assistance).
- » Prepared and drafted a COVID-19 Guidance Manual for the County of San Diego, CA; memorialize policies and financial decisions.

- » Provided Subject Matter Expertise COVID-19 response with the City of Santa Rosa, CA; assisted in identifying funding opportunities such as the CARES Act, CDBG-CV, HUD ESG and FEMA PA Non-Congregant Sheltering (NCS) to address the homeless populations exposure to COVID-19. Provided guidance for reimbursement related to FEMA's NCS program.
- » Assisted the New York City of Emergency Management (NYCEM) with COVID-19 response; prepared daily briefs to senior officials and responsible for the build out of the City's Hotel Program process flow, intake forms and scripts, scope of work for contractors and matrix for data collection.

Subject Matter Expert Construction Closeout | United States Virgin Islands

- » Reviewed contractors' invoices on behalf of the Virgin Islands Housing Finance Authority for the Federal Emergency Management Agency (FEMA) Sheltering and Temporary Essential Power (STEP) Program.
- » Prepared and maintained a guidance and policy tracker for the STEP Team.

Subject Matter Expert Infrastructure | United States Virgin Islands

- » Responsible for oversight and contract management of the United States Virgin Islands hurricane Irma and Maria Infrastructure Recovery Program; Electrical Repairs Program; Resiliency and Repair Program; and the Local Match Program.
- » Responsible for the build out of the United States Virgin Islands Local Match Program. Responsible for the development and execution of program policies and procedures.
- » Assisted in the development of grant applications and necessary CDBG-DR documents. Provided guidance to the United States Virgin Islands on infrastructure projects.

Deputy Director | Infrastructure and the New York Rising Community Reconstruction Program | New York State Governor's Office of Storm Recovery

- » Organized and executed both planning committee meetings and large-scale public engagement events, delivering presentations and leading meetings, as appropriate.
- » Responsible for the organization and management of 23 community-based planning committees across communities in Nassau and Suffolk County, totaling over 200 community members.
- » Liaised with and built coalitions among key stakeholders, including community leaders/advocates; municipalities; and city, state, and federal agencies and elected officials.
- » Responsible for the oversight and contract management of eight interdisciplinary planning teams. Supported project and program development and implementation, as appropriate.
- » Helped implement and establish timelines through community outreach in each area. At each milestone, which was defined by the planning committee, public outreach was conducted by means of open house and public information sessions.
- » Responsible for developing and implementing community-driven resiliency projects and programs that emerged from the planning committees, totaling \$350 million.
- » Responsible for the management of grant consultants and provided oversight and assurance that scope of the program and polices are accomplished.

Laura Munafo

CDBG-DR Lead



-
- » Provided direction and coordination to the local governments in Nassau County consistent with the recovery framework agreed upon by the United States Department of Housing and Urban Development (HUD) and the New York State Governor's Office of Storm Recovery.
 - » Contributed to the design and development of Rebuild by Design: Living with the Bay (LWTB) Project funded through HUD.
 - » Served as the program manager of LWTB, which included over 50 federal, state, and local stakeholders. Managed 17 projects within the LWTB project.
 - » Oversaw the design and development of microgrid projects through the State of New York.

Employment History

Hagerty Consulting, Inc., Disaster Recovery Manager, 2020 to Present

Witt O'Brien's, CDBG-DR Subject Matter Expert, 2019 to 2020

New York Governor's Office of Storm Recovery, Deputy Director, 2013 to 2019

Nassau County, New York, Emergency Management, Community Services Representative, 2012 to 2013

Nassau County Executive's Office, Executive Assistant, 2010 to 2012

Relevant Highlights

- » 40 years of disaster recovery experience
- » Experience supporting FEMA PA program, PAAP, SRIA, and TAC
- » Supported large-scale recovery operations for clients such as NYC and the City of Houston

Professional Biography

Mr. Rick Hill is a disaster recovery professional with over 40 years of experience including fifteen years of experience supporting clients in Federal Emergency Management Agency (FEMA) grant programs, including the Public Assistance (PA) Program, in both emergency management and disaster recovery. He has supported clients including New York City (NYC) and Houston, in five FEMA regions in the application of FEMA policy and regulation. Mr. Hill's recent experience includes application of the *Sandy Recovery Improvement Act* (SRIA) with emphasis on the Public Assistance Alternative Procedures Programs (PAAP). Mr. Hill is trained and experienced in the application of the FEMA process focusing on Grants Manager utilizing the Consolidated Resource Center (CRC) for project development. Mr. Hill's management and leadership abilities are learned through experience in government as a FEMA Technical Assistance Contractor (TAC), a manager for large corporate entities, and as a small business owner.

Relevant Professional Experience

Subject Matter Expert | Palm Beach County Disaster Recovery Training and Assessment | Hagerty Consulting, Inc.

- » Served as a point of reference and information through the development of training, implementation of materials, and assessment of needs within Palm Beach County.

Subject Matter Expert | Miami Dade County, Florida, COVID-19 Cost Recovery | Hagerty Consulting, Inc.

- » Providing PA expertise in support of grant management activities in response to Novel Coronavirus (COVID-19) recovery operations.
- » Supports the gathering, organization, and submission of documentation for reimbursement and closeout.
- » Updates and supports Miami-Dade County on evolving funding programs, policies, and opportunities.

Senior Consultant | Rostan Solutions LLC

- » Provided FEMA PA practical guidance and direction to Rostan project managers regarding programmatic issues and questions.

- » Developed Grants Portal reports to measure progress, identify process / procedural paths to accelerate project obligation. Served as policy advisor, providing consultation and opinion regarding complex FEMA PA policy issues.

FEMA Policy Advisor | Hurricane Harvey Recovery | Nationwide Infrastructure Support Technical Assistance Consultants

- » Served as a policy advisor to the PA Group Supervisor (PAGS) at the Corpus Christi, TX Branch.
- » Worked with the Program Delivery Managers (PDMGs), Task Force Leaders (TFLs) identifying potential areas of complication and/or controversy.
- » Provided procedural paths forward for specific situations utilizing FEMA policy and regulation.
- » Prepared issue papers advising on controversial issues, providing recommendations based on current FEMA program and policy as it applies to specific applicant eligibility issues.
- » Familiar with the use of national policy in the form of Title 2 and Title 44 of the Code of Federal Regulations (CFR), FEMA Public Assistance Program Policy and Guide (PAPPG).

Critical Infrastructure Advisor | Hurricane Harvey Recovery | Nationwide Infrastructure Support Technical Assistance Consultants

- » Served as a technical specialist focusing on major hospitals and medical facilities damaged by Hurricane Harvey.
- » Made recommendations and guidance to PDMGs, TFLs and PAGS regarding complicated Category B, Emergency Protective Measures (EPM) and Force Account Labor (FAL) issues common in medical facilities.
- » Advised and worked with PAGS, Deputy Infrastructure Branch Director and the Infrastructure Branch Director on eligibility issues arising in the Branch 2, Houston/Harris County, TX area including the application of Section 428 funding and the implementation of the PAAP Direct Administrative Cost (DAC) initiative.

Public Assistance Crew Lead | Texas Severe Flooding | Nationwide Infrastructure Support Technical Assistance Consultants

- » Served as a Public Assistance Crew Lead/TFL leading a group of TAC project specialists managing workloads, identifying problem areas, engaging FEMA management in complicated projects and decisions.
- » Made eligibility recommendations to FEMA management for both DR 4245 and DR 4255.
- » Instrumental in developing a team atmosphere which included FEMA, state, applicant, and the applicant's consultants who were brought together to develop specific damage descriptions and scopes of work for large complex projects, utilizing policy and regulation to provide guidance and recommendations to identify eligible funding for all categories of work.

Disaster Recovery Program Manager | Hurricane Sandy Recovery | New York City Health and Hospitals Corporation | Nationwide Infrastructure Support Technical Assistance Consultants

- » Primary focus was to assure disaster reconstruction contracts are in compliance with the FEMA Project Worksheets scopes of work.
- » Served as the final reviewer of pay and closeout packages for state submission, prepared amendment requests addressing specific project worksheet scope of work changes.
- » Developed a Category B project worksheet / invoice / payment reconciliation process still in use by New York City Health and Hospitals Corporation.

Rick Hill

Recovery Lead



Employment History

Hagerty Consulting, Inc., Recovery Manager, 2020 to Present

Rostan Consultants, LLC, Senior Consultant, 2020

FEMA, NISTAC TAC Policy Advisor, 2019 to 2020

FEMA, NISTAC TAC Critical Infrastructure Advisor, 2017 to 2019

FEMA, NISTAC TAC Public Assistance Crew Lead, 2016 to 2017

New York City Health and Hospitals Corporation, Recovery Program Manager, 2015 to 2016

FEMA, NISTAC TAC PA Project Specialist/PACL, 2013 to 2014

FEMA, NISTAC TAC PA Project Specialist/Program Policy Advisor, 2013

FEMA, NISTAC TAC PA Closeout Specialist, 2009 to 2013

FEMA, NISTAC TAC PA CL/Task Force Crew Leader (TFCL), 2008 to 2009

FEMA, NISTAC TAC Project Officer, 2006 to 2007

Education

- » Masters of Disaster Management, Florida International University, 2019
- » Bachelor of Criminal Justice Administration, Miami Dade College, 2018

Training and Certifications

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

Relevant Highlights

- » Project Management
- » Operations Management
- » FEMA grant management and support

Professional Biography

Mr. Heber Mendez is a managing associate with Hagerty Consulting, Inc. (Hagerty) with a strong background in project management. Prior to joining Hagerty, Mr. Mendez served as a project specialist supporting responses to Hurricanes Michael and Irma in Bay County and Collier County, Florida. As a project specialist supporting Collier County's response to Hurricane Irma, Mr. Mendez provided recovery and grant management support throughout the project formulation, reimbursement, and closeout processes. In addition, Mr. Mendez assisted with the formulation of Category B Project Worksheets (PWs) valued at over \$70 million. Mr. Mendez also served as an operations manager providing support to the State of Florida's COVID-19 Emergency Response. In this role, Mr. Mendez managed an operation of over 100 individuals while working in conjunction with the State of Florida to deliver COVID-19 test results and register patients for appointments to receive the COVID-19 vaccine.

