

# Consulting Services for Disaster Recovery and FEMA Public Assistance Services

Formal Response to Jefferson Parish Solicitation **0448**,  
Due NLT 3:30 PM CDT October 14, 2022

*Submitted To:*

**Jefferson Parish**  
Department of Purchasing  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053  
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## VOLUME 1: TECHNICAL PROPOSAL



*Submitted By*

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## A. Cover Letter

Shanna Folse, Buyer II  
Jefferson Parish Purchasing Department

October 14, 2022

Re: Supporting Documentation for Jefferson Parish RFP 0448

Dear Ms. Folse:

On behalf of **Continuity Operations Group, LLC (COG)**, we are glad to present our formal response to your RFP 0448 for Consulting Services for Disaster Recovery and FEMA Public Assistance Services to Jefferson Parish. We are highly familiar with the needs of Parishes in southern Louisiana and appreciate the opportunity to bid.

COG staff are strategic consultants with a tactical and operational focus, where regulatory compliance is both an inherent part and a natural outcome of our services. We currently provide a large number of Public Assistance personnel and services to Federal-, State- and County-level governments throughout the State of New Jersey, operating under BPA for the New Jersey Office of Emergency Management continuously since 2011, and have conducted disaster recovery activities in Louisiana for Hurricanes Katrina, Rita, Isaac, and others since 2012.

That being the case, this Jefferson Parish project is well-suited to our operational strengths. The candidate we propose to lead this effort, Lois Copeland, has extensive prior experience facilitating FEMA reimbursements, and is intimately familiar with all the tasks, methods, and systems required to satisfy every one of your stated scope of work goals. In addition, our back-end support staff and SMEs give our solutions added depth through compliance management, content management, and logistical / administrative support that we make available to all project stakeholders. Our team is ready to begin work within as few as five business days after Notice of Award and subject to Jefferson Parish staff availability.

This Technical Volume is accompanied by an executed copy of the solicitation document, as requested, in standalone format. Note also that an executed Corporate Resolution form has been included in this submission – see Volume 2, Pricing Attachments.

COG is bidding on this opportunity as a sole Prime. No subcontractors are proposed. Representations and Certifications for our firm are current and active at SAM.gov. In addition, we hereby acknowledge all responses to questions posed against the solicitation at the time of submission, and have no proprietary information to declare. We have satisfied ourselves with our own investigation of the conditions to be met, and our personnel fully understand their obligations under Parish contract. COG will not make any claim for or have a right to cancellation or relief without penalty of the contract because of any misunderstanding or lack of information.

As CEO, I will be the main point of contact regarding decisions made with respect to this submission, the individual authorized to contractually obligate the firm, and the individual authorized to negotiate all contract provisions. You may contact me at any time with any questions or requests for clarification you might have.



On behalf of the COG Team, I appreciate the opportunity to present this information to your office and look forward to hearing from you when you reach your award decision.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael D. Murphy'. The signature is fluid and cursive, with a large 'M' and 'D'.

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## C. Technical Proposal

Continuity Operations Group (COG) is a strategic consulting firm with a tactical and operational focus. We have been engaged consistently with grants writing, logistics, and administration at the State and County level since 2012, which gives us comprehensive insight on what Jefferson Parish wishes to achieve in this project. The members of our proposed project team manage and participate in disaster recovery and FEMA PA programs on a regular basis for our clients, and we have a comprehensive understanding of the procedures involved in those activities. With their skills and your accessibility being assured, we are confident in our ability to create positive outcomes for your Parish in this project.

### C.1 Prior Experience with Requested Work

COG has managed numerous complex, data-intensive clerical programs under the large umbrellas of our State and Federal clients, which include virtually every Parish in southern Louisiana as well as the New Jersey Department of Health, the New Jersey Office of Emergency Management, and the NJ Office of State Police. Our Program Manager (PM) has worked extensively with private sector firms to aid recovery efforts in Puerto Rico after Hurricanes Irma and Maria, among many other such projects at state and local levels. Details of some of these engagements appear in Section D.2.1 (page 21) and Section D.3 (page 34).

COG has supported the State of Louisiana across a broad spectrum of disciplines, including emergency management planning, disaster preparedness, cybersecurity, drug mitigation, health planning, and public assistance grant management. We have done so through contracts with the Department of Emergency Management, the State Police, the Office of Homeland Security and Emergency Preparedness, and the Department of Health. COG staff assess, file, and manage grant applications on a regular basis for our clients, and we clearly understand the procedures involved with those activities, including compliance with all applicable FEMA, Governor's Office of Homeland Security (GOHSEP), and Stafford Act guidelines.

#### C.1.1 Experience with Hurricane Damage

As we mention in our past performance references (Section D.3), COG worked closely with Law Enforcement agencies in Trenton, NJ, and areas state-wide to conduct pre- and post-landfall situational analyses for Hurricane Sandy response efforts (2012), represented the NJOEM in assessing damages and compiling a formal After-Action Report (AAR) based on the State's response to Hurricane Irene (2011), and worked directly with disaster response teams following Hurricanes Katrina and Rita (2005). COG's disaster recovery efforts also included the development of a large-scale Baseline Port Interdependency Analysis and a Port-wide Resiliency and Resumption of Trade Plan; these involved collaboration between dozens of cross-departmental contacts, resulting in the compilation of large amounts of disparate data into cohesive plans that dictate recovery activities across a wide geographical range.

In addition, our proposed Senior Project Manager for this engagement has extensive hurricane damage-related experience. She assisted the City of New Orleans' (CNO) Chief Administrative Office staff in managing and administering FEMA Public Assistance Program funding under Hurricanes Katrina, Gustav, and Isaac. She also worked closely with representatives from FEMA and the Louisiana Governor's Office of Homeland Security in reconciling Dillard University's complex insurance appointment issue following Katrina.

#### C.1.2 Proven Experience in Writing FEMA Project Worksheets

The COG Team possesses a strong understanding of the issues involved in providing superior subrecipient grant compliance monitoring and comprehensive program management services to our clients, inclusive of the Federal Emergency Management Agency's Public Assistance Program. As both a FEMA Project Officer and Team Lead, COG PM Lois Copeland personally wrote over 1,500 Project Worksheets while employed as a FEMA contractor. In addition, COG personnel have formed solid working relationships with



several Federal and State representatives over the years, which has played a crucial part in getting questions answered and resolving compliance issues in recovery programs such as these.

## C.2 Technical Approach to the Project [2.7.A]

Our professionals understand how important it is to examine the after-effects of our work – how reimbursements are received and applied, for example – and they know how to confidently and fiducially advise the client when they receive the reimbursements they apply for. We also are familiar with the language of the industry and the administrative aspect of the PA process, and know what to look for when reviewing procurement policies, bidding documents, and other materials that determine or facilitate eligibility for FEMA reimbursement. The following subsections discuss these points in relation to what we believe Jefferson Parish will find key to the process.

### C.2.1 Familiarity with Oversight Tasks

Each member of the COG project Team understands the work to be done for Jefferson Parish and how best to adapt to changes that often hinder or challenge the successful completion of the work.

*Table 1: Key Experience Required for Successful Completion of Oversight Tasks*

Task	Key Experience Required	COG Team Experience
Site identification and eligibility	Administrative, Regulatory	✓
Damage assessments	Physical (direct)	✓
Development of damage descriptions	Administrative (per codified guidelines)	✓
Development of scope of work and cost estimates	Prior direct	✓
Insurance reconciliation	Administrative (collaborative)	✓
Cost reconciliation of completed work	Administrative (collaborative)	✓
Project Worksheet (PW) formulation and review	Prior direct	✓
Procurement	Prior direct	✓
Design and construction management	Prior direct, Regulatory	✓
Grant administration	Administrative, Regulatory	✓
Request for Reimbursements	Administrative, Regulatory	✓
Project closeout	Administrative, Regulatory	✓

COG recognizes that all work under resultant contract must be performed pursuant to Jefferson Parish reimbursement requirements, and that Federal grant requests must be administered “cradle to grave” in accordance with State of Louisiana procedure. Our PM will have primary responsibility for enforcing compliance in these areas, and will work with our Parish partner to ensure the lines of communication and accountability between our two organizations remain clear throughout the full contract term.

### C.2.2 Standard Operating Procedures

This section describes the fundamental procedures that define COG’s personnel assignments, communications, scheduling, definition of schedule milestones, and reporting duties for the work to be accomplished.

#### C.2.2.1 Assurance of Capability

COG is headquartered in McLean, Virginia and has offices in Princeton, New Jersey and Baton Rouge, Louisiana with the ability to perform from virtually anywhere. Since inception in 2010, our firm has proven its expertise in operating Grant Management, Grant Writing, and Administrative Support functions for



governmental agencies at the City, County, State, and Federal level. Our project Teams work with classified and sensitive information daily, and are well versed in the regulations that govern its protection, access, and dissemination.

COG's proficiencies include oversight of ongoing support efforts and contracts compliance, to include alignment with and enforcement of Federal, State, and industry-standard guidelines. COG is a responsible, financially stable firm with an unblemished record of contract performance, customer satisfaction, and financial responsibility. Our firm's financial condition is superior, and our overhead is minimal.

Further, COG manages dedicated plan writers, doctorate-level researchers, and support staff with decades of experience in similar work to what Jefferson Parish requires in this project. These individuals support our project staff directly, and their services will be available to the Parish on an as-needed basis for the duration of the contract.

#### ***C.2.2.2 Compliance with Industry Best Practices***

COG models all our fundamental operating procedures after industry standards, best practices, and the Federal regulations (i.e., FEMA, HSEEP, ICS, etc.) that dictate the boundaries of the solutions we provide. We also leverage nuances and techniques gleaned from successful prior work against the specific requirements and challenges we encounter. COG has cultivated deep and wide contact networks in the Intelligence Community (IC) since our firm's inception, which sustains our capabilities and efforts internationally.

The resources we work with daily on a more local level, such as those within the New Jersey Office of Emergency Management (NJOEM), put us in an especially informed position to address the respective goals of our clients at the State, County, and City levels because the approach to fulfilling those goals, being based on shared sets of accepted guidelines, applies in equal measure regardless of location. These foundational techniques and effective procedures are at the heart of every COG project.

#### ***C.2.2.3 Cross-Departmental Coordination***

Our Team members are highly experienced in their respective core disciplines. COG staff have direct experience with disaster recovery in Louisiana, including response efforts to Hurricanes Katrina, Rita, and Isaac, so they understand the complexity of what Jefferson Parish has to manage with respect to relief and mitigation efforts at ground level. COG also has recently made substantial strides in reducing data redundancy and increasing management efficiency of compliance-based guidance for the U.S. Air Force, so we are not daunted by the volume of cross-departmental documentation that accompanies large-scale funding projects.

With that said, the ability to wield "soft skills," coordinating activities and communications between multiple people across multiple departments, is one of the key skills we considered when selecting our Team members. COG understands that technical ability is only one piece of the puzzle, so to speak; understanding how something works does not guarantee that it can be made to work or work effectively. Therefore, the people we propose to coordinate project activities on behalf of the Parish must be able to perform in this regard because communications is such a foundational part of the process. It is quite literally a conditional part of the job.

#### ***C.2.2.4 Staffing***

COG's project Team members have been selected for this engagement based upon the relevance of their prior experience, their abilities to work independently as well as teamed, and their demonstrated capability to successfully meet or exceed COG's high standards for quality, performance, and work ethics. Our techniques and standards for managing these professionals under this project stem from the Project



Management Institute (PMI) Body of Knowledge (PMBOK) framework. PMBOK management plans establish a baseline of definition and focus on the following key components for each project:

- Charter/Scope (Work Plan)
- Deliverables/Performance
- Task Duration/Schedules
- Staffing / HR Assessment
- Risk Assessment and Management
- Communication
- Quality Control and Assurance
- Client Collaboration

Each Team member has been assigned to their role according to his or her particular strengths, but all staff will be able to perform most (or all) project tasks due to their aforementioned prior experience with the entire scope of work and the cross-training COG intends to emphasize specifically for this contract. Any specialized and/or refresher training an individual may need (or desire) shall be conducted by COG at no cost to the Parish.

