



**Proposal Number: 0448**

**Jefferson Parish**

**Consulting Services for  
Disaster Recovery and  
FEMA Public Assistance**



Proposal Due  
October 14, 2022 at 3:30 pm

 **metric**



**TAB. A**

# **COVER LETTER**

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance

October 14, 2022

Renny Simno, Director and the RFP Selection Committee  
Jefferson Parish Department of Purchasing  
Jefferson Parish General Government Building  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053

**Re: Consulting Services for Disaster Recovery and FEMA Public Assistance**

Dear Mr. Simno and RFP Selection Committee:

**Metric Engineering, Inc. (Metric)** is pleased to submit our proposal for the *Consulting Services for Disaster Recovery and FEMA Public Assistance* contract for Jefferson Parish (the Parish). We look forward to the opportunity to provide an encompassing suite of support services to help the Parish maximize federal funding, expedite its closeout process, and to retain funding throughout the closeout process. We will work in tandem with the Public Safety Grants and Administration Department throughout the FEMA PA process, and we will ensure all services provided are in adherence with federal and state requirements. Driven by expertise and passion at our core, we can offer the Parish a clear road to long-term recovery as well as protection following any event that may strike. Founded in 1976, Metric is a Florida-based S-Corporation with 46 years of experience in transportation planning and engineering, technology, and environmental services. Our Emergency Management Services (EMS) history dates back to our disaster recovery efforts following Hurricane Andrew – which struck South Florida in August of 1992. In the 30 years since, **we have successfully provided disaster recovery services for clients in Louisiana, Florida, Texas, South Carolina, several states along the Atlantic Coast, and multiple states in the Midwest.**

Today, in addition to being experts in FEMA PA consultation services, we provide an expanding line of services that includes debris monitoring and management, grant proposal development and management, economic revitalization, planning, and communications and outreach. We have worked with many federal, state, and local agencies, including FEMA, the U.S. Department of Housing and Urban Development (HUD), the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness, and the Office of Inspector General (OIG).

**Our Harvey, Louisiana office is located in the heart of Jefferson Parish, and we are honored to do business here.** We are very familiar with the local area, as we have served on *multiple event activations with the Louisiana Department of Transportation and Development (LaDOTD)*, as well as with the *South Lafourche Levee District (SLLD)* and the *Terrebonne Parish School District (TPSD)* following Hurricane Ida.

We have managed and monitored emergency and disaster recovery contracts since 1992, and we are well-versed in consulting and government relations, strategic planning, grant management, eligibility, and program/project management. We have guided and trained executives on how to efficiently implement strategic goals and objectives, and we have successfully supported clients through numerous monitoring visits and compliance reviews by oversight entities such as FEMA, HUD, OIG, and others.

Further, we have provided comprehensive emergency management planning and plan development that has focused on mitigation, incident operations, logistics, recovery, and continuity of operations. Our grant management approach addresses all areas of the Parish's Scope and is backed by the belief that compliance is a key component to protecting the Parish's recovery dollars. We will assist the Parish with common federal funding streams such as FEMA PA, the FEMA Hazard Mitigation Grant Program (HMGP) and Hazard Mitigation Assistance (HMA), and HUD's Community Development Block Grant (CDBG)

Program. We have extensive experience in program design and policy development, vendor management, federal procurement regulation, and grant closeout. We will take a commonsense approach to ensure your planning and recovery processes are effective and efficient by adhering to the following principles:

1. **Providing Qualified and Capable Personnel** | We believe that quality begins at the top and is demonstrated by personnel who lead through example. Our team is led by **Martin Altman, PMP, Principal**, who offers over 35 years of disaster planning and recovery program experience. Our team is aided by **Integrated Solutions Consulting, Corp. (ISC)**, who will provide emergency management support and other additional resources including staffing, equipment, and expertise.
2. **Establishing a Realistic Schedule and Budget** | Each contract is unique and has its own demands, requirements, and solutions. Our team will develop a “Targeted Time Certain Project Plan” that incorporates a comprehensive set of qualitative and quantitative performance metrics.
3. **Recognizing and Understanding Project Stakeholders** | We understand that the Parish’s initiatives are more than just projects on paper, and that adverse effects may occur if we do not execute deliverables with quality and consistency. Each project/Task Work Order directly impacts people’s lives and livelihoods, and our work product accounts for that. We strive to facilitate coordination, understanding, and support from all stakeholders, regardless of economic situation or position.
4. **Serving as an Extension of the Parish** | As your partner, we are directly responsible for the Parish’s success. We will center our partnership around communication, compromise, and cohesion. Quality is not limited to one finite area of operations. It is a foundational component of our culture and is maintained in every task our team executes.
5. **Executing FEMA PA in the Office and the Field** | We have developed a three-step approach to FEMA PA in which we focus on (1) grant formulation, (2) grant management, and (3) grant closeout to effectively coordinate funding towards applicable projects and public aid programs. We manage deployment of funds through the office efficiently for the direct use of aid in the field.

We will follow these principles to ensure the Parish can effectively execute recovery efforts and initiatives. We have a large staff of emergency management professionals and support personnel who are available for this contract, and we are committed to providing outstanding service that results in cost-effective and community-driven solutions. We have assembled a first-class FEMA consulting services team, and we trust that our proposal provides extensive information on our ability to provide the services covered in the Scope. Below are the persons who are authorized to make representations for Metric:

<u>Name of the Primary Contact for this Response:</u>	<u>Person(s) Authorized to Legally Bind the Proposer:</u>
Martin Altman   VP, Emergency Management & Long-Term Recovery 1821 Commercial Drive - Suite S Harvey, LA 70058 (504) 874-1641 <a href="mailto:martin.altman@metriceng.com">martin.altman@metriceng.com</a>	Veronica M. Benitez, Psy. D   Chief Executive Officer 13940 SW 136th Street Miami, FL 33186 (305) 235-5098 <a href="mailto:veronica.benitez@metriceng.com">veronica.benitez@metriceng.com</a>

Sincerely,



Veronica M. Benitez, Psy. D | Chief Executive Officer  
[Veronica.benitez@metriceng.com](mailto:Veronica.benitez@metriceng.com)





**TAB. B**

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Consulting Services for Disaster Recovery and  
FEMA Public Assistance

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**TAB. C**

# TECHNICAL PROPOSAL

Proposal Number: 0048 | Jefferson Parish  
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## TAB C. TECHNICAL PROPOSAL

### The Metric Competitive Advantage

		Personnel Returning from 2008-2021 Louisiana Disaster Recovery Projects
		Managed multiple activations simultaneously
		Successfully advocated for clients with FEMA & FHWA resulting in millions of dollars in recovery
		Experience with other Louisiana agencies such as LADOTD

**Metric** understands that the Parish Public Safety Grants & Administration Department is seeking a team to provide disaster recovery and FEMA PA consulting services. We understand that the team the Parish chooses will also possess extensive knowledge in federal and state requirements for reimbursement from FEMA. **Metric offers the Parish just that – a 30-year history that includes a wealth of knowledge and proven real-world experience in disaster recovery, millions of FEMA recovery dollars actualized for clients around the country, and specific localized knowledge within the state of Louisiana.** In fact, our team of FEMA experts includes staff who have been supporting Louisiana in their recovery from disasters since Hurricane Katrina, and who are still supporting Louisiana today, in their response to Hurricanes Laura, Zeta, and Ida.

**Metric** was established in July 1976 as a corporation in Florida and has grown to become one of the largest privately held minority consulting firms in the United States, specializing in comprehensive emergency management, disaster recovery services, and transportation planning and engineering. Our story as a distinguished provider of Emergency Management Services (EMS) began in August of 1992, when we answered Miami-Dade County's call to provide support to the South Florida community following Hurricane Andrew. Since then, we've managed and monitored emergency and recovery projects in a growing number of jurisdictions and in response to an ever-intensifying and increasing amount of disaster types. **We are well-versed in executive level consulting and government relations, strategic planning, grant management, eligibility and program/project management, and a variety of other support services to help the Parish maximize every available federal funding dollar.** We have staffed our team with highly experienced personnel to allow us to exceed the Parish's expectations in each area of the Scope.

We not only have the experience you are seeking, but also offer a team of individuals that we believe are the most valuable asset we can offer. Our reputation as a leader in all aspects of EMS, disaster recovery, and ongoing resilience has allowed us to attract top talent in multiple disaster recovery competency areas. Our emergency management personnel are also supported by our planning, technology, and transportation engineering groups. This means Metric can offer the Parish a well-rounded team backed by a wide breadth of experience and knowledge to help tackle any disaster-related task. In fact, we have supported our clients in comprehensive disaster recovery efforts that have included debris monitoring, damage assessments, construction management, grant writing, grant application development, benefit cost analysis, regulatory coordination, project monitoring, contractor oversight, cross-cutting compliance, external relations, financial management, and grant and contract closeout services.

Overall, Metric offers the Parish 40+ years of experience that includes performing work similar to the Parish's Scope. Below, we have outlined our explanation of post-disaster recovery reviews and the unique methods that we have perfected over three decades of experience in the process of successful FEMA reimbursements.

## SCOPE OF SERVICES

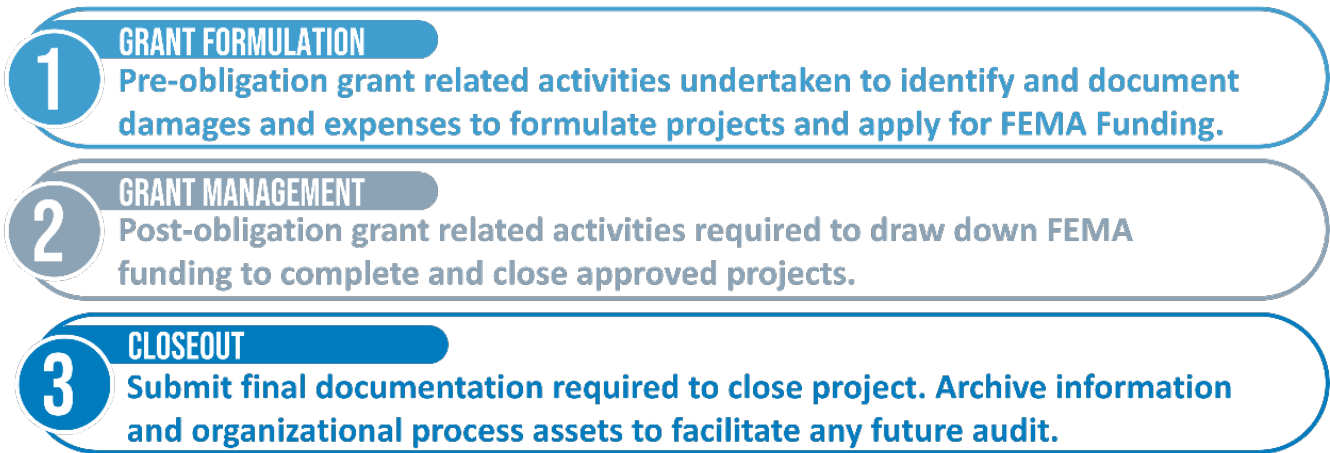
1. Provide assistance to the Public Safety Grants and Administration Department in procuring FEMA Public Assistance, based on federal and state requirements. Proposer must provide the broad-based support services designated to help maximize federal funding, expedite the process and retain funds during the closeout process.

We live in unprecedented times. Whether it is a natural disaster, extreme weather events, human-made events, wildfires, a pandemic, climate change, or post-response and recovery operations, we take a hands-on approach, with a core mission of achieving a full financial and physical recovery for our clients who are eligible to receive assistance from the FEMA PA program. We have a team of nationally recognized experts who provide unmatched experience and resources to organizations, businesses, governments, and communities in helping them prepare for, respond to, recover from, and mitigate natural and human-made disasters. Our team can provide the Parish the support it needs in the face of any event, and we will be ready to deploy within 24 hours' notice.

As a result of decades of precedent, the myriad of regulations governing FEMA and other federal funding streams are complex. Compliance with cross-cutting federal rules including environmental reviews, the American Disabilities Act, the Stafford Act, the Uniform Relocation Act (URA), and other regulations requires staff who understand how these rules interconnect. Oftentimes, FEMA is not the only resource in a project, as funding may stem from the Federal Highway Administration (FHWA), the Natural Resources Conservation Service (NRCS), the U.S. Army Corps of Engineers (USACE), the U.S. Economic Development Administration, the CDBG Program, the Small Business Administration (SBA), Low-Income Housing Tax Credits, and other federal sources.

Further, effective recovery requires staff with proven experience in applying these rules to design and implement programs. Metric offers staff with proven expertise and a deep understanding of the requirements governing these important disaster recovery funding streams. As recovery experts, we ensure we are aware of all current and future grant opportunities that become available to meet our clients' needs. We are ready to assist the Parish in identifying, applying for, and receiving competitive grants within this realm.

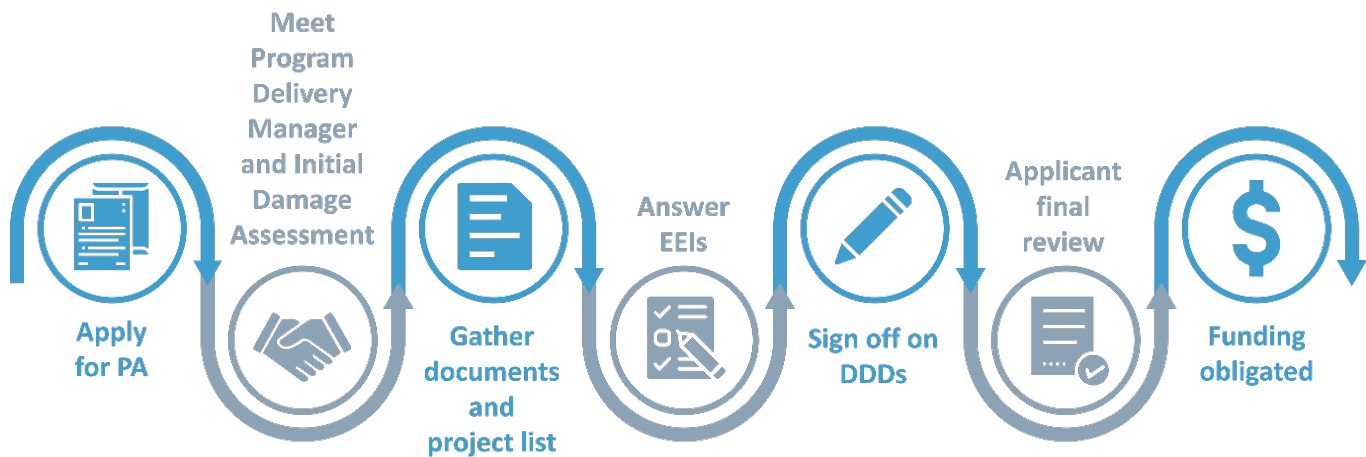
**Our team approaches FEMA PA collaboratively - leveraging relationships, insights, and practical knowledge to shrink the time between disaster event and cost recovery.** We understand the regulations and details governing FEMA PA and we provide accessible interpretations of policy and actionable guidance. As a result, the Parish will see fast results and will have peace of mind knowing that recovery funds are spent in compliance with governing regulation. Our FEMA PA approach is guided by the following three phases:



*Grant Lifecycle*

## GRANT FORMULATION (PRE-OBLIGATION)

Our team's knowledge of FEMA's Grants Portal along with our commitment to streamlined processes for project development provides the Parish with a seamless and effective pre-obligation phase.



*Grant Lifecycle Cont'd*

The FEMA PA process begins with ensuring damages are accurately captured and completed within the Parish's Damage Inventory (DI). The DI is where the Parish will document all damages from an event. Most importantly, the DI needs to be completed with all damages identified within 60 days of the Recovery Scoping Meeting (RSM). The DI lays the foundation for project development, playing a critical role in project grouping, setting site inspections, developing a Scope of Work (SOW), and more through obligation. If these items are not adequately captured, cascading impacts can cripple projects for the remainder of the project lifecycle. During this phase, our team will also begin tracking event-related costs so the Parish is set-up to receive maximum reimbursement. If the Parish requires assistance in documenting damages, we can assist in that area as well. We have a plethora of recovery professionals with a multitude of skills needed to correctly complete damage assessments.

**Following the COVID-19 pandemic, FEMA has begun conducting virtual damage assessments and inspections.**

Our team is intimately familiar with the challenges these virtual assessments and inspections present, as well as best practices we can implement to maximize efficacy of inspections while observing health protocols to mitigate the spread of COVID-19. Our experience has taught us that if a physical damage assessment can be safely conducted, an in-person inspection yields the best results. We have pioneered a method for performing

safe physical inspections which support preparation of Essential Elements of Information (EIs), Damage Description and Dimensions (DDD), and ultimately – compliant Project Worksheets. This method involves making a calculated investment in on-site personnel, which paves the way for our team to execute subsequent tasks remotely. Overall, critical points under the grant formulation process include:

- EIs
- DDDs
- Applicant Final Review

#### BEST PRACTICE

Submit a memo with each EI so the person writing your project has context and a plain language explanation of your proposed project.

**EIs** include the required information for FEMA to review and process your grant. All projects have an EI section that must be completed in the Grants Portal prior to submission to FEMA. EIs and their supporting documentation are then sent to the Customer Resource Center (CRC), where a FEMA representative will attempt to write a project from the information submitted.