Relevant Professional Experience

Deputy Project Manager | Idaho Office of Emergency Management, COVID-19 Recovery Review | Hagerty Consulting, Inc.

- » Reviewed Idaho Office of Emergency Management (IOEM) situation reports, project worksheets, budget reports, and other pertinent documentation regarding activities related to the state's COVID-19 response.
- » Identified additional costs incurred by IOEM applicants and subrecipients.
- » Conducted a detailed review of IOEM expenses incurred due to the state's COVID-19 response and identified additional eligible costs covered by FEMA's Public Assistance (PA) Program.
- » Provided a list of recommendations for improvement regarding the State of Idaho's administration of FEMA's PA Program and the state's COVID-19 response.

Cost Recovery Lead | Miami-Dade County, Florida, COVID-19 Recovery Support and Appeals | Hagerty Consulting, Inc.

- » Project formulation for Category B projects.
- » Team lead for submission of all Requests for Reimbursement (RFRs) to the state.
- » Managed Essential Elements of Information (EIs) and Requests for Information (RFIs) from FEMA through FEMA's Grants Portal in addition to documentation requirements.

Cost Recovery Lead | Miami-Dade County, Florida, Surfside Building Collapse | Hagerty Consulting

- » Project formulation for Category A and Category B projects.
- » Formulated Mutual Aid Project.
- » Assisted with Procurement and contract reviews.
- » Managed EEIs and RFIs from FEMA through FEMA's Grants Portal in addition to documentation requirements.

Operations Manager | Florida COVID-19 Emergency Response | CDR Maguire, Inc.

- » Operated and managed contact center with over 100 agents and oversaw the day-to-day operations of the facility.
- » Assisted the State of Florida in sorting Personal Protection Equipment (PPE) and coordinated COVID-19 testing sites.

Project Officer | Massachusetts Emergency Management Agency, Massachusetts Severe Winter Storm and Flooding | CDR Maguire, Inc.

- » Achieved 100% project validation.
- » Provided closeout package for reimbursement and procurement review of each contract.
- » Coordinated with the program coordinator on reporting and keeping track of project progress.

Project Specialist | Bay County, Florida, Hurricane Michael | CDR Maguire, Inc.

- » Project formulation for Category A and Category B projects.
- » Reconciled all county invoices and purchase orders.
- » Managed EEIs and RFIs from FEMA through FEMA's Grants Portal in addition to documentation requirements.

Data Manager | Florida Department of Environmental Protection, Hurricane Michael | CDR Maguire, Inc.

- » Reconciled daily reports and equipment inventory.
- » Created invoices and back ups for client.
- » Trained personnel in debris documentation.
- » Assisted in development of a resilience and continuity plan.

Project Specialist | Collier County, Florida, Hurricane Irma | CDR Maguire, Inc.

- » Provided recovery and grant management support throughout the project formulation, reimbursement, and closeout processes.
- » Assisted with the formulation of over \$70 million Category B PWs.

Employment History

Hagerty Consulting, Inc., Managing Associate, 2021 to Present

CDR Maguire, Inc., Operations Manager, 2017 to 2021

Education

- » Master of Health Services, Health Services Administration, The Sage Colleges School of Management, 2013
- » Bachelor of Science, Business Management & Economics, Finance, & Accounting, Empire State College, 2009

Training and Certifications

- » Human Resources Management & Organization, Walden University, 2016

Relevant Highlights

- » Financial and operational reporting
- » Well versed in Excel
- » Account reconciliation and variance reporting
- » Strategic initiatives & devolving new processes
- » Disaster recovery planning
- » Emergency response coordination and finance reconciliation

Professional Biography

Ms. Melinda Velez is a disaster finance manager with 11 years of experience working with clients to effectively manage traumatic incidents, crisis situations and disaster response and recovery. Since joining Hagerty Consulting, Inc. (Hagerty), Ms. Velez has provided her expertise as a disaster financial management as subject matter expert to Lee County, Florida, as they navigated the response to, and financial recovery from, the Novel Coronavirus (COVID-19) pandemic, and has since stayed on to support the County in their recovery from Hurricane Ian. Previously, Ms. Velez was a disaster recovery team lead and finance project manager with New York University (NYU) Langone Health, where she led a disaster recovery team of four supporting recovery from COVID-19 and Hurricane Sandy projects totaling over \$1 billion. While with the New York State Department of Health, she managed 30 financial portfolios of grant awardees for Hurricane Sandy, analyzed, audited and summarized receipts submitted to substantiate payments, and participated in continuous data improvement by generating suggestions, engaging in problem-solving activities to support teamwork. Ms. Velez has a Master of Health Services, and a Bachelor of Science in Business Management.

Relevant Professional Experience

Subject Matter Expert | Lee County, Florida, Response and Recovery Support | Hagerty Consulting, Inc.

- » Providing subject matter expertise to the County as part of response and recovery operations following Hurricane Ian.
- » Supported COVID-19 financial recovery operations for the County.

Finance Project Manager/Disaster Recovery Team Lead | New York University Langone Health

- » Led a disaster recovery team of four for NYU Langone Health's COVID-19 and Hurricane Sandy Projects totaling over \$1 billion.
- » Provided ongoing feedback for risk management, mitigation, and prevention.
- » Conducted audits, assess back-ups documents, and perform tests to make sure data can be retrieved as required by the Federal Emergency Management Agency (FEMA).
- » Oversaw COVID-19 and Hurricane Sandy draw down requests.

- » Ensured all FEMA projects were accurate according to scope of work, cost estimate, and hazard mitigation maximization prior to uploading into FEMA Grants Portal.
- » Regularly reported disaster recovery activities to upper management.
- » Met financial objectives by forecasting requirements, preparing annual budgets, scheduling expenditures, analyzing variances, and initiating corrective actions.

Senior Financial Analyst | New York University Langone Health

- » Managed maintenance of the appropriate grant supporting documentation as required by applicable laws and regulations.
- » Served as a liaison with external regulatory authorities, including FEMA and New York State.
- » Developed reports to inform senior leadership on the status of funding, including key compliance risks or issues.
- » Provided data entry, management analysis and interpretation of quantitative and qualitative data.
- » Delivered financial oversight and advice to corporate stakeholders to improve strategic planning.
- » Trained new analysts on corporate policies and procedures and implemented new processes to reduce administrative burden by one full time working day.

Grant Manager | New York State Department of Health

- » Managed 30 financial portfolios of grant awardees for Hurricane Sandy.
- » Analyzed, audited and summarized receipts submitted to substantiate payments.
- » Worked with federal grant agencies to ensure all standards and procedures were met.
- » Participated in continuous data improvement by generating suggestions, engaging in problem-solving activities to support teamwork.
- » Performed technical support and troubleshooting services to optimize system performance.

Lead Project Manager | Dack Construction Consulting

- » Supervised a team of six as a Public Assistance Coordinator to process millions of dollars assisting the New York City Fire Department with their Public Assistance (PA) FEMA claims. Entrusted with 15 municipalities and two private non-profit organizations for a total of over 35 project worksheets completed.
- » Provided a project schedule and identified project completion dates for construction and non construction projects.
- » Evaluated cost estimates and reported variances to senior leadership.
- » Effectively managed project scope by ensuring any changes were documented and approved with project change request forms.
- » Managed timelines and ensured project goals were met on time by all team members.
- » Assisted with and made recommendations for disaster recovery strategies.

Senior Billing Specialist | Mercer

- » Drastically improved accounts receivable monthly developing and implementing proactive workflow procedures.
- » Worked with management to provide budgets to actual income.
- » Prepared pre-bills and e-bills for various clients.
- » Responded to inquiries from senior leaders regarding financial results, special reporting requests and various projects.
- » Tasks included reviewing revenue generated, accounts receivable and audit requests.

Melinda Velez

Recovery Support



Employment History

Hagerty Consulting, Inc., Senior Managing Associate – Recovery, 2023 to Present

NYU Langone Health, Finance Project Manager/Disaster Recovery Team Lead, 2019 to 2023

NYU Langone Health, Senior Financial Analyst, 2015 to 2019

New York State Department of Health, Grant Manager, 2014 to 2015

Dack Construction Consulting, Lead Project Manager, 2012 to 2014

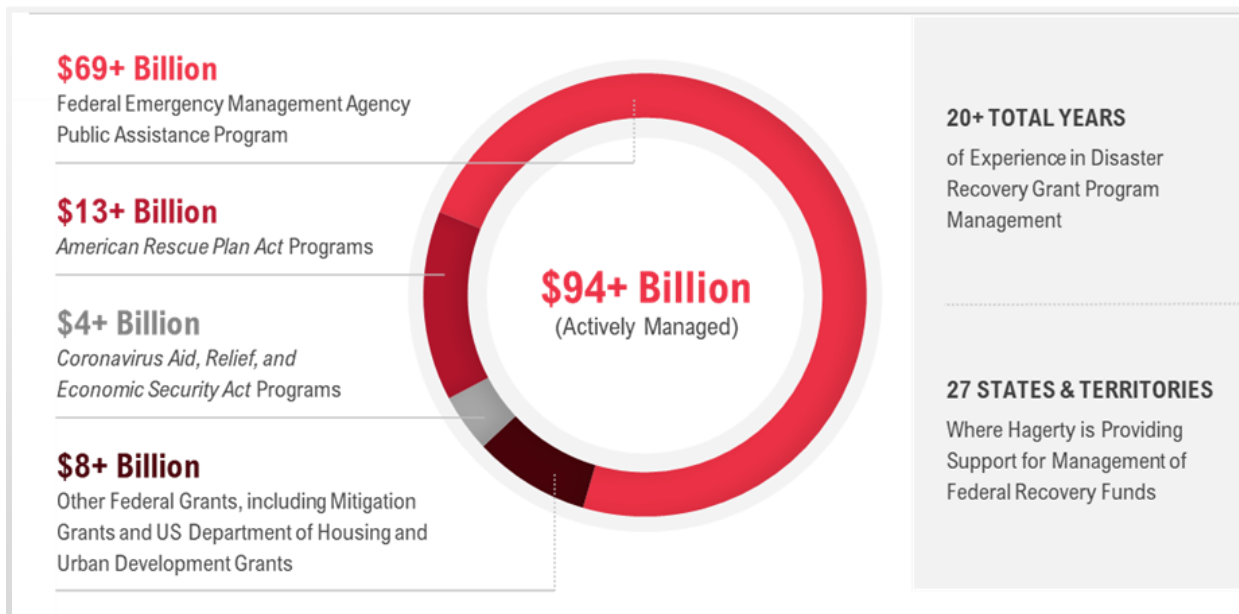
Mercer, Senior Billing Specialist, 2007 to 2012

Tab 5 – Financial Grant Experience

Hagerty’s practitioners are industry leaders in their knowledge of the Stafford Act, federal regulation, and the policies that underpin it all. We offer the City more than 20 years of experience focused on disaster recovery – including grant application development, management, and closeout for a variety of federal programs that support recovery and resilience including the FEMA PA, Individual Assistance (IA), Hazard Mitigation Grant Program (HMGP), and Hazard Mitigation Assistance (HMA) programs, and the US HUD CDBG-DR and Mitigation (CDBG-MIT) programs.