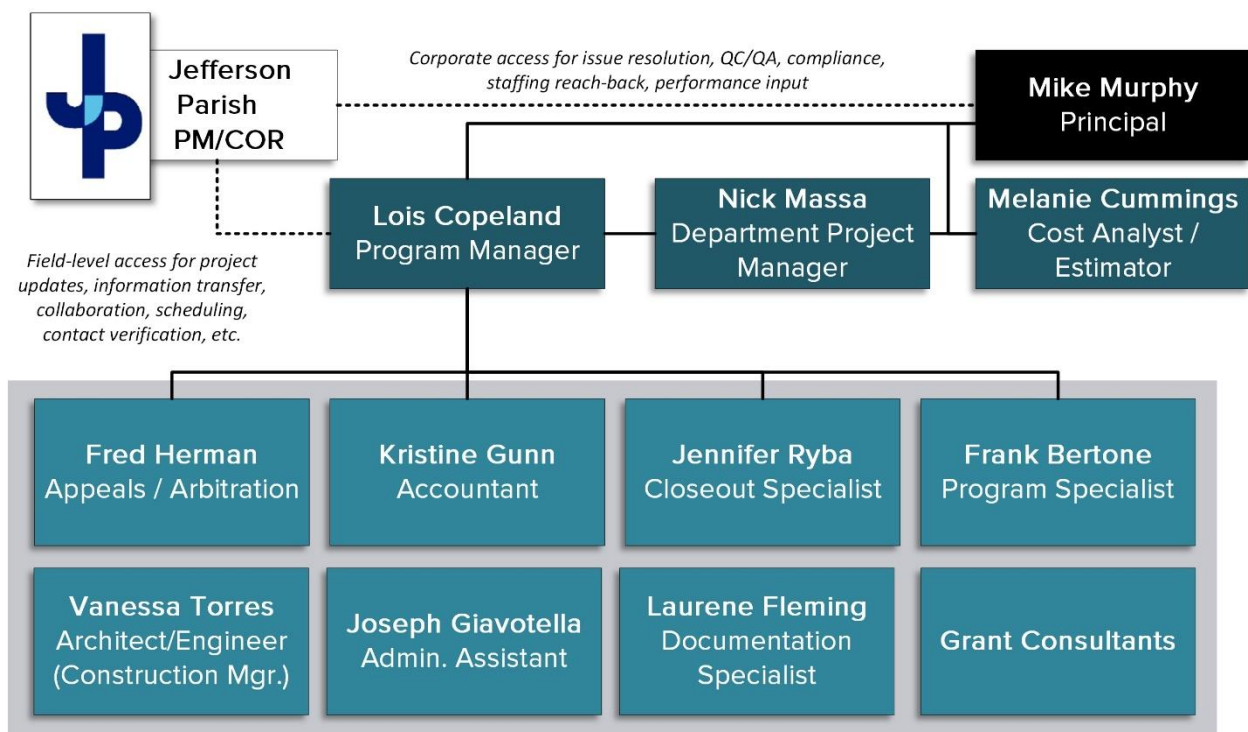


Figure 1: Project Team Organization and Reporting Structure

See section D.2 (page 21) for resumes of our key staff.

#### C.2.2.5 Communications

From project kickoff through transition-in, COG Team staff and corporate support personnel will communicate regularly with our Jefferson Parish contacts to ensure we understand the full extent of our duties and are able to fulfill them as the Parish intends.

COG understands that regular communication is vital to the success of Grant Management contracts—internally between Team members, between Team members and COG management, and between COG and the client—and we have mechanisms already in place to establish and support communications at every stage of the process, as summarized in Table 2 below.



*Table 2: Successful Communication Protocols and Tools for Jefferson Parish*

Process	Purpose
<b>Kick-off Meeting with COG Management and Parish Personnel</b>	As a first step after award, COG's Project Director notifies the Team members and initiates the project kickoff process. The Principal, PM, and other key Team members set up and attend a meeting with Parish staff in person to discuss details of project scope, level of effort, schedule, and potential issues as well as to gather information on existing plans and procedures.
<b>Project Charter / Work Plan</b>	At the outset of the project and after consulting with our Parish contacts, the PM meets with the other Team members to develop the Project Work Plan, which documents the agreement reached at the kick-off meeting relating to scope, staff assignments, in-depth project schedule, administrative procedures, client contacts, reference documents, and QA/QC.
<b>Regularly Scheduled Project Meetings</b>	The PM and Team staff interact daily and meet formally not less than weekly to discuss progress, plan and coordinate activities/next steps, raise any potential problems/issues, and discuss potential solutions to outstanding challenges.
<b>Quality Assurance / Quality Control (QA/QC)</b>	<p>Central to COG's QA/QC program is continual involvement by Team staff and the PM to ensure quality in the work and adherence to the intent of the Project Work Plan. Periodic independent auditing of the work at key milestones assures ongoing confirmation of the quality process.</p> <p>We tailor our quality plans to be specific to each project, and mutually agreed-upon QA/QC objectives established in the kickoff meeting are documented in the Project Work Plan.</p>
<b>Issue Management</b>	All Team staff are instructed to confront and resolve issues by reporting them to project management. Initial issue evaluation is conducted by the PM or Department Project Manager. If the issue cannot be resolved at the local level, the PM will coordinate with the Principal as needed to address the issue. As open and honest communication with the client is critical, the COG Team will raise the issues with our Parish point of contact (POC) immediately upon discovery such that the Parish understands our urgency in resolving and/or contributing to the resolution.
<b>Regular Updates to Parish Management &amp; Staff</b>	The COG PM will maintain close contact with Parish representatives on a regular basis to report on scheduled technical assistance sessions, share information, and learn of any new developments. These informal exchanges are held routinely, on an agreed-upon frequency (i.e., weekly, biweekly) throughout the project term.
<b>Monthly Progress Reports</b>	Technical progress shall be formally communicated to the Parish in monthly progress reports that describe activities accomplished, the status completion of the various project activities, and indications whether due dates will be met. Summaries are included with monthly invoices.
<b>Deliverables</b>	As part of standard Team project activities, copies of all deliverables will be submitted to the Parish at key points in their development and as they are finalized.

Our process for issue handling follows a codified guideline for problem escalation to ensure that issues are handled properly from all angles, and the hierarchical structure of our project Team encourages information sharing between members. Together, this ensures that all Parish communications are taken in and shunted to the intended person(s) quickly and clearly. This is especially effective in customer service-related tasks,



where client requests are of paramount importance – any issues or problems that arise must be addressed as quickly as possible.

If an issue cannot be addressed at the Staff level, it is escalated to the PM and/or Principal for resolution. The Principal has the authority to address issues in a formal contract framework with the client, and will engage with the Parish as appropriate and necessary to find resolution. At this level of escalation, we expect to resolve any technical, process, schedule, contractual, financial, client engagement, or personnel type of issue. Resolution is specific to the circumstance and may involve both formal and informal resolution (i.e., verbal agreements, contract modification, etc.). Our designated Project Executive (Murphy) will become involved when requested by the COG PM and/or Parish representative; the Executive is also responsible for engaging and resolving issues related to overall contract performance and overall Team quality.

While this resolution process is designed to comply with our PMBOK-driven management approach, it is important to note that our PM and Principal are available at any time to coordinate and collaborate with the Parish to address any issue that may come up. As an Officer of the Prime Offeror, our Project Executive has complete authority to direct Team resources to resolve issues and ensure the Parish's satisfaction.

#### ***C.2.2.6 Scheduling and Milestones***

Task scheduling and event milestones are derived from analysis of the overall volume of work to be performed and the estimation of what the Team members are able to do within a given period of time. Other factors will include Parish priorities (i.e., tasks that must be completed by a particular date), Parish preferences, the overall project deadline (projected end date), and any deadlines that lie beyond the Parish's control. All of these elements are to be considered and discussed with Jefferson Parish during the initial phase-in period, to where COG and the Parish come to mutual agreements for each milestone generated.

COG's PM and Dept. Project Manager will collaborate with our project POCs and stakeholders to ensure all required tasks are mapped out and milestones are created within realistic timeframes.

#### ***C.2.2.7 Reporting and Documentation***

Over the course of support activities, our Team will: generate plans and procedures; review documents, plan and conduct internal audits and evaluations; and perform internal checks to ensure that our professional support and work products are maintained at the highest level of quality. The Team will also ensure that schedules are met while keeping Parish project staff informed of any and all potential risk areas through regularly scheduled meetings.

COG will maintain a Deliverables Tracking Log indicating the planned and actual delivery date for all required/requested deliverables. This log will be based on the project schedule, and will be performed in conjunction with all project-tracking activities since any interim or milestone schedule slippages may affect deliverable due dates. While routinely monitoring the project schedule, our Team will identify and take any corrective actions that might be necessary.

#### ***C.2.2.8 Deficiency Control and Mitigation***

The Team members involved in managing our internal quality program act as a Quality Board that brings together the quality-based aspects of the Team effort into a single, unified planning group. This Board develops client-based quality management plans based on project specifications, work plans, and schedules. In this project, COG's quality efforts will include specific deliverable quotas and scheduled milestones as central elements. The Quality Board will also coordinate policies with Parish Safety & Security personnel to coordinate activities tied to current pandemic (COVID-19) conditions, as needed.

Deficiencies found in research, notes, or methodologies are corrected on the spot and subsequently incorporated into a formal deficiency report. We then use these reports to evaluate the success of our quality



program overall and for the purpose of identifying additional areas where correction and/or training may be required.

COG Quality staff meet regularly to review all deficiency reports and modify programs as warranted. QC is embedded into every facet of our operation—no project is undertaken without it—and everyone on our project teams is required to participate in the overarching QC plan. As such, quality assurance and the findings of deficient areas and corrective actions are a topic at every Team meeting.

COG’s quality effort includes a comprehensive self-inspection/continuous improvement dynamic that covers all the services we provide in each contract, tailored to each one as needed for each specific scope of work. Work schedules, methods of inspection, and specific surveillance techniques for each service we provide are outlined in the QCP, as are the processes for identifying quality deficiencies in our work and corrective action for substandard performance. The QCP also covers how the Team responds to client feedback and gathers information to correct validated complaints.

### C.2.3 Grant Management and Project Management Work Plan Overview

COG’s Project Work Plan is intended to establish effective stewardship of grants issued on behalf of Jefferson Parish to eligible recipients (specifically, private non-profits, or PNPs). The Plan is designed to plot out the processes and criteria the Team will use to assess damage and prioritize response efforts, develop project worksheets, assess the scope of projects and advise on their direction, resolve formal disputes and lodge appeals when necessary, and manage and administer grant applications from start to finish, among other related tasks.

*Table 3: Grant and Project Management Work Plan Steps*

WORK PLAN STEP	CONSIDERATION
<b>Conduct Kick-Off Meeting</b>	Upon contract award and Notice to Proceed, our Team will meet with Parish staff to discuss contacts, scope details, level of effort, schedules, and potential issues, as well as to gather all pertinent information related to current, ongoing issues or events; we will review the Parish’s current Grant Writing / Management Plans and provide any recommendations for revisions.
<b>Identify Available Grant and Funding Resources / Opportunities</b>	There may be unusual circumstances or exceptions to the characteristics of recipients and vendors. In making the determination of whether a recipient or vendor relationship exists, the substance of the relationship is more important than the form of the agreement.
<b>Perform Risk Assessments</b>	Risk assessment should be used in determining how often the recipient will be monitored, and targets areas that help identify changes critical to assessing a recipient's risk level, such as financial problems that could lead to diversion of program funds; loss of essential personnel; loss of license or accreditation to operate the program; rapid growth; new activities or services; organizational restructuring; and complaints regarding program and/or fiscal operations.
<b>Assess Other Information to Determine Risk Factors</b>	The use of other information to assess a recipient's risk level; for instance, historical information, anecdotal information from employees, clients, and participants, and future changes, etc. may be appropriate in determining the recipient's need to be monitored.
<b>Develop Monitoring / Tracking Schedule</b>	Schedules hinge upon conditional deadlines and Parish priorities, with details of each existing and new grant logged, entered into the



WORK PLAN STEP	CONSIDERATION
	project database, and summarily projected onto the master schedule for tracking and follow-up.
<b>Establish Types and Levels of Monitoring</b>	Using risk assessment results, determine recipients' category of risk (low, medium, or high). These risk levels determine which monitoring standards and procedures the monitors should use.
<b>Develop Monitoring Guides</b>	Monitoring guides should include all the components of monitoring for particular awards and level of monitoring. The guide will serve as a summary of the monitor's work.
<b>Closeout of Recipient Awards</b>	Award closeout actions will begin immediately following the conclusion of the award period of performance.
<b>File Required Compliance Reports</b>	Compliance reporting shall be filed pursuant to Jefferson Parish direction within stipulated timeframes.