The next critical point in the process is when FEMA writes the DDD. Review and acceptance of the DDD is critical to ensuring accurate project formulation. The DDD should be cross-referenced with the 1) DI, 2) Damage Assessment Report, 3) FEMA Site Inspection Report and 4) the EI, to ensure all items of the project are captured. The project will undergo many reviews before it is obligated, including a final review where the Parish (the applicant) signs off on the project as it is written. This is known as the **“Applicant Final Review”** and is the last step prior to a project being obligated. During this stage, we will assist the Parish with the following items:

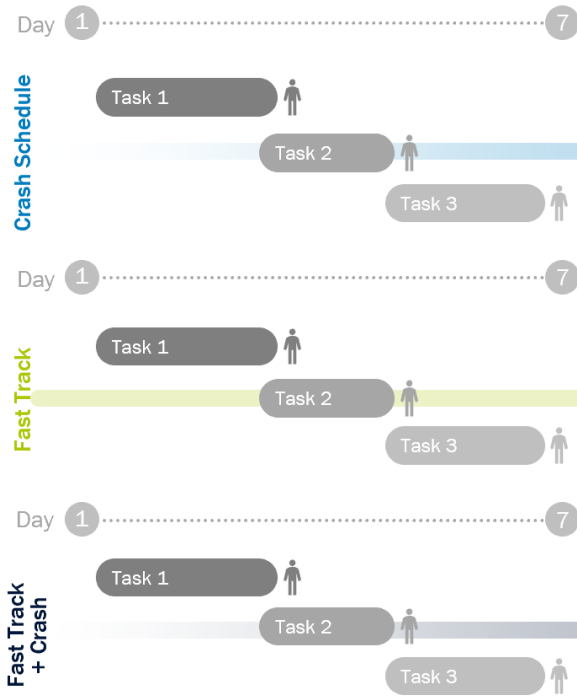
- Ensuring the project scope is accurate and all damages are captured;
  - Confirming completed work is included; and
  - Assuring cost estimate is close to anticipated cost (if a fixed cost offer is not acceptable).
- Checking the fixed cost offer to verify it reflects the actual cost

#### POST-OBLIGATION (GRANT MANAGEMENT)

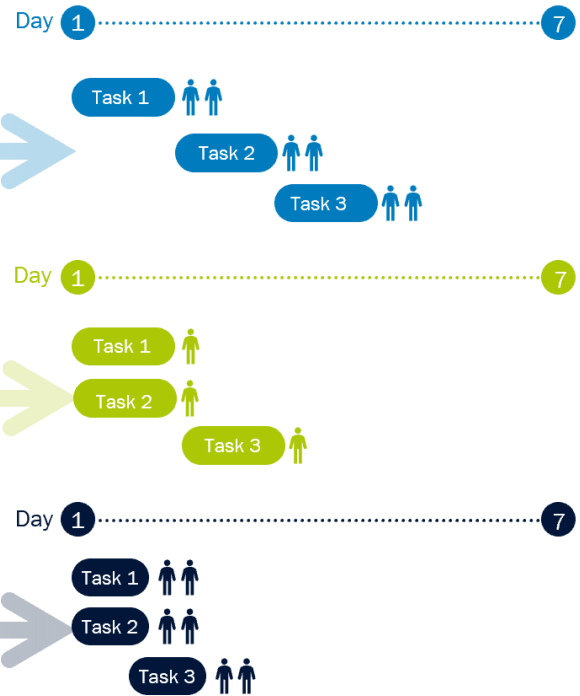
The post-obligation phase is when the bulk of the work occurs. FEMA and the state need to ensure the Parish submits all the appropriate documentation and follows the project’s approved SOW in order for the Parish to draw down its funds. In the FEMA PA Program, this is known as submitting your **Request for Reimbursement (RFR)**. Our process streamlines the creation and submittal of RFRs in an expedited and efficient manner, allowing us to pave the way for the Parish to receive reimbursements quicker than most applicants in the state. We prepare for expeditious reimbursement by carefully accounting for everything throughout the process, which makes compiling an RFR a simple, straightforward process. As RFRs are approved and funding is released by FEMA, we will help the Parish’s project stay on track by carefully monitoring each project against the planned outcomes. When a project slips due to budget overruns, schedule delays, or quality issues, we will work with the contractor and the Parish to get work back on track. In our experience, schedule delays are the most common reason a project is negatively impacted, and our team is adept at efficiently getting programs back on track.



## Before



## After



*Our team of skilled project management professionals will work with the Parish and its selected vendors to remedy schedule slips by crashing the schedule or adding more resources to each dedicated task - fast tracking the schedule so events take place simultaneously, rather than one after the other.*

## PROJECT CLOSEOUT

When a project is complete and all actual costs are known, a project enters project closeout and a project closeout package is prepared and submitted. All project closeout packages our team prepares are uniform. They have a standard naming convention and index, which allows final reviews to move forward in an expeditious manner. **Our team designs projects and programs with the end in mind.** We have the ability and experience to provide exemplary project management services and will be responsible for preparing and ensuring that all closeout paperwork, information, and data is properly accounted for and stored throughout the life of the projects. We understand that preparation for an error-free closeout starts at the beginning of every project.

We have extensive experience in monitoring and compliance for several federal funding streams, including FEMA, the CARES Act, HUD, and the FHWA, and we will apply that knowledge when supporting the Parish with development procedures and checklists to facilitate compliant closeout of each project. The Metric team will apply our overall proven approach to FEMA PA funding (outlined above) both pre- and post-disaster. We will work with the Parish to implement these proven processes and also meet the specific needs that are laid out in the Parish's SOW.

**2. 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.**

Metric understands that it is the goal of the Parish to recover every eligible cost that is reimbursable to the Parish. By establishing financial practices and procedures pre-disaster, the Parish can mitigate funding delays or denials and avoid missing opportunities. We understand the myriad of compliance requirements governing federal funds. We believe that making compliance a standard daily practice is the best way to ensure overall regulatory compliance and foster an environment where transparent financial stewardship thrives.

**ENSURING COMPLIANCE & MINIMIZING RISKS**

Our compliance framework provides an assurance that each project file “tells the story” and is preserved in an audit-ready, fully compliant file.

Further, we understand that compliance is not a stand-alone activity - it must be embedded throughout all program resources, materials, policies, and procedures. We are skilled at demystifying complex regulations and program requirements by distilling compliance to formulate user-friendly guides and quality control checklists. Our team provides technical consulting to help our clients navigate regulatory snare to administer

effective, efficient, and compliant projects and programs. **Compliance with applicable federal regulations, laws, and guidance is our number one priority.**

Our team will provide the Parish with comprehensive, efficient solutions for key compliance components involved with managing federal grants, including: compliance with applicable Federal Register Notices, the Affirmatively Furthering Fair Housing Act (AFFH), compliance with citizen participation, record retention, embedded financial controls and processes that ensure compliance with 2 CFR Part 200, and other relevant regulations. We offer unparalleled attention to detail and will conduct compliance reviews in accordance with agreed upon standards – ensuring results are tracked, managed, and stored in an accessible, organized, and secure manner.

**3. 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.**

Overall, our team will provide the Parish with comprehensive, efficient solutions for key compliance components involved with managing federal and state grants, including record retention that ensures compliance with relevant regulations. We will serve the Parish by obtaining, analyzing, and gathering field documentation efficiently and securely, as well as by maintaining all records, documents, pictures, and other data and field documentation that may include records regarding procured goods and services, timekeeping, force account labor and equipment, and others.

#### BEST PRACTICE

In the first 70 hours following a disaster, it is recommended to document all forced account labor and equipment used to ensure reimbursement at a later date.

We will maintain records of costs incurred under the terms of this agreement for five years following the closeout of an event. Records will meet all funding agency requirements for a proper audit of costs, including accounting records, project records, etc. All costs that we charge for will be supported by properly executed payrolls, time records, invoices, contracts, purchase orders, and any supplemental information to justify these details.

We also believe that decisions should be based on an understanding of proposed alternatives and their associated impacts. Our functional experience in implementing programs and processes aimed at a multitude of goals in jurisdictions around the country makes us uniquely positioned to advise on the impacts of proposed alternatives based on real-life experiences, lessons learned, and best practices. We understand what works and are committed to presenting the Parish with thoroughly analyzed creative pathways for success. We have developed and designed numerous dashboards and systems to make sure decision makers are empowered throughout the process, to ensure we make the correct revisions based on the Parish's needs. Our GIS team is highly experienced in the development of customized ESRI web-based solutions like interactive StoryMaps, dashboards, hubs, and custom web-based applications. We can also provide ArcGIS Online (AGOL) development and hosting services. These solutions can be used for project tracking, data editing, and/or data reporting purposes. **No matter what level of coordination is needed for a specific project, Metric focuses on meaningful engagement of the client, the public, and in-house management services.**

**As a leading data science practitioner, we understand how to use data to analyze past data to predict future trends or outcomes.** When applied correctly, these techniques can be used to improve project outcomes by identifying, managing, and mitigating the risks of destructive events - thus reducing the economic impact to the community. Our team leverages a range of technology platforms to visually understand the vast and complex world of emergency management and hazard mitigation. Our systems and reporting platforms allow us to customize reports and visualizations to display information you want to see, and in the format you prefer.

**4. 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.**

Metric staff will work closely with our subconsultant, **ISC**, to offer Parish staff our expertise in preparing FEMA PA emergency and permanent work project estimates. We can also develop replacement costs of buildings, property, etc. to help determine cost estimating, detailed DDDs, SOW, and accurate force account labor and equipment summary reports to use in the writing of grant applications.

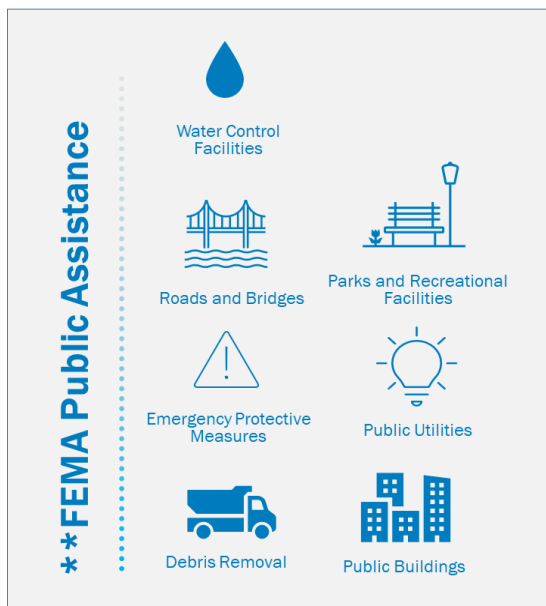
Project formulation is the process of capturing damages due to an event, determining a method of repair, and subsequently creating a cost estimate for said method of repair. This process operates differently for emergency work (Categories A-B) and permanent work. FEMA uses the Project Worksheet (FEMA Form 90-91) to document details of the project, including a detailed description of the disaster-related damage and dimensions and the associated SOW and costs.

These details should cover the who, what, why, when, where, and how. Timely disaster recovery funding is critical for the Parish to return to normalcy after a disaster event. To ensure the funding process moves forward

in a timely manner, each project must comply with applicable federal laws, regulations, and policies – and be complete, accurate, concise, and clearly written. To be eligible for reimbursements, costs must be reasonable and necessary to accomplish the eligible work and must comply with federal, state, and local laws and regulations. While FEMA approves funds, the speed of approval depends on the quality of efforts to capture damages, the care with which the Parish documents the work they have done, and most importantly, the quality of reviews for RFRs or advances. Based on the scale of the event, Metric and the Parish will determine the level of effort and staffing needs for the recovery process. Metric will assign Disaster Specialists to work with the Parish to determine more detailed damage caused by the event. In order to develop DDDs, Metric will strategize with the Parish and determine the most efficient and effective means of identifying and documenting damages.

We will also ensure damages are accurately captured and completed and will provide recovery personnel that are equipped with a multitude of skills needed to correctly complete damage assessments. Specifically, our team has experience providing FEMA and CDBG-DR damage assessments for a number of disaster events and will ensure damages are accurately captured and completed.

**5. Assist parish departments with services post-impact to perform damage assessments, inspections and project management services from impact to repair.**



*\*\*FEMA PA work must be required as a result of the declared incident, be located in the designated area, & be the legal responsibility of the applicant.*

Metric has a full staff that is experienced in providing damage assessments and inspections post-disaster. As mentioned above, we offer a wide variety of recovery personnel that are equipped with a multitude of skills to accurately and efficiently complete damage assessments, inspections, and project management services. Specifically, our team has experience providing FEMA damage assessments for a number of disaster events in the state of Louisiana for both the LaDOTD and a number of parishes.

**Our site inspectors, engineers, and construction managers have deep experience in FEMA damage eligibility and are experts at understanding and capturing disaster damage, including subtle details not immediately visible (e.g., corrosion, water infiltration, etc.).** Understanding job site safety and OSHA requirements is also a critical part of our site inspection operations. Experience working on post disaster environments and recognizing the special circumstances of damaged facilities, we have created site visit protocols to ensure employee and client safety is our top priority.

We have the ability and experience to provide **exemplary project management services** and will be responsible for preparing and ensuring that all paperwork, information, and data is properly accounted for and stored throughout the life of every project, and are properly submitted to the appropriate agencies throughout the life of the events/projects. We understand that preparation for an error-free closeout starts at the beginning of every project and can work with Parish staff to ensure each project is successfully completed from the Notice-To-Proceed to project closeout.

**6. 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).**

Metric has put together a team that can exceed the Parish's needs in terms of expertise in coordinating with federal, state, and local staff for fiscal related disaster recovery and PA services after a hurricane or other disaster. Not only does Metric have extensive experience in these areas, but our practices and processes have been tested during multiple disaster events, including some of the most destructive hurricanes that have hit Florida.

Our team is ready and able to make expert recommendations based on our knowledge, skills, and experience from current and previous similar contracts in Louisiana and throughout the Southeast U.S. Our post-disaster FEMA PA experience includes working with Union Parish Policy Jury for Technical Assistance Consulting and Project Management Services after a large flooding event and Pasco County, Florida, on their Emergency Management and Grant Services Program contract, which included activations following Hurricanes Hermine and Irma, as well as during the COVID-19 pandemic.

We know that preparation and Implementation of Project Worksheets is required for every disaster management and recovery project that is subject to FEMA funding. Our team can assist and manage evaluations in the formulation of both emergency and permanent work Project Worksheets, offering experts in cost estimating, developing DDDs and a project SOW. We can also evaluate alternate and/or improved projects and review Project Worksheets to determine final eligible costs.

Our team is led by **Mr. Martin Altman, PMP (Principal)** who has over 35 years of experience in disaster recovery management expertise. He was responsible for the oversight of the Florida Long-Term Recovery Program for the 2004 and 2005 hurricane seasons, where he served as the FEMA Infrastructure Branch Director for the FEMA PA and Hazard Mitigation Programs. He oversaw more than 200 staff members who worked on project formulation, scope and cost development, eligibility determinations, grant management, appeals, and closeout of nine federally declared disasters – which resulted in over 4,000 applicants and the recovery of more than \$16 billion.

**7. 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.**

Metric offers the Parish a multi-disciplinary team that includes several experienced professional engineering staff that are able to review a wide variety of engineering plans as they relate to any disaster-related tasks including repair and/or construction of damaged facilities and infrastructure. Led by Ms. Jessica Bloomfield, PE, our engineering team can coordinate with any external or internal engineering and design teams and their efforts involved in post-disaster assessments of damaged facilities as well as construction efforts. Our FEMA experts, led by Mr. Altman, will work hand-in-hand with our engineering team and other damage inspection experts to ensure that all repairs comply with FEMA, state, and local eligibility requirements, and cost reasonableness determinations – as well as adherence to applicable Project Worksheets and other guidelines.

Our team's **core knowledge includes the principles of allowable costs, insurance requirements, equipment costs, procurement procedures (i.e., competitive bidding), cost reasonableness, and reporting.** Our team makes use of forensic accounting procedures to assure cost reasonableness and quality assurance. We conduct detailed analysis on repair/construction efforts performed in comparison to the Scope and Project Worksheets to assure eligibility and adherence to grant requirements and guidelines.

**8. Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.**

Insurance is a critical component of disaster recovery and maximizing these proceeds is key – especially when a client has previously received federal funding. Metric will assist the Parish with reviewing their insurance policies and prior federal insurance requirements and will help maximize all funding. All damages will be captured according to the peril of loss, and Metric will monitor the reductions that are applied for correctness. These efforts will ensure there is no duplication of benefits, and that federal funding is maximized. Metric will work with the Parish's Risk Manager(s) to ensure the Parish understands the insurance regulations related to obtain and maintain requirements from the past, and also related to the most recent disaster.

**9. Develop strategies and maximize formulation of 406 hazard mitigation projects.**

Our emergency planning and disaster recovery offerings includes hazard mitigation activities as well as expertise in the closeout/auditing process. Hazard mitigation authorized under Section 406 of the Stafford Act is available for any eligible permanent work project and is specifically built into the FEMA PA Program. Under this program, we will prepare a list of the most advantageous mitigation measures for each project for the Parish's consideration during the grant formulation phase. Through partnership with our team of SMEs and Technical Specialists, the Parish will have the expertise and oversight necessary to manage all aspects of FEMA's PA program with regards to grants management, project formulation, policy strategy, and Section 406 of hazard mitigation. In the case of a disaster, we will help the Parish maximize its reimbursements and guarantee the most advantageous use of funds to help the community recover.

**10. 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.**

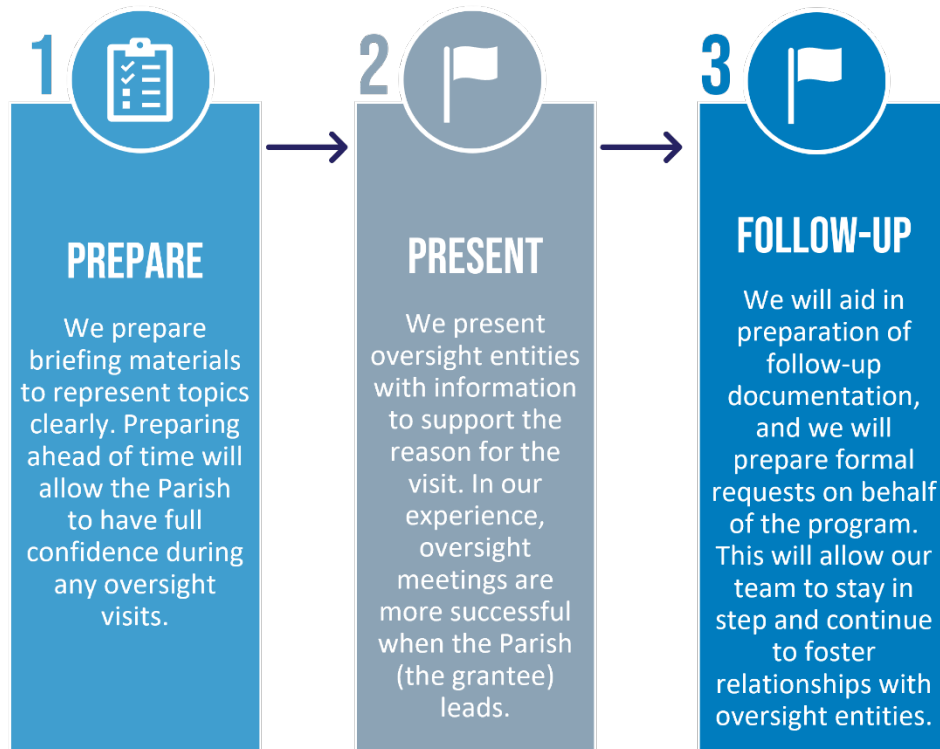
Strong internal controls for cost and budget are critical for transparent financial stewardship, and to ensure funds reach intended beneficiaries as efficiently as possible. We will assist the Parish with fortifying its existing controls, and we will work with the Parish to implement new controls to ensure compliance with guidance in "Standards for Internal Control in the Federal Government", issued by the Comptroller General of the United States, or the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), and in accordance with 2 CFR Part 200. **Having adequate financial management systems and policies in place before a disaster strikes cuts down on the time between disaster event and funding, as federal funders can be assured that the Parish is prepared to act as a responsible fiscal steward.**

**Our team designs projects and programs with the end in mind.** We have the ability and experience to provide exemplary project management services and will be responsible for preparing and ensuring that all closeout paperwork, information, and data is properly accounted for and stored throughout the life of the projects. We



understand that preparation for an error-free closeout starts at the beginning of every project. We have extensive experience in monitoring and compliance for several federal funding streams, including FEMA, the CARES Act, HUD, and FHWA, and we will apply that knowledge when supporting the Parish with development procedures and checklists to facilitate compliant closeout of each project.