At Hagerty, we know that applicants and subgrantees face many challenges, including limited staffing, technical understanding of federal grant programs, and/or limited prior disasters. Hagerty’s approach to the recovery process stresses developing effective communications and strong partnerships between applicants and federal partners. This approach minimizes the need for appeals, makes it possible to claim all eligible costs, and closes out recovery in a timely and efficient manner. **To date, Hagerty’s professionals have supported the development and management of more than \$69 billion in FEMA PA grants and nearly \$8 billion in mitigation and HUD grants.**

Hagerty’s Expertise has been Leveraged to Meet Emerging Cost Recovery Needs Specific to Various Disasters



Hagerty has successfully helped our clients analyze, interpret, and otherwise manage the complex, technical, and stringent cost-tracking protocols, and requirements of FEMA and other federal and state agencies. In collaboration with the City, we will develop a strategy for tracking these costs across all stakeholders, agencies, staff, consultants, contractors, and more through the following techniques and processes. Hagerty will:

- » Develop goals, expectations, and procedures for tracking hours associated with grant development;
- » Formally establish eligibility and tracking protocols with FEMA at the beginning of recovery, not the end. This will control for differences between FEMA Regions and management, which often allow for differences in technique; and
- » Develop and implement client-tailored tracking methods and forms that utilize pre-existing and standard record keeping techniques and oversight structures.

Hagerty's grant management experience ranges in size from individual PA Small Projects, FHWA-ER funded roadway reconstruction projects, and large-scale capital construction projects completed through the Section 428 Program. Our dedicated advisors will work with the City to ascertain the range of projects and grants management activities, building a custom system to suit all its needs.

Should Hagerty be selected to support the City, we will rapidly deploy our team of experts to triage existing grants management, cultivate realistic recovery goals based upon the type of damage and funds allocated, establish proven grants management, and augment the City's capability to manage the event where needed. Our extensive experience in both emergency preparedness and disaster recovery services provides a dynamic solution to the City for exceptional grant management advisory services and support.

FEMA Public Assistance Advisory Services

While the FEMA PA process can seem straight forward and checklist driven, when actively engaged in specific aspects of recovery, understanding the unique considerations and nuances of the FEMA PA Program become critical for the City. Scoping, cost estimating, leveraging the Section 428 Program, and addressing audits are all issues that need to be proactively managed and addressed through the project formulation and beyond. Hagerty's approach to supporting the FEMA PA Programs is founded on experience working directly with recipients and subrecipients across the US to develop grants and administer the program.

The FEMA PA Delivery Model and Key Timelines

Hagerty will support the City in navigating the continuous changes and improvements to the FEMA processes and Grants Portal system, as our extensive network across the US gives us the advantage of frequently being aware of changes to FEMA's process prior to FEMA field assets and Program Delivery Managers (PDMGs) being trained or briefed, as well as knowledge of how different FEMA Regions are addressing policy changes and requirements.

The FEMA PA Delivery Timeline



Under FEMA’s PA Delivery Model, the PDMG is the primary interface between the City and FEMA. The PDMG will be responsible for scheduling the Exploratory Call, usually within seven working days from approval of the Request for Public Assistance (RPA), and the Recovery Scoping Meeting, theoretically within 21 working days upon assignment. **It is important to note that the Recovery Scoping Meeting triggers the 60-day regulatory timeline to identify all damages.** Hagerty will coordinate and collaborate with the City and FEMA to strategically schedule the Recovery Scoping Meeting in such a way that benefits the City’s timeline and priorities.

Regardless of the timing associated with the Recovery Scoping Meeting, Hagerty has experience in writing the Damage Inventory in such a way to give maximum flexibility with project formulation and create wiggle room if additional damages are identified after the 60-day deadline. Hagerty will work with the PDMG to logically group projects in the best interest of the City.

Grouping Projects, Site Inspections, and Completion of Essential Elements of Information

It takes expertise, knowledge, tactical decision-making, and programmatic acumen to obtain all the funding that an applicant is entitled to receive. This includes coordination across multiple disaster programs, almost all of which require an application to the responsible federal agency. Hagerty understands these programs and the policies and regulatory requirements that govern cost estimating, engineering design review, project cost accounting, insurance, hazard mitigation, floodplain management, and Environmental and Historic Preservation (EHP) requirements. All these factors must be carefully considered when grouping damages into PA projects.

In Hagerty's view, projects should be formulated to match the City's long-term recovery and construction plans while accounting for the City's current systems for documentation and organization. As Hagerty supports the City, we will review whether the grouped damages are comprehensive and reflective of the actual impact to a specific facility. If any damage is identified after the 60-day deadline, Hagerty will assist the City in reporting the additional damage to FDEM and FEMA by preparing and submitting a Late Damage Inventory Request.

Hagerty has extensive experience completing the FEMA site inspection documentation and coordinating with FEMA to ensure all damages are captured. We will coordinate with the PDMG to schedule site inspections for minimally damaged facilities if site inspectors are available. It is Hagerty's experience that FEMA has been overextended for quite some time and as a result, activities such as site inspections can be delayed due to the lack of available site inspectors. If this issue occurs, Hagerty has developed an **Applicant-Driven Site Inspection** process utilizing licensed engineers and architects contracted with the City to complete FEMA site inspection documentation. These costs are captured as Category E expenses, an architecture and engineering soft cost. To complete this process, Hagerty will assess the factors of each disaster (e.g., availability of qualified site inspectors, level of damages to the City, and type of damages) to advise what strategy will result in the most efficient and expeditious recovery for the City.

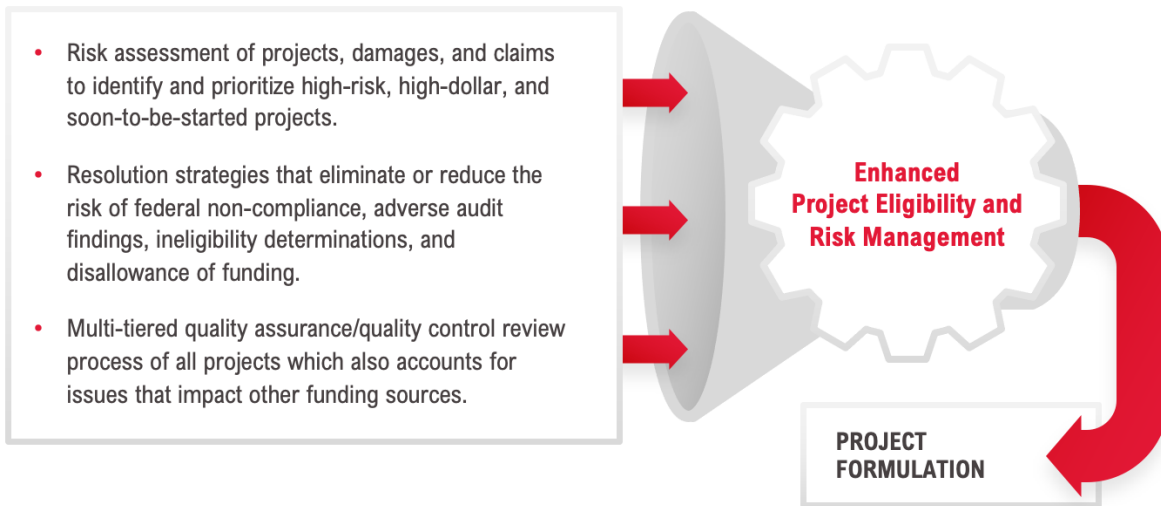
Simultaneously, as site inspections are occurring, Hagerty will collect documentation and information from the various City departments to populate the Essential Elements of Information and the scope survey questions fields within Grants Portal. We have a clear understanding of how the Consolidated Resource Centers (CRCs) like to see documentation organized and the typical naming convention utilized. Hagerty will organize all documentation in this manner to expedite reviews and minimize Requests for Information (RFIs). We will also coordinate with both FEMA and FDEM to ensure all time extensions are submitted well in advance of deadlines.

Navigating Eligibility and Appeals

Clearly outlining eligibility is essential for securing reimbursement by ensuring all work is performed and costs are incurred in accordance with statutory and program requirements. Hagerty understands the intricacies of FEMA's eligibility and will use this knowledge to structure the City's recovery process in a manner that minimizes the programmatic timeline while maximizing reimbursement. Support will include contract and purchasing documentation review; pre-emptive compliance audits on invoicing, payroll records, activity logs, and other cost documentation; and structuring the project scope of work (SOW) in alignment with program requirements, terminology, and industry standards.

Hagerty excels at the identification and resolution of eligibility, policy, reimbursement, and overall grant management issues related to the FEMA PA Program, and our strategic process to do so differentiates Hagerty from our competition. We are proactive and innovative, tailoring our solutions to the client's specific priorities, organizational structure, and risks. Hagerty's approach to supporting the City in navigating these issues is summarized below.