#### **C.2.4 Post-Disaster Fund Reimbursement Assessment and Implementation**

The FEMA Grants Portal allows applicants to initiate the post-disaster fund reimbursement process from the initial Request for Public Assistance (RPA) to project obligation. Once FEMA obligates a project in Grants Portal, it is transferred to GOHSEP's louisianapa.com system for payment requests and final closeout.

Our staff will assist the Parish in compiling all required documentation for regular Streamline Applications and/or Subrecipient Application Certifications for Small Projects. On August 3, 2022, FEMA increased the Small Project Threshold from \$139,800 to \$1M under Section 422 of the Stafford Act. This change allows applicants like Jefferson Parish to lessen some of the administrative burdens associated with projects under \$1M. Our team members are experts in assisting our clients in choosing project development options that will result in the most efficient route to project reimbursement.

The graphic on the following page illustrates the workflow of the process.

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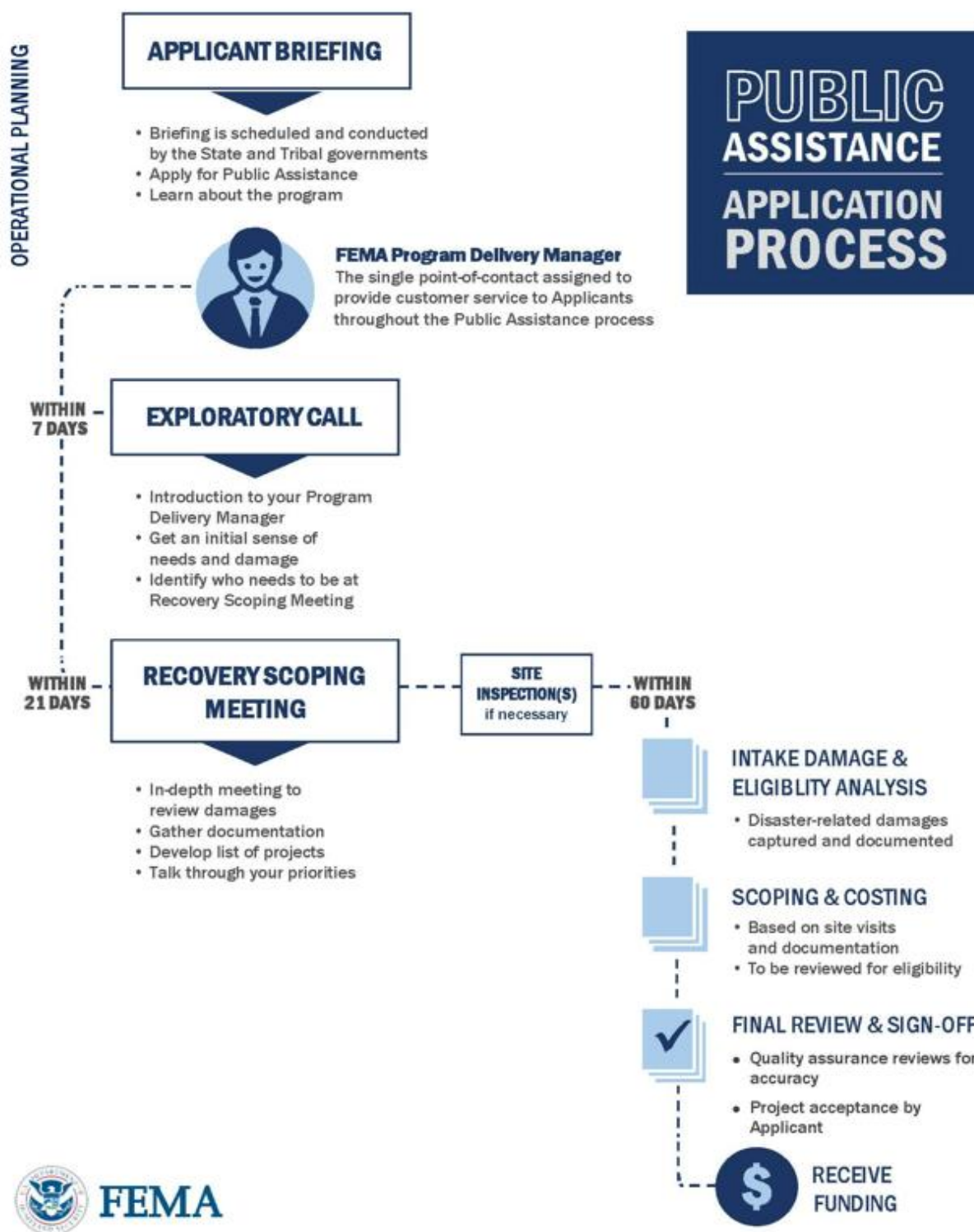


Figure 2: FEMA PA Application Process Workflow



### C.2.5 Procurement Policy and Bidding Document Review Process

Our process for assisting Jefferson Parish in reviewing procurement documentation for FEMA eligibility is based on the Uniform Guidance requirements for non-state entities, inclusive of the following checklist items that are considered best practices for procurement under federal grants:

- ✓ Maintain written standards of conduct covering **conflicts of interest** and governing the performance of employees who engage in the selection, award, and administration of contracts (2 C.F.R. § 200.318(c));
- ✓ Conduct procurements in a manner providing for **full and open competition** (2 C.F.R. § 200.319);
- ✓ Take six necessary steps to assure that **small and minority businesses, women's business enterprises, and labor surplus area firms** are used when possible (2 C.F.R. § 200.321):
  - Place such organizations that are qualified on solicitation lists;
  - Ensure such organizations are solicited whenever they are potential sources;
  - Divide total requirements, when economically feasible, into smaller tasks or quantities;
  - Establish delivery schedules, where the requirement permits, which encourage their participation;
  - Use the services and assistance, as appropriate, of the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
  - Require prime contractor to take the above affirmative steps if subcontracting.
- ✓ Perform a **cost or price analysis** in connection with every procurement action in excess of the Simplified Acquisition Threshold, including contract modifications (2 C.F.R. § 200.323);
- ✓ Use allowable **procurement methods**, including procurement by micro-purchases, small purchases, sealed bidding, competitive proposals, and non-competitive proposals and ensure corresponding standards are met (2 C.F.R. § 200.320);
- ✓ If using a **T&M contract**, ensure that no other contract type is suitable, and the contract includes a ceiling price that the contractor exceeds at their own risk (2 C.F.R. § 200.318(j));
- ✓ Follow the **bonding requirements** for all facility and improvement projects (2 C.F.R. § 200.325);
- ✓ Must include **applicable contract provisions** in all contracts awarded (2 C.F.R. § 200.326);
- ✓ Comply with the **procurement of recovered materials** guidelines (2 C.F.R. § 200.322);
- ✓ Maintain **oversight** to ensure contractors perform according to the terms, conditions, and specifications of their contracts or purchase orders (2 C.F.R. § 200.318(b)); and
- ✓ Maintain **records** sufficient to detail the history of the procurement. These records will include but are not limited to the rationale for the method of procurement, selection of contract type; contractor selection or rejection; and basis for the contract price (2 C.F.R. § 200.318(i)).

### C.2.6 Affirmation

COG has reviewed the RFP scope of work closely and clearly understands the nature of the work involved. The personnel we propose for this engagement are willing to perform the services required, and have both the ability and the time in generous supply to deliver said services under resultant contract.

### C.2.7 Innovative Concepts for Parish Consideration

We aren't local, but that is an advantage. COG brings a fresh approach to working with Jefferson Parish. Because of our experiences throughout the country on multiple disasters, we can share our past experiences and assist the Parish in deciding which methods may work and which may not, in any given circumstance.



### C.3 Approach to the Project Scope of Work / Services [2.1]

COG's first-hand experience with Hurricanes Katrina, Rita, and Isaac (among others) gives us a familiarity with the infrastructure, traffic, and facility-based systems in the region that result in accurate determinations of damages and recuperative costs. The amount of time and number of personnel we have added to the Public Assistance programs in the State of New Jersey over the past five years have been extraordinary. The demand for PA has increased steadily every year and shows no sign of slowing down.

Those events, plus the extensive experience of our proposed Project Manager (*see* Section D), strongly indicate COG's ability and willingness to provide the broad-based support services Jefferson Parish seeks in this project. We have specialists in every facet of the work, which we believe will make our transition into the project both highly informational and blissfully uneventful for all involved. Administrative requirements, physical assessments, consultation, FEMA Project Worksheets, appeals and arbitration, construction management, accounting — we leverage all of it on a daily basis, at the same scale and level of operational complexity. We are well prepared for the work.

With that said, we also know that change happens. As projects progress, priorities change, new policies are implemented, and new issues surface. From our experience in supporting FEMA PA and similar programs, our Team's professionals are accustomed to shifting operations and priorities. We give them the best chance to adapt to the inevitable by focusing on putting the right people in the right positions, and giving them the tools, resources, and corporate approvals they need to meet the specific needs of the contract. Their experience and professionalism take care of the rest.

The Table below summarizes the personnel, skillsets, and considerations the COG Team would take in fulfilling the project's scope of work.

*Table 4: Summary of COG Team Approach to Jefferson Parish Scope of Work/Services Requirements*

SOW Task / Requirement	Participants	Considerations / Processes
Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.	All COG Team personnel	<ul style="list-style-type: none"> <li>Compliance assured at the executive level flows down to Team activities via procedure, daily communications</li> <li>Adaptation to any changes in forms, procedure, or guidelines is effected quickly upon discovery / notification</li> <li>Team activities managed for efficiency, expediency, accuracy</li> </ul>
Develop and execute processes for obtaining, analyzing and gathering field documentation; including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment.	PM, Dept. Project Mgr., Parish POCs	<ul style="list-style-type: none"> <li>COG Decision Support Tool (DST) used to gather and organize data and documentation</li> <li>Team staff will collaborate with project POCs to obtain needed records</li> </ul>
Possess the expertise and be able to prepare FEMA Public Assistance emergency and permanent work project estimates including, but not limited to cost estimating, developing detailed damage descriptions and dimensions, scope of work, and accurate force account labor and equipment summary reports.	PM, Dept. Project Mgr., Closeout Specialist	<ul style="list-style-type: none"> <li>COG Team managers each possess 10+ years' experience in preparing and processing FEMA PA estimates</li> <li>Cross-collaboration between Team personnel assure accurate and comprehensive damage assessments, scopes of work, labor and equipment reporting</li> </ul>
Assist parish departments with services post-impact to perform damage	PM, Construction Manager, Closeout Specialist	<ul style="list-style-type: none"> <li>Onsite assessments performed as needed</li> </ul>