Our philosophy for interaction with oversight entities at any level is founded in transparency. **We have a long history working with federal and state entities – including Louisiana-based entities and the staff who work at each.** We believe that a smooth grants process is based in mutual trust and that mutual trust thrives when relationships are strong.



*How we prepare for meetings with oversight entities.*

We have successfully supported clients through numerous monitoring visits and compliance reviews by oversight entities including HUD, FEMA, the OIG, and others. We have represented our clients in annual audits by the State Auditor's Office, the U.S. Department of Homeland Security, OIG, and FEMA. Recently, we represented the County of Birmingham, Alabama throughout an entire audit process that was conducted by the OIG. We provided documentation, procurement guidance, cost eligibility expertise, and technical assistance. **All questioned costs were supported, and we utilized our relationships with FEMA leadership to provide additional support for any questioned costs.** We understand the myriad of compliance requirements governing federal funds. We believe that making compliance a standard daily practice is the best way to ensure overall regulatory compliance and foster an environment where transparent financial stewardship thrives.

One of the many challenges with obtaining and maintaining federal funding is demonstrating compliance with all procurement processes. This is especially true for compliance processes set forth in 2 CFR Part 200. In fact, the most common reason for de-obligation of FEMA funds is due to improper procurement actions.

Through due diligence and decades of proven experience, our team can perform an initial review of the internal controls, procurement, contracting, compliance, and contract management at the project's inception. Based on our knowledge and vast experience with FEMA grant management, we will work with the Parish to ensure that



the Parish's procurement procedures and controls are compliant with the federal procurement requirements outlined in 2 CFR § 200.318 through § 200.326, and other applicable state and federal procurement policy, and that all costs are reasonable and properly documented. Upon request, our team will provide support with:

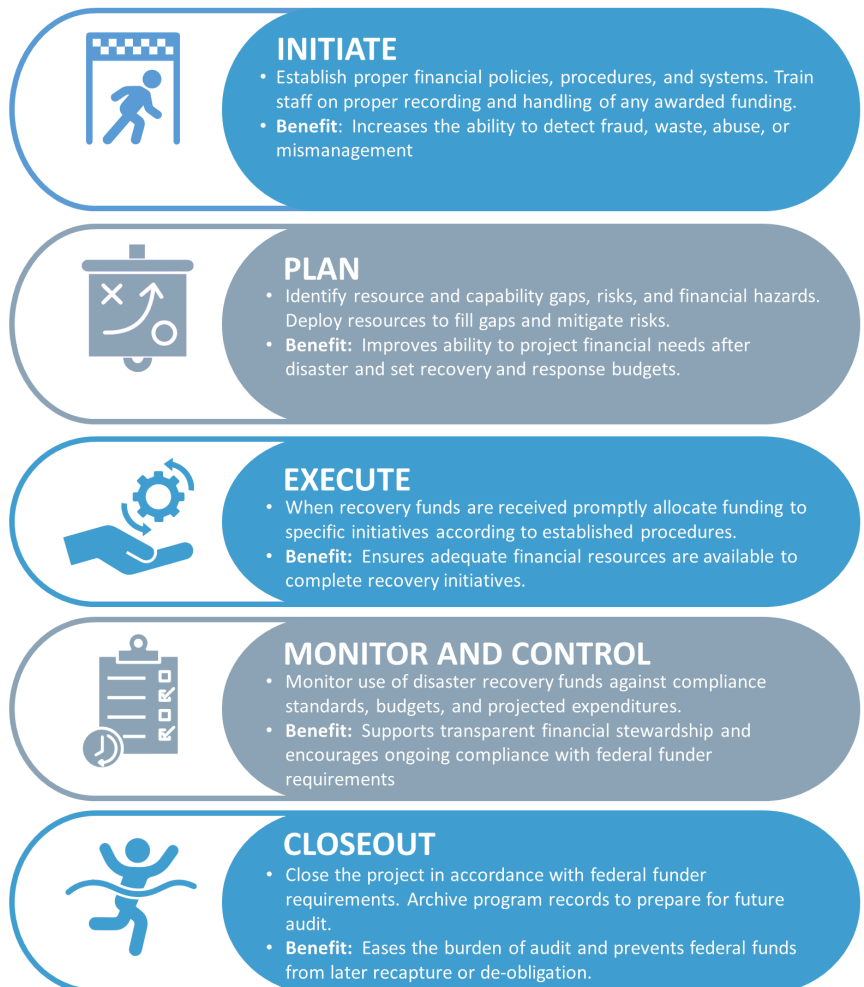
- Performing complete, independent evaluations of the bid evaluations
- Maintaining policies and selecting procurement methods that allow for full and open competition
- Ensuring that the Parish takes every measure to use small and minority businesses, women's business enterprises, and labor surplus area firms when possible
- Reviewing or assisting with price analyses for any actions above the simplified acquisition threshold
- Ensuring competitive pricing and identifying cost savings to allow the Parish to maximize recovery dollars
- Working with the Parish to provide overall contractor oversight, including but not limited to: performing contractor cost eligibility and documentation, payments requisitions, vouchers, disbursement and supporting documentation, financial data, and compliance monitoring
- Assisting with the preparation and review of contracts to ensure compliance with 2 CFR § 300.26
- Preparing and compiling procurement records, as needed

**11. 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.**

By establishing financial practices and procedures pre-disaster, the Parish can mitigate funding delays or denials and avoid missing opportunities. Our team will work to ensure that the financial management systems, including payroll (manual and IT) are in place, and all transactions are being captured and processed according to applicable laws and regulations.

We will implement the following actions to ensure the development, implementation, and management of compliant financial systems:

- Conduct a performance evaluation of the Parish's payroll tracking system to ensure compliance with 2 CFR Part 200
  - This review will be conducted no less than annually
- Audit the Parish's accounting principles to ensure compliant practices for fiscal and accounting management
- Ensure force account labor eligible expenses are being captured accurately for accounting and close-out purposes.



The Data Management tool we provide allows us to track all Force Account Expenses from the beginning of the event and can be tracked in real-time and followed through the entire recovery. The Grant Management Tool will automatically place it in the format that is required by FEMA and can automatically be uploaded in the FEMA Grants Portal.

- Support the Parish in streamlining its financial management policies, procedures, and account lines to ensure smooth transitions between pre-and post-disaster

Strong internal controls for cost and budget are critical for transparent financial stewardship, and to ensure funds reach intended beneficiaries as efficiently as possible. We will assist the Parish with fortifying its existing controls, and we will work with the Parish to implement new controls. **Having adequate financial management systems and policies in place before disaster strikes cuts down on the time between disaster event and funding, as federal funders can be assured that the Parish is prepared to act as a responsible fiscal steward.**

**In reference to force account labor and equipment**, Metric has vast experience that will allow us to develop effective Project Worksheets that document and seek to recover costs for all force account labor and equipment as well all contracted resources. Preparing Project Worksheets for FEMA Category B (Emergency Protective Measures) is something our team is very adept at. Our team will work all departments within the Parish to ensure all costs associated with emergency operations are captured. This includes agencies such as law enforcement, fire department, emergency management (sheltering), and public works operations. With our clients, our team dives deep to understand the overall response and we consider areas that may have been missed or for which there is potential reimbursement. We know how to effectively utilize FEMA Public Assistance Program and Policy Guide (PAPPG) to maximize your recovery.

## **12. 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.**

There are times when FEMA may not agree with information presented within a project and will deem portions of the project, or the entire project ineligible. In those limited cases, our team will work with the Parish to prepare policy-driven defense of the project. Our approach to appeals starts with our design for operations and applications for funding. We design operational processes and Project Worksheets with a strong policy underpinning. This policy-driven approach allows us to prevent (to the greatest extent) appeals and adverse determinations. When disagreements do come up, we attempt to mediate them on a policy basis – avoiding the cost and time delay of an appeal.

### **REAL LIFE SUCCESS**

**Metric submitted a successful, policy-driven argument that was supported by common sense explanation to support the County of Cranston, Rhode Island in a FEMA appeal. FEMA's adverse determination was reversed, and the City of Cranston's questioned costs were reimbursed.**

When appeals are necessary, we advocate for our clients' ability to pursue recovery projects and initiatives that align with their vision. We will work with the Parish to create compelling, concise appeals packages for submission to state and federal entities. Our team's personnel include SMEs, Engineers, and other Policy Specialists who have successfully appealed FEMA funding decisions to the benefit of our clients around the

country. We stand prepared to support the Parish in the event that there is a need for appeals – including during instances of potential funding de-obligations.

**13. Assist the Public Safety Grants & Administration Department with cash flow, advance, and reimbursement requests and documentation in anticipation of future audits.**

Through partnership with our team of FEMA SMEs and Technical Specialists, the Parish will have the expertise and oversight necessary to manage all aspects of FEMA’s PA Program, with regards to grants management, project formulation, policy strategy, as well as the 404 HMGP. In the case of a disaster, we will help the Parish maximize its reimbursements and will assure the most advantageous use of funds to help the community recover. As previously mentioned, we design projects and programs with the end in mind. We prepare and ensure all paperwork, information, and data is properly accounted for and stored.

We understand that the Scope specifically lists funding through FEMA programs, but we anticipate that the Parish may be allocated funding from multiple sources over the life of this engagement, including the U.S. Treasury, HUD (through the CDBG-CARES, CDBG-MIT, and CDBG-DR programs), state contributions, and others. We will work with the Parish to maximize funding from all sources, by prioritizing expenditure of funding streams with more restrictive requirements. For example, FEMA and CDBG-DR funding can be used to fund repairs or mitigation measures for roads and bridges. However, FEMA does not fund initiatives like economic recovery programs, but HUD does. Using FEMA dollars to fund roadway improvements while reserving HUD funding for other uses will help the Parish accomplish various initiatives while minimizing out of pocket costs.

**14. 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.**

Our team provides functional experience in the implementation of programs aimed at a multitude of goals in jurisdictions around the country (including Louisiana), which uniquely positions us to advise the Parish on what works regarding the capture of data related to procured goods and services. As previously noted, our team designs projects and programs with the end in mind. We have the ability and experience to provide exemplary project management services and will be responsible for preparing and ensuring that all closeout paperwork, information, and data is properly accounted for and stored throughout the life of the projects – including capturing each contractor’s billing to ensure all costs that are eligible for disaster grant funding are documented and claimed.

**15. Develop processes for ensuring compliance related to contract monitoring and contract close-out as required by federal, state, or other agencies.**

As outlined in [Section 1](#), we have crafted a unique and proven real-time process to assist municipalities in compliance requirements including contract monitoring and close-out. We start each contract and program with the end in mind and have the expertise to provide project management and monitoring services that ensure compliance with all federal, state and other agencies throughout each contract’s lifecycle. Specifically, we will assist the Parish’s projects stay on track by carefully monitoring each project against planned outcomes.

**16. Possess the expertise and assist the Parish with identifying other disaster recovery funding opportunities, including additional federal recovery programs.**

We are trained on the cutting edge of regulatory guidance at the state and federal levels and have used our training to support our clients in efforts which have included grant writing/grant application development, grant management and administration, PA, debris monitoring and oversight, public involvement, and the dissemination of disaster-related information, coordination with federal, state and local agencies, reimbursement services, procurement development and oversight, financial management, and more. **Metric offers the Parish an all-encompassing disaster management administration approach**, founded on the key principles mentioned below:

We offer grounded, practical knowledge of the myriad of regulations governing FEMA and other federal grants from environmental reviews to the Stafford Act, Uniform Administrative principles, and beyond. **We rely on expertise and experience to design and implement initiatives that weave compliance throughout.**

1



**IN-DEPTH POLICY  
KNOWLEDGE**



**DATA DRIVEN  
RESULTS**

2

Our team's expertise in data analysis, decision support tools, and GIS mapping enables our clients to define metrics, understand scenarios, inform policies, track initiatives and projects, and ultimately understand their data, **allowing informed decisions that result in measurable outcomes.**

We are experts in the FEMA programs. We understand how these funds can be combined with CDBG and other funding streams to **fully leverage and maximize all available funding sources, so the County's out-of-pocket costs are minimized.**

3



**COST RECOVERY AND  
FINANCIAL MANAGEMENT**



**COMMUNICATION**

4

We know strong communication is the foundation of a strong program. We deliver a range of communications from reports to one-on-one interaction to ensure **stakeholders of all levels of influence remain engaged and supportive of the County's efforts.**

Our skilled project managers **set expectations, manage results, and proactively communicate the County's success** as we drive progress forward to meet established timelines.

5



**PROVEN PROJECT  
MANAGEMENT**



**STAFF  
AUGMENTATION**

6

The rapid pace and unprecedented scale of disaster recovery require more than just the existing staff and personnel systems traditionally in place. **We augment your staff with experts while simultaneously building your organizational capacity.**

*Metric's grant management philosophy is driven by these key principles.*

We will work with the Parish to maximize funding from all sources, by prioritizing expenditure of funding streams with more restrictive requirements. We will go after any applicable and available funding source that is available to the Parish in preparation for, or recovery after, an event. In today's world, there are also an abundance of complex rules and regulations that an organization must meet to receive federal funding. Metric is prepared to aid the Parish with these federal funding rules and regulations and utilize our breadth of knowledge across different recovery programs to minimize the potential for inter-agency conflicts and equip the Parish with the tools needed to resolve any disputes that may arise.

#### 17. Assist with recovery of FEMA Public Assistance cost share funding through CDBG-DR application

Metric offers exclusive insight into the requirements of CDBG-DR, CDBG-CV, and CDBG-MIT funded programs. **As a firm, we have administered CDBG programs since 2010. Our expertise enables us to anticipate and avoid significant issues, both pre- and post-program launch.** We are intimately familiar with the requirements of CDBG funding and have assisted grantees during all phases of CDBG-DR grant administration – from the development of Action Plans and unmet needs assessments through closeout. We have supported our clients in efforts that have included:

- Planning - including needs assessments
- Action Plan writing and program design
- Policy development
- Eligibility and Duplication of Benefits reviews
- Implementation of the Uniform Relocation Assistance and Real Property Acquisition Act (URA)
- Regulatory coordination
- Construction management
- Project monitoring
- Case management
- Reimbursement services
- Payment reconciliation
- Procurement development and oversight
- Cross-cutting compliance
- External relations and stakeholder engagement
- Financial management
- Environmental reviews that exceed FEMA compliance requirements

## ADDITIONAL TECHNICAL APPROACH REQUIREMENTS

### Plans and/or schedule of assessment/ review and implementation of post disaster fund reimbursement.

Metric proposes a team that will exceed the Parish's needs in terms of expertise in fiscal related disaster recovery and public assistance services following a hurricane or other disaster event. Metric has extensive experience in these areas, and our practices and processes have been tested during multiple disaster events – including some of the most destructive hurricanes that have hit Louisiana and numerous activations within Florida and Texas. As outlined in the previous section ("**Scope of Services**" **Section 1**), we have a specific and unique process we utilize when FEMA PA funds can be used for fiscal recovery after a disaster. However, we can also assist the Parish in creating adequate financial controls to mitigate funding delays or denials during the recovery process following a hurricane or other disaster, which we outline in **Section 11**. Our post-disaster FEMA PA experience includes working with the State and with several local entities throughout Louisiana.

### Plans for review of procurement policies/bidding documents for which FEMA reimbursement may be eligible.

As stated in **Section 7** above, Our team's **core knowledge includes procurement procedures (i.e., competitive bidding)** as well as allowable costs, insurance requirements, equipment costs, cost reasonableness, and reporting. Our team makes use of forensic accounting procedures to assure cost reasonableness and quality assurance. We conduct detailed analysis on repair/construction efforts performed in comparison to the Scope and Project Worksheets to assure eligibility and adherence to grant requirements and guidelines. We know that there are numerous challenges with obtaining and maintaining federal funding, including demonstrating compliance with all procurement processes set forth in 2 CFR Part 200. We are experts in this process and have outlined more details of our approach in **Section 15** above. Our team will work with Parish staff to review all policies set in place to ensure that every eligible reimbursement is captured efficiently and successfully – no matter the scope or size of the project at hand.

### Proposer shall submit an affirmative statement that the Proposer has reviewed the scope of work, understands the nature thereof and is willing and capable of providing the services thereof.

Metric has reviewed the scope of work provided by the Parish. We understand the nature of the work required and are willing and capable of providing all services. We have outlined our understanding of, and experience in, said scope in the Technical Approach included in this section.

### Proposer shall include innovative concepts, including any historical experience related to those concepts, that the Proposer desires the Parish to consider.

Municipalities across the country are having to deal with, and prepare for an increasing number and intensity of disasters. This influx presents a unique challenge for government and private sector organizations, as they grapple with how to meet the rising needs of emergency management and disaster response. Metric's team will work hand-in-hand with the Parish to help the Parish better understand problems that need to be solved, as well as how to efficiently and successfully solve them. We pride ourselves in offering team members who think outside the box to find innovative, real-time solutions for a range of disaster response scenarios. Metric, along with ISC and BHA, have unearthed innovative processes and technologies to empower the Parish and similar organizations to help solve problems in practical, yet creative ways. Two of those innovations are the Odysseus™ Grant Management Tool and the Odysseus™ Site Inspection Tool. ***Both of these tools are explained in more detail in in Tab E, Innovative Concepts.***





**TAB. D**

**PROPOSER  
QUALIFICATIONS &  
EXPERIENCE**

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance



## TAB D. PROPOSER QUALIFICATIONS & EXPERIENCE

### History and Background of Proposer



**Metric** was established in July 1976 as a corporation in Florida and has grown to become one of the largest privately held minority consulting firms in the United States, specializing in comprehensive emergency management, disaster recovery services, and transportation planning and engineering. Over the last 46 years, we have increasingly expanded our footprint in the state of Florida, along the Gulf Coast, and throughout the southeast U.S. We now have six regional offices in Florida, including Panama City Beach, Chipley, Lake Mary, Jacksonville, Fort Lauderdale, and Miami (Corporate Headquarters).

Our story as a distinguished provider of EMS began in August of 1992, when we answered Miami-Dade County's call to provide support to the South Florida community following Hurricane Andrew. Since then, we've managed and monitored emergency and recovery projects in a growing number of jurisdictions and in response to an ever-intensifying and increasing amount of disaster types.