Hagerty Focuses on Eligibility and Risk Assessment in the Project Formulation Process



It is Hagerty’s goal to avoid the appeal process whenever possible. We do so through **(1)** continuous communication with FEMA; **(2)** escalation of persistent issues within FEMA and FDEM leadership; and **(3)** outlining eligibility arguments in writing clearly to the CRC Specialist assigned to ensure no misunderstanding occurs when information is relayed through the PDMG.

Hagerty will **always** provide an honest opinion on cost eligibility under the PA Program and will advise the City against submitting costs we do not think will be determined to be eligible. Hagerty finds that the “let’s see what happens” approach – submitting all costs versus only those likely to be eligible – results in more negative determinations where FEMA lumps eligible costs within their determination regarding the ineligible costs. We do not believe this is in the best interest of the City and will focus our efforts to protect the City and garner the greatest potential return.

Hagerty’s leading core principle is to maintain integrity in all that we do. Hagerty has on multiple occasions advised a client to not pursue an appeal on a FEMA negative determination, and request that the client not issue a task order for Hagerty to perform this work as we did not think there was a significant probability where any appeal could be successful. If FEMA does issue a negative determination, Hagerty will provide the City with a written assessment on the likelihood of an appeal’s success. If the City decides to pursue the appeal, Hagerty will mobilize Hagerty’s leading subject matter experts and appeals writers to develop the strongest case possible in effort to secure a full or partial reversal of FEMA’s original determination. Upon submission of the appeal to FDEM, Hagerty will track the appeal to ensure the State submits the appeal to FEMA within the required timeframe. Hagerty will continue to track that appeal, answer any RFIs, and regularly inquire regarding its status until formal notification is made.

Project Scoping, Cost Estimating, and Compliance Reviews

It is critical that the SOWs developed for projects are accurate, clearly written, and complete. Our multi-disciplinary team knows federal disaster recovery programs, design standards, Florida building code, and

appropriate construction methods to support the City with the development of accurate SOWs. Hagerty always looks for opportunities to add value. Our objective, in collaboration with the City, is to maximize eligibility and promote resilient reconstruction.

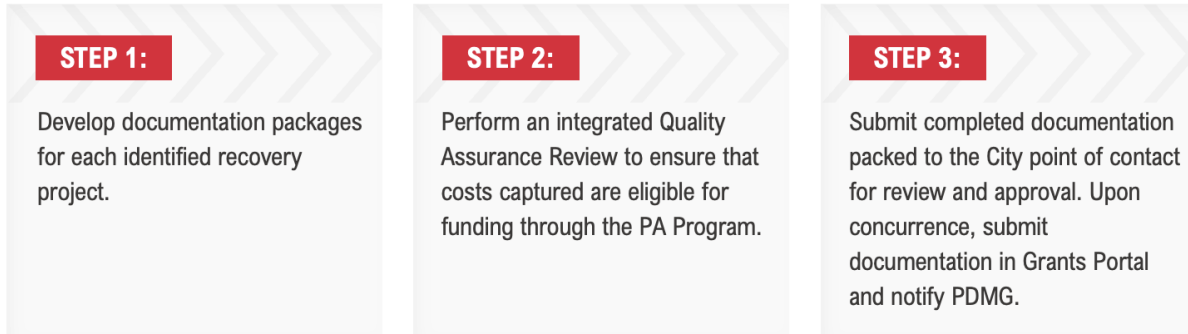
As Hagerty supports the City with project scoping, our professionals will account for important considerations, as further detailed below.

Key Considerations Associated with Project Scoping, Cost Estimating, and Compliance Reviews

Focus	Key Considerations
Hazard Mitigation Projects	Hazard mitigation is critical to increasing resilience. Hagerty is adept at supporting our clients to proactively identify projects with potential mitigation measures under Section 406 and to independently develop Section 404 projects. Our overall goal will be to support identification of Section 406 and Section 404 hazard mitigation opportunities to ensure the maximum amount of funding is allocated to increase resilience. Our approach to supporting hazard mitigation is further detailed in this proposal.
Cost Estimation Accuracy	<p>Cost estimation is essential when designing projects, implementing the Section 428 Program, developing repair-versus-replace analyses, and executing alternate or improved projects under the PA Program. We have an in-depth understanding of FEMA's Cost Estimate Validation Process and FEMA's Cost Estimate Format and will work with the City to ensure all assumptions and considerations are consistent and applicable to the actual conditions of the County. This includes identifying local costs which most likely exceed RSMeans unit costs, the standard reference for FEMA PA costing specialists, in a post-disaster environment.</p> <p>Hagerty will work with the City to identify who will develop the Cost Estimate: FEMA, Hagerty, or an architecture and engineering firm engaged to complete repairs or replacement. Hagerty can support the architecture and engineering partners to ensure the cost estimate provides the level of detail FEMA will require. If FEMA is developing the cost estimate, Hagerty can review these estimates to ensure all eligible costs are included.</p>
Special Considerations	Special considerations, such as EHP reviews and in-depth insurance policy analysis are critical throughout the project development process. As Hagerty supports the City focused on insurance, we will keep an eye to compliance with regulations, assisting the City throughout the insurance adjustment process to ensure insurance is maximized, and ensure there are no Duplication of Benefits (DOB). These considerations must be kept in mind immediately after a disaster, so the City does not engage in work that is later deemed ineligible. Our team will proactively account for and document any special considerations to prevent or mitigate any eligibility issues.

By applying our multi-tiered quality assurance/quality control review process to all projects, we will ensure compliance with FEMA requirements while also accounting for issues that can potentially impact other funding sources available for the City. Our strict review process has resulted in identification of multi-million-dollar errors in favor of our clients.

Process Summary for Efficiently Developing and Closing Federal Grant Applications



Hagerty will coordinate with the City to ensure local, state, and federal procurement policies are followed and compliant with grant requirements and will assist in the development of emergency and exigency justifications where needed. These efforts will ensure that the City’s project submissions are closeout-ready at the onset and minimize adverse determinations. Throughout the recovery process, Hagerty can make recommendations on how to amend pay and procurement policies to maximize reimbursement and compliance for future disasters.

Section 428 Alternative Procedures, Alternate Projects, and Improved Projects

In most cases, the PA Program reimburses applicants for the completion of eligible permanent repair work on an actual cost basis. However, there are instances where applicants can be reimbursed based on capped estimates under either Alternate or Improved Projects. Hagerty advises that this option be utilized when the City does not want to rebuild exactly what was there before the disaster event.

Hagerty will meet with City leadership to identify their recovery priorities and how the City wants to build back. Hagerty will use this information to make recommendations on which projects should be standard, Alternate and Improved Projects, or Section 428 Projects. If executed correctly, the Section 428 Program can provide the flexibility needed to build back in a manner that suits the City.

Surfside Beach, South Carolina

The Town of Surfside Beach contracted Hagerty to perform a suite of program, project, and grant management services specific to a single major project, the Town Fishing Pier, which was destroyed by Hurricane Matthew. Despite this, FEMA originally offered the Town a grant of only \$92,000 to repair the pier. The Town hired Hagerty to help support the development of a comprehensive and accurate grant application, and strategically manage PA Program funding options and their procurement, design, construction, and closeout processes. Hagerty successfully increased the total eligible grant amount from \$92,000 to a Section 428 Alternative Procedures project totaling \$9.975 million, a more than 10,000 percent increase in eligible fund allocation.

To support development of these fixed-capped grants, we developed a procedure to validate cost estimates, processes for drawdown, and procedures to leverage the full flexibility of the Program. These procedures include a process for streamlining the approval of changes to the SOW for a recovery project from the original scope used to capture costs, allowing the applicant to determine the most effective use of recovery funds. To date, our teams have developed **more than \$6 billion** in fixed-capped grants for one client alone.

Obligations and Requests for Reimbursement

Prior to project obligation by FEMA, Hagerty will coordinate with FDEM to identify a single point of contact for all the City's projects. Identifying a single point of contact will streamline communication between FDEM and the City. Hagerty will inform FDEM which projects are soon to be obligated and provide any necessary context for the project to enable a more efficient validation process. Hagerty will develop a reporting and tracking process with FDEM to ensure the City has visibility on which Requests for Reimbursement (RFRs) have been submitted, what percentage of the RFR has been reviewed to date, and estimated timeline for reimbursement.

After obligation, Hagerty will submit reimbursement requests for any funding not immediately paid by FDEM. It is Hagerty's experience that constant contact and advocacy is needed to ensure funds are released in a timely manner. Hagerty will ensure regular reporting from FDEM is provided on the status reimbursement requests and any outstanding actions items. In cases where policy interpretations or insurance reductions affect the project, Hagerty will prepare the City to defend itself with comprehensive project packages. Even after obligation of an initial version of a project, if costs are still being incurred or new costs are identified, Hagerty will work to amend the previously obligated project.

Grant Closeout and Audits

Recovering from a major disaster takes time. Closing out projects in a timely manner is a step toward completing the recovery process. There are proactive steps that can be taken early to make project closeout more efficient and compliant. By structuring grant formulation and administration processes around the City's internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application and administration process that expedites recovery. Depending on the needs of the City, we are available to support the following project closeout tasks:

- » Ensuring all damages and costs are accounted for, and that no cost overrun or underrun exists;
- » Developing project completion reports and attestation of DOB forms, and initiating project closeouts;
- » Participating and/or facilitating as needed, final site inspections with FDEM;
- » Analyzing FEMA project worksheet closeout determinations to determine whether an appeal is warranted; and
- » Conducting a final and complete cost reconciliation on all disaster related costs to ensure all costs are accurately reflected within the City's financial system and provide clarity to the City on why certain costs were not able to be claimed for consideration during the next disaster response.

From the very beginning, Hagerty strives to prepare highly detailed, audit-ready projects that contain accurate information at a high level, but also the necessary supporting documentation to validate the information in the project. That effort, combined with thorough document management, has allowed Hagerty clients to avoid adverse audit findings and de-obligations.