SOW Task / Requirement	Participants	Considerations / Processes
assessments, inspections and project management services from impact to repair.		<ul style="list-style-type: none"> <li>Report and assessment analysis conducted inter-Team and jointly with Parish staff</li> <li>Project management assumed with confidence of prior similar experience in the same region</li> </ul>
Collaborate with federal state and local staff, as needed, on project formulation, including damage assessments, information gathering, project development, preparation of project worksheets, and other project submittals to Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and/or the Federal Emergency Management Agency (FEMA).	All COG Team personnel	<ul style="list-style-type: none"> <li>Team staff collaborate with Parish and stakeholder entities/personnel as respective needs dictate (per position i.e., project formulation facilitated by PM and Dept. Project Mgr., damage assessments w/Construction Mgr., etc.)</li> <li>PM, Dept. Project Mgr., Closeout Specialist spearhead completion &amp; processing of FEMA Worksheets and related documentation</li> <li>COG corporate office assures ongoing compliance with FEMA and GOHSEP requirements for submittals</li> </ul>
Coordinate and interface with engineering and design efforts for repair and/or construction of damaged facilities and infrastructure that will comply with FEMA eligibility and cost reasonableness determinations. Provide oversight of repair/construction efforts to ensure work complies with applicable Project Worksheets and related FEMA Public Assistance grant requirements and guidelines.	PM, Dept. Project Mgr., Construction Manager, Cost Analyst/Estimator	<ul style="list-style-type: none"> <li>Construction Manager works closely with Parish and stakeholders to coordinate post-assessment actions</li> <li>Proposed scopes of recovery work reviewed by PM, Dept. Project Mgr., Cost Analyst/Estimator for feasibility, accuracy, timeliness, and cost</li> <li>Alignment with FEMA Worksheet and grant requirements assured via QC checks</li> </ul>
Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.	PM, Closeout Specialist, Accountant	<ul style="list-style-type: none"> <li>COG personnel review insurance requirements before and during cases to identify potential reductions, mitigate transgressions or omissions in policy vs. prevailing Federal &amp; State regulations</li> </ul>
Develop strategies and maximize formulation of 406 hazard mitigation projects.	All COG Team personnel	<ul style="list-style-type: none"> <li>Team personnel in all positions are committed to fulfilling Parish requirements pursuant to desired schedules / throughput</li> <li>COG's available resources extend beyond the core project Team</li> <li>Additional qualified staff may be added to the Team roster if and as needed to accommodate project workload</li> </ul>
Possess the expertise and assist in all disaster-recovery financial reimbursement and reporting processes required by FEMA, State or other agency. Ensure there are no duplications of submission if varying agencies are involved.	PM, Dept. Project Mgr., Closeout Specialist	<ul style="list-style-type: none"> <li>COG Team roster is assembled such that all fund reimbursement and reporting functions can be performed without shortfalls or delays</li> <li>Duplication of effort is mitigated through QC efforts by the PM and</li> </ul>



SOW Task / Requirement	Participants	Considerations / Processes
		Dept. Project Mgr, who coordinate activities with external agencies / stakeholders
Possess the expertise and assist the Parish through FEMA, State (or other agency) guidelines to capture force account labor eligible expenses accurately for timesheets and project cost accounting. Assist in the review of Parish personnel policies to ensure compliance for eligible cost reimbursement.	PM, Dept. Project Mgr., Closeout Specialist, Accountant	<ul style="list-style-type: none"> <li>Management leads spearhead data collection and cost assessment efforts, working closely with POCs and clients to confirm accuracy of data being submitted</li> <li>Collaboration with Parish staff to obtain and review personnel policies, reconcile any anomalies pertaining to positions, activities, assignments, etc.</li> </ul>
Challenge, where applicable, FEMA on their previous work, eligibility determination, cost valuations, project formulation and inaccurate statements on the Public Assistance Program including appeal determinations.	PM, Dept. Project Mgr., Closeout Specialist, Appeals/Arbitration	<ul style="list-style-type: none"> <li>COG PM will greenlight any challenges lodged with FEMA regarding inconsistencies / errors / information gaps discovered</li> <li>Resolution activity will be pursued through proper channels for greatest expediency, transparency</li> </ul>
Assist the Public Safety Grants & Administration Department with cash flow, advance, and reimbursement requests and documentation in anticipation of future audits.	Dept. Project Mgr., Accountant	<ul style="list-style-type: none"> <li>Requirements to be assessed and approved with cognizance of Parish staff</li> <li>Requests gauged for accuracy and feasibility prior to submission</li> </ul>
Possess the expertise and assist the Parish through federal, state (or other agency) guidelines to ensure the capture of relevant data related to procured goods and services. Provide oversight of contractor's billing to ensure all costs eligible for disaster grant funding are documented and claimed.	PM, Dept. Project Mgr., Closeout Specialist, Accountant	<ul style="list-style-type: none"> <li>Collaboration with Parish and external POCs to obtain procurement data, conduct reviews, determine eligibility / validity of information</li> <li>Review of billing to confirm proper reconciliation, identify any gaps or omissions that may impact claims</li> </ul>
Develop processes for ensuring compliance related to contract monitoring and contract close-out as required by federal, state, or other agencies.	COG Corporate, PM	<ul style="list-style-type: none"> <li>Contract compliance and monitoring flows down from upper management via Quality Control procedure</li> <li>Individual Team members' experience with same or similar work leveraged against contract requirements</li> <li>Client feedback received is incorporated into operations as needed to maintain high customer satisfaction, eliminate gaps in communication</li> </ul>
Possess the expertise and assist the Parish with identifying other disaster recovery funding opportunities, including additional federal recovery programs.	PM, Dept. Project Mgr., Principal	<ul style="list-style-type: none"> <li>COG leadership regularly monitors industry announcements, press releases, updates, progressions, etc. for impacts to ongoing operations</li> <li>Registrations and subscriptions to Federal, State, and local industry agencies enable timely identification of additional opportunities and programs that may benefit Jefferson Parish</li> </ul>



SOW Task / Requirement	Participants	Considerations / Processes
Assist with recovery of FEMA Public Assistance cost share funding through CDBG-DR applications.	PM, Dept. Project Mgr., Accountant	<ul style="list-style-type: none"> <li>Leverage prior experience managing HUD Community Development Block Grant Disaster Recovery Fund applications</li> <li>Close collaboration with Parish clients</li> </ul>

#### C.4 Period of Agreement [2.2]

We understand the Period of Agreement information in RFP [2.2] and take no exceptions to the terms and conditions stated therein. Our staff will be prepared to maintain their commitments for the entirety of the proposed project term (including option years).

#### C.5 Deliverables [2.4]

We anticipate generating the deliverables shown in Table 5 throughout the project term. Recurring items such as project status reports and updates will be formulated based on client specifics.

*Table 5: Proposed Deliverables and Formats to be Generated for Jefferson Parish*

Deliverable	Format / Timeframe for Delivery	Provided By
Damage Inventory Report Listing	As applicable	Project Manager
Project Status Report	Quarterly	Project Manager
Project Updates	Weekly / As applicable	Project Manager

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## D. Proposer Qualifications and Experience

Incorporated in the State of Virginia on December 7 2010, **Continuity Operations Group, LLC (COG)** is an SBA-certified Small Disadvantaged Veteran Owned (SDVO) Small Business that provides administrative professionals and consulting services for a wide range of security-oriented and clerical disciplines, from physical security operations such as Emergency Management and Disaster Response planning to office-based operations focused on Federal grant compliance, administration, and project management.

**Company street address:** Continuity Operations Group, LLC  
7201 Warbler Lane  
McLean, Virginia 22101-2016  
(703) 651-6199 (ofc)  
(703) 542-0103 (fax)  
(703) 362-7977 (mobile)  
[www.cog-llc.com](http://www.cog-llc.com) (web)

**Legal Form:** Limited Liability Company  
**DUNS Number:** 83-8973084  
**CAGE Code:** 6HUT7  
**SWaM:** 691836  
**NAICS Codes:** 541611 Administrative Management and General Management Consulting Services  
541614 Process, Physical Distribution, and Logistics Consulting Services  
541612 Human Resources Consulting Services  
541690 Other Scientific and Technical Consulting Services  
561210 Facilities Support Services  
611699 All Other Miscellaneous Schools and Instruction  
928110 National Security

**Obligated Funding to Date:** \$9.5 million

**Receipt of Reimbursed Funding to Date:** \$6.78 million

COG's proficiencies include oversight of ongoing support efforts and contracts compliance, to include alignment with and enforcement of Federal, State, and industry-standard guidelines. Our clients include high-profile agencies at the highest levels of the Federal government as well as State- and County-level agencies, educational campuses, and City governments, businesses, and social centers at the local level. The firm has performed the tasks the State requires on a regular ongoing basis since its inception (over eleven full years as of this writing), with all of its employees having done so for many years on an individual basis prior to 2010, and continuously with COG since 2012.

### D.1 Relevant Individual and Corporate Experience [2.7.B]

We have managed numerous complex, data-intensive PA and clerical programs under the umbrellas of our State and Federal clients, which presently include the New Jersey Department of Health, the New Jersey Office of Emergency Management, and the NJ Office of State Police. Our prior work includes management of grant administration and disaster recovery programs for South Louisiana parishes following Hurricanes Katrina, Rita, Isaac, Marco, and Laura, as well as post-landfall recovery analysis and activities following Hurricane Sandy in the New York / New Jersey area.



### D.1.1 Accomplished Team Leadership

Principal officers Michael D. Murphy (CEO) and David “Jake” Timm (COO) are intimately familiar with the logistics and leadership aspects of Jefferson Parish’s proposed disaster recovery and grant management tasks. Both have managed programs of this nature within highly complex environments, including Virginia’s National Capital Region and the White House Military Office. These two individuals form the operational foundation of the firm upon which COG’s project teams are conceived, staffed, and mobilized, and are the drivers of the achievements that enable our firm to meet or exceed your eligibility criteria.

Table 6: COG Corporate and Individual Compliance with Project Eligibility Criteria

Eligibility Requirement	COG Compliance
Possess extensive knowledge of federal and state requirements and guidelines including, but not limited to 2 CFR 200 et seq. and the FEMA Public Assistance Program and Policy Guidance (PAPPG).	COG PA activity follows all applicable laws and guidance as a condition of assignment at the State and Federal levels (i.e., compliance is mandatory in order for the firm to assume work with our Government clients). All COG personnel assigned to PA work must demonstrate proficiency prior to and during assignment. FEMA PAPPG upheld / enforced at the Team level by project management and executive staff.
Possess extensive knowledge of federal and state reimbursement policies and procedures.	All proposed Team members currently perform disaster grant reimbursement procedures in PA programs on a daily basis via federal and state agencies & protocol.
Possess extensive knowledge of federal and state close-out procedures.	All proposed Team members currently leverage knowledge of federal and state closeout procedures in PA programs on a daily basis.
Firm must have a minimum of 8 years’ experience in providing the Scope of Services outlined in this Request for Proposal.	COG has ten years’ experience performing the same or similar services at the same or higher levels of magnitude and complexity.

**COG’s proposed Project Manager, Lois Copeland, is a Disaster Recovery Consultant with expertise and primary focus in Public Assistance Grants Management, Accounting, and Audit Support.** Her specific skillset enables her to develop programmatic and financial reporting tools to track, maintain, and manage project data efficiently and effectively.

Lois assisted the City of New Orleans’ (CNO) Chief Administrative Office staff in managing and administering FEMA Public Assistance Program funding under Hurricanes Katrina, Gustav, and Isaac. She worked closely with City staff, as well as State and Federal liaisons, to review, validate, and recommend scope and cost alignment adjustments that ultimately resulted in maximized funding to the City for its Katrina and Gustav disaster recovery projects.

**As both a FEMA Project Officer and Team Lead, COG PM Lois Copeland personally wrote over 1,500 Project Worksheets while employed as a FEMA contractor.**

Ms. Copeland has been an accountant for over 25 years. Her career path was forever changed by Hurricane Katrina’s landfall along the Gulf Coast of the United States. After this disaster, she spent four years working as a contractor for FEMA in Louisiana and Texas, providing Public Assistance (PA) Program support services to local governments and private non-profit organizations. After leaving her FEMA assignment in 2009, she worked for a consulting firm assisting the State of Louisiana in administering \$640 million in Community Development Block Grant funding for infrastructure projects awarded to Orleans, Jefferson, and Saint Charles Parishes.