**99.9%**

**RECOVERY  
RATE**

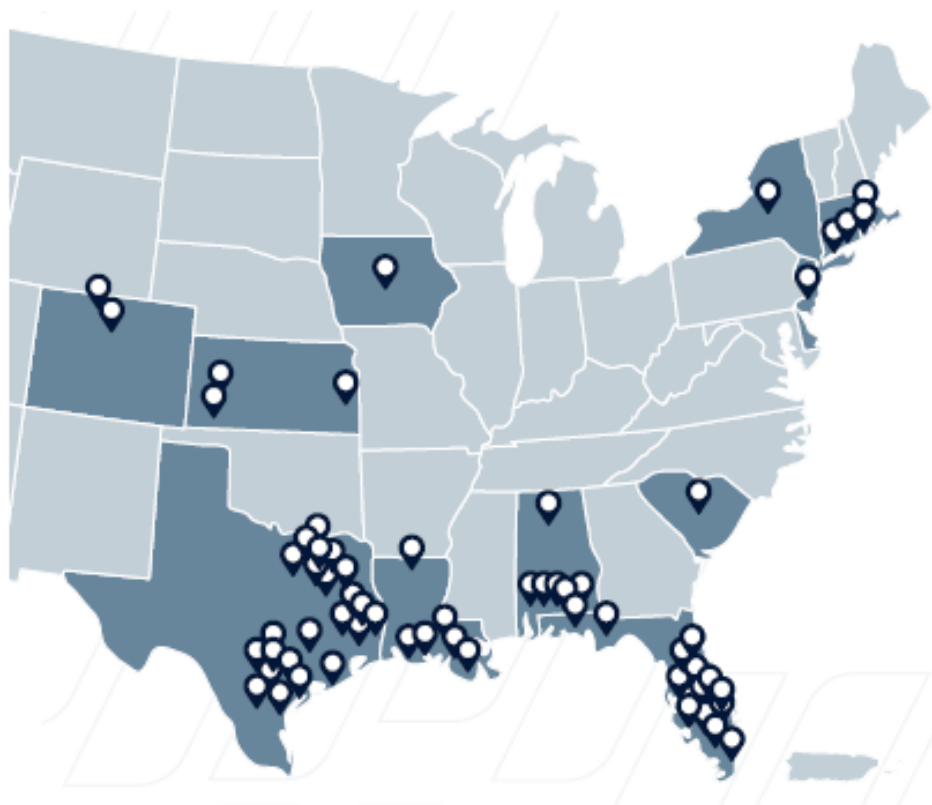
**\$16B+**

**FEMA PA  
REIMBURSEMENT**

**30+**

**MAJOR  
STORMS**

### Where we have worked!



We are well-versed in executive level consulting and government relations, strategic planning, grant management, eligibility, and program/project management, and we have staffed our team with personnel to exceed the Parish's expectations in each of those areas of the Scope. This specific team has 40+ years of experience in the obligation and processing of FEMA PA reimbursements, including reconciling FEMA project closeouts and insurance issues, and providing impeccable customer service capabilities.

Our commitment to excellence - combined with our responsiveness - has gained us an outstanding reputation, and more importantly, the trust and confidence of our clients.

**We offer the Parish our comprehensive disaster recovery expertise that includes a mastery of the FEMA reimbursement process. We get it done right, and we get it done fast.**

Our team has contributed to recovery efforts for some of the most catastrophic disasters in our nation's history. Over the last 30 years, Metric and our team members have managed over \$2 billion in storm-related contracts, and gained extensive, documented knowledge and experience coordinating with federal, state, and local agencies. Our staff members have decades of emergency management experience and unmatched field implementation involvement. We bring unparalleled experience to offer expertise in

comprehensive emergency management planning and training, and damage assessment services. Our key disaster recovery management personnel have responded to disaster recovery operations resulting from hurricanes, floods, and snow/ice storm events in Louisiana, Florida, Georgia, Alabama, Texas, New York, North Carolina, Colorado, and Rhode Island.

**i. Status with related services to government entities existing customer satisfaction, demonstrated volume of merchants, etc.**

## Metric's Qualifications/Experience in Similar Services

As displayed on the map included on the previous page, we have managed and monitored emergency and recovery projects in a growing number of jurisdictions and in response to an ever-intensifying and increasing amount of disaster types. An overview of our experience providing these services for federally declared disaster events in the state of Louisiana, as well as Florida and Kansas, are included below.

### Union Parish (Louisiana) Police Jury | Technical Assistance Consulting and Project Management Services for FEMA Public Assistance (PA)

**2016 Flooding in Union Parish, Louisiana (2016 – 2019), Union Parish Louisiana**

During the incident period of March 8 to April 8, 2016, severe storms with heavy rains and flooding created excessive water runoff into the rivers, streams, and creeks in Union Parish, LA, resulting in significant and substantial volumes of water attempting to flow through the pipe culverts that lie transversely to the Parish roads. Additionally, the fast flowing and excessive flood waters resulted in numerous washouts involving damage to roadway surface material, culverts, and embankment material throughout the Parish. The Parish retained Metric to provide Technical Assistance Consulting and Project Management Services for PA projects. PA services included coordinating efforts and services related to development of FEMA PA Program permanent work projects in close coordination with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and FEMA.

Responsibilities included:

- Overall coordination and communication with the Parish and each Department pertaining to FEMA PA Program related projects;
- Monitoring project accounting, budgeting, expenditures, revenues and activities by providing monthly project expense reports and all periodic project status reports;
- Maintaining all project related documents and records; coordinating all closeouts and all state and federal project audits; attending and participating in meetings held by the Parish or Neighborhoods/Community Associations;
- Maintaining adequate records, permits, complaints, inspection reports, and any other such FEMA PA Program related document(s) for review by the Parish, GOHSEP or FEMA upon request any time during and/or at the completion of each project;
- Assisting the Parish in developing FEMA approvable permanent work project worksheets for damaged public facilities;

- Incorporating hazard mitigation measures and special considerations, codes and standards evaluations and environmental and historical requirements in Project Worksheet development;
- Assisting the Parish in determining whether to develop improved projects and/or alternate projects as defined under the FEMA Public Assistance Program;
- Ensuring FEMA approved permanent work PA projects are designed, managed, and constructed in accordance with all applicable FEMA PA Program requirements and that all project related activities, including applicable consultant services, are FEMA reimbursable to the maximum extent possible;
- Reviewing all project related invoices to ensure that all permanent project work performed is FEMA reimbursable;
- Ensuring all required PA Program permanent work-related documents and records needed to support FEMA reimbursement requests are properly maintained, easily compiled for submission, and made readily available to the Parish, GOHSEP, and/or FEMA upon request or as required;
- Monitoring and coordinating work with design professionals, construction management personnel, contractors, Parish staff and any other project related parties to ensure work activities completely comport with FEMA PA requirements;
- Coordinating all required project closeout related activities associated with the FEMA PA for permanent work projects;
- Tracking and monitoring PA Program activities to ensure work assignments are completed and documented

#### **Notable Project Features: FEMA PA, 406 Mitigation, Damage Assessments, Closeout**

Client Name: **Union Parish Police Jury**  
Address: **100 East Bayou Street, Suite 105, Farmerville, LA 71241**  
Reference Name: **Derek Kennedy, Union Parish Policy Jury**  
Phone: **(318) 614-5856**  
Email: **dsst1230@yahoo.com**  
Date of Initiation/Completion: **05/5/16 – 05/04/19**

## **Disaster Recovery Consultant | Louisiana Department of Transportation and Development**

Under a pre-positioned contract, Metric provides monitoring and oversight of debris removal operations in accordance with FEMA Category A requirements and is responsible for vendor management, project worksheet development, data management, reporting, and overall project compliance over multiple disasters. Metric has held this contract for several years, having received multiple renewals and several activations.

### **TWO: LaDOTD District 2**

Following Hurricane Ida, our team was activated to monitor the removal and disposal of over 1.3 million CY of marsh grass and other veg debris, leaners/hangers, and C&D debris from District 2 roads and right-of-way resulting from Hurricane Ida.

### **TWO: LaDOTD Districts 3 & 7**

We were called upon to aid the state after Category 4 Hurricane Laura ravaged the western part of Louisiana in 2020 - making landfall one of the top 10 strongest hurricanes to hit the U.S. in the past 50 years. In the months after, we monitored the removal of over three million CY of debris. In total, the LaDOTD has trusted us to oversee operations in 20 different Parishes.

Client Name: **LaDOTD District 2**  
Address: **1440 US Hwy 90, Bridge City, LA 70094**  
Reference Name: **Francis Simon, PE, Project Engineer**  
Phone: **(337) 363-1125**  
Email: **Francis.Simon@la.gov**  
Date of Initiation/Completion: **08/2021-Present**

## Pasco County, Florida | Emergency Management and Grant Program Services (FEMA PA & HMGP)

In early 2017, **Metric** was selected by Pasco County for a five-year retainer contract to provide ongoing disaster recovery and hazard mitigation consulting services. Since then, Metric's team of professionals have served as FEMA PA and HMGP fiscal recovery consultants for Hurricanes Hermine and Irma, and the COVID-19 pandemic response. Metric was responsible for establishing consistent oversight standards, providing proactive technical assistance and communication, centralized data and reporting, effective quality-management protocols, and reviewing and improving procedures, as well as reimbursements and financial management. **Over the course of the contract, their team supported Pasco County in recovering nearly \$15 million in federal grants.**

### ACTIVATION: 2016-2017 Hurricane Hermine

Following Hurricane Hermine in 2016, Metric assisted the County in reviewing all of their FEMA PWs related to Hurricane Hermine to ensure all eligible costs were documented and captured by FEMA and the Florida Division of Emergency Management. In concert with the County, Metric reviewed over \$1.3 million in PWs previously reviewed by FEMA. **Metric identified over \$100,000 in additional eligible items for reimbursement that were not included in the original PWs.**

### ACTIVATION: 2017-2018 Hurricane Irma

Prior to Hurricane Irma striking Florida, Pasco County activated our team to ensure the County was capturing every eligible dollar spent. We continue to work with the County to advise them on all FEMA issues including eligibility, debris, contracting, labor, etc. During this engagement, **Metric coordinated with FEMA and the County to prepare over \$10.4 million of PA grant money, including debris removal, emergency protective measures, and various permanent repair projects.**

Client Name: Pasco County  
Address: 8731 Citizens Dr. New Port Richey, FL 34654  
Reference Name: Patrick W. Ballinger | Grants Coordinator  
Phone: (727) 847-2411 (ext. 8457)  
Date of Initiation/Completion: July 2017 – July 2022

## FDOT District 5 | Natural Disaster Monitoring/CEI Services (05/2017 - Present)

Under this continuing services contract, our team provides assistance to District 5 in the following counties: Brevard, Flagler, Lake, Marion, Orange, Osceola, Seminole, Sumter, and Volusia.

### ACTIVATION: Hurricane Ian (09/28/2022 - Present)

As a result of Category 4 Hurricane Ian, FDOT District 5 activated the Metric team for debris removal monitoring for the counties included in the FDOT District 5 area. This effort included hiring 44 debris monitors to start right after the event. This was a historic event that provided significant flooding to the Central Florida area and was considered a 500-year flooding event. This event included damage assessments including performing site inspections to prepare detailed damage inspection reports, FEMA Project Worksheets in order to determine reimbursement eligibility. Other services being provided include debris monitoring and inspection, debris monitoring operations, documentation and data management, field monitoring, reporting, sign and signal repair monitoring.

### ACTIVATION: Hurricane Irma (09/2017 - 04/2018)

We assisted District 5 in the initial clearing of debris on the federal qualifying and non-federal qualifying roads, as well as the monitoring of the removal of hazardous limbs at the roadsides of those same roads. Our staff provided a database where ticket data, field records, truck certifications, and other details were easily accessible for query.

Project responsibilities included writing haul tickets for debris removal; maintaining all field records; estimating and documenting debris quantities; determining debris eligibility, types and acceptable disposal methods; measuring and

computing haul truck volumes; inspecting the contractor's daily operations to ensure that all work was performed in accordance with the specified plans, specifications, and reimbursement program requirements; keeping daily progress reports in conformance with FDOT requirements; and, reconciling and recommending payment of hauling contractor's invoices. A total of 78,445.26 cubic yards (CY) of debris was removed from the right-of-way (R/W). Our emergency management team quickly responded to District 5 and began the relief efforts the same day the storm hit. District 5 includes the following counties: Brevard, Flagler, Lake, Marion, Orange, Osceola, Seminole, Sumter, and Volusia.

## FDOT District 3 | Natural Disaster Monitoring/Construction Engineering and Inspection (CEI) Services

Under this pre-position contract, we performed debris removal monitoring, vendor management, and data validation and reporting for multiple disasters in accordance with FEMA and the FHWA.

### ACTIVATION: Hurricane Michael (2018)

We performed debris monitoring for District 3 in response to Hurricane Michael, which struck the Florida Panhandle as a high-end Category 5 storm event in October of 2018. The storm caused catastrophic damage from wind and storm surge, particularly in the Panama City Beach to Cape San Blas areas. As the pre-event debris monitoring consultant for the District, we were immediately called to action, responding within hours of the event. We monitored debris on state roads for 13 counties and county roads in four counties. In addition, we also performed quality assurance oversight for other contracts in five counties within the District.

To accomplish this effort, nine debris hauling firms and four monitoring firms were deployed, with over 1,300 total personnel from local communities working on the project under Metric's supervision. During this time, we monitored over 17.7 million CY of debris removed from the roadways - over five million CY from the state road system, and over 15.7 million CY from the county road system.

### ACTIVATION: Hurricane Hermine (2016)

In September of 2016, our staff quickly responded to District 3's to manage the debris removal caused by Hurricane Hermine. Our staff assisted the District in the initial clearing of debris on the federal qualifying and non-federal qualifying roads, as well as the monitoring of the removal of hazardous limbs at the roadsides of those same roads. Project responsibilities included writing haul tickets for debris removal; maintaining all field records; making daily entries in the project diary to indicate personnel that were present on the job site and equipment being utilized on the site. Our staff also estimated and documented debris quantities; determined debris eligibility; measured and computed haul truck volumes; inspected each contractor's operations to ensure their work was performed in accordance with the specified plans, specs, and reimbursement program requirements; and kept clear and concise records of the contractual operations.

Over 40 new employees were hired to assist in the completion of the project, and a total of 18,543 CY of debris was removed from the R/W.

Client Name: **FDOT District 3**

Address: **1074 Highway 90, Chipley, FL 32428**

Reference Name: **Beverly Renae Sanders, PE | Assistant District Construction Engineer**

Phone: **(850) 330-1658**

Date of Initiation/Completion: **Jan. 2017 – Jan. 2023**

## City of Tallahassee | Disaster Recovery Consulting Services

### \*\*\* **Martin Altman's Individual Project Experience**

Mr. Altman was part of the team for this effort. This project was to provide disaster recovery financial services for existing and potential disasters, as well as to assist the City with planning and preparedness services on an as-needed basis. Mr.



Altman's team was poised to provide the City with a suite of services to support the implementation of the FEMA PA program, the FEMA IA program, the HMGP, CDBG, CDBG-DR, and CDBG-MIT programs. Other programs that were supported and/or implemented include the FHWA ER program, Economic Development Administration (EDA) grants, Fire Management Assistance Grants (FMAGs), and other preparedness, planning, and recovery programs.

The primary goal was to ensure the City maximized recovery opportunities at every phase of the process. For disaster recovery, the City required a partner that could provide the programmatic expertise and the on-demand and scalable staffing to help the City navigate the complex disaster management process.

Client Name: **City of Tallahassee** (*Personal Experience for Mr. Altman*)

Address: **300 S. Adams St., Tallahassee FL 32301**

Reference Name: **Robert Wigen | Director of Finance**

Phone: **(850) 891-8035**

Date of Initiation/Completion: **Oct. 2019 – Jan. 2022**

## Neosho County, Kansas | COVID-19 SPARK Grant Management Support, FEMA PA Cost Recovery

### KEY FIGURES:

**Programs Implemented: 4**

**Length of Programs: 4 months**

**CARES Act Funding Disbursed: \$3.2 M**

**Households Served: 77**

**Businesses Served: 45**

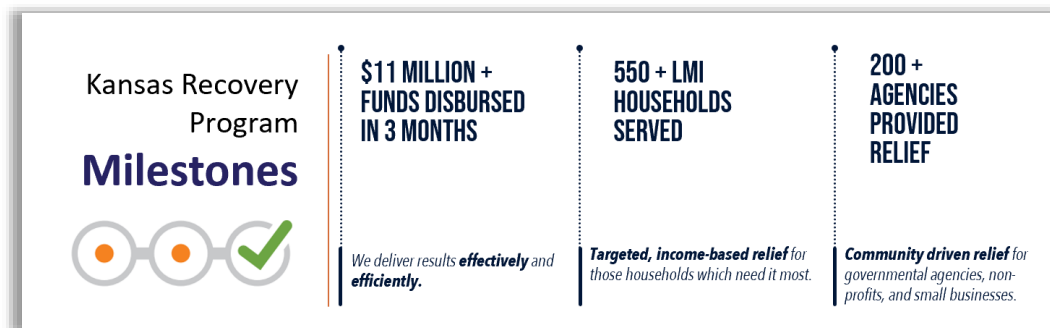
**Community Organizations Served: 15**

As a sub to iParametrics, Metric provided Neosho County with comprehensive grant management, program management and cost recovery services. This work included a community needs assessment, strategic planning, program design and implementation, training, case management and closeout. We actively engaged with the community to identify and apply for additional funds and implement strategies for a holistic recovery effort. This approach led to the County securing nearly \$1 million in FEMA PA funding to supplement COVID-19 recovery efforts funded by the U.S. Treasury Coronavirus Relief Fund (CRF) grant. We collaborated with local

non-profit groups to ensure that the County met the needs of their residents, small businesses, and community organizations. Our comprehensive approach allowed their CRF dollars to be stretched by leveraging other grant programs for the items they could fund. The results included one of the state's most successful housing support grant programs and being regularly cited as one of the leaders in grant management.

Overall, our team:

- Prepared strategy for communication and engagement
- Developed strategic needs assessment to address funding priorities
- Provided technical assistance on FEMA PA, CDBG-CV, and CARES Funding
- Implemented custom finance tool to handle reimbursement of CARES funding
- Prepared direct aid spending plan to implement tailored programs designed to address the Community's most pressing needs



Client Name: Neosho County, Kansas (*Metric was a sub to iParametrics for this effort*)  
Address: 402 East State St, Eerie, KS 66733  
Refence Name: Melanie Kent-Culp, KCEM, County Emergency Manager  
Phone: (620) 244-3874  
Email: [emergencymanagement@neoshocountyks.org](mailto:emergencymanagement@neoshocountyks.org)  
Date of Initiation/Completion: Oct. 2019 – Jan. 2022

## Seward County, Kansas | COVID-19 SPARK Grant Management Support, FEMA PA Cost Recovery

### KEY FIGURES:

Programs Implemented: 4  
Length of Programs: 4 months  
CARES Act Funding Disbursed: ~\$7M  
Households Served: 467 (84% LMI)  
Businesses Served: 65  
Community Organizations Served: 39

As a sub to iParametrics, Metric served Seward County, Kansas as grant manager tasked with program design and implementation of four COVID-19 relief programs and as technical consultant for FEMA PA cost recovery. Programs implemented included rent, mortgage and utilities assistance for households, recovery grants for small businesses and microenterprises, reimbursement of COVID-19 related expenses for government entities and non-profits, and grants for community-supported COVID-19 response and recovery initiatives.