Individual Assistance Program Support

Hagerty understands that IA Program support can come in many forms and that communities often face great challenges when fulfilling unmet needs, reaching and educating survivors about their options, and determining and identifying sound long-term housing options for displaced households. Through our dedication to supporting survivors and field experience, we have facilitated the development of information management systems and processes which enable effective management of federal housing recovery programs and the implementation of robust long-term community recovery initiatives.

Recent changes in the IA Program offer new opportunities for state, local, tribal, and territorial (SLTT), and Hagerty can help our clients to take advantage of these opportunities. For example, Section 1211 of the *Disaster Recovery and Reform Act of 2018* (DRRA) authorizes FEMA to provide funding to SLTT communities to administer direct housing assistance. Hagerty has the programmatic and policy expertise to help SLTTs weigh the costs and benefits of taking on such a mission, understand the program requirements, and, if appropriate, develop and implement an effective disaster housing plan.

Structurally, disaster programs to support individuals and households deliver a suite of services through IA Programs and complementary federal, state, local, and non-governmental programs. In support of the City, our professionals may engage in the following tasks:

- » **Mass Care and Emergency Sheltering Support:** Hagerty can support the City in identifying IA Program resources to fill critical mass care and emergency shelter resource gaps. Volunteer organizations play a lead role in delivering these services; however, state and federal resources and support ranging from commodity distribution to temporary shelter construction and staff augmentation may be required for catastrophic events. Hagerty can support the City with navigating the time sensitive decisions that must be made to align IA Program resources with mass care and shelter needs. This includes providing staff augmentation to the State or in regional EOCs to support direct resource coordination.
- » **Augmentation of the Disaster Case Management Assessment Teams:** Hagerty can provide professionals to augment case management teams and identify resources available to implement case management programs, including identification of unmet needs, supporting survivors with appeals, provision of legal assistance, provision of support for unemployment assistance, and connection of disaster survivors to service providers. Hagerty's support under this task can include support for the City at the JFO and Disaster Recovery Center in partnership with federal partners.
- » **Development of Outreach and Public Awareness Campaigns:** Prior to or following a disaster, Hagerty can support alert notification and community outreach to assist re-entry and the transition of individuals and households from shelters, through temporary housing, and into permanent housing.

- » **Prepare Comprehensive Reports:** In collaboration with federal, state, and non-governmental partners, Hagerty can support reporting to assess housing demand, unmet needs, and types and volume of IA Program services by cross referencing data with all available FEMA and non-governmental systems.
- » **Provide subject matter experts (SMEs) to support related RSFs and Task Forces:** Hagerty can provide SMEs to support the City in standing up RSFs, such as Housing or Health and Human Services, as well as task forces for housing or other mission areas that require expertise in IA programs.

Housing Recovery Program Planning and Implementation

Hagerty can support the City in identifying and implementing a portfolio of housing recovery programs that is tailored to the specific requirements of a disaster. There have never been more options for housing recovery programs, or more opportunities for states to take a leadership role in program implementation particularly given the changes in the DRRRA and the evolving concept of locally led, state administered, and federally supported recovery. Hagerty's professionals will collaborate with the City to execute these programs, including:

- » **Permanent Housing Construction (PHC):** PHC has historically been used in isolated or remote locations, such as island territories. However, following Hurricane Harvey, Texas established a program for permanent home repairs called Direct Assistance for Limited Home Repair under the PHC authority, providing survivors with up to \$60,000 in permanent home repairs.
- » **Multifamily Lease and Repair/Direct Lease:** Under these programs, vacant rental properties can be leased and repaired for use as interim housing.
- » **Manufactured Housing Units (MHUs)/Travel Trailers (TTs):** This is the traditional solution when there are insufficient rental properties available.
- » **State Administered Direct Housing Programs:** Under the DRRRA, states can administer their own direct housing programs. This option provides states with the option to go beyond merely replicating the MHU/TT solutions provided by FEMA under the Individuals and Households Program. Rather, FDEM now has the opportunity to pursue innovative, alternative housing strategies that move survivors directly into permanent housing, or other alternative solutions such as temporary-to-permanent modular housing.
- » **CDBG-DR:** While CDBG-DR is not an IA Program, it is critical for meeting housing recovery needs that remain unmet after insurance and resources under the Stafford Act have been exhausted. Hagerty possesses deep expertise in the area of CDBG-DR and can help integrate the program with the IA Program and, if activated, a State-administered direct housing program.

Our professionals will collaborate with the City to develop disaster-specific housing recovery strategies that meet the City's unique needs while also supporting the City in program implementation. Hagerty's housing planning experience is unmatched, and our ability to support pre-and post-disaster housing planning is founded in implementation of innovative disaster housing programs at the federal, state, and local levels. Our professionals have been instrumental in helping FEMA and other state and local agencies implement best practices to solve some of the most complex IA Program problems and efforts. We understand transitioning households from shelter to long-term and permanent housing is a priority in every community,

and as we support the City our professionals will develop and implement interim and long-term housing concepts based upon our experience and best practices, consistently evaluate options in every phase of recovery, and maximize use of local solutions to address interim housing needs. Our team will also identify opportunities for innovation to address the roadblocks associated with permanent housing.

FEMA Hazard Mitigation Grant Program

Through FEMA, the federal government provides hazard mitigation funding through HMA programs, including HMGP, to help state and local communities protect residents and infrastructure in the event of a disaster. Hagerty is extensively experienced in managing and implementing hazard mitigation grants for all programs, including crafting strategies to leverage support through both funding streams. Our strategy will include evaluating each program, in addition to combining HMA and PA Section 406 Hazard Mitigation funding to identify the most efficient outcome for the City.

FEMA HMA Programs

Hagerty can provide expert level technical advisory services related to FEMA HMA grant programs, such as the Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), and HMGP. Hagerty provides cradle-to-grave strategy and coordination from project kickoff through project implementation; project monitoring and compliance; project closeout; audit monitoring; and waitlist management/project reallocation strategy. Upon award of this contract, Hagerty will use the following approach to identify and maximize the best opportunities for Hazard Mitigation projects:

- » **Identifying, developing, and evaluating opportunities for hazard mitigation projects.** Through in-depth technical assistance and project analysis, Hagerty will assist the City and stakeholders to effectively perform comprehensive property risk analyses to gather information and triage the cost effectiveness of potential projects. This process helps prioritize time and resources by focusing on the most viable applications. We will group projects according to the grant type and/or break each category down further to align with grant-specific categories, such as HMGP Planning, Five Percent Initiative Projects, or specific HMA programs.
- » **Application development and Benefit-Cost Analysis (BCA) support.** In designing and operating mitigation programs, Hagerty adds significant value through pre-application strategy development and project scoping. Technical assistance offered by Hagerty will be structured to address the largest issues states and subapplicants face in the grant development process. Usually, the BCA is the biggest issue and reason why HMA projects are not successful. Our experts understand how calculating the benefits for a project are critical and spend their time to perfect capturing that data in FEMA's BCA module 6.0. Hagerty will craft hazard mitigation proposals to capture the City's need for the projects; providing that information for the State to inform them of the City's intent to submit a project. For complex projects, Hagerty can also assist the City with project phasing. Phase I typically involves technical studies, engineering design, an in-depth BCA, permits, and EHP documents, while Phase II typically involves

implementation. After application packages are completed, cost effective applications will be electronically submitted for the County via the FEMA GO system for FEMA FMA or BRIC grants.

- » **Project Implementation and Closeout.** Hagerty will work with City officials, property owners, and field professionals to complete all mitigation work to spend federal grant dollars and eliminate risk to the City. Hagerty's professionals will leverage our technology-led tracking system to monitor projects - allowing our team to examine activities, obligations, and expenditures. We will also work with the City staff to establish a streamlined payment process by developing mutually agreeable documentation requirements; aligned with FEMA and existing City practices. By structuring grant formulation and administration processes around the City's internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application, administration, and closeout process.

Hagerty excels at working with our clients in identifying, developing, and evaluating opportunities for comprehensive resiliency programs that reduce or eliminate risk from future events. In addition to supporting our clients to write and manage grants, our approach includes varied technical services that our projects might require, leveraging deep expertise in areas such as EHP, geographic information systems mapping, cost estimating, and development of BCA. Over the past two years, our Mitigation Division has conducted over 1,372 subapplication programmatic reviews representing an estimated **\$11.3 billion** in total project costs inclusive of applicant and subapplicant-level clients across the country.

HUD Community Development Block Grant Disaster Recovery

Hagerty has a diverse background in assisting disaster-impacted communities eligible to receive CDBG-DR funds for long-term recovery needs following a major disaster. Our experience includes supporting jurisdictions to receive direct allocations of funding, crafting robust Unmet Needs Assessment (UNA) to position local subrecipients for optimal recovery funding, and supporting direct recipients of CDBG-DR funds with the development of Action Plans and subsequent implementation support. We understand the CDBG and CDBG-DR Programs and can offer the City the right professionals across all program phases, from Action Plan development through implementation and closeout.

If there is a CDBG-DR allocation by HUD for a particular disaster, Hagerty will first assess if the City will be a direct recipient, which may occur if there is a catastrophic event. If the City is a direct recipient, Hagerty will support the UNA and other steps towards developing an Action Plan – as outlined below. If the City is not a direct recipient, which is more likely, Hagerty will support the City in assessing if it can and should pursue funding, depending on the concentration of disaster damage, under an allocation to the State of Florida.

Action Plan Development including Unmet Needs Assessment

Communities that receive a direct allocation of CDBG-DR funds must prepare an Action Plan detailing the community's unmet needs and the method of distributing funds for addressing those unmet needs, among other requirements. When CDBG-DR funds are allocated to a state, communities like the City in impacted areas, particularly the HUD-identified Most Impacted and Distressed areas, can position themselves to receive funding as a subrecipient or applicant by performing their own UNA. The UNA outlines the type and location of community needs, enabling the City to target limited resources to those areas with the greatest need. The UNA must evaluate three core aspects of recovery: housing, businesses and the economy, and infrastructure. Our professionals will support the following tasks to develop a UNA for the City.