Lois coordinated accounting and audit support services between the consultant and the State of Louisiana’s Office of Community Development Disaster Recovery Unit (DRU). She also assisted the City of New Orleans’ (CNO) Chief Administrative Office staff in managing and administering FEMA PA Program



funding under Hurricanes Katrina, Gustav, and Isaac. She worked closely with City staff, as well as State and federal liaisons, to retrospectively review, validate, and recommend scope and cost alignment adjustments that ultimately resulted in maximized funding to the City for its recovery projects.

## **D.2 Key Personnel Résumés**

Résumés for our proposed key personnel begin below.

### **D.2.1 Program Manager: Lois Copeland**

Lois Copeland is a Disaster Recovery Consultant with a primary focus and expertise in Public Assistance Grants Management, as well as Accounting and Audit Support. Her specific skillset enables her to develop programmatic and financial reporting tools to efficiently and effectively track, maintain, and manage project data. Lois assisted the City of New Orleans' (CNO) Chief Administrative Office staff in managing and administering FEMA Public Assistance Program funding under Hurricanes Katrina, Gustav, and Isaac. She worked closely with City staff, as well as State and Federal liaisons, to review, validate, and recommend scope and cost alignment adjustments that ultimately resulted in maximized funding to the City for its Katrina and Gustav disaster recovery projects.

#### **Relevant Experience**

##### **Dillard University Public Assistance Program Closeout, Hurricane Katrina, Louisiana**

###### *Programmatic Consultant / Grant Management Specialist*

Assisted Prime Contractor and University staff, as well as representatives from FEMA and the Louisiana Governor's Office of Homeland Security (GOHSEP), in reconciling the University's complex insurance appointment issue, which ultimately resulted in a favorable outcome for the University. Developed and submitted improved and Alternate Project requests, as appropriate. Developed methodologies and analyses packages for Direct Administrative Costs - past, present, and projected expenditures.

##### **Public Assistance (PA), Audubon Commission/Audubon Nature Institute, Louisiana**

###### *Grant Management Specialist*

Grant Management Program Accounting and Auditing Support Services, New Orleans, LA. Provides technical assistance, accounting and audit support to prime contractor; assists client with resolving issues related to program compliance, reimbursement requests, Project Worksheet (PW) scope and cost reviews, insurance allocation, and other PA related items.

##### **PA Grant Management, Accounting and Audit Support Services, City of New Orleans, Louisiana**

###### *Grant Management Specialist*

Developed programmatic and financial reporting tools to aid the client in tracking and maintaining Public Assistance Program project data; assisted Capital Projects Team with scope and cost alignment adjustment and analyses completed projects; assisted CNO internal closeout team with developing closeout strategies and resolving closeout obstacles related to procurement, missing documentation, and scope and cost-related issues.

##### **Louisiana (Hurricanes Katrina, Rita, and Gustav) and Texas (Tropical Storm Dolly, Hurricanes Gustav and Ike)**

###### *FEMA Public Assistance Coordinator/Crew Lead*

Responsible for assisting applicants and state liaisons with identifying disaster assistance needs, completing project worksheets, and making funding recommendations.



## Education / Training

- Bachelor of Science in Accounting, Nicholls State University, Thibodaux, LA
- FEMA Public Assistance Operations, Project Worksheet Development, and Hazard Mitigation Workshops
- Web-Based Training Development and Technical Writing Certification, LA Tech University, Ruston, LA
- Member, Construction Management Association of America (CMAA)

### D.2.2 Department Project Manager: Nick Massa

Nick Massa has over 20 years of experience in Emergency Management, most recently as a Disaster Recovery Specialist with Witt/O'Brien's. Since joining that team, he has closed out over 250 large projects for the State of New Jersey. He served as an advisor to regional recovery staff and leadership concerning policy issues around providing and delivering support, particularly within the realm of grant closeout.

He has held many important positions in the field of Emergency Management through his career with the New Jersey State Police managing projects in response to the World Trade Center Disaster, 9/11, severe winter storms which resulted in three Presidential Declared Disasters to include Hurricane Sandy response and recovery effort.

Nick has served as the State Coordinating Officer (SCO) for three (3) disasters, DR-1867, 1873 and 1889 for the State of New Jersey. This was an unprecedented event in the history of the New Jersey State Police. His daily routine involved engaging with the Federal Coordinating Officer (FCO) and other FEMA Officers involved in these disasters, as well as Senators from New Jersey and Political personnel throughout the local and county municipalities.

He served as a supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center as a liaison between New York City and New Jersey in the recovery effort for this event.

Nick has served as the Bureau Chief for the NJOEM Recovery Bureau with State-Wide responsibilities having been actively involved in ten (10) disasters. He was responsible for three (3) Units: Public Assistance, Mitigation, and the Preparedness/Exercise and Training Unit which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$2 billion dollars to 21 counties throughout the State of New Jersey with the assistance from Federal grants from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60 million dollars in Federal funding from FEMA. The Preparedness /Exercise / Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey. He monitored schedules, deadlines, and benchmarks to ensure work is completed by staff in a timely fashion.

## Relevant Experience

### Witt/O'Brien's SEACOR Company (Dec 2014 - Aug 6, 2019)

#### *Closeout Specialist*

Responsible for review and processing of FEMA Public Assistance (PA) Project Worksheet closeout packages. Worked on site under contract with the State of New Jersey Office of Emergency Management (NJOEM) conducting final inspection reports (FIRs), and the collection and evaluation of contract and procurement documentation, force account labor, force account materials, force account equipment, direct administrative costs, hazard mitigation, etc. Worked closely with very large Applicants in closing out their multi-million dollar FEMA PWs to include Mantoloking, Toms River, Margate, Atlantic City, Brigantine,



various Monmouth County applicants, and the Port Authority of New York and New Jersey. Worked as a member of the Region II Joint FEMA-State Category A and B Closeout Taskforce. This work included intimate coordination with various stakeholders within each municipality.

Nick was working with the State of Florida supporting Pompano Beach and Coral Springs as an Applicant liaison, conducting PW formulation as part of the new FEMA PA Implementation Model using the FEMA Grants Portal. This work included gathering and uploading of all pertinent PW documentation, and coordination with a FEMA Program Delivery Manager (PDMG). This work also included coordination with various stakeholders within each municipality. Nick was also working with the Township of Berkeley closing out the rest of their Sandy projects with the State of New Jersey and FEMA.

**NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (Dec 2011 - Jan 2012)**

*Bureau Chief*

Bureau Chief for the Recovery Bureau with State-Wide responsibilities which has been actively involved in ten (10) active disasters in the last two years. Responsible for three (3) Units: Public Assistance, Mitigation and the Preparedness/Exercise and Training Unit, which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$500,000,000.00 dollars to 21 counties throughout the State of New Jersey with the assistance from Federal money from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60,000,000.00 dollars in Federal money from FEMA. The Preparedness / Exercise / Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey.

Served as the State Coordinating Officer (SCO) for three (3) disasters, DR 1867, 1873 and 1889 for the State of New Jersey, which was an unprecedented event in the history of the New Jersey State Police.

**NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (Apr 1999 – Dec 2011)**

*Unit Head, South Region, New Jersey Office of Emergency Management*

Responsible for County planning, Training and Exercise to include ten Counties and 268 Municipalities throughout the South Region. Assist Counties and local OEM Coordinators with Emergency Plans and coordination for all emergency response and preparedness. NJSP OEM liaison for numerous disasters that took place in the State of New Jersey during my seventeen years in Emergency Management.

**World Trade Center 9/11 NY/NJ, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (Sep 2001 - Dec 2002)**

*NY OEM Liaison*

Supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center, for 4 months.

**Education / Training**

- Bachelor of Arts, Science - Farleigh Dickerson University
- Associates Degree, Criminal Justice - Ocean County College
- High School Diploma - Belleville High School



### **D.2.3 Appeals/Arbitration: Fred Herman**

Fred Herman brings more than 32 years of comprehensive training and experience to the COG Team.

#### **Relevant Experience**

**CDM Smith** (Mar 2019 – Jun 2019)

*Senior Construction Manager*

DR-4085 NY Contractor To Homeland Security Region 2.

**WITT/O'Brien's** (Nov 2018 – Feb 2019)

*Disaster Recovery Consultant*

Performed consulting and advisory services for the Town Of Morehead City, North Carolina.

**ACRO Services Corporation** (Jan 2018 – Nov 2018)

*Disaster Recovery Compliance Officer/Consultant State of New Jersey OEM*

Performed consulting and advisory services on behalf of the New Jersey Office of Emergency Management.

**WITT/O'Brien's** (Jun 2014 – Jan 2018)

*State Agency Liaison/Closeout Specialist/Disaster Recovery Specialist*

Served as a Consultant to NJOEM and FEMA Grant Closeout Specialist; NJEM Grant (MB3) Proficient.

**Federal Emergency Management Agency (FEMA)** (Oct 2007 – Jun 2014)

*Disaster Assistance Employee Reservist*

Helped identify disaster-related needs, monitored possible needs of affected communities, assisted in recovery operations. Job duties included but were not limited to Public Assistance, Debris Management, Project Worksheet Development/Grant Management, Mitigation, PAC/Crew leader, and all other assigned duties as needed. Served as Preliminary Damage Assessment (PDA) Project Specialist, preparing Project Worksheets/Sub-Grantee Applications and working with municipalities to estimate, inspect and recommend repairs to disaster-related damages. Was previously deployed to 12 disaster sites with multiple disaster declarations, performing duties as assigned.

**U.S. Army Corps of Engineers. New York District** (Dec 1997 – Oct 2007)

*Civilian Civil Engineering Technician/Contract Administration / Emergency Operations QA/QC Team Leader*

Served as Team Leader for contracting activities. Was responsible for up to eight million dollars of contracting authority. Acted as responsible property account holder, with over three million dollars of accountable government property.

- A/E Selection committee voting member.
- USACE/FEMA QA/QC Supervisor/Team Leader during several disasters, including but not limited to Hurricanes Katrina and Ivan, floods in Texas, floods of Upstate New York and Pennsylvania.
- Worked directly with COTR, FEMA Branch Chiefs, and PACs.
- Team leader for QA/QC, dredge & navigation and beach nourishment inspection.

**Lead Civil Engineering Technician** (Nov 1988 – Nov 1997)

- Oversaw activities of twenty-five (25) technicians involved in Bathymetric, Topographic, and Cadastral data collection.
- Coordinated multiple projects, travel, equipment and vehicles for four Survey Parties.
- Established work schedules, procedures, and production goals for four Survey Parties.



## Education / Training

- Herbert Lehman College, Bronx, New York, New York
- Bergen Community College, Paramus, New Jersey
- Military Service - United States Navy, Honorable Discharge
- FEMA-sponsored training of all aspects of disasters
- Skilled in MS Office software, various estimating software/Cost Works RS Means, FEMA CEF (Cost Estimating Format), MB3 Grant Software, Remote Sensing, FEMA Public Assistance, 2018 FEMA Grants Portal
- American Congress of Surveying and Mapping Board of Directors Certified Hydrographer

### D.2.4 Accountant: Kristine Gunn

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#### **Continuity Operations Group, LLC (Jan 2019 - Jul 2020)**

##### *Community Resilience and Emergency Management Planner*

As contractor to the New Jersey Department of Health, Trenton, NJ, performed Grant Management and related services. Trained on the State of New Jersey's grant management system (SAGE) and managed three Local Information Network & Communications Systems (LINCS) grants. Responsibilities included: budget preparations to review grant applications and quarterly progress reports for CDC Public Health Emergency Preparedness (PHEP) compliance.

Worked closely with the City of Newark to provide guidance and strengthen their public health infrastructure and to assist with grant budget revisions and submitting quarterly progress reports in SAGE; granted access to use the CDC DCIPHER software platform to meet Operational Readiness Review (ORR) requirements; and assisted all 23 LINCS agencies to gain DCIPHER access through the CDC ORR process.