The team engaged a coalition of non-profit organizations to provide outreach support in Spanish and English to ensure the County's vulnerable populations were served by all programs. Programs were supported via custom web-applications and grants management system, which were deployed in under two weeks. All programs launched in September 2020 and all funds were expended and programs were closed by the US Treasury's original expenditure deadline of December 30, 2020.

The team also provided technical assistance for the County's FEMA PA applications, resulting in the County securing nearly \$1 million to further the reach of their COVID-19 response initiatives. The results included one of the state's most successful housing support grant programs and being regularly cited as one of the state's leaders in grant management.

Overall, our team:

- Conducted public information and outreach
- Developed strategic needs assessment to address funding priorities
- Provided technical assistance on FEMA PA, CDBG-CV, and CARES Funding
- Implemented custom finance tool to handle reimbursement of CARES funding
- Prepare direct aid spending plan to implement tailored programs designed to address the Community's most pressing needs

Client Name: Seward County, Kansas (*Metric was a sub to iParametrics for this effort*)  
Address: 402 East State St, Eerie, KS 66733  
Refence Name: April Warden, County Administrator  
Phone: (620) 626-3330  
Email: [awarden@sewardcountyks.org](mailto:awarden@sewardcountyks.org)  
Date of Initiation/Completion: 07/2020-Ongoing



## Hurricane Harvey | Texas Department of Transportation (TxDOT), District 3

Hurricane Harvey pummeled southern Texas as a Category 4 hurricane in August of 2017, causing catastrophic flooding and high winds. TxDOT retained Metric to monitor removal of debris throughout the Beaumont District, while maximizing potential for reimbursement through the FEMA PA Program.

During this engagement, we monitored removal of nearly 150,000 CY of debris and oversaw the extraction of nearly 300 hazardous trees, limbs, and stumps. We provided oversight for debris removal contractors, ensuring each was acting in compliance with contract terms and federal regulations. We provided estimates of debris quantities, determined debris eligibility, types, and acceptable disposal methods for a variety of debris types including household hazardous waste, e-waste, orphan drums, and tires.

Our team provided an electronic database and handheld mobile application to process, store, and query all data including photographs, field documents, haul truck certifications, and more.

Client Name: TxDOT, District 3  
 Address: 8350 Eastex Freeway, Beaumont, TX 77708  
 Reference Name: Keith Horn, PE, Beaumont District Maintenance Engineer  
 Phone: (409) 898-5742  
 Email: keith.horn@txdot.gov  
 Date of Initiation/Completion: 09/2017 – 06/2018

### Additional Relevant Experience (Mr. Altman's Individual Experience)

**Mr. Altman** has also worked extensively on a variety of FEMA consulting service projects for municipalities and organizations throughout the Southeast U.S. These experiences will support his role as not only the Principal for this contract but also the planner and trainer for this project, bringing a rich set of skills and knowledge base for practically any FEMA consulting services that may be needed. An example of his experience includes:

- Superstorm Sandy, South Nassau Communities Hospital, Assistant Project Manager:** In 2012, Long Beach Medical Center (LBMC) was closed after extensive flooding was caused by Hurricane Sandy – completely submerging the basement of the main hospital's building. Water intrusion and loss of environmental controls caused severe damage in the basement and upper floors of the main building's Central, East, and Founders wings. FEMA's initial damage assessment to repair and restore LBMC was \$17 million, and Mr. Altman's team worked with LBMC to itemize damages, document the scope of work, and complete repairs to restore LBMC. Based on the damage assessment, it was more cost-effective to demolish and rebuild the three older wings of the facility. FEMA agreed with the analysis that Mr. Altman and his team provided, and a Project Worksheet worth \$176.9 million was written to return the hospital to its pre-disaster state. In 2014, South Nassau Communities Hospital (SNCH) acquired the assets of LBMC and FEMA signed a Letter of Understanding with SNCH that detailed the \$176.9 million capped grant, which authorized the use of funds to return healthcare services to the surrounding community. The project included damage assessments and analyses, Project Worksheet development, temporary and permanent work, FEMA and insurance eligibility, insurance integration, and project management and closeout. (2012 – 2022)
- Superstorm Sandy, Long Island Power Authority, New York, Project Manager:** Hurricane Sandy's storm surge and strong winds severely damaged the infrastructure of the Long Island Power Authority (LIPA) throughout Long Island, and more than 90% of customers reported power outages. Mr. Altman and his team provided program management consulting services for FEMA and CDBG compliance, and assisted LIPA in the implementation of their mitigation and recovery efforts. His team focused on maximizing available funding by meeting grant requirements. The critical infrastructure project included a \$729 million Section 428 Hazard Mitigation project to harden the electrical distribution system to meet current codes and standards. Once completed, there will be a 20% decrease in loss of service and a 29% reduction in physical damages from future events. Overall, the project included FEMA/CDBG compliance and documentation for reimbursement, FEMA compliance inspections, the preparation of project

closeout by circuit, integration with multiple stakeholders, management of federal grants, oversight of FEMA Hazard Mitigation for 300-400 mainline distribution circuits, the implementation of eligible codes and standards, and grant closeout documentation. (2015 – 2022)

- **Livingston Parish Public School System (LPPSS), Louisiana (2016-2018):** Worked with LPPSS staff to develop scopes of work for approximately 12 schools after flooding event. Obtained a FEMA PW for \$20 million for cost remediation services and procured a contractor to provide/install temporary facilities for 3 schools as FEMA wrote PWs for approximately \$12 million.
- **Jefferson Parish Public School System (JPPSS) (2005-2017):** Assisted JPPSS in securing over \$190 million in funding to repair and replace school facilities when the initial damage assessment was less than a quarter of the finalized negotiated amount.
  - **Jean Lafitte's Fisher Middle-High School, Louisiana:** Helped secure a total of \$8 million in FEMA funding, of which \$4 million was allocated to 406 Hazard Mitigation Projects.
- **Louisiana State University (LSU) School of Medicine (2005):** Helped develop a 406 Hazard Mitigation Proposal after the School sustained major damages after Hurricane Katrina that resulted in FEMA obligating more than \$100 million for a new, seven-story building, with new equipment, elevated off the ground to prevent future damages.
- **LSU School of Dentistry (2005-2007):** Secured \$20 million in FEMA funding to help the School of Dentistry improve their operational efficiencies, as well as upgrade their data network and infrastructure after Hurricane Katrina damage. Helped the School relocate to temporary facilities and develop a 406 Hazard Mitigation Proposal.

## References

### 1. Hurricane Laura | Louisiana Department of Transportation and Development (District 3)

**Reference:** Sam Miller, PE | Project Engineer  
**Phone:** (337) 363-1125  
**Address:** P.O. Box 5945, Alexandria, LA 71307-5945  
**Email:** sam.miller@la.gov  
**Contract Dates:** 08/2020 – 02/2021

### 2. Hurricane Laura | Louisiana Department of Transportation and Development (District 7)

**Reference:** Vicki L. Ponthieux, PE | Project Engineer  
**Phone:** (337) 527-3030  
**Address :** 1616 Weekly Road, Sulphur, LA 70663  
**Email:** vicki.ponthieux@la.gov  
**Contract Dates:** 08/2020 – 05/2021

### 3. FDOT District 3 | Natural Disaster Monitoring/Construction Engineering and Inspection (CEI) Services

**Refence Name:** Beverly Renae Sanders, PE | Assistant District Construction Engineer  
**Phone:** (850) 330-1658  
**Address:** 1074 Highway 90, Chipley, FL 32428  
**Date of Initiation/Completion:** Jan. 2018 – Present

## Funding Totals

Metric's lengthy history in the disaster recovery business has included assisting numerous municipalities and organizations around the country with rebuilding their communities after both natural and manmade disasters. We are proud of our recurring success and pride ourselves in working hard to get every possible recovery dollar reimbursed for our clients.

**We believe that much of that success is due to our staff, which offer a combined total of 120+ years of experience. Our team has responded to over 80 major disasters and worked for 200+ clients. To date, we have managed over \$6 billion in housing projects, over \$2 billion in debris recovery reimbursements, over \$15 billion in FEMA Categories C-G permanent work, and over \$3 billion in hazard mitigation for our clients.**

We are proud to say that throughout our history, we have never had funds de-obligated as a result of an audit, and we have successfully assisted numerous clients through the auditing process. Our experienced grant management team works from the minute we sign a contract through a project's successful closeout – meticulously ensuring all items are completed and auditable. We start each project with the end in mind and are experts in the FEMA process, as well as other federal funding streams that may be utilized on a project. Regardless of size, this full-circle approach allows us to lead each program/project with cross compliance and regulations in mind.

## Qualifications of Personnel

We are proud of our firm's history as a leading provider of comprehensive disaster recovery consulting services and are pleased to introduce to you the team that we have selected for this contract. **The individuals listed on these pages are the individuals that will serve the Parish**, should you choose us. They will be 100% dedicated to assisting the Parish for this contract.

This Metric team has provided comprehensive emergency management planning and plan development that focuses on mitigation, incident operations, logistics, recovery, and continuity of operations. Our grant management approach addresses all areas that are covered in the Parish's Scope of Services/Work and is backed by a foundational belief that **compliance is a key component to protecting your recovery dollars when it comes to FEMA PA and other funding streams**. We have extensive experience in program design and policy development, vendor management, federal procurement regulation, insurance issues, funding obligation and processing, and grant closeout.

Our proposed key staff has worked with grantees around the nation to engineer and deliver the most creative, innovative, and comprehensive disaster recovery programs. We have utilized funding from multiple federal sources to work in the areas of economic development, infrastructure, and planning. We believe in the continuous improvement of our team members and those around us, and we will support the Parish with the best staff we have to offer. To that extent, our team includes staff with expertise in executive-level consulting and government relations, strategic planning, grant management and eligibility, and program and project management as well as an expert in engineering services as well. We've learned from decades of unexpected challenges, and we've utilized lessons learned to carefully refine our processes to best suit each unique situation during any declared event. Please find highlights of our team as well as brief team member profiles on the following pages, followed by each team member's resume.

Our team will be led by our proposed Program Manager, John Lopez, and supported by Principal Martin Altman, PMP. Both staff bring over two decades of experience in Federal grant management and community engagement and yield the insights needed to analyze, research, and produce solutions. **We believe our staff is the most valuable asset that we offer the Parish**. Our team has been carefully selected to deliver a mix of wide-ranging subject matter expertise, trusted insights, operational knowledge, and technical skills. Below is a matrix illustrating the staff and details required for this RFP.

NAME	ROLE	YEARS OF EXPERIENCE	LOCATION TO PREPARE WORK
Martin Altman, PMP	Principal (Metric)	35	Harvey, LA
John Lopez	Program Manager (Metric)	20	Harvey, LA
Juliann Bertone	Department Project Manager (Metric)	10	Harvey, LA
Jessica Bloomfield, PE	Engineer/Subject Matter Expert (Metric)	22	Panama City, FL
Justin Cauley	Grant Consultant (Metric)	8	Harvey, LA
Keenan Powell	Grant Consultant (Metric)	18	Harvey, LA
Jeff Deemie	Grant Consultant (Metric)	36	Austin, TX
Daniel Martin	Principal (ISC)	27	Baton Rouge, LA
Eric Zabukovec	Grant Consultant (ISC)	13	Baton Rouge, LA
Willie Thomas	Grant Consultant (ISC)	9	Baton Rouge, LA
Greg Gentles	Grant Consultant (ISC)	7	Baton Rouge, LA
Victor Evans	Grant Consultant (ISC)	15	Baton Rouge, LA
Robert Manes	Grant Consultant (ISC)	20	Baton Rouge, LA
Russell Hinckley	Data Manager (ISC)	4	Baton Rouge, LA
Chandler Jordan, CFM	Closeout Specialist (BHA)	25	Baton Rouge, LA
Beverly Forest	Data Collection Specialist (BHA)	15	Baton Rouge, LA

## Staff Profiles



### Martin Altman, PMP | Principal (Metric)

Mr. Altman has more than 35 years of leadership experience managing and implementing disaster planning and recovery program management for public and private sector clients, and he is currently Metric's VP of Emergency Management and Long-Term Recovery. Mr. Altman holds a Project Management Professional (PMP)<sup>®</sup> certification and has in-depth expertise in all phases of disaster management, including planning, preparedness, hazard mitigation, response and recovery programs, post-disaster redevelopment planning, audit compliance, process improvement, quality assurance, business development, and resiliency planning. Mr. Altman has served as a FEMA Region 7 (Iowa, Kansas, Missouri, Nebraska, and nine Tribal Nations) Project Officer and Closeout Specialist, as well as FEMA's Public

Assistance Infrastructure Branch Director for the Florida Long Term Recovery Office. There, he oversaw more than 200 staff members as they worked on Project Worksheet development, the closeout of nine federally declared disasters, and over 4,000 applicants – resulting in the recovery of more than \$14 billion. Prior to his tenure with FEMA, Mr. Altman gained 30+ years of emergency management experience through the fire services – where he worked his way from Firefighter up to Chief. He also owned and managed a hazardous materials/emergency response business.



### John Lopez | Program Manager (Metric)

Mr. Lopez has over 20 years of experience in emergency management, including serving as the Project Manager for multiple large-scale disasters across the country, including Hurricanes Katrina, Michael, Isaac, and Ian. Mr. Lopez has extensive experience reviewing project documentation from disasters, and developing projects under FEMA, the Natural Resources Conservation Service (NRCS), and the FHWA. Mr. Lopez has provided direction and guidance in reviewing all aspects of disaster response and recovery operations, including financial management and cost eligibility, management oversight to the team performing site visits, inspections of damaged facilities, review of debris removal and emergency protective costs, determination of eligibility of work for reimbursement under FEMA PA and FHWA Emergency Repair Programs, drafting Detailed Damage Inspection Reports (DDIRs), and addressing insurance issues.



### **Juliann Bertone | Department Project Manager (Metric)**

Ms. Bertone brings extensive experience in cross-cutting federal compliance requirements and development and execution of federally funded programs. She began her career in state government, where she served the Colorado Department of Public Health as part of their communications team. She is an energetic problem solver and critical thinker with Subject Matter Expertise (SME) in disaster recovery, financial management and internal controls, community resilience, CDBG-DR housing, economic development, infrastructure and planning and capacity building programs, and crosscutting federal regulations. Ms. Bertone spearheaded efforts in Finney and Neosho Counties, both in Kansas, to deliver six recovery programs simultaneously, including a program which provided rent, utilities, and mortgage assistance to residents through the US Treasury's CRF. **Under her leadership, all programs launched in September 2020 and were closed by December 2020, having expended the counties' CRF allocation and serving approximately 300 distinct applicants.** Before that, Mr. Bertone served as the Portfolio Manager for the Puerto Rico Department of Housing's CDBG-DR funded housing programs directed at the island's most vulnerable citizens. In this engagement, Ms. Bertone coordinated efforts with six subrecipient HUD-certified counseling agencies and social interest housing providers around the island to deliver wrap-around housing counseling services and solutions to house vulnerable populations like those facing homelessness or living with substance abuse issues or AIDS. She is well-versed in training and technical assistance, subrecipient management, program design, and federal grants compliance requirements.



### **Jessica Bloomfield, PE | Architect/Engineer (Metric)**

Ms. Bloomfield currently is Metric Engineering's Area Design Manager for North Florida and serves as a Project Manager and Roadway Engineer. She focuses on all aspects of highway design and planning, as well as drainage design, project management, and utility design and coordination. Throughout her 22 years of experience, she has assisted our Emergency Management team in conducting damage assessments and inspections.



### **Justin Cauley | Grant Consultant (Metric)**

Mr. Cauley has more than eight years of emergency management and disaster recovery experience. Mr. Cauley has supported disaster recovery projects in the states of Louisiana, Colorado, South Carolina, Texas, Florida, Kansas, and the Commonwealth of Puerto Rico. His responsibilities have included disaster case management, debris management, grant management, and compliance monitoring and implementation. Mr. Cauley has provided FEMA PA grant management services to Larimer County, Colorado and was deployed to South Carolina following the February 2014 Severe Ice Storm where he assisted with field inspections and verifications – ensuring all contractors complied with FEMA requirements. He served as a

Disaster Case Manager Supervisor, providing comprehensive mobility counseling and disaster case management services to eligible homeowners under HUD's CDBG-DR Program within the Deep East Texas Council of Governments (67 applicants) and Liberty County, Texas (116 applicants). In that role, he worked with low to moderate income homeowners, the TxGLO, real estate agents, subrecipients and their legal team, insurance agencies, title companies, gas/electric companies, builders, and inspectors to ensure all parties worked together to successfully assist applicants, all while complying with all existing HUD and TxGLO guidelines.

### **Jeff Deemie | Grant Consultant (Metric)**

Mr. Deemie has more than 36 years of disaster recovery and engineering experience. He offers extensive knowledge in PA cost and project experience for cities, counties and public organizations throughout the U.S. He is an expert Project Manager who has provided disaster recovery assistance following numerous natural and manmade disasters including



Hurricanes Ida, Laura, Delta, Dorian, Michael, and Irma. He has performed initial site inspections and developed cost estimates and provided the technical skills needed to develop cost estimates for large water control facilities, utilities, buildings and equipment. He offers an expert level expertise in working with FEMA's Grants Portal and providing required information to the FEMA PDMG/CRC to ensure projects are obligated in a timely manner. Mr. Deemie also has a civil, mechanical, and construction engineering background to round out his professional experience.

### **Keenan Powell | Grant Consultant (Metric)**

Mr. Powell offers the team extensive environmental assessment and remediation experience in excess of 47 years in a variety of environmental and construction projects. His expertise includes project management, value engineering, cost estimating, onsite assessment, and investigation. He is known in the industry for his ability for innovation and building, motivating and leading multi-functional teams. Over the past 18 years, he has worked extensively with the FEMA PA program where he worked on complex estimating, Project Worksheets, Improved/Alternate Projects, and relocation of permeant facilities.

### **Subconsultant: Integrated Solutions Consulting, Inc.**



ISC is a professional consulting firm with 20+ years of experience offering a team of over 350 disaster recovery specialists and focused on developing and implementing comprehensive emergency management solutions for all levels of government and the private sector, including hospitals, schools and private

non-profits. ISC takes an all-hazard, integrated approach to complex crisis and consequence management projects. Their ability to deliver comprehensive solutions that incorporate national best-practices enables them to provide a value-added service that will make a significant contribution to the Parish's changing needs. Their team consists of recognized, industry leaders experienced in developing and implementing comprehensive emergency management and disaster recovery solutions for organizations around the world.

ISC's Odyssey™ Enterprise Management System is revolutionizing how the industry is managing its comprehensive emergency management programs. The cloud-based system offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive disaster and emergency management programs. **(For more information on Odyssey™, please see the innovative concepts section – Tab E).**

### **Integrated Solutions Consulting, Inc.'s Staff**



#### **Dr. Daniel Martin | Principal (ISC)**

Dr. Martin has 27 years of experience and is the world's first to hold a PhD in Emergency Management and recognized internationally for bridging the disciplines of emergency management and environmental sciences (climate change). He is a seasoned emergency manager whose experience covers all fundamental areas of the discipline to include response, recovery, mitigation, and preparedness to include planning, training, and exercises.