- » Review existing data and reach out to key community partners to obtain updated data or data not previously collected by the City. This data will be used to identify disaster recovery needs that are not likely to be addressed by other sources of funds;
- » Collect and analyze housing data, including numeric counts and the estimated type of need (e.g., home repair, rent assistance, down payment assistance, buy-out, etc.), estimated amount of financial need, demographic and other information (e.g., race, ethnicity, disability, age, tenure, income, home value, structure type) to identify housing needs that should be addressed;
- » Collect and analyze business data, including number and type of businesses impacted, how they are impacted, estimated type of need (e.g., capital repairs, machinery/equipment replacement, rent assistance, operating assistance, etc.), and estimated financial need;
- » Collect and analyze infrastructure data to determine if there is anything that has not been considered, and conduct an analysis of financial sources that could address outstanding unmet needs to ensure all resources are maximized; and
- » Consider mitigation and resiliency measures, as well as associated estimated costs, to protect the City against future disasters.

The result of this analysis will determine if the overall need in each category remains unmet, given all resources already available as well as those already being pursued. An outstanding gap will be identified, which will then be incorporated in the overall UNA and form a critical component of the Action Plan. Assuming a CDBG-DR allocation is made, the UNA will be leveraged by the Hagerty team to develop and implement an overall Action Plan to address unmet needs. If the City requires long-term support from Hagerty to implement the Action Plan and administer the overall CDBG-DR Program, we will engage in implementation, monitoring, and closeout tasks.

Program Implementation

Overall technical assistance provided during program implementation may include development of the CDBG-DR Action Plan and support to execute the Action Plan. In alignment with our overall recovery philosophy and consistent with our processes for implementing the PA Program, staffing during Program Implementation will be contingent on the needs of the City. For example, if the greatest unmet needs are

related to housing, we may provide staff with deep experience in housing rehabilitation programs. If the greatest unmet needs are in economic recovery, we may provide staff with a deep background in community economic development. This team will be tailored to the unique needs of the City.

To support program implementation, the Hagerty team will work with the City to understand the training and technical assistance needs of the City and any subrecipients. Training and technical assistance are capacity-building measures designed to help the City identify risk factors, implement risk reduction measures, maximize preparedness, and aid in financial and asset protection. We will provide training by developing electronic and hard copy training manuals, white papers, and other necessary documents customized to the City and available for future utilization and reference. These training and technical assistance opportunities will lead to a more resilient reconstruction.

We recognize the importance of implementing program policy efficiently and effectively to ensure compliance with federal regulations and maintain smooth program operations. Our approach will be to assess potential compliance risks at each step of the program implementation process. The quality control process will ensure adherence to all applicable statutes and regulations. We will use the results of the quality control review to immediately address and correct any potential program and project compliance risks and issues and implement mitigation strategies, including comprehensive training protocols, to ensure policies and procedures are being followed. In addition to successfully implementing the current program policies, the team will work closely with the City on the policy modification process.

Program Monitoring

An important part of program monitoring will be preparing the City for HUD and State monitoring. Monitoring is ongoing, and establishing appropriate methods early in the program implementation is important to assure the overall success of recovery. The Hagerty team will follow the procedures outlined by HUD for monitoring all CDBG and CDBG-DR activities. In addition, we will conduct an initial risk assessment of all grant recipients, including internal sub-grantees and subrecipients, to determine program risk factors and financial management capacity. After determining risk, we will establish a schedule to regularly monitor risk and provide additional technical assistance to build capacity. Monitoring visits with sub-grantees and subrecipients will be recorded and documented so that these can be provided to the state or HUD at any time.

Critical considerations for monitoring will ensure CDBG-DR funding is being drawn down in a timely fashion, which will create projections for future expenditures and ensure the program meets low- and moderate-income requirements. As we monitor the program, our team will determine if impediments exist to meeting spending requirements and whether waivers are necessary.

Program Closeout

In order to support program closeout, Hagerty will first file closeout forms on completed projects, including final quality control reviews to assure all appropriate documentation and information is captured. We will

also provide technical assistance to the City to assure the staff understands the required reporting systems, such as the HUD Disaster Recovery Grant Reporting system.

Tab 6 – Credentials

Below, we have provided credentials from a representative sampling of our core response staff cadre. Copies of certification have been provided as an attachment to this tabbed section.

Certification(s)	Proposed Project Team Member
NIMS ICS All-Hazards Incident Commander (950)	Lee Mayfield, Mike DeCapua, Scott Poulton
NIMS ICS All-Hazards Public Information Officer (952)	Bob Ditch
NIMS ICS All-Hazards Safety Officer (954)	Mike DeCapua, Scott Poulton
NIMS ICS All-Hazards Liaison Officer (956)	Curt Harman, Scott Poulton
NIMS ICS All-Hazards Operations Section Chief (958)	Mike DeCapua, Lee Mayfield
NIMS ICS All-Hazards Planning Section Chief (962)	Mike DeCapua, Lee Mayfield
NIMS ICS All-Hazards Logistics Section Chief (967)	Rachel Weiss
NIMS ICS All-Hazards Finance Administration Section Chief (973)	Bob Ditch
Certification as a Florida Professional Emergency Manager (FPEM) or a Certified Emergency Manager (CEM)	Lee Mayfield, Scott Poulton

Emergency Management Institute



FEMA

This is to certify that
Robert Lloyd Ditch
successfully completed

NIMS ICS All-Hazards Finance / Administration Section Chief
Glendale, Arizona

2.10 IACET CEU

October 20 - 22, 2014



A handwritten signature in black ink, appearing to read "L. R. ...".

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This is to certify that
Robert Lloyd Ditch
successfully completed

NIMS ICS All-Hazards Public Information Officer
Phoenix, Arizona

3.50 IACET CEU

November 17 - 20, 2014



A handwritten signature in black ink, appearing to read "L. R. ...".

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This is to certify that
Michael L. DeCapua

successfully completed
NIMS ICS All-Hazards Incident Commander
Salem, Oregon

2.80 IACET CEU

October 21-25, 2013



A handwritten signature in black ink, appearing to read "John R. ...".

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This is to certify that

Britt L Mayfield

successfully completed

NIMS ICS All-Hazards Incident Commander
Ft. Myers, Florida

3.50 IACET CEU

January 12 - 16, 2015



A handwritten signature in black ink, appearing to read "L. Rose".

Superintendent
Emergency Management Institute



Hinnant Solutions, Inc.

This is to certify that

Lee Mayfield

Successfully completed

NIMS ICS All-Hazards Position Specific

Incident Commander (L-0950)

January 12 - 16, 2015

Wayte J. Hinnant

Robert L. King

Emergency Management Institute



FEMA

This is to certify that

Scott T Poulton

successfully completed

NIMS ICS All-Hazards Incident Commander
West Trenton, New Jersey

3.50 IACET CEU

June 11 - 15, 2018



A handwritten signature in black ink, appearing to read "L. R. ...".

Superintendent
Emergency Management Institute

Certificate of Training

Awarded to

Michael Louis DeCapua

in recognition for completion of the
National Fire Academy Course

INCIDENT SAFETY OFFICER

presented by

The National Fire Academy

Issued this 17th day of July, 2005

Kevin J. O'Connell Esq.



FEMA

Emergency Management Institute

The State of New Jersey
Department of Law & Public Safety
Division of State Police

This Certificate is awarded to

Scott Poulton

Successful Completion of

L0954 All Hazards Safety Officer

2/5/19 – 2/8/19
32 Hours

Lisa Werner
Course Manager
NJ Office of Emergency Management

Preparedness Bureau
Emergency Management Section
Homeland Security Branch



This is to certify that

Curt Harman

Successfully completed the requirements of

NIMS ICS ALL-HAZARDS

LIAISON OFFICER: L-956

1.4/16-hours CEU's

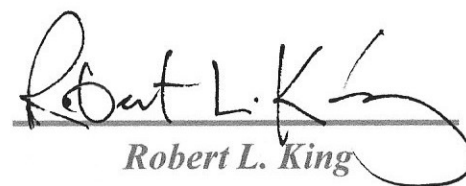
Largo, Florida

August 5 & 6, 2019

DHS/FEMA Certified



Jeff Strickland



Robert L. King

Emergency Management Institute



FEMA

This is to certify that

Scott T Poulton

successfully completed

NIMS ICS All-Hazards Liaison Officer
Sea Girt, New Jersey

1.4 IACET CEU

August 27 - 28, 2019



A handwritten signature in black ink, appearing to read "M. J. ...".

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

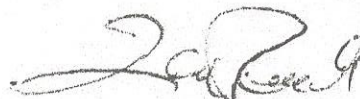
This is to certify that
Michael L. DeCapua

successfully completed
NIMS ICS All-Hazards Operations Section Chief
Salem, Oregon

2.80 IACET CEU

January 13-16, 2013




Superintendent
Emergency Management Institute



Homeland
Security



Certificate of Completion

is hereby granted to

Lee Mayfield

All-Hazard Operation Section Chief

Course – L- 958

Course hours 32

Granted: September 30, 2010

A handwritten signature in black ink, appearing to read "Richard J. Andring", written over a horizontal line.

Richard J. Andring
Wiland Associates LLC

Emergency Management Institute



FEMA


This is to certify that
Michael L. DeCapua

successfully completed
NIMS ICS All-Hazards Planning Section Chief
Salem, Oregon

2.80 IACET CEU

April 8-12, 2013




Superintendent
Emergency Management Institute

Division of Emergency Management



Certificate of Achievement

Lee Mayfield

HAS SUCCESSFULLY COMPLETED

Planning Section Chief (PSC)

Necole Holton

02/15/2013

Michael Beha

State Training & Exercise Officer

Date

Instructor/Course Manager

Rick Scott, Governor
State of Florida



Division of Emergency Management

Emergency Management Institute



FEMA

This is to certify that

Rachel Weiss

successfully completed

NIMS ICS All-Hazards Logistics Section Chief (Invitation Only)

Franklin, Massachusetts

3.0 IACET CEU

November 28 - December 2, 2022



A handwritten signature in black ink, appearing to be "J. D. S.", written over a horizontal line.