- COVID-19 Response: Participated in the HHS community based testing site location at PNC Garden State Arts Center inputting patient information into database, QC information collection, and set up daily registration operations area for nurses and EMTs; participated at the ESF-8 desk at the SEOC ROIC for situational awareness, information collection, and rectified resource requests
- Assisted with Pediatric Disaster Response planning, obtained pediatric statistics by county and compiled table with 2018 Census data; attended FEMA 16-hour Pediatric Disaster course
- Participated in RDS warehouse site visits for CDC compliance
- Attended meetings for PHN, HERC, MRC, PHENS and building relationships
- Participated in NJDOH Bioterrorism Laboratory training exercise and HERC TTX
- Assisted with EOP revisions for Pandemic Influenza, Ebola, ESF-8 Activation and Staffing
- Pre-disaster planning efforts included compiling data from HHS emPOWER for electrically dependent persons, and compiling data and maps from the CDC Social Vulnerability Index to identify high risk communities requiring additional assistance during a disaster
- Completed emergency management internship (Jan 2 – May 30, 2018)

#### **Somerset County Office of Emergency Management, Hillsborough, NJ (May 2018- Present)**

##### *Emergency Support Specialist*

As Green Infrastructure Liaison, work with Rutgers Water Resources Department and local OEM to incorporate rain gardens for stormwater runoff while addressing hazard mitigation and climate change. Research and apply for grants with environmental and green infrastructure opportunities.

- As Hazard Mitigation Liaison, assisted with plan update revisions, attended all meetings, and worked with municipalities on updating annexes.



- As EOC & IST Team Member - participated in training and exercises using E-Team platform and operating credentialing software for scanning participants and creating operating scenes
- Reviewed and revised county plans including Emergency Operations and Family Assistance Center
- Coursework completed: FEMA Professional Development Series, ICS 100-400, NIMS 700 & 800, NJOEM Basic Workshop in Emergency Management, SCEOC Basic Course, FEMA Mitigation for Emergency Managers, Recovery from Disaster: The Local Community Role, HazMat Operations, Environmental Stewardship Program (2019); Rutgers Green Infrastructure Champions Program (2020) – Stormwater Management Regulations, Policies, and Ordinances and Developing Green Infrastructure Master Plans for an Entire Site or Neighborhood

**Community Emergency Response Team (CERT) (Mar 2018 - Present)**

*Somerset County Volunteer*

Volunteer hours include participation at 4H-Fairgrounds and Bound Brook bike races.

Coursework completed: OSHA 10-hour General Industry Safety & Health, First Aid – BLS Adult and Child CPR & AED, Stop the Bleed, Mental Health First Aid USA, Responding to DAFN Community, ServSafe Food Handler

**Shupper-Brickle Equipment, Clarksburg, NJ (Nov 2009 - Jun 2017)**

*Bookkeeper and A/P & A/R Manager*

Managed daily activities pertaining to all phases of A/P and A/R: prepared invoices, performed credit checks, paid bills online and by check, scanned checks for bank deposit; performed credit card transactions, reconciliations, journal entries, collections management; paid quarterly taxes

- Researched, collected, reviewed, and analyzed customer data and payments; investigated and resolved outstanding payment issues by setting up payment plans
- Quick Books for Accounting Certificate – RVCC Continuing Education 2010

**Whitestone Associates, Inc., Warren, NJ (Jan 2008 – Nov 2009)**

*Environmental Scientist*

Researched, collected, analyzed, reviewed, and investigated scientific reports and publications for data pertaining to hydrology, wetlands site maps, and aerial photographs; revised environmental reports.

**Environmental & Safety Solutions, Monroe, NJ (Feb 2007- Jan 2008)**

*Environmental Scientist*

Obtained online analytical results for soil remediation samples for a hazardous waste site; entered data daily into spreadsheet, sorted by chemical and location; and analyzed data for elevated levels of toxins.

**Growth Restaurants, Randolph, NJ (Feb 2004 - Feb 2007)**

*Administrative Assistant*

Researched food recipes for special event catering functions and helped set up off-premise events.

**Tetra Tech Foster Wheeler, Inc., Morris Plains, NJ (Jan 2001 - Feb 2004)**

*Assistant Biologist*

Performed wetland delineations using the U.S. Army Corps of Engineers Three-Parameter Method; performed flora and fauna surveys to locate threatened and endangered species; collected soil, sediment, and water samples for laboratory analysis; performed air quality monitoring in excavation areas for soil; assisted in Phase I Environmental Assessments; analyzed county maps for residential wells within contaminated site area and sent letters of notification to all identified residents. Wetlands Delineation Certificate – Rutgers (2001)



### **Florida Department of Environmental Protection Aquatic & Buffer Preserves, Tampa, FL**

(Jan 2000- Jan 2001)

#### *Environmental Scientist/Project Manager*

Tampa Bay Island Restoration Project, Intracoastal Waterway - conducted flora and fauna surveys for each island and mapped sea grass beds using GIS; performed elevation readings and created maps of all dredged islands to determine erosion; researched Florida coastal vegetation and recommended native vegetation for shoreline stabilization; removed exotic vegetation and planted Florida native plants; created educational brochure and participated in public outreach education on unique ecosystem and habitat.

### **King Engineering Associates, Inc., Tampa, FL (Jan 1999 - Jan 2000)**

#### *Environmental Scientist*

Monitored stormwater retention ponds for vegetation and wildlife; recorded water level readings. Worked with aerial maps to locate gopher tortoise burrows for future land development projects. Researched, collected, and reviewed scientific data on microscopic organisms living in Tampa Bay, analyzed salinity ranges for each organism, and entered all data into spreadsheet for desalination project. Internship – completed environmental wetlands internship program (1998).

### **Education / Training**

Proficient with Windows & MAC platforms, Microsoft Office, CDC DCIPHER, SAGE grant platform, E-Team, Salamander credentialing software, ERP accounting software, GIS

### **D.2.5 Closeout Specialist: Jennifer Ryba**

Decisive, action-oriented and results focused project manager with over 16 years of experience managing projects and contracts. Talents offered include financial management, resource management, customer relations, subcontractor management, and overall cost, schedule and performance and proposal writing support.

### **Relevant Experience**

#### **Booz Allen Hamilton (Sep 2010 – Present)**

##### *Associate*

Support PM SAI as Project Manager for the SETA contract (May 2012 – Present). Responsible for all aspects of management oversight on the contract. Planned and implemented all contract support activities in accordance with cost, schedule and performance of Performance Work Statement (PWS) requirements.

- Responsible for monthly financial reconciliation.
- Analyze and provide perspective to clients for proper risk control.
- Coordinate with subcontractors and Government client to ensure funding is allocated, spend plans are accurate, and technical tasks/deliverables are on schedule.
- Create/Conduct briefings with leadership and client
- Prepare monthly reports and ensure all contractual deliverables are accurate and delivered on time.
- Planned assigned work and provide schedule to team members.
- Responsible for recruiting efforts to include developing staffing requirements and interviewing potential staff or working with subcontractors to onboard new personnel.
- Supported multiple proposal efforts in cost and technical approaches.

Supported the AIA and ADMI tasks on S3 as a *Program Analyst* (Jan 2012 - May 2012).

- Monitored financial resources, budget goals, projections and execution to ensure plans are on track.



- Supported weekly/monthly client and internal meetings.
- Established budgets for client approval. Planned assigned work and schedule team members.
- Managed, updated and submitted weekly deliverables and ensured all plans were tracked and delivered on time.

*Project Manager* for the Wolfhound program (Feb 2011 - Jan 2012).

- Responsible for project, subcontractor and financial management.
- Analyzed and provided perspective to clients for proper risk control of contract management.
- Coordinated with subcontractors and client to ensure funding is allocated, spend plans are accurate, and technical tasks/deliverables are on schedule.
- Managed, planned, and coordinated system deliveries for client. Prepared monthly reports and ensured all contractual deliverables were delivered on time.
- Planned assigned work and schedule to team members.

*Project Manager* for three Intelligence and Information Warfare Directorate (I2WD) and Program Manager Counter Remote Controlled IED Electronic Warfare (PM CREW) delivery orders awarded under the Strategic Services Sourcing (S3) and Technical Engineering Support Services (TESS) contracts (Sep 2010 - Feb 2011).

- Interfaced with the subcontractors and I2WD client with regards to cost, schedule and performance of the efforts.
- Analyzed and provided perspective to clients for proper risk control of contract management.
- Coordinated with subcontractors and client to ensure funding is allocated, spend plans were accurate, and technical tasks/deliverables were on schedule.

**R4, Inc.** (Apr 2008 - Sep 2010)

*Project Manager*

Responsible for the overall cost, schedule and performance of multiple projects focusing on pre-award to conclusion of task by planning, directing, coordinating, administering, and executing many routine and complex efforts. Managed over 14 projects in excess of \$50M on multiple Government contract vehicles including 83, CR2, and TESS. Managed a staff over 22 personnel both CONUS and OCONUS.

- Defined, acquired, and allocated budget, staff, and other resources necessary to accomplish the goals and/or objectives of the projects.
- Participated in the negotiation of contracts and contractual changes, and financial conditions of contracts and supported new business development by leading proposals.
- Analyzed and defined project requirements/scope and ensured project performance was within contract requirements.
- Built and maintained strong relationships with customers and prime contractors. Effectively communicated with a wide variety of technical and non-technical audiences.

**Lockheed Martin Information Technology, The SYTEX Group** (Mar 2005 - Apr 2008)

*Project Manager*

Responsible for various aspects of both the Meteorological Measuring Set (MMS) and Meteorological Measuring Set-Profiler (MMS-P) programs in the Product Director, Target Identification and Meteorological Sensors Program Office.

- Lead MMS and Profiler Manager for all system RESET efforts responsible to ensure all tasks required to return a system to new condition are completed and meet the required Army Standards.
- Coordinated, scheduled and implemented RESET activities to returning deployed units.
- Coordinated specific unit details, schedule, and location with each redeployed unit.



- Maintained daily interaction with the LRC (Logistics Readiness Center) to forecast quantities of systems, Unit Fixed Costs (UFC), and schedule for all RESET activities. Answered all RESET suspense and taskings sent from LRC or AMC, update RESET website, and brief LRC management on all aspects of the RESET programs from Profiler and MMS programs.
- Developed Statements of Work (SOWs) identifying requirements per system for RESET activities, to review, evaluate proposals and cost estimates to ensure proper utilization of funding and time management by the contractor were properly executed, to hold contractor liable for all required tasks to be completed on time and efficiently, to travel to unit location to witness system verification test to prove system functionality and integrity, and to review final effort report and provide input for government DD Form 250 approvals.

*As Lead Fielding Support:*

- Managed Profiler ILS activities by ensuring systems were fielded to deploying units meeting the DA set fielding schedule.
- Coordinated New Material Information Briefs (NMIB) three to six months prior to fielding date, working with the unit and protocol office to ensure all fielding procedures are followed, creating/checking documentation required for official hand off and finally traveling to the unit's location to complete verification test on system and the final hand off to the unit.

*As Certified Army Instructor:*

- Conducted classroom and hands-on training to units receiving new equipment.
- Set up classroom site, coordinated students, lesson plans, and actual presentation of material to soldiers.
- Maintained and updated technical documents, attended meetings, implemented requirements for Unit Identification (UID), supported deployed units, and acted as an active member of the Program Based Logistics (PBL) team.

*As Sytex On-Site Supervisor:*

- Managed nine employees under the Sytex contract.
- Supervised time charging, ensuring timesheets are accurate and complete, travel vouchers were processed properly, monthly status reports (MSR) are collected, consolidated, and submitted for corporate, and maintained daily continuity between contractor employees and the Government supervisors.
- Liaison for on-site Sytex employees and corporate management.

**Sytex Incorporated** (Sep 2002 - Mar 2005)

*Senior Associate I for Office Operations*

Provided operational support to the Product Manager, Target Identification and Meteorological Sensors (PM, TIMS) and Deputy Product Manager Navigation Systems (DPM, NS).

- Accountable to ensure daily continuity of office operations.
- Responsible to prioritize, staff and perform varied tasks to meet the office mission, which provided experience in gaining an in-depth knowledge of development, acquisition, logistical, and programmatic support required to manage a complex program.
- Acted as liaison between PM, TIMS and IPT leaders.
- Coordinated personnel and properly finance travel requirements.
- Advised staff on PM, TIMS office policies and procedures.
- Prepared letters of commendation and appreciation on behalf of PM, TIMS.
- Provided budget and programmatic support to Business Management Division (BMD).
- Experienced to extract program financial data and provided current fiscal status on all PM funds.