Dr. Martin is a seasoned program manager and consultant, managing over 300 consulting engagements and managing several large FEMA and other U.S. Federal emergency management contracts totaling over \$2.5 billion. His project experience ranges from development of hazard mitigation plans for some of our Nation's largest communities to conducting tabletop and functional exercise on a wide variety of hazard topics and special events such as the Super Bowl. He has developed community disaster recovery plans, community preparedness surveys, hurricane preparedness commercial video to the creation of a community vulnerability and hazard risk analysis tool with over 4,500 scientifically based measurements. His experience in emergency management is extensive and maintains a high standard of performance for every client he serves.



In addition to his planning and preparedness experience, over the course of his career, Dr. Martin has responded to over 50 U.S. Nationally declared disasters and has been instrumental in many of FEMA's programmatic initiatives to improve the United States emergency management system since 9/11. His disaster experience includes all the major United States disasters to include 9/11, Hurricanes Katrina (New Orleans), Sandy (New York City), Harvey (Houston), and Maria (Puerto Rico) where he served in various leadership roles during disaster recovery operations. He has prepared, provided oversight, and/or managed the development, reconciliation, final closeout, and appeals of over \$5 billion in disaster recovery and mitigation grants under the FEMA Public Assistance, FEMA Hazard Mitigation Grant, and HUD CDBG-DR programs. In 2018, Dr. Martin served as the lead Subject Matter Expert to investigate the Puerto Rico Recovery Operation following Hurricane Maria, help resolve operational and programmatic issues. Dr. Martin's efforts resulted in putting Puerto Rico on the correct path for disaster recovery. Dr. Martin's contributions to the emergency management industry has been recognized by two former Presidents of the United States and has received commendation from FEMA Headquarters, senior client officials, and emergency management scholars for his extensive knowledge of the field of emergency management as well as the federal programs, regulations, policies, and disaster operational practices.

### **Eric Zabukovec | Grant Consultant (ISC)**

Mr. Zabukovec is a seasoned emergency management specialist with over 13 years of field experience. He has a long history of working with/for the Florida Division of Emergency Management (FDEM) over his career and has been involved in almost every major Florida event since 2004, including Hurricane Michael, the fourth largest storm to make landfall in the U.S. Additionally, he was a SERT Team member during Tropical Storm Fay, Operation Haiti Repatriation, and Deepwater Horizon. He is NIMS and ICS Certified and has worked in various roles including project executive and project manager for various natural and manmade disasters.

### **Willie Thomas | Grant Consultant (ISC)**

Mr. Thomas brings more than 9 years of disaster recovery experience to the team. He has worked with the Louisiana Governor's Office of Homeland Security and Emergency Preparedness as a Disaster Recovery Specialist where he assisted the Department as a grant administrator for funds provided under the FEMA PA program. He has expertise in the 2CFR 215.40-48 rules for procurement guidelines and is NIMS certified with courses in Debris Operations, Coordinating Environmental Historic Preservation, Compliance Contingency planning for Public Safety Agencies, and Emergency Planning and Management, among others. He is also trained in the Emergency Management Assistance Compact (EMAC) process and system.

### **Greg Gentles | Grant Consultant (ISC)**

Mr. Gentles has 17 years of experience in disaster recovery and emergency management, including time working as a debris monitor and FEMA Project Specialist. He currently works as a Senior Grants Manager with ISC where he manages applicant's requests for PA. Most recently, he worked with ISC during Hurricanes Laura and Delta to assist Calcasieu and Cameron Parishes with PA applications and worked with the FEMA Grants Portal to process over 150 damage inventories with an estimated cost of \$130 million dollars in recovery funds.

### **Victor Evans | Grant Consultant (ISC)**

Mr. Evans is an experienced Program/Project Manager with over 15 years of experience in disaster recovery and emergency management offering demonstrated results in positions of considerable responsibility. His core competencies include risk mitigation, having served as a Project Manager for numerous activations including four Florida hurricanes, Alabama tornadoes, and Super Storm Sandy, among others. He successfully led a team to restore Danville, PA, to its pre-disaster condition after flooding from Tropical Storm Irene, which brought \$3 million dollars of mitigation improvements to the community.

## **Robert Manes | Grant Consultant (ISC)**

Mr. Manes is highly experienced with FEMA PA projects and offers 20+ years of engineering and disaster recovery experience. He is currently a licensed engineer with the state of Louisiana and is certified in numerous FEMA courses, including IS 1000 (PA Program and Eligibility) and IS 1002 (FEMA Grants Portal). He has assisted local municipalities with developing PWs for complicated projects and has provided civil engineering technical assistance and guidance on law, policy, regulation, and other directives which govern the PA Program in the state of Louisiana.

## **Russell Hinckley | Data Manager (ISC)**

Mr. Hinckley is a database application and management specialist whose experience includes projects and computing systems dealing with benefit-cost analysis, statistical analysis, information management studies, and management and accounting analysis. He has been working with FEMA since 2018 on the development and maintenance of management reporting for the San Juan Puerto Rico PA Operations Report and also in support of Super Storm Sandy in New York.

### **Integrated Solutions Consulting, Inc.'s References**

#### **Hurricane Laura Federal Disaster Assistance Management**

Lake Charles Harbor and Terminal District (Port of Lake Charles)

<b>LOCATION</b>	Lake Charles, LA
<b>CONTRACTOR</b>	ISC
<b>PERIOD OF PERFORMANCE</b>	August 2020 – Present
<b>CONTRACT VALUE</b>	\$3 Million
<b>REFERENCE</b>	Nick Pestello, PE Director of Engineering, Maintenance, & Development Lake Charles Harbor & Terminal District 1611 West Sallier Street Lake Charles, LA 70601 (337)-493-3627 npestello@portlc.com
<b>PROJECT DESCRIPTION</b>	
<b>PROJECT ACCOMPLISHMENTS</b> <ul style="list-style-type: none"> <li>✓ To date, secured over \$50 million in obligated FEMA PA funds.</li> <li>✓ Over \$120 million of permanent work in review and obligated by FEMA.</li> <li>✓ Over \$80 million in Section 428 projects</li> </ul> <b>Across all subrecipients and multiple disasters, Port of Lake Charles FEMA PA claims account for:</b>	<p>In August of 2020, Hurricane Laura struck SW Louisiana with sustained 150 mph winds. The Port of Lake Charles received the full brunt of the storm and sustained over \$100 million worth of damage to their facilities and equipment. The Lake Charles Harbor &amp; Terminal District operates a deep-water port on the Calcasieu Ship Channel and encompasses 203 square miles and operates over 5,400 square miles in Southwest Louisiana. The Port owns and manages five public marine terminal facilities commonly designated as the Port of Lake Charles. According to the U.S. Army Corps of Engineers, the Lake Charles Harbor and Terminal District is the 12th-busiest port district in the nation based on tonnage.</p> <p>After the hurricane struck the Port, Team ISC arrived to begin the arduous FEMA recovery process by developing a comprehensive plan to ensure a successful recovery. With all the damage that the Port of Lake Charles received, it was important to ISC to listen to Port management to learn as much as possible about current Port operations as well as their future growth plans. Although Hurricane Laura caused significant damage to nearly all the Port's properties, the disaster also provided them the opportunity to build the Port of tomorrow, today. ISC analyzed the most severely damaged buildings to see if they qualified for FEMA's 50% Rule. This allowed the Port to receive funding for new, better-designed buildings instead of implementing costly repairs to older and outdated facilities.</p>

## Hurricane Laura Federal Disaster Assistance Management

### Lake Charles Harbor and Terminal District (Port of Lake Charles)

<ul style="list-style-type: none"> <li>✓ 25% of all total obligated permanent work (Categories C-G)</li> <li>✓ 65% of all obligated Section 428 projects</li> <li>✓ 39% of all total obligated Category E work</li> <li>✓ 38% of all total obligated Category G work</li> <li>✓ 35% of all hazard mitigation grant funds identified for FEMA funding</li> <li>✓ 31% of all obligated hazard mitigation grant funds</li> </ul>	<p>Instead of repairing buildings that no longer fit the Port's needs, ISC submitted Section 428, PAAP projects to FEMA to allow the Port to apply the grant funding to other projects. By utilizing the flexibility of FEMA's Alternative Procedures program, ISC is guiding the Port of Lake Charles to rebuild the Port for their current and future needs, as well as the needs of their tenants. ISC worked diligently with the FEMA insurance group to maximize the grants, meet the insurance deduction threshold, and avoid any duplication of benefits. ISC also worked closely with both the FEMA Mitigation and EHP Groups to ensure the buildings were repaired or rebuilt more resilient while solving any environmental issues that arose. By understanding and employing all of FEMA's available programs, ISC has helped the Port to maximize their grant funding while also providing the Port of Lake Charles the greatest amount of flexibility to re-build the Port per their own vision and future growth plans. In addition, ISC submitted all required documentation for reimbursement due to an Ice Storm that happened in February 2021. This was the 3rd disaster to strike the Port of Lake Charles within a 6-month time. In addition, ISC submitted all required documentation for reimbursement due to an Ice Storm that happened in February 2021. This was the 3rd disaster to strike the Port of Lake Charles within a 6-month time.</p>
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## California Floods Cost Recovery Services

### Federal Emergency Management Agency (FEMA)

<b>LOCATION</b>	State of California
<b>PERIOD OF PERFORMANCE</b>	April 2017 – January 2018
<b>CONTRACT VALUE</b>	\$1,024,729
<b>REFERENCE</b>	Eugene Greenberg, Infrastructure Branch Chief 1111 Broadway #1200 Oakland, CA 94607 201-245-1085 eugene.greenberg@fema.dhs.gov

### PROJECT DESCRIPTION

In early 2017, severe flooding throughout California and portions of Nevada resulting in three disaster declarations covering 56 counties throughout California. Northern California experienced its wettest winter in almost a century causing extensive flooding and an estimated \$1.5 billion in damages. Several dams overflowed and many others throughout North California were forced to open their emergency spillway, inundated properties downstream. The flooding occurred at the end of one of California's longest droughts, making conditions, resulting in mudslides and slope failures.

FEMA Region IX, in conjunction with FEMA Headquarters and the State of California, agreed to implement the PA Program Delivery Model. In this new capacity, ISC served as PACs and technical specialists to conduct damage assessments, develop, and validate repairs and cost estimates, determine eligibility, and coordinate with assigned Recipients/Sub-Recipients throughout the PA grant delivery process for CA declarations. The PAC facilitates and coordinates the effective, efficient, and accurate delivery of grant funding while coordinating the Sub-Recipients' recovery priorities, understanding their capabilities and capacity to develop projects and participates in validation of damages through site inspections and working with Sub-Recipient on project formulation. Team ISC prepared over \$110 million in eligible federal disaster assistance funds through the FEMA PA Program.

## Hurricane Sandy Disaster Cost Recovery Services

### Federal Emergency Management Agency (FEMA)

LOCATION	State of New York
PERIOD OF PERFORMANCE	November 2012 – June 2019
CONTRACT VALUE	\$5.5 Million
REFERENCE	Robert T. Premus, COR-II 202-706-3040 robert.premus@fema.dhs.gov

#### PROJECT DESCRIPTION

Hurricane Sandy was the second-largest Atlantic storm recorded in United States history and affected most of the Eastern seaboard. Sandy made landfall in New Jersey and continued moving north into New York with high winds, torrential rains, and storm surges. The storm caused extensive damage to infrastructure and public buildings throughout the area, to include essential community facilities such as schools, hospitals, mass transit, public housing, and schools. Furthermore, Hurricane Sandy response efforts and emergency protective measures cost New York State, New York City and the surrounding eligible counties billions. The hurricane caused an estimated \$68.7 billion dollars in damage, destroyed thousands of homes, and left millions without electric and other essential service.

Since the introduction of the Sandy Recovery Improvement Act of 2013 (P.L. 113-2) (SRIA), ISC has supported not only in the development of the regulatory improvements for FEMA HQ, but also in the administration and delivery of the subsequent disaster programs reform. ISC was also instrumental in the implementation of the SRIA Public Assistance Alternate Procedures (PAAP) for Hurricane Sandy (DR-4085-NY) to include 78 Fully Executed Letters of Understanding (LOUs), totaling \$9.86 billion (100% fixed capped grant amount). Of this amount \$8.87 billion has been obligated to date.

ISC mobilized over 100 personnel to help support the disaster recovery efforts of New York State, New York City, the surrounding boroughs and neighboring counties through our FEMA contract vehicle to provide FEMA Public Assistance Technical Support Services. ISC received commendation from numerous applicants to include New York City, New York State, and many of the surrounding counties. Our efforts and trusted customer relations throughout New York resulted in receiving numerous awards and recognition by FEMA Region II and FEMA Headquarters. Some of our accomplishments over 6 years of servicing the disaster include:

**Disaster Specific Regulations:** Since the introduction of the Sandy Recovery Improvement Act of 2013 (P.L. 113-2) (SRIA), ISC has supported not only in the development of the regulatory improvements for FEMA HQ, but also in the administration and delivery of the subsequent disaster programs reform. ISC was also instrumental in the implementation of the SRIA Public Assistance Alternate Procedures (PAAP) for Hurricane Sandy (DR-4085-NY) to include 78 Fully Executed Letters of Understanding (LOUs), totaling \$9.86 billion (100% fixed capped grant amount). Of this amount \$6 billion has been obligated to date.

**Public Health and Hospitals:** Area hospitals quickly became overwhelmed with both patient intake and affects from the storm. The 371-bed Coney Island Hospital that served approximately 900,000 New York City residents of South Brooklyn was severely impacted from Hurricane Sandy. During and immediately after the storm, the hospital was forced to reroute patients and would not be accepting new patients for several weeks. In addition, the NYC Health and Hospitals implemented emergency stabilization measures to prevent further damage to the Coney Island Hospital and installed additional temporary flood barriers to complement the hospital's existing flood preventative measures. ISC staff accounted for over \$143 million in eligible funding under FEMA's Public Assistance Program for Category B: Emergency Protective Measures. ISC also worked closely with Coney Island Hospital and the NYC Health and Hospitals to conduct damage assessments, cost estimations, and performed grant management activities as part of the Public Assistance Alternative Procedures (PAAP) Program under the authority of the Sandy Recovery Improvement Act.

**Public Housing & Temporary Accommodations:** The New York City Housing Authority (NYCHA), the largest public housing authority in the United States with a population of 400,000 residents, suffered extensive damage with a large number of its developments impacted and over 400 buildings without power, totaling to over \$3 billion dollars in damages and causing thousands without a home. ISC worked with NYCHA to not only identify the critical repairs of the NYCHA developments, but also the implementation of the various FEMA and HUD shelter and housing assistance programs and the reimbursement of over \$3 billion and \$538 million in federal aid for the repair of NYCHA properties and the implementation of the FEMA STEP program, respectively.

## Hurricane Sandy Disaster Cost Recovery Services Federal Emergency Management Agency (FEMA)

**Mass Transit:** It was estimated that 30 million gallons of water inundated the tunnel and its supporting facilities with 9 feet of water, damaging them and the equipment within the facilities. ISC worked with the PANYNJ to conduct thorough damage assessments of the critical infrastructure asset, develop cost estimates to repair and restore the Holland Tunnel, and administered funding through FEMA's Public Assistance Program under the authorities of the Sandy Recovery Improvement Act. ISC staff developed and validated cost estimates of almost \$250 million to repair and replacement of the tunnel's power cables, fire detection system, voice communication system, lighting, and pump room equipment. Repairs will also be made to concrete, drum rings, curbs, ceilings and wall tiles in the tunnel. In addition, ISC identified opportunities to include hazard mitigation measures to increase the stop log height at the doorways of the ventilation buildings in New York and New Jersey to meet current FEMA design flood elevation standards.

**Public Schools:** The Long Beach City Schools district administration building was severely damaged from 18-24 inches of water inundated the building from storm surge and heavy rains. The administration building was deemed uninhabitable and required temporary office space to maintain continuity of vital community services. In addition to the temporary space, Long Beach City Schools had to remove silt, mud, and damaged finishing from the building, restore interior electrical and mechanical systems, perform mold remediation, repair damaged building components, and replace office equipment and supplies. In addition, hazard mitigation actions were also identified such as the installation of hurricane proof windows and the elevation of vital building systems. ISC worked with the school district to administer funding to cover 90% of the new administration building under the Public Assistance Alternative Procedures Pilot Program for permanent work. The pilot program will allow the school district greater flexibility and less obligations to build the new administration building as quickly as possible.

## Subconsultant: Bryant, Hammett & Associates, LLC



**BRYANT HAMMETT  
& ASSOCIATES, LLC**  
CIVIL ENGINEERING & LAND SURVEYING

BHA is a Louisiana-based LLC consulting civil engineering, land surveying, disaster response, and construction supervision firm which provides professional services for various governmental and private concerns throughout the Gulf South region. BHA has been in business since August 1, 1984. They have grown from a small four-member firm to over 30 employees, and operates offices in Jefferson, East Baton Rouge, Plaquemines, and Concordia parishes.

BHA is a HUBZone business certified by the U.S. Small Business Administration and is certified by the Louisiana Department of Economic Development as a Hudson Initiative Firm. BHA is comprised of highly qualified, experienced, and licensed surveyors, engineers, GIS technicians, certified floodplain managers, construction managers, administrators, inspectors, CADD operators and clerical support.

BHA is currently responsible for construction supervision services for Jefferson Parish's Hazard Mitigation Assistance home elevation and reconstruction grant program for 2014-2020 Mitigation Funding; BHA has been the sole provider of these services since 2012. BHA provides licensed Certified Floodplain Managers, Surveyors, Construction Managers, Licensed Contractors, Inspectors, Professional Engineers, and FEMA, HMA and NFIP subject matter experts to deliver these services. BHA also provides services in storm and disaster preparedness, emergency management, post-event recovery and redevelopment with an emphasis on disaster recovery management and hazard mitigation. The firm is especially familiar with catastrophic flooding and the need to recover and mitigate severely damaged properties.

## Bryant, Hammett & Associates, LLC's Team Members

### Chandler Jordan, CFM | Closeout Specialist (BHA)

As a project manager for BHA since 2008, Chandler has experience performing all phases of environmental assessments on commercial and municipal properties. He has served as a cost estimator/closeout specialist assisting GOHSEP with the closeout of approximately 30,000 properties affected by Hurricanes Katrina, Rita, Gustav, Ike and Issac. He has experience with FEMA's Project Worksheets, Cost Estimating Format (CEF) for large projects and Construction Cost estimating programs. He is the FEMA/GOHSEP management point of contact for the Vidalia Riverfront Flood Fight and is instrumental in developing FEMA Project Worksheets and Close out for Category B (emergency work) and Cost Estimation and Project



Worksheets for Categories C-G (permanent work). His areas of expertise include program management, demolition, debris cleanup, CDBG, HMGP, geology, damage assessments, environmental reviews, scope development, cost estimation and construction oversight.