Superintendent
Emergency Management Institute

The International Association of Emergency Managers



Has conferred upon

Britt L. Mayfield

Certified 2014

the designation of

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.*

**Recertified To
2025**



Ellis M. Stanley, Sr.
IAEM Chair

Christian M. Lanphere, CEM®
CEM® Executive Board Chair

IAEM Membership Certificate

Be It Known That

Scott Poulton, CEM

is a member in good standing of IAEM from 6/24/2023-6/24/2024



Elizabeth B. Armstrong, MAM, CAE
Executive Director



Tab 7 – References

There is no better testament to our capabilities than references from clients on our past performance. Hagerty offers the following projects as examples of work that could best serve the City's emergency management needs. Should the City require additional information or references, Hagerty will happily provide those to you.

RECOVERY: CITY OF PANAMA CITY, FLORIDA, DISASTER RECOVERY SUPPORT | 2018 – ONGOING

Reference: Brandy Waldron, Interim City Manager | **Phone:** 850-872-1010 | **Email:** bwaldron@panamacity.gov

Hagerty has been a close partner on the City of Panama City's road to recovery from Hurricane Michael – the third-strongest hurricane to make landfall in the US, and the second strongest hurricane to hit the continental US. In six short hours, the Category 5 storm damaged or destroyed 98 percent of the City's infrastructure. More than 5.7 million cubic yards of debris covered City streets, costing the City \$94.6 million to remove.

In December 2018, the City selected Hagerty for disaster recovery services. These services include the development, management, and reimbursement of federal and state grants including FEMA PA, Hazard Mitigation 404 and 406, CDBG-DR, FMA, BRIC, Resilient Florida, and State Revolving Fund. In 2019, the City expanded their contract, asking Hagerty to provide experts in long-term recovery planning, economic development planning, unmet needs assessments, and housing recovery. **Today, with the help of Hagerty, the City has successfully secured nearly \$435 million in disaster grant funding to rebuild a stronger and more resilient community.**

Hagerty's disaster recovery experts continue to be an instrumental part of assisting the City with disaster recovery. Since December 2018, Hagerty has led the City to achieve the following outcomes:

- » Identifying and correcting nearly \$10 million in errors and missing eligible work within FEMA produced cost estimates.
- » Supporting the City to ensure the State of Florida covers the City's 12.5-percent cost share on all FEMA PA projects, saving the City nearly \$8 million.
- » Preparing expedited funding requests allowing for \$20 million in advanced funding for debris related expenditures within the first 90-days.
- » Developing reimbursement requests that have resulted in 98.9% of all eligible work paid including debris.
- » Structuring recovery programs such that FEMA and CDBG-DR are paying 100 percent of the \$63.5 million requested by the City to make critical infrastructure more resilient.
- » Supporting the City to achieve a maximum award under the FEMA Community Disaster Loan Program, which was forgiven in 2021 due to compliance with all loan requirements.

- » Securing approximately \$135 million in CDBG-DR funding to replace underground infrastructure and improve exterior business facades throughout five of the City's historic business districts.
- » Supporting the City to become the single largest recipient of CDBG-DR home buyout funding, receiving \$10 million to purchase more than twenty repetitive flood homes.

RECOVERY AND RESPONSE: LEE COUNTY, FLORIDA, COMPREHENSIVE RESPONSE AND RECOVERY SUPPORT | 2019 – PRESENT

Reference: Sandra Tapfumaneyi, Operations Section Chief | 239-826-5930 | stapfumaneyi@leegov.com

In December 2019, Hagerty was awarded a contract to provide recovery support to Lee County on a standby basis. Recovery services include consulting, representation, assistance, and support monitoring Lee County's recovery efforts and compliance and reporting responsibilities to federal and state governments.

In June 2021, Lee County requested Hagerty develop a pre-disaster Long-Term Recovery Plan and Cost Recovery Plan to ensure the County can effectively recover from a Hurricane Michael-like event. Our support included the update and expansion of the County's Long-Term Community Disaster Recovery Plan and Cost Recovery Plan through a participatory process involving County departments, key external partners, and the development and provision of training to validate and socialized both plans. The Cost Recovery Plan developed by the County and Hagerty is now being touted by FDEM as the model for Florida Recovery Obligation Calculation compliance. In March 2022, the County requested additional Hagerty support to manage the FEMA PA COVID-19 cost recovery process.

Hagerty deployed personnel to support Hurricane Ian response and recovery operations since September 26, 2022, when our consultants mobilized to the Lee County EOC days before landfall, working and sleeping within the County EOC before, during, and after the storm. Hagerty worked side by side with County staff as Hurricane Ian made landfall causing catastrophic damage throughout southwest Florida. Hagerty quickly mobilized additional subject matter experts, with more support arriving daily to support County departments, ensuring they were implementing response and recovery best practices and documenting the costs in the format preferred by FEMA and FDEM. On Wednesday, October 5th, 2022, Hagerty coordinated FEMA PA Leadership to visit critical sites requiring expedited site inspections prior to demolition. This close coordination with FEMA and FDEM benefited all of Hagerty's clients within Hurricane Ian-impacted areas where information shared with the County was immediately disseminated to all project managers so they could all operate within the same expedited timeline.

To date, the Hagerty team has submitted multiple projects and all site inspections of the 200+ sites are complete. The County received approximately **\$20 million in expedited reimbursements within two weeks of landfall**.

Through our work with the County, Hagerty is experienced in the changes to the FEMA PA Program as enacted by the DRRA – notably the building code and floodplain administration and management changes as enacted by Section 1206. This Section amends the Stafford Act to provide financial assistance for building code and floodplain administration and enforcement, including inspections for substantial damage compliance. For up to 180 days, this assistance provides an invaluable resource for the County, given the

costs that will be incurred as a result of Hurricane Ian. It helps provide a bridge for the County, **allowing the County to capture and claim the costs of staff surge and staff that are eligible under Section 1206.**

Hagerty has also developed nearly \$400 million in HMGP applications with County departments and is currently managing Lee County's ResilientLee Recovery Task Force developing the region's Long-term Recovery and Resiliency Plan.

RECOVERY AND RESPONSE: CAPE CORAL, FLORIDA, HURRICANE IAN RESPONSE AND RECOVERY SUPPORT | 2021 - PRESENT

Reference: Alvin Henderson, Emergency Management Division Manager | 239-242-3611 | ahenderson@capecoral.gov

Hagerty was selected by Cape Coral in 2021 to support needs associated with disaster administration. For Hurricane Ian, the City of Cape Coral mobilized Hagerty consultants on Monday, September 26, 2022, to the City's EOC. Hagerty worked side by side with City staff as Hurricane Ian made landfall causing catastrophic damage throughout Cape Coral.

Hagerty quickly mobilized additional cost recovery subject matter experts and an Incident Management Team to provide additional recovery and response support to the City's EOC and internal departments. Cost recovery consultants have been ensuring that the City implements cost recovery best practices and documents costs in the FEMA and FDEM PA preferred format. The Hagerty team has also submitted an RPA for the City and is currently working with FEMA to submit three Expedited Projects which will result in FEMA advancing half the costs the City has and anticipates incurring within the first 30 days of the disaster. **Project Executive, Tanya Shannon**, is also in close coordination with the FDEM and FEMA ensuring they have visibility on the priorities of the City.

RECOVERY: MIAMI-DADE COUNTY, FLORIDA, OFFICE OF EMERGENCY MANAGEMENT, PLANNING AND RECOVERY SUPPORT | 2019 – ONGOING

Reference: Charles Cyrille, Emergency Management Coordinator | 305-468-5426 | charles.cyrille@miamidadegov

Hagerty was initially engaged by Miami-Dade County, Florida, to provide support for their efforts associated with appealing two FEMA negative determination memorandums for Hurricane Irma. As time progressed, the number of negative determination memos continued to increase. In March 2020, because of our demonstrated expertise in disaster cost recovery, Miami-Dade further engaged Hagerty to collaborate directly with stakeholders to document COVID-19 costs and align them with the most appropriate funding sources including FEMA PA, or the *Coronavirus Aid, Relief, and Economic Security Act* Coronavirus Relief Fund (CRF).

At the onset of working with Miami-Dade County for COVID-19 support, Hagerty conducted a comprehensive assessment of all 26 departments financial management systems, procurement processes, records management, and overall internal controls related to disaster cost recovery. As a result of that assessment, Hagerty recommended and was ultimately tasked to implement a centralized cost tracking and records management system to maximize the County's cost recovery. As a result, the Grants Management System (GMS) was developed to take exports from Miami-Dade County's multiple general ledger and time keeping

systems to identify if the individual COVID-19 expenses were eligible under the FEMA PA Program or the CRF and assigned the cost as such. The GMS further augmented the County's capacity to manage multiple federally funded grants by reducing potential duplication of costs issues and allowing the County to conduct concise financial reconciliations and project closeouts. The system ultimately provided Miami-Dade leadership with unprecedented visibility into the County's spending to track progress, including future projections of spending, enabling informed decision making regarding the use of the CRF and other COVID-19 disaster recovery funds like the *American Rescue Plan Act*.

RECOVERY: PALM BEACH COUNTY, FLORIDA, RECOVERY SUPPORT | 2022 – ONGOING

Reference: Kenny Rampersad, Senior Manager | 561-712-6549 | krampersad@pbcgov.org

Hagerty has been supporting Palm Beach County with comprehensive pre- and post-disaster recovery services since 2021. Hagerty has performed a number of activities for the County over that time, including overall strategic support on outstanding issues related to legacy FEMA PA disaster declarations that have not been closed, overall advisory support for federal procurement and contractual compliance regulations, and FEMA PA appeals development. In addition, Hagerty has provided staffing support for the County EOC upon request during hurricane season, especially in response to Tropical Storm (TS) Nicole. The additional Hagerty staff onsite ahead, during, and in the aftermath of TS Nicole provided additional staffing capacity to anticipate and address critical services and populations impacted by TS Nicole more quickly and effectively.