- Assisted in developing Memoranda of Agreement (MOA), briefings, and reports prepared for higher headquarters.
- Responsible as alternate security manager ensuring building was secure and all personnel were security-compliant.
- Appointed Defense Travel System Lead for PM, TIMS. Responsible for the smooth transition to this new system, ensuring templates were developed, defined, entered and maintained into the new database for PM TIMS personnel to execute travel plans, for both CONUS and OCONUS.
- Recorded civilian time and attendance and accountability into the automated system.
- Responsible for building maintenance by submitting work orders, tracking and ensuring completion of work
- Acted as PM TIMS marketing representative. Independently coordinated all marketing efforts for military and industry shows and conferences, and provided ideas and executed procurement of marketing items.
- Responsible to manage brand and product positioning, budgetary goals, quality control, scheduling/production/distribution of marketing communications, research and analysis of data.

**D&S Consultants Inc. (DSCI), Farmingdale, NJ (May 2001 - Aug 2002)**

*Analyst*

*As Financial Analyst (Jun 2002 - Aug 2002):*

Responsibilities at Corporate Office included maintaining corporate financials such as balance sheet, profit and loss statement, and monitoring the corporate credit card accounts. Accomplished recovery of unauthorized expenditures to corporate credit cards. Daily interaction with government customers, processing monthly invoices of government contracts, organizing new task orders, and managing any disputes that arose.

*As Program Analyst (May 2001 - Jun 2002):*

Programmatic qualifications experience with the Army financial management system, SOMARDS. Reviewed the financial database daily and input financial updates to accurately reflect program dollars, initiated Military Interdepartmental Purchase Requests (MIPRs) to forward and receive customer funding, tracking and monitoring financial commitments, obligations and disbursements and reconciling differences for all Combat Identification programs, and provided up-to-date accounting of program dollars. Assisted the integration engineers with coordination efforts and was the point-of-contact for coordinating Memorandum of Agreements (MOAs) between platforms, product managers & Product Manager, BCIS.

**Sytex Incorporated (Mar 2000 - Jan 2001)**

*Associate Analyst*

Served as Travel Coordinator, budget assistant, Administrative assistant, and security assistant. Managed the temporary duty stations for both military and civilian personnel; ensured all arrangements were complete and there were no conflicts. Reviewed daily transactions in SOMARDS (government financial system) ensuring there was adequate funding to maintain all program functions. Coordinated all information and briefed to upper management. Prepared internal labor reports. Performed security functions such as preparing internal regulations and visit requests, and clarified policies if questions arose.

**Education / Training**

- Master of Business Administration - Marketing; Montclair State University - Montclair, NJ
- Bachelor of Science - Business Administration - Management; Monmouth University, W. Long Branch, NJ,
- Associate of Arts - Business Administration; Brookdale Community College, Lincroft, NJ
- Active Top Secret-SCI clearance



## **D.2.6 Architect/Engineer (Construction Manager): Vanessa Torres**

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### **Continuity Operations Group LLC**

(Nov 2019 – Present)

#### *Construction Manager*

Assists local agencies and program participants/entities in preparing grant applications for damage restoration to infrastructure such as roads, bridges, buildings, and utilities. Travels to disaster sites to support FEMA response and recovery missions. Performs site assessments of damaged infrastructure, documents damages, develops restoration scopes of work, formulates detailed and accurate cost estimates, assists with hazard mitigation planning. Leverages modern construction practices, facility assessments, construction inspections, scope development and cost estimating practices along with pertinent regulatory compliance.

### **Deloitte & Touche LLP (Florida Disaster Consultants)**

COR<sup>3</sup> Central Office for the Reconstruction, Recovery & Resiliency for Puerto Rico (Hurricane Maria)  
(Mar 2019 – Nov 2019)

#### *Grant Analyst*

Performed a Completeness Evaluation and a Compliance Assessment prior to payment and no retainage in held. COR<sup>3</sup> performed a Completeness Evaluation to determine that supporting documentation was complete and accurate, and that expenses were within the defined scope and cost of the project. Completeness and Compliance Review of the expenses was performed once the Sub-recipient submitted the RFR and supporting documentation.

**Risk Assessment:** Establishment of objectives linked at different levels of the entity. Management specified objectives within categories relating to operations, reporting, and compliance with sufficient clarity to be able to identify and analyze risks to those objectives. Risk assessment also requires management to consider the impact of possible changes in the external environment and within its own business model that may render internal control ineffective.

**Compliance:** The Request for Reimbursement (RFR) and Request for Advance (RFA) Policies and Processes apply to FEMA PA and HMGP Sub-recipient RFR/RFAs, which starts with the Sub-recipient's submission of the RFR/RFA and ends with COR's recommendation to fully or partially pay the RFR/RFA. Results were used to assess eligibility of project costs and to determine the amount of Federal funds disbursed for a Sub-recipient's FEMA and Government-approved Project Worksheet (PW). Assessed the Sub-recipient's supporting documentation for:

- Completeness and accuracy of supporting documentation.
- Evaluation of documentation to determine if the work performed is within the SOW.
- Compliance with applicable regulatory, program rules, accuracy of supporting documentation and determination if federal funds were used for their intended purpose.
- Compliance requirements included allowable costs, proper procurement, completeness of documentation, accuracy in dates. Overall accuracy, completion, and validity should be ensured.

Tasks performed on a regular basis included:

- |   |  |
|---|--|
| ▪ Request for Reimbursement (RFR) Reviews | ▪ Organizational Assistance and Governance Policies and Procedures |
| ▪ Risk Assessments                        | ▪ Closeout Procedures  |
| ▪ Compliance and Monitoring               | ▪ Grants Management System Development and Support                 |
| ▪ Financial Management and Auditing       |  |



**Louis Berger** (Jan 2019 – Jun 2019)  
*Grant Administrator*

- **Galveston Texas Park Board, Public Assistance Closeout:** Responsibilities included validation of Direct Administrative Cost, review audits findings
- **Ocean County, Hurricane Sandy Public Assistance Closeout:** Responsible for PA support and Closeout for Ocean County, NJ. Responsibilities included Project Cost Reconciliations for closeout, Force Account Labor and Force Account Equipment validation, Fringe Benefit Rate calculation, Cost Summary Records for final closeout, quarterly reporting, closeout summary formulation, project closeout submission, data management, compliance, EMGrants and EMMIE proficient.
- **North Carolina Department of Transportation - Division 7 Closeout of Hurricanes Florence and Michael:** Responsibilities included validation of Debris Tipping landfill invoices, validation of ROW and Tipping field monitoring tickets, review of Automated Debris Management System (ADMS) data and formulation of final deliverables for closeout for FEMA grant funding submission and FHWA grant funding submission.

Tasks performed on a regular basis included:

- Assessed a project's work status, costs, and supporting documentation against the corresponding grant's scope of work (SOW) to help applicants determine a grant's readiness for final review and closeout.
- Researched the details of written approved grants, contracts, invoices, payment logs, timesheets, purchase orders, procurement and other documentation to help resolve cost inconsistencies in a grant.
- Provided feedback when grant funding adjustments are needed due to duplication of funding, additional scope of work items, or changes in project costs.
- Project Closeout
- Funding De-obligation
- Uploading information from EMMIE (FEMA tracking system) in NJEMGrants (State tracking system)
- Expenditures Reconciliations
- Final Inspection Report Formulation
- Contacting Applicants
- Filing and other tasks assigned

**New Jersey State Police/Public Assistance Unit** (Sep 2014 – Aug 2018)

*Closeout Specialist*

Supported the Public Assistance Unit Staff on Disaster Assistance. As part of the Public Assistance Unit, was responsible for reviewing projects and applicant's request through correspondence and providing recommendations following FEMA rules and regulations in order to make final determinations and provide closure to those projects that were still open. Coordinated with originators and stakeholders to resolve invalid documentation and non-reimbursable cost claims. Reviewed validation of project worksheets (grants) for reasonable and allowable costs and ensured all appropriate documentation, descriptions, cost estimates and scope of work and damage description during the project's close-out process.

Tasks performed on a regular basis included:

- Assessing a project's work status, costs, and supporting documentation against the corresponding grant's scope of work (SOW) to help applicants determine a grant's readiness for final review and closeout



- Researching the details of written approved grants, contracts, invoices, payment logs, timesheets, purchase orders, procurement and other documentation to help resolve cost inconsistencies in a grant
- Providing feedback when grant funding adjustments were needed due to duplication of funding, additional scope of work items, or changes in project costs
- Project Closeout, Funding Deobligation, Expenditures Reconciliations
- Uploading information from EMMIE (FEMA tracking system) in NJEMGrants (State tracking system)
- Final Inspection Report Formulation

*<additional positions truncated for length and relevance>*

### **Education / Training**

- B.S. - Business Administration, Sacred Heart University of Puerto Rico
- Proficient in Microsoft Word, Microsoft Excel, Office Outlook
- Fluent in Spanish and English (spoken and written)
- FEMA IS-633 - Debris Management Plan Development
- FEMA IS-OOS.a - Introduction to Hazardous Materials
- FEMA IS-630 - Introduction to the Public Assistance Process
- FEMA IS-632 - Debris Management
- FEMA IS-632.a - Introduction to Debris Operations

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## D.3 References

References and points of contact for selected recent and similar COG Team projects appear below.

### D.3.1 Incident Planning and Response, NJOEM / NJ OHSP

<b>Point of Contact:</b>	Capt. Dan Engelhardt #5263, Executive Officer New Jersey Office of Emergency Management, Office of the Regional Operations Intelligence Center (ROIC), Critical Infrastructure Protection Bureau, New Jersey Office of Homeland Security and Emergency Preparedness (OHSP)
<b>Telephone / Email:</b>	(609) 218-2532 / <a href="mailto:lpp5263@gw.njsp.org">lpp5263@gw.njsp.org</a>
<b>Services Provided:</b>	Planning, logistics, forecasting, IT systems activity monitoring, threat assessment, event response planning and direction, staffing analysis and process recommendation, grant application consulting / processing
<b>Year of Program:</b>	2011 to Present (ongoing)
<b>Project Description:</b>	<p>COG worked closely with Law Enforcement agencies in Trenton, NJ and areas state-wide for a Full-Scale Exercise that spanned six (6) days and involved no fewer than 215 individuals, including law enforcement, administrative and logistics staff, professionals, and civilians. In this we conducted pre- and post-landfall situational analysis for Hurricane Sandy response efforts.</p> <p>Duties included Hurricane Timeline Decision Support (pre-landfall); situational analysis of initial damage to support response; situational analysis of initial damage to assess State-wide impact to State essential functions; analysis of Continuity of Operations (state-wide); and the fusion of Analysis of Impact and coordination with the NJSP Intelligence for Threat Assessment.</p> <p>COG also conducted the CCTA exercise GOTHAM SHIELD with the State of New Jersey Office of Emergency Management in March of 2017. This event, spanning metropolitan areas in New York and New Jersey, involved 450 total participants over thirteen days. It assessed regional and national incident management and incident support capabilities, to include pre- and post-nuclear device detonation and recovery, after the effects of an Improvised Nuclear Device attack using established exercises to achieve objectives in the relevant mission areas and capabilities.</p>
<b>Funding:</b>	\$7.3 Million to date