## **Beverly Forest | Documentation Specialist (BHA)**

Beverly is a subject-matter expert with acute knowledge of policies, procedures, rules, and regulations of the Stafford Act. Her 15+ years of working on state and federal programs includes a history of driving projects to closeout readiness and identifying reimbursement issues, as well as ensuring federal and state grant requirements are met. She worked as a disaster recovery specialist on the Stafford Act Programs Closeout Assistance Program for over 5 years where she conducted final reviews of all submitted invoices, contracts, procurement, and other supporting documentation and prepared and recommended final grant versions sent to FEMA before closeout.

### **Bryant, Hammett & Associates, LLC's References:**

**Public Assistance (PA) TAC IV:** The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) administers the PA (Division Technical Assistance Contract IV (TAC IV). The Recovery Directorate's Public Assistance (PA) Division has the specific mission of providing assistance to applicants (State, Tribal and local governments) and certain types of Private Nonprofit (PNP) organizations so that communities can quickly respond to and recover from major disasters or emergencies.

BHA is part of a team in Zone 2 (FEMA Regions 5, 6 and 8) that provides non-professional and professional services in an Advisory and Assistance Services (A&AS) capacity. These services are typically needed after major disasters and emergencies to implement the PA Program. BHA employs Site Inspectors, Program Delivery Managers, and Cost Estimators. BHA has provided resources for DR-4611, DR-4332, DR-4559, DR-4459, DR-4442, and DR-4440, in addition resources at FEMA Consolidated Resource Centers (CRCs).

#### **CLIENT**

FEMA/SERCO North America

#### **PROGRAM VALUE**

~\$600 MM

#### **PERIOD OF PERFORMANCE**

JANUARY 2019-JANUARY 2024

#### **CLIENT REFERENCE**

Bryan Miller

Deputy Program Manager

SERCO NA

1479 Gillespie St; Ste 1

Rock Island, IL 61201

(563) 200-3474

Bryan.Miller@serco-na.com

**Stafford Act Programs Closeout Services: Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP):** BHA is part of a team in Zone 2 (FEMA Regions 5, 6 and 8) that provides non-professional and professional services in an Advisory and Assistance Services (A&AS) capacity. These services are typically needed after major disasters and emergencies to implement the PA Program. BHA employs Site Inspectors, Program Delivery Managers, and Cost Estimators. BHA has provided resources for DR-4611, DR-4332, DR-4559, DR-4459, DR-4442, and DR-4440, in addition resources at FEMA Consolidated Resource Centers (CRCs).

#### **RELEVANCE**

GOHSEP Closeout

FEMA PA

Cost Estimating

404/406 HMGP

Grant Management

#### **PERIOD OF PERFORMANCE**

AUGUST 2013-AUGUST 2019

#### **CLIENT REFERENCE**

Angele Romig

Civix

2021 Lakeshore Drive; Suite 500

(504) 304-2500

[aromig@gocivix.com](mailto:aromig@gocivix.com)



**Construction Supervision Services for Jefferson Parish Flood Mitigation Assistance Program (2012-PRESENT):** BHA provides licensed Certified Floodplain Managers, Licensed Residential and Commercial Contractors, Surveyors, Professional Engineers, Construction Managers, Inspectors and FEMA, HMA, HMGP and NFIP subject matter experts to facilitate the overall construction supervision of Jefferson Parish's home elevation program, preventing the use of substandard construction methods and ensuring grant compliance with the HMGP Program. Since 2012, BHA has worked with Jefferson Parish to aid in the elevation or reconstruction of over 1,700 homes.

#### PROGRAM VALUE

Total funds awarded to Jefferson Parish: \$280+ million

#### PERIOD OF PERFORMANCE

2012-PRESENT

#### CLIENT REFERENCE

Maggie Talley, Jefferson Parish  
Director of Floodplain Management  
1221 Elmwood Park Blvd; Suite 801  
Jefferson, LA 70123  
(504) 736-6732  
MTalley@jeffparish.net





## Technical Expertise

CDBG-DR Housing  
CDBG-DR Policy  
FEMA Public Assistance  
Strategic Planning  
Project Management

## Years of Experience

35 Years

## Education

B.S., Fire Protection  
Engineering, University of  
Maryland

## Certifications

- Project Management  
Institute/Program  
Management Professional  
(PMP)/August 2009
- Seminole State College,  
FL/Professional Certification  
– Project Management/2009
- PMI PMP Certification
- Missouri State Department  
of Fire Service Instructor  
Certification
- Westmoreland County  
Community College/Fire  
Science Technology –  
Accredited Courses/1977
- FEMA PA Operations 1 & 2

## Professional Profile

Mr. Altman has more than 35 years of leadership experience managing and implementing disaster planning and recovery program management for public and private sector clients. He currently serves as MCL's Vice President Emergency Management and Long-term Recovery.

Mr. Altman holds a Program management Professional (PMP) certification and has in-depth expertise in all phases of disaster management: planning, preparedness, hazard mitigation, response and recovery programs, post disaster redevelopment planning, audit compliance, process improvement, quality assurance, business development, resiliency planning, HUD CDBG-DR, NY Rising Community Reconstruction Zones Program, NFIP, EPA, 40 CFR, DOT 49 CFR, and OSHA 29 CFR.

Mr. Altman has served as a FEMA Region VII Project Officer and Closeout Specialists for Kansas City Missouri, until he was appointed the FEMA Public Assistance Infrastructure Branch Director for the Florida Long Term Recovery Office where he managed the FEMA Public Assistance Program. There, he oversaw more than 200 staff members working on project worksheet development, the closeout of nine federally declared disaster and over 4,000 applicants resulting in the recovery program of more than \$14 billion. Mr. Altman received many accolades from his peers and management, for his strong leadership and management skills to get results and closure of projects and mission tasks. He has worked over 50 presidentially federal declared disasters in many different roles in leadership and technical support.

Prior to his tenure with FEMA in the disaster recovery work, Mr. Altman emergency management experience was through the fire services where served for 30 years working his way up through the ranks of Firefighter to as high as Chief. He also, owned and managed an environmental, hazardous materials/ emergency response business.

## Experience

**Principal: Disaster Related Recovery Services / Grant Program Services (2017-2022), Pasco County, Florida:** In early 2017, Metric was selected by Pasco County for a five-year retainer contract to provide disaster recovery and Hazard Mitigation Consulting Services. Since then, our team of professionals has served as FEMA-PA and HMGP fiscal recovery consultant for Hurricanes Hermine and Irma and the COVID-19 pandemic. Our Team is responsible for establishing consistent oversight standards, providing proactive technical assistance and communication, centralized data and reporting, effective quality-management protocols, and reviewing and improving procedures, as well as reimbursements and financial management. As a fiscal recovery affiliate, we provide preliminary disaster assessment assistance, training, and expertise to assess and evaluate the scope of the disaster damage; assisting with the retrieval and organization of project expenditures to ensure compliance with documentation requirements and resolution of project worksheet-related problems for the eligibility reviews. Metric facilitates the formulation of project worksheets, data analysis, expense validation and cost estimate reconciliations; performing complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to respond, administer, organize, and monitor federally funded disaster recovery grants within Pasco County. We also serve the County by evaluating opportunities and requirements to provide technical assistance, quality assurance and assist local jurisdictions and state agencies in maximizing reimbursement potential

**Principal: General Program Services (CDBG-DR Housing Project) / True North Emergency Mgmt., Texas General Land Office (TxGLO):** Metric has completed over 1,500 Tier 2 Site Specific Environmental Evaluations to gain National Environmental Policy Act (NEPA) clearances for Hurricane Harvey housing assistance applications for GrantWorks, the Texas General Land Office's (GLO's) Contract Manager for these projects. This effort with Texas GLO is unique in that, many consultants provide work under a few specific master contracts to provide deliverables to GrantWorks. In this case, Metric works for True North; however, Metric is the prime on multiple efforts under this master agreement with TrueNorth. Funding for the program is provided through the US Department of Housing and Urban Development (HUD) as part of their Community Development Block Grant (CDBG) Program. Upon receipt of a Task Work Order, application sites are screened to ensure they are covered by previous county-wide broad reviews and qualify for the program under one of several proposed actions. The Metric team then coordinates the historic and archaeological reviews to determine what known



**Certifications Cont.**

- Incident Command System (100, 200, 300, 400 and 700)
- HAZUS (Flood, Hurricane and DMA 2000 Risk Assessment)
- Coastal Management for Practitioners
- Hazard Management
- ESRI ArcGIS
- HSEEP
- FEMA Benefit Cost Analysis
- Debris Management
- Process Improvement
- Advanced Facilitation
- Mitigation eGrants for Sub-grantee (IS-30)
- Mitigation eGrants for Grantee (IS-31)
- Disaster Field Operations Management (L-269)
- Cost Estimating Format (E-480)

**Skills**

- Spanish Level, C2 (Proficient)

resources are present. This effort includes a historian reviewing the National Register of Historic Places and databases from the Texas Historical Commission, as well as direct coordination with the State Historic Preservation Officer. Depending on site conditions such as presence of asbestos or interior mold, the Metric team uses field inspection forms to evaluate necessary project commitments and documentation needs. Metric then produces an evaluation packet that contains a checklist covering the social, cultural, natural, and physical environments, supported by maps and tables of data. Those maps are key to showing historic resources, flood zones, wetlands, coastal zone boundaries, endangered species habitats, contamination, and airports, and can easily demonstrate when a project is outside regulatory buffers or boundaries.

Due to the need to efficiently process thousands of documents and create tens of thousands of maps, Metric designed a custom GIS web application that draws from existing regulatory databases and produces consistently formatted maps. This web application has streamlined production and improved quality control, as it eliminates the need to independently access dozens of databases and create maps from scratch. Maintaining the schedule and turning around project applications in less than two weeks is a major aspect of this project, and more than 50 applicant sites are typically processed each month. In addition to an efficient GIS-based web application, this also requires highly-trained staff and a rigorous Quality Control (QC) program. Prior to submittal, each deliverable and every map is reviewed for content and formatting by an independent reviewer who has been trained in this specific documentation. Reviewers have QC “cheat sheets” that contain all standard statements, exceptions, special conditions, and other aspects that must be documented using consistent wording and methodologies. For easy identification by homeowners or construction personnel, certain conditions like the need to purchase flood insurance to raise the elevation of a house or the need to appropriately handle and dispose of hazardous materials are noted in each packet, as well as on a cover sheet.

**Principal: CDBG Buyout and Acquisition Environmental Reviews / True North Emergency Management, Texas General Land Office (TxGLO):** This program uses HUD Community Development Block Grant Disaster Recovery (CDBG-DR) funds to purchase and demolish houses in targeted areas that are prone to flooding. By removing extremely vulnerable housing this program aims to reduce the impacts of future disasters while targeting revitalization. This effort with Texas GLO is unique in that, many consultants provide work under a few specific master contracts to provide deliverables to GrantWorks. In this case,

Metric works for True North; however, Metric was asked to join this project by True North Emergency Management after initial attempts failed to yield approvable Environmental Reviews. Metric immediately assigned staff to address the existing backlog of approximately 30 houses and developed guidance documents and QC tools. Their efforts led to a rapid turnaround for the project, including the successful submittals of many Environmental Reviews. To date, Metric staff have processed more than ## Environmental Reviews for flood-prone houses, and that number will continue to grow throughout the duration of this contract. This large, programmatic program is overseen by the Texas GLO, and Metric provides value by implementing systematic approaches to data gathering and reporting, and by standardizing documentation so that a large number of houses can be processed.

**Principal: Coronavirus Relief Fund Grant Management, Finney and Neosho County, Kansas:** Under two separate endeavors, MCL worked with Neosho and Finney County’s suite of programs aimed at recovery and ongoing mitigation of impacts of COVID-19, including programs providing assistance to individuals and households, grants to small businesses, FEMA match, and grants to non-profits and government entities to design and administer recovery initiatives. MCL was tasked with the creation of program policy and supplemental documents in compliance with provisions of the CARES Act and U.S. Treasury guidance for expenditure of Coronavirus Relief Funds (CRFs). MCL spearheaded program design, policy development, and delivery of IT solutions for four CRF programs aimed at assisting impacted homeowners, renters, small business, governmental entities, and non-profit organizations. MCL also provided key evaluation committee members for review and recommendation of applicants to the Notice of Funding Available, published by each county for selection of subawardees responsible for administration of COVID-19 response and recovery initiatives.

**Principal: American Rescue Plan Act Grant Management, Saline and Unified Government of Wyandotte County and Kansas City, Kansas:** Under two separate endeavors, MCL assists County staff in quickly, compliantly, and efficiently expending ARPA funds, including planning supported by needs assessments and stakeholder engagement, design and implementation of grant programs, preparation of reports required by state and federal funders including the U.S. Treasury, and technical assistance in federal regulation, including updated guidance based on current federal guidance.



#### Technical Expertise

Recovery Management  
Financial Management  
Grant Management &  
Accounting  
Debris Monitoring  
Quality Assurance  
Data Analysis

**Years of Experience**  
20 Years

#### Certifications

- CTQP QC Manager
- FEMA IS-100
- FEMA IS-200
- FEMA IS-630
- FEMA IS-631
- FEMA IS-632
- FEMA IS-700
- FEMA IS-800
- FEMA-IS-E 202
- OSHA 500
- FDOT Intermediate  
Temporary Traffic Control  
(2/2023)
- USACE QA/QC Manager
- ATTSA Traffic Control  
Supervisor (05/2026)
- ATTSA Traffic Control  
Technician

#### FEMA-Declared Disasters

- 1603 – Katrina
- 1607 – Rita
- 1786 – Gustav
- 1791 – Ike
- 1894 – Rhode Island Severe  
Storms & Flooding
- 4080 – Isaac
- 4086 – Sandy

#### Professional Profile

Mr. Lopez has provided 20 years of direction and guidance in reviewing all aspects of disaster recovery operations and corresponding expenses, management oversight to the team performing site visits, damaged facilities inspections, debris removal and emergency protective costs; FEMA Public Assistance eligibility and FHWA Emergency Repair Programs, and insurance review. His extensive experience includes an array of emergency operations for pre- and post- hurricanes (including some of the largest responses in history); ice storms, flooding, and health pandemics such as COVID-19 and the Iowa Bird Flu.

Mr. Lopez has also extensive experience serving as Project Manager for multiple Parishes in Louisiana and Texas during Hurricanes Katrina, Rita and Ike, and Isaac. During this period, he was responsible for staffing and training over 1,000 monitors, determining eligibility, scheduling, truck certifications, DMSs, mulching operations and final disposal. After the destruction that occurred during Hurricane Katrina he worked with the Army Corp of Engineers to develop a plan to clear debris from strategic roads and business in Jefferson Parish to help stimulate the return of citizens and business to the community.

#### Experience

**04/2017 – Present: U.S. Department of Housing and Urban Development/Community Development Block Grant-Disaster Recovery Program Management, Louisiana Office of Community Development:** Metric is currently assisting the State of Louisiana through the Office of Community Development-Disaster Recovery Unit (OCD-DRU) with the administration of federal CDBG funding, which was appropriated by Congress to assist Louisiana with its recovery efforts following the Great Floods of 2016.

**08/2021 – Present: Project Manager: Natural Disaster Monitoring (response to Hurricane Ida), Louisiana Department of Transportation and Development:** Mr. Lopez served as the Project Manager following the Category 4 Atlantic Hurricane Ida and led the debris clean-up initiatives for District 2. He managed 25 debris supervisors and 110 field monitors, and was responsible for over 200 truck certifications and the proper documentation of 2.1 million cubic yards of debris removed. Mr. Lopez helped coordinate recovery efforts between multiple stakeholders and was the lead consultant to the state and district debris managers. Mr. Lopez ensured MCL's quality assurance plan was followed and all documentation was digitized and submitted to the client for reimbursement.

**08/2020 – Present: Project Manager: Natural Disaster Monitoring (response to 2020 Hurricanes), Louisiana Department of Transportation and Development:** Mr. Lopez serves as the Project Manager for the Louisiana Department of Transportation (LaDOTD) for the debris monitoring efforts in response to Hurricanes Laura, Delta, and Zeta. Mr. Lopez manages debris monitoring efforts for four separate LaDOTD districts, encompassing 27 parishes. He works closely with local and state officials to coordinate emergency road clearances to help restore power and emergency services to the affected areas. He also directs the oversight and training of four district Project Managers, 45 Field Supervisors, and over 600 Field Monitors. His team works closely with state officials, and has provided detailed information that has resulted in the reconciliation of over \$66 million in FEMA reimbursements to date.

**12/2017 – 11/2019: Project Manager: Debris Monitoring for Hurricane Isaac, Louisiana Department of Transportation and Development:** Mr. Lopez served as the Project Manager for LaDOTD District 2, leading the debris removal operation following Hurricane Isaac. He was responsible for all aspects of debris removal operations in the seven parishes that lie within District 2. His duties included staffing and training employees, determining eligibility, scheduling, truck certifications, determining Debris Management Site locations, mulching operations, burn pits and final disposal sites, and working alongside FHWA, FEMA, USCG, OSHA, LADEQ, and GOHSEP to ensure work was conducted in compliance with all health and safety guidelines. He participated in weekly meetings with FEMA, State, and Parish officials to review the status of projects and timelines for completion.

**FEMA-Declared Disasters**

- 1971 – AL Severe Storms, Tornadoes, Straight-line Winds
- 3369 – South Carolina Severe Winter Storm
- 4338 – Irma
- 4280 – Hermine
- 4399 – Michael
- 4332 – Harvey
- 4496 – COVID 19: Massachusetts
- 4504 – COVID 19: Kansas
- 4559: Hurricane Laura
- 4470: Hurricane Delta
- 4577: Hurricane Zeta

**08/2016 – 01/2017: Project Manager: Flooding Debris Removal, Districts 62, 61 and 3, Louisiana Department of Transportation and Development:** Mr. Lopez served as the Project Manager for disaster debris removal following severe flooding in Districts 62, 61, and 3. These districts include the Parishes of West Feliciana, East Feliciana, Ascension, East Baton Rouge, Livingston, Tangipahoa, Washington, Saint Helena, Iberia, and Lafayette. Metric supported the assigned LaDOTD Project Engineers with the inspection and monitoring of districtwide debris removal and disposal contracts on federal aid-qualifying and non-federal aid-qualifying routes. Metric's team provided an electronic database to process, store, and query all data - including photographs, field documents, haul truck certifications, and more.

**07/2017 – Current: Disaster Recovery Consulting Services following Hurricane Hermine and Hurricane Irma, Pasco County, Florida:** Metric serves as a fiscal recovery consultant for Pasco County, Florida. Services under the contract include FHWA/FEMA acceptable debris removal monitoring and financial/programmatic compliance, policy & procedure subject matter expertise, FEMA Public Assistance Program & Hazard Mitigation Grant Program assistance, disaster response and recovery management, and program management. Under this contract, the County issued COVID-19 Recovery - Category B: Emergency Protective Measures, which involved recovery services to provide technical expertise and advice on federal funding programs regarding county-wide recovery, including FEMA Public Assistance Program Category B: Emergency Protective Measures, Health and Human Services reimbursements and grants, duplication of benefits, closeout, appeals, HUD, CDBG-CV, DOL, and unemployment issues.