Hagerty has been working closely with the County to update the training program for County staff in advance of the 2023 Atlantic Hurricane Season related to the accurate completion of Daily Activity Reports (DARs) to facilitate the County's ability to maximize force account reimbursement should federal funding become available post-disaster. These trainings, staffed by Hagerty personnel, are being delivered countywide over multiple iterations to accommodate various County departments including Fire/Rescue, Public Safety, Engineering and Public Works, and Water Utilities among others. As part of training implementation, Hagerty will also conduct train-the-trainer sessions to include an overview of the course content and provide guidance on facilitating future trainings specific to the accurate completion of DARs.

RESPONSE: NEW YORK CITY EMERGENCY MANAGEMENT, SURGE STAFFING SUPPORT | OCTOBER 2019 – ONGOING

Reference: Chris Blanco, Chief Financial Officer | **Phone:** 212-788-5946 | **Email:** cblanco@oem.nyc.gov

In response to the COVID-19 pandemic, NYCEM activated its emergency surge support contract, directing Hagerty to identify and mobilize qualified personnel to support immediate emergency response activities. Within 24 hours Hagerty began mobilizing emergency response personnel to the NYC EOC and other NYCEM mission sites across the City (e.g., Logistics Center, Javits Center) to support various operational activities. Throughout the response, deployed Hagerty professionals both led and supported numerous missions including; developing city-wide information collection and analysis processes to provide enhanced situational awareness and inform operational decision making (e.g., operationalizing city-wide continuity of operations plans); establishing alternate care sites (e.g., field hospitals) and medical hotels to augment existing healthcare capabilities; and managing extensive transportation, hoteling, fatality management, procurement,

and feeding operations to support affected City residents. Additionally, Hagerty was asked to support the development of an Interim Response Assessment Report or abbreviated After-Action Report/Improvement Plan, to analyze the unprecedented response, capture real-time process improvements, and enhance continuing response operations. Together with the City, Hagerty worked to identify strengths, best practices, and areas for improvement associated with NYC's level of effort across the COVID-19 response operation.

Tab 8 - Minority Owned Business or Women's Business Enterprise Documentation

Hagerty is neither certified by the State of Florida as a Minority or Women-owned business enterprise, not utilizing Minority Owned Business or a Women's Business Enterprise subcontractors.

Tab 9 – Cost Work Sheet

Hagerty's completed cost sheet has been included as an attachment below.

City of Port St Lucie
 E-RFP #20230103 Emergency Management Services
 Cost Work Sheet - Schedule A

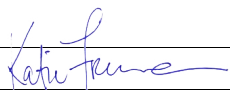
E-RFP # 20230103
Emergency Management Recovery/Response Services
Schedule A

Company Name: _____

Line #	ITEM DESCRIPTION	UNIT	Unit Price
1	NIMS ICS All-Hazards Incident Commander (950)	HR	\$230
2	NIMS ICS All-Hazards Public Information Officer (952)	HR	\$220
3	NIMS ICS All-Hazards Safety Officer (954)	HR	\$190
4	NIMS ICS All-Hazards Liaison Officer (956)	HR	\$190
5	NIMS ICS All-Hazards Operations Section Chief (958)	HR	\$230
6	NIMS ICS All-Hazards Planning Section Chief (962)	HR	\$230
7	NIMS ICS All-Hazards Logistics Section Chief (967)	HR	\$230
8	NIMS ICS All-Hazards Finance Administration Section Chief (973)	HR	\$230
9	Project Manager/Liaison with City	HR	\$205

****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

Contractor's Signature 

Contractor's Name Katherine G. Freeman

Contractor's Email katie.freeman@hagertyconsulting.com

Contractor's Phone Number 847-492-8454 x119

Tab 10 – Additional Required Proposal Submittal Forms

Required submittal forms have been included as attachments below.

- » Contractor's General Information Work Sheet
- » Cone of Silence Form
- » Contractor's Code of Ethics
- » Drug-Free Workplace Form
- » E-Verify Form
- » Non-Collusion Affidavit
- » Lobbying Form
- » Debarment Form

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 1618 Orrington Ave., Ste. 201, Evanston, IL 60201, this 30th day of October, 2023
(Location)

Name of Organization/Contractor: Hagerty Consulting, Inc.

By: Katherine G. Freeman, Director of Operations
Name and Title

1. Corporation, Partnership, Joint Venture, Individual or other? S-Corporation
2. Firm's name and main office address, telephone, and fax numbers

Name: Hagerty Consulting, Inc.

Address: 1618 Orrington Avenue, Suite 201, Evanston, IL 60201

Telephone Number: 847-492-8454

Fax Number: 847-859-1710

3. Contact person: Katherine G. Freeman Email: katie.freeman@hagertyconsulting.com
4. Firm's previous names (if any). n/a
5. How many years has your organization been in business? Incorporated July 11, 2002
6. Total number of staff at this location: 500+ FTE Total number of staff on the Treasure Coast: 64
7. Is the Firm a minority business: YES / NO
If no, is your company planning to implement such a program? No
8. Is the firm claiming Local Preference under City Ordinance 35.12? YES / NO

9. List the license(s) that qualifies your firm to construct this project: Not applicable.
-
-
-

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: 0%

*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, rate sheet provided

(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.

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

Hagerty is a national S-Corporation with an extensive number of contracts currently active. We have provided a comprehensive list of contracts in Tab 4 – Organizational Capabilities, 4.1 Current Workload and Ability to Satisfy Requirements.

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

Project management and quality control are important considerations for Hagerty in our support to the City. Hagerty places an emphasis on sound management practices, transparency, assertive problem solving, and issue resolution in order to ensure our professionals meet the needs of the City. Tools leveraged to support project management, transparency, and adequate commitment to our engagement may include, but are not limited to:

- Monthly project status meetings with the City, complemented by weekly or bi-weekly calls with the core project team.
- Delivery of a comprehensive monthly report detailing percent progress towards completion of deliverables, specific staffing levels, anticipated staffing needs/adjustments, issues, function specific accomplishments, and opportunities for improvement.
- Style guides/document templates to ensure consistent formatting and presentation of client-ready documents.
- Utilization of Hagerty offsite Operations Team assets (i.e., graphics, formatting, Quality Assurance/Quality Control).
- Monthly audits of timesheets and expenses.
- Prompt staffing and dispute resolution.

Active and consistent monitoring will maintain work quality, timeliness, and overall customer satisfaction, ensure consistent performance, and result in efficiencies for Port St. Lucie.

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

A list of 15 proposed project staff has been provided in Tab 4 – Organizational Capabilities, 4.5 Organizational Chart. Staff credentials and certifications have been provided as requested in the technical response in Tab 6 - Credentials.

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:

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:

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

Case 1: Southeastern Construction & Rehab Specialists, LLC, v. GAC Contractors, Inc., and Berkley Insurance Company, / Palm Bay Education Group, Inc., v. Hagerty Consulting Services, Inc., DAG Architects, Inc. and Owen Gipson, Case No. 5:20-cv-132-TKW-MJF. Inception of the Investigation: Fourth party complaint filed against Hagerty Consulting, Inc. on May 25, 2022.

Case 2: Hagerty Consulting Inc. v. Baldwin County Commission. Inception of the Investigation: Hagerty filed a breach of contract claim against Baldwin County for unpaid invoices on September 20, 2022.

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

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

Case 1 Summary: All claims against Hagerty Consulting, Inc. dismissed as of September 26, 2022.

Case 2 Summary: The court dismissed all claims in this matter on March 21, 2023.

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

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

Hagerty does not have any convictions or criminal violations to report.


20. 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.**

Hagerty will not be engaging subcontractors for this effort.

21. 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 **X**

No ___


Signature

10/30/2023
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.

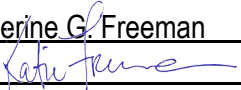
All questions regarding this Solicitation are to be submitted in writing to David Harris , Procurement Manager with the Procurement Management Department via e-mail dharris@cityofpsl.com, or by phone 772--344-4293 . Please reference the Solicitation number on all correspondence to the City.

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.

Typed Name: Katherine G. Freeman
Signed: 
Company and Job Title: Hagerty Consulting, Inc. Director of Operations
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

(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 Hagerty Consulting, Inc.

Signature 

Printed Name and Title Katherine G. Freeman, Director of Operations

Date 10/30/2023

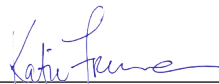
DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable contractor contract. In the case of any discrepancies between it and the law, 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
Hagerty Consulting, Inc. 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.



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 168669

Date of Authorization 12/04/2008

Name of Contractor Hagerty Consulting, Inc.

Name of Project Emergency Management Recovery/Response Services

Solicitation Number (If Applicable) 202301033

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

Executed on October, 30, 2023 in Evanston (city), IL (state).

Signature of Authorized Officer

Katherine G. Freeman, Director of Operations

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 30th DAY OF October, 2023.

NOTARY PUBLIC Michelle Curnyn

My Commission Expires:



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

State of Illinois }

County of Cook }

Katherine G. Freeman, being first duly sworn, disposes and says that:
(Name/s)

1. They are Director of Operations of Hagerty Consulting, Inc. the Proposer that
(Title) (Name of Company)

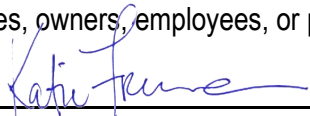
has submitted the attached PROPOSAL;

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) Director of Operations

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:

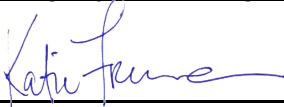
- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection 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 or 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: Hagerty Consulting, Inc.

Authorized By:  Katherine G. Freeman
(Sign) (Print Name)

Title: Director of Operations 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;

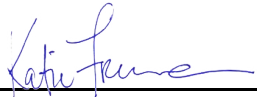
(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public 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: Hagerty Consulting, Inc.

Authorized By:  Katherine G. Freeman
(Sign) (Print Name)

Title: Director of Operations 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.***