### D.3.2 Disaster Recovery Management for Puerto Rico

<b>Point of Contact:</b>	Kipp Nelson Program Manager APTIM 4171 Essen Lane Baton Rouge, LA 70809
<b>Telephone / Email:</b>	(985) 507-2011 / <a href="mailto:kipp.nelson@thinkemergent.com">kipp.nelson@thinkemergent.com</a>
<b>Services Provided:</b>	Strategic advisement, guidance compliance, oversight, technical support
<b>Year of Program:</b>	10/2017 – 05/2018
<b>Project Description:</b>	<p>In the wake of hurricanes Irma and Maria, COG PM Lois Copeland and her project team provided recovery support for the disaster response effort for Puerto Rico. They provided policy development and recovery services. Duties included recommendations for damage assessments, project development, policy guidance, and grants management to multiple Puerto Rican Agencies and Municipalities.</p> <p>Ms. Copeland oversaw a deployed disaster recovery workforce supporting Agencies with emergency work claim development, damage characterization, and cost estimation of disaster-related damages. She oversaw a team of 84-Public Assistance professionals providing policy guidance, project support, and grants management to nearly 60-Puerto Rican government agencies. The team helped coordinate over \$1.8 billion of federal disaster relief funds to help rebuild Puerto Rico.</p>
<b>Funding:</b>	\$165,000.00



### D.3.3 Program Support, New Jersey Office of Homeland Security and Preparedness

<b>Point of Contact:</b>	Capt. Dan Engelhardt #5263, Executive Officer New Jersey Office of Emergency Management, Office of the Regional Operations Intelligence Center (ROIC) Critical Infrastructure Protection Bureau New Jersey Office of Homeland Security and Emergency Preparedness
<b>Telephone / Email:</b>	(609) 218-2532 / <a href="mailto:lpp5263@gw.njsp.org">lpp5263@gw.njsp.org</a>
<b>Services Provided:</b>	Strategic advisement, guidance compliance, oversight, technical support
<b>Year of Program:</b>	Oct 2011 – Present (ongoing)
<b>Project Description:</b>	<p>The COG Team is presently supporting the NJ Office of Homeland Security and Preparedness (NJ OHSP) in the effort to improve resiliency and recovery operations in the state following a disaster. Focusing on critical infrastructure in the area surrounding Exit 14 of the NJ Turnpike, the COG Team developed the Decision Support Tool (DST) to link all selected facilities' interdependencies to develop "what if" scenarios, identify opportunities for prevention and mitigation, and anticipate outcomes to improve recovery times. Results from this project provide public and private sector stakeholders with strategic planning points and an optimized sequence of activities to follow in response to and recovery from a disaster.</p> <p>The project ultimately has resulted in the development of a Baseline Port Interdependency Analysis and a Port-wide Resiliency and Resumption of Trade Plan for use following a major security incident, natural disaster or catastrophic event.</p> <p>The Plan identifies specific actions and priorities to: 1) ensure the resiliency of critical assets, systems and networks; 2) mitigate the economic impacts of such events on port operation and commerce; and 3) enable expeditious resumption of trade at the NJ/NY Port. To that end, the planning effort includes an interdependency analysis to determine how these critical sites work in conjunction with one another and what cascading effects would follow from a natural disaster or terrorist incident.</p> <p>Deliverables also include operational decision matrices for key leadership, which outline critical actions needed to bring back port operations, critical infrastructure, and the resumption of trade.</p>
<b>Funding:</b>	\$1,125,000.00 to date



#### D.3.4 Medical Countermeasures Plan Development, State of NJ Dept. of Health

<b>Point of Contact:</b>	Brendan McCluskey Director, Emergency Management
<b>Address:</b>	369 S. Warren Street, Trenton, NJ 08625
<b>Telephone / Email:</b>	609-984-7922 (o) / 609-331-1432 (m) / <a href="mailto:brendan.mccluskey@doh.nj.gov">brendan.mccluskey@doh.nj.gov</a>
<b>Services Provided:</b>	Assessment, consulting, formal plan development
<b>Year of Program:</b>	2017 – Present and ongoing
<b>Project Description:</b>	<p>This project entailed a complete rewrite of the Department’s Medical Counter Measures (MCM) Plan. The MCM Plan consists of the process that the State of New Jersey uses to implement medical countermeasures in response to a myriad of disasters to impact public health. The MCM plan could be utilized in response to incidents such as a pandemic outbreak, terrorist attack, nuclear detonation, or chemical release.</p> <p>The most significant aspect of the MCM plan involves the process to request, receive and distribute the Strategic National Stockpile (SNS) from the Centers for Disease Control (CDC). The SNS contains pharmaceuticals and medical supplies needed in response to a serious incident that has overwhelmed the State’s medical system. Also facilitated training and exercising upon all plans with the State and the Department of Health.</p>
<b>Funding:</b>	\$582,000 (annual)



## E. Innovative Concepts

Our approach is based more upon field-proven procedure and results-based activity than innovation (though we do utilize technology to streamline the process whenever it proves helpful). We have a clear understanding of the work to be done and, after convening with Parish staff, will know how many people and resources it will take to perform that work without undercutting or overestimating our commitment.

## F. Project Schedule

In response to RFP requirements, we are presenting a 60-Day General Project Implementation schedule, which will be customized upon contract award and Jefferson Parish's specific needs. The task list appears below, followed by the full Gantt schedule on the following oversize page.

Jefferson Parish

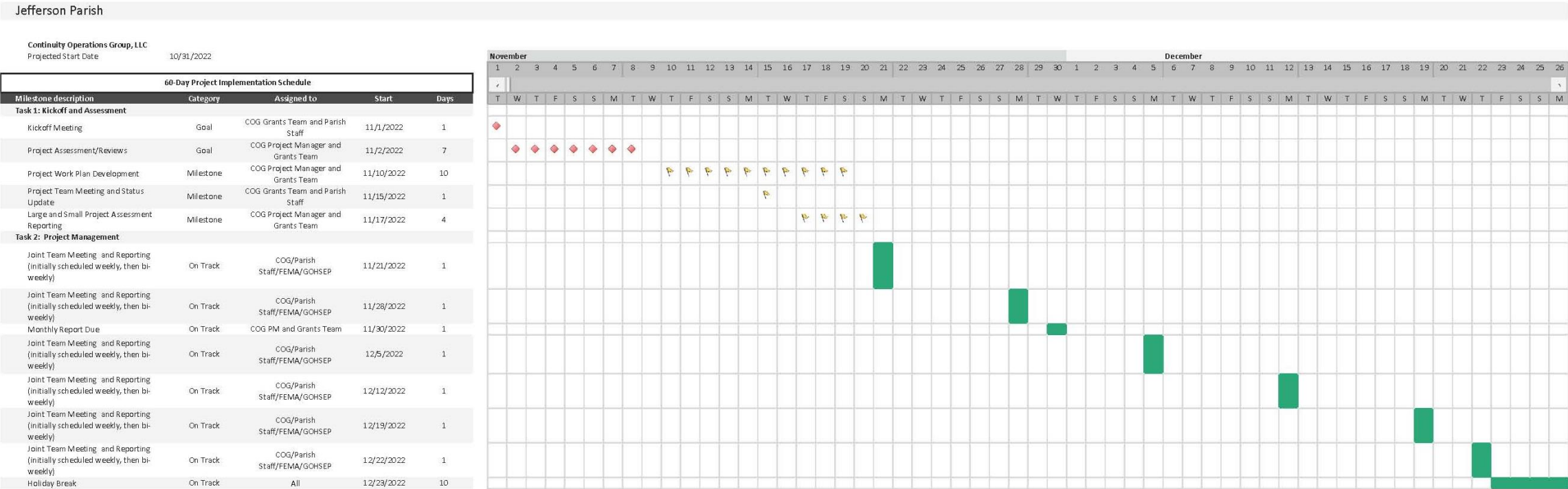
Continuity Operations Group, LLC

Projected Start Date

10/31/2022

60-Day Project Implementation Schedule				
Milestone description	Category	Assigned to	Start	Days
Task 1: Kickoff and Assessment				
Kickoff Meeting	Goal	COG Grants Team and Parish Staff	11/1/2022	1
Project Assessment/Reviews	Goal	COG Project Manager and Grants Team	11/2/2022	7
Project Work Plan Development	Milestone	COG Project Manager and Grants Team	11/10/2022	10
Project Team Meeting and Status Update	Milestone	COG Grants Team and Parish Staff	11/15/2022	1
Large and Small Project Assessment Reporting	Milestone	COG Project Manager and Grants Team	11/17/2022	4
Task 2: Project Management				
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	11/21/2022	1
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	11/28/2022	1
Monthly Report Due	On Track	COG PM and Grants Team	11/30/2022	1
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	12/5/2022	1
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	12/12/2022	1
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	12/19/2022	1
Joint Team Meeting and Reporting (initially scheduled weekly, then bi-weekly)	On Track	COG/Parish Staff/FEMA/GOHSEP	12/22/2022	1
Holiday Break	On Track	All	12/23/2022	10

Figure 3: Project Schedule Tasks





## G. Financial Profile

COG's balance sheets for 2019 – 2022 are below.

### Continuity Operations Group, LLC

Balance Sheet  
As of December 31, 2021

	JAN - DEC 2019	JAN - DEC 2020	JAN - DEC 2021
<b>ASSETS</b>			
Current Assets			
Bank Accounts	\$59,862.09	\$386,703.12	\$277,081.27
Other Current Assets	\$2,622.00	\$0.00	\$20,000.00
<b>Total Current Assets</b>	<b>\$62,484.09</b>	<b>\$386,703.12</b>	<b>\$297,081.27</b>
<b>TOTAL ASSETS</b>	<b>\$62,484.09</b>	<b>\$386,703.12</b>	<b>\$297,081.27</b>
<b>LIABILITIES AND EQUITY</b>			
Liabilities	\$16,850.75	\$16,786.62	\$88,182.23
Equity	\$45,633.34	\$369,916.50	\$208,899.04
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$62,484.09</b>	<b>\$386,703.12</b>	<b>\$297,081.27</b>



## Continuity Operations Group, LLC

Profit and Loss  
January 2019 - December 2021

	JAN - DEC 2019	JAN - DEC 2020	JAN - DEC 2021	TOTAL
Income				
Gross Receipts	2,032,145.02	2,837,078.68	5,542,625.58	\$10,411,849.28
<b>Total Income</b>	<b>\$2,032,145.02</b>	<b>\$2,837,078.68</b>	<b>\$5,542,625.58</b>	<b>\$10,411,849.28</b>
GROSS PROFIT	\$2,032,145.02	\$2,837,078.68	\$5,542,625.58	\$10,411,849.28
Expenses	\$1,914,533.27	\$2,630,064.97	\$4,844,820.30	\$9,389,418.54
NET OPERATING INCOME	\$117,611.75	\$207,013.71	\$697,805.28	\$1,022,430.74
Other Income	\$1.61	\$494,441.67	\$0.00	\$494,443.28
Other Expenses	\$0.00	\$0.00	\$43,346.24	\$43,346.24
NET OTHER INCOME	\$1.61	\$494,441.67	\$ -43,346.24	\$451,097.04
NET INCOME	\$117,613.36	\$701,455.38	\$654,459.04	\$1,473,527.78



## H. Insurance Requirements [1.26]

COG's ACORD certificate for this engagement is shown below.

<b>ACORD®</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 10/04/2022			
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
<b>PRODUCER</b> Beckerman & Company 430 Lake Ave.  Colonia NJ 07067			<b>CONTACT NAME:</b> Lee Barney <b>PHONE (A/C, No, Ext):</b> (732) 499-9200 <b>FAX (A/C, No):</b> (732) 499-9050 <b>E-MAIL ADDRESS:</b> lbarney@beckermanco.com				
<b>INSURED</b>  Continuity Operations Group, LLC. 7201 Warbler Lane  McLean VA 22101-2016			<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Underwriters at Lloyd's London INSURER B: The Charter Oak Fire Insurance Co INSURER C: INSURER D: INSURER E: INSURER F:				
<b>COVERAGES</b>			<b>REVISION NUMBER:</b>				
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PSL0739481473	07/09/2022	07/09/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			PSL0739481473	07/09/2022	07/09/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB5J09721A	09/17/2022	09/17/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Jefferson Parish Louisiana, Department of Purchasing, General Government Building is Additional Insured for General Liability with respects to work performed by the Named Insured per written contract. Re: Required for proposal submission to Jefferson Parish, LA.							
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>			
Jefferson Parish Louisiana Department of Purchasing 200 Derbigny Street Suite 4400 General Government Building Gretna LA 70053				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE			

ACORD 25 (2016/03)

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