**07/2020 – Current: COVID-19 Relief and Grant Management, Seward County, Kansas:** Metric is assisting in the fiscal recovery of COVID grant funds and the FEMA Public Reimbursement Program, leveraging federal grants to aid in the maximum recovery for the four sectors: Health (advancing public health and respond to future outbreaks), Education (providing quality education and resources to our students), Connectivity (enabling remote connectivity through investments in technology and digital infrastructure) and Economic Development (protecting livelihoods of affected individuals, invest in communities, and support businesses).

**12/2017 – 11/2019: Project Manager: Disaster Debris Removal Monitoring Consultant (response to 2017 Hurricane Harvey), Texas General Land Office:** Metric provided disaster debris removal monitoring services to the Texas General Land Office (TxGLO) following Hurricane Harvey (2017), which included the removal of debris found on Texas beaches and in the waters of the State of Texas, including the Gulf of Mexico out to 1/4 mile, and all publicly owned bays and canals. The debris removal operation also included public waters within residential and industrial areas, and from the public right-of-way, private property, drainage areas, canals, waterways, and other eligible public areas. In total, 29,152 CY of debris were removed from 89.5 miles of Texas rivers and bayous. TxGLO staff began the storm response a few days after Hurricane Harvey passed, and identified areas which had debris that posed a risk to human health and safety. Work to remove the hazards on submerged state land began on December 8, 2017.

**10/2018 – 02/2020: Debris Manager: Natural Disaster Monitoring / Construction Engineering and Inspection (CEI) Services (response to 2018 Hurricane Michael), FDOT District 3:** Mr. Lopez was responsible for 85 Field Supervisors and 1200 Field Monitors as they cleared over 16 million Cubic Yards (CY) of debris on state and local roads across 13 counties. He was also responsible for a team that performed quality assurance oversight for five counties within the District. Mr. Lopez's team oversaw five monitoring firms and eight hauling contractors.

**09/2017 – 05/2018: Project Manager: Debris Monitoring for Hurricane Harvey, Texas Department of Transportation - Corpus Christi District:** Metric supported the TxDOT Corpus Christi District by managing disaster debris removal efforts following Hurricane Harvey in 2017. Metric assisted and supported the assigned TxDOT Project Engineers with the inspection and monitoring of districtwide debris removal and disposal contracts on federal aid-qualifying and non-federal aid-qualifying routes. Metric's team provided an electronic database to process, store, and query all data - including photographs, field documents, haul truck certifications, and other documents. Mr. Lopez's project responsibilities included writing haul tickets for debris removal, maintaining all field records, making daily entries in the project diary to indicate the consultant's personnel and contractor's personnel that were present on the job site, the work being accepted, the acceptability of traffic control, the charging of contract time, estimating and documenting debris quantities, determining debris eligibility, measuring and computing haul truck volumes, inspecting the contractor's operations to ensure work was performed in accordance with the specified plans, specifications and requirements, keeping clear records of the contractual operations, preparing daily, weekly, and monthly quantity summaries and breakdowns, and reconciling and recommending payment of hauling contractor's invoices.





#### Technical Expertise

Project Management  
Public Health Policy  
Contract Management  
Communication &  
Coordination  
CDBG-DR Policy  
HUD Housing Counseling  
Subrecipient Management  
Financial Controls and Budget  
Development  
Stakeholder Engagement  
COVID-19 Response Federal  
Funding

#### Years of Experience

10 Years

#### Education

M.A., Global Leadership &  
Sustainable Development,  
Hawaii Pacific University  
B.S., Integrated Marketing  
Communications, Ithaca  
College

#### Certifications

- Trainer – Center for  
Disease Control and  
Prevention's Crisis and  
Emergency Risk  
Communications (CERC)
- Graduate Regional Institute  
for Health and  
Environmental Leadership
- Certified Facilitator through  
the Rocky Mountain Public  
Health Training Center
- CDPHE Project  
Management Essentials

#### Professional Profile

Ms. Bertone has extensive experience in CDBG-DR, cross-cutting federal compliance requirements and development and execution of federally funded programs. She is a quality improvement project leader, who plans and organizes multiple projects, meetings and presentations; creatively collaborates with partners in government, non-profit, for profit, and academic settings to enhance project skill set; conducts data collection and specializes in data driven reports; and easily manages goals, details and scheduling.

Juliann is well-versed in training and technical assistance, subrecipient management, program design, and compliance requirements including CDBG-DR and APRA. With demonstrated subject matter expertise in public health and comprehensive disaster recovery, Juliann is well equipped to manage a broad range of disasters. As a graduate of the Regional Institute for Health and Environmental Leadership's Advanced Leadership Program; former member of City of Boulder's Health Advisory Committee; collaborating member of the Colorado Department of Public Health Equity and Environmental Justice steering committee; voting board member of social justice non-profit Hawaii People's Fund; member of Hawaii Food Policy Council think tank; supervisor of graduate level practicum students; and volunteer organizer, Juliann offers unique experience in stakeholder engagement and delivery of community-driven solutions.

#### Experience

**05/2022 – Present: Project Manager: Home Investment Partnerships Program – American Rescue Plan (HOME-ARP) Consultation Services, City of Columbus, Ohio:** Metric was selected by the City of Columbus, Ohio to provide grant consultation services for the City's \$16 million allocation of HOME-ARP funding. The allocated funds are intended to reduce homelessness and increase housing stability across the country. Our team created a detailed project work plan to ensure the creation of a compliant and comprehensive funding Allocation Plan. Based on this plan, we designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. With the data compiled, the MCL team assisted the city in the required consultation services report for the Allocation Plan.

**07/2020 – Present: Associate Program Manager: American Rescue Plan Act Grant Management, Saline and Wyandotte County, and Kansas City, Kansas:** Under two separate endeavors, Ms. Bertone assists County staff in quickly, compliantly, and efficiently expending ARPA funds, including planning supported by needs assessments and stakeholder engagement, design and implementation of grant programs, preparation of reports required by state and federal funders including the U.S. Treasury, and technical assistance in federal regulation, including updated guidance based on current federal guidance.

**09/2020 – 01/2021: Program Manager: Coronavirus Relief Fund (CRF) Grant Management, Finney and Neosho County, Kansas:** Under two separate endeavors, Ms. Bertone served as Program Manager for Neosho and Finney County's suite of programs aimed at recovery and ongoing mitigation of impacts of COVID-19, including programs providing assistance to individuals and households, grants to small businesses, FEMA match, and grants to non-profits and government entities to design and administer recovery initiatives. She was tasked with the creation of program policy and supplemental documents in compliance with provisions of the CARES Act and U.S. Treasury guidance for expenditure of Coronavirus Relief Funds (CRFs). She spearheaded program design, policy development, and delivery of IT solutions for four CRF programs aimed at assisting impacted homeowners, renters, small business, governmental entities, and non-profit organizations. She also served as a key evaluation committee member for review and recommendation of applicants to the Notice of Funding Available, published by each county for selection of subawardees responsible for administration of COVID-19 response and recovery initiatives.

#### Prior Work Experience

**05/2019 – 08/2020: Supervisor Community Development Block Grant | Puerto Rico Department of Housing (PRDOH):** Ms. Bertone served as Portfolio Manager for Puerto Rico's suite of CDBG-DR programs that were targeted at addressing the needs of its most vulnerable, including a Social Interest Housing Program and Housing Counseling Program. In that role, she managed a portfolio of over \$50 Million to execute the successful implementation of these programs. As Portfolio Manager, she:



**Certifications Cont.**

- CDPHE Behavioral Health for Spokespersons Training
- FEMA Introduction to ICS for Operational First Responders
- FEMA National Incident Management System
- FEMA Joint Information Center / Joint Information System
- FEMA Basic Public Information Officer Awareness
- FEMA Social Media in Emergency Management, Emergency Support Function 15
- FEMA External Affairs

- Provided materials and support throughout multiple U.S. Department of Housing and Urban Development (HUD) monitoring and oversight visits
- Led comprehensive program design, which included the creation and maintenance of compliant CDBG-DR policy and procedures, templates, and other documents
- Proactively implemented change management procedures to update aforementioned documents when contracts, agreements, policy, federal regulation, internal procedure, budget, schedule constraints, scope, and/or other factors warranted change
- Performed subrecipient management and oversight of six HUD certified Housing Counseling Agencies
- Spearheaded marketing and outreach campaigns to reach non-profit organizations and encourage them to apply for funding from the island's Social Interest Housing Program, resulting in 43 non-profits submitting applications for funding
- Established, communicated, and enforced standard, efficient, and streamlined processes to support delivery of program goals
- Engrained transparent, regular reporting in housing programs to ensure that stakeholders of all levels and importance remained informed and empowered to make decisions and report on issues such as, but not limited to: risk, program progress, milestones achieved, performance issues, program successes, compliance concerns, and program demographics.

**04/2014 – 05/2019: Communications & Policy Analyst: Colorado Department of Public Health and Environment, Denver Colorado:** As the Public Information Specialist for the Office of Emergency Preparedness and Response (OEPR), Ms. Bertone led all communications, outreach, and mass messaging for emergency and non-emergency health situations. As part of her role, she performed the following:

- Monitored grant outcomes and deliverables for 64 Colorado counties and two federally recognized Tribes in Colorado, which involved providing technical assistance and implementation guidance as needed
- Served as project planner for Colorado's implementation of Assistant Secretary for Preparedness and Response and Centers for Disease Control and Prevention's Public Health Emergency Preparedness (PHEP) Cooperative Agreement and Hospital Preparedness Program (HPP) funding. This included the execution agreement for the current five-year project period to improve the readiness of state, local, and territorial public health and health care systems
- Trained community stakeholders on statewide emergency preparedness and response policy, including the Governor's Expert Emergency Epidemic Response Committee, the Colorado Board of Health, and the Emergency Preparedness and Response Public Health Medical Advisory Committee
- Developed and implemented brand-consistent marketing materials, including the creation of annual reports, social media accounts, communication plans, a monthly newsletter, and 100+ webpages
- Evaluated health and emergency response plans, procedures, and protocols through the development of exercises - including after action reports
- Served as Legislative Liaison, overseeing the review of rules, regulations, policies and legislation for OEPR
- Acted as community and partner relationship builder via the Colorado Emergency Spill Report Line

**11/2014 – 07/2018: Grants & Communications Associate: Isles Inc, Trenton New Jersey:**

- Prepared and submitted grant proposals while ensuring high quality standards, meeting all deadlines, collaborating with departmental managing directors and achieving over \$500,000 in funding towards Isles' community resilience and sustainability
- Ensured compliance with funder requirements, including reporting and analysis of program accomplishments
- Planned, organized, and executed communications efforts including but not limited to: community events, newsletters, social media, press kits, crowd-funding campaigns, and stakeholder networking events



## Technical Expertise

Project Management  
Roadway/Drainage  
S&PM  
Utility Coordination & Design  
Multimodal Design  
Public Involvement  
PD&E  
Site Development

## Years of Experience

20 Years

## Education

B.S., Civil Engineering,  
Washington State University  
(2002)

## Professional Registrations

- Professional Engineer – FL  
# 66427

## Certifications

- FDOT Advanced Temporary  
Traffic Control

## Professional Profile

Ms. Bloomfield currently is Metric Engineering's Area Design Manager for North Florida and serves as a Project Manager and Roadway Engineer. She focuses on all aspects of highway design and planning, as well as drainage design, project management, and utility design and coordination. She has completed 19 RRR projects, four capacity projects, and multiple safety and operational projects. She is also responsible for preparing construction cost estimates and specification packages.

## Experience

**Project Manager: Districtwide Miscellaneous Safety Design, FDOT District 2:** Metric is responsible for the design and preparation of a complete set of construction contract documents (specifications packages, etc.) and any incidental engineering services, as necessary, for improvements to various roadway transportation facilities. Services included roadway design (typical sections, plan/profiles, cross slopes, access management, etc.), Traffic Control Plan (TCP), drainage design, utility coordination, environmental/permitting, miscellaneous structures, S&PM, signalization, lighting, survey/SUE, and geotechnical. As a TWO under this contract:

**Task Work Order, Re-Design of SR 228 (Post St.):** As a task work order under the Districtwide Miscellaneous Safety Design Contract, Metric developed construction documents for the re-design of SR 228 (Post Street) at Hamilton Street. The intersection will be restriped to provide a larger radius, gored markings, crosswalk markings, and Internally Illuminated Recessed Pavement Markings (IIRPM's). Pedestrian signalization will also be adjusted - the existing curve warning sign will be replaced with a vehicle activated curve warning sign, and existing chevron signs will be replaced with vehicle activated flashing chevrons.

**Project Engineer: SR 30 and SR 30A (Back Beach Road) from the Walton County Line to west of SR 79, Bay County, SR 30A (15th Street) from SR 390 to SR 75 (US 231/Harrison Avenue), Bay County and SR 71 from Gulf County Line to CR 275, Calhoun County, FDOT District 3:** Served as Project Engineer for these 3 resurfacing projects. SR 30/30A was a 6-mile 3R project with access management changes, addition of turn lanes, drainage improvements including French drain systems, new signing, Traffic Control Plans, new sidewalk from the county line to Camp Helen State Park, signalization plans, and utility coordination. The SR 30A/15th Street project involved design of sidewalk on both sides of the roadway with ADA improvements, Utility Relocations and Drainage Modifications. Driveways improvements were made throughout the project within very constrained ROW. SR 71 included widening the existing roadway for 11 miles to provide wider thru lanes and the addition of paved shoulders and extending many cross drains. A Dredge and Fill permit was obtained for work in wetlands throughout the project limits.

**Project Manager/Engineer of Record: SR 30 (Business 98) from SR 75 to SR 30A in Bay County, FDOT District 3:** This 3R project was 6 miles long downtown Panama City, Millville, Springfield, Parker, and Callaway This project involves ADA upgrades, new sidewalk construction, radius improvements, a new mast arm, guardrail upgrades, signing and pavement marking plans, signalization, 4 miles of ITS Interconnect, and traffic control plans. Coordination efforts included an informal public meeting to describe the proposed construction. Meetings with affected utility owners also took place.

**Project Manager: Design of SR 83 from SR 10 (US 90) to North of Gum Creek Road, FDOT District 3:** This project includes the resurfacing of travel lanes, auxiliary lanes, medians, and paved shoulders on SR 83 from the pavement change just north of US 90 to the pavement change south of CR 185. Metric also identified the need for Complete Streets implementation in future projects, which our designs within this contract will help to accommodate for the District. Specifically, Metric is developing roadway designs involving cross slope corrections, drainage, and utility coordination as well as traffic related designs such as S&PM and lighting.

**Project Manager: Design Group 20-10: Resurfacing Projects for SR 273 (Campbellton Hwy) from SR 77 (Main St.) to Jackson County Line & SR 10 (US 90/Jackson Ave) from SR 277 (Vernon Hwy) to End of 4 Lane East of Chipley, FDOT District 3:** The SR 273 is a milling and resurfacing project consisting of two 12' travel lanes and 5' shoulders in Washington County. The project includes new sidewalks, guardrail upgrades, S&PM plans, drainage modifications, temporary traffic control plans (TTCP), and utility coordination. The SR 10 is also a milling and resurfacing project in Washington County. This roadway consists of a five-lane section with four 10' or

12' travel lanes, as well as paved medians with two-way left turn lanes. This project includes curb and gutter upgrades; guardrail upgrades; pedestrian lighting; S&PM plans; utility coordination; ITS design; sidewalk design; drainage modifications; signalization and reconstructing pedestrian detectors, signal heads and ADA repairs and upgrades, and public involvement. This project requires ROW acquisition for construction.

**Project Manager: SR 20 from west of SR 57 to J.C. Lee Road in Jefferson County, FDOT District 3:** Served as Project Manager for this resurfacing project. The project involved lane width widening for proposed bike lanes, intersection upgrades, ADA pedestrian upgrades, guardrail upgrades, drainage improvements, Traffic Control Plans, and Signing and Pavement Marking Plans.

**Project Manager/Engineer of Record: SR 30A (US 98) from Transmitter Road to SR 30 (Bus 98) (Bay County), FDOT District 3:** Currently serving as the Project Manager and Roadway Engineer of Record for this urban resurfacing project. The project includes addition of sidewalk, driveway modifications, Right-of-Way acquisition, drainage improvements to help with flooding, ADA improvements where allowed within existing ROW, and utility coordination and relocations. Other improvements on the project include addition of an Adaptive System for signal timing, pedestrian signalization and signing and pavement markings.

**Lead Project Engineer: SR 30A (Tyndall Parkway) from SR 30A to Dupont Bridge and SR 75 (US 231) from CR 2301 to N. Camp Flowers Road in Bay County, FDOT District 3:** Lead Project Engineer; these projects included milling and resurfacing, addition of right and left turn lanes (standard and directional), removing median openings to improve access management, drainage modifications and improvements, guardrail upgrades. Tyndall Parkway included addition of ADA compliant curb ramps, relocating curb inlets, sidewalk construction, pavement design and signalization plans. Both projects involved FDEP permitting, identification of utility conflicts, coordinating utility relocations, signing and pavement marking design, permitting and preparation of electronic delivery for electronic letting.

**Project Manager/Engineer of Record: SR 30A (US 98/15th Street) from West of CR 2343 (Jenks Avenue) to SR 389 (East Avenue) in Bay County, FDOT District 3:** Served as Project Manager and EOR for this urban resurfacing project. This project consisted of milling and resurfacing an urban principal arterial. Other improvements include widening for side street turning radii, new mast arms, sidewalk, bus bays with bus pads, retaining walls, and minor drainage improvements. Plans include roadway, signalization and signing & pavement markings. This project required right-of-way acquisition for construction of the new sidewalk throughout the project.

**Project Engineer: SR 30 (US 98) from Hathaway Bridge to SR 390 and SR 30 (Bus 98) at CR 22A in Bay County, FDOT District 3:** SR 30 (US 98) was an urban resurfacing project, which included pavement design, addition of ADA compliant curb ramps, curb inlet relocation, railroad crossing replacement, signing and pavement marking plans, and signalization plans. The other project involved widening SR 30 (Bus 98) to provide a right turn lane to CR 22A. The widening involved modification to an existing cross drain, a new school zone cross walk with signing, right-of-way acquisition and work in wetlands. Dredge and Fill and Stormwater permits were obtained for this project.

**Project Manager/Engineer of Record: SR 63 (Monroe Street) from south of John Knox Road to north of SR 61 (Thomasville Road) in Leon County, FDOT District 3:** Serving as Project Manager and Engineer of Record for this urban milling and resurfacing project. This project includes sidewalk construction, ADA upgrades, minor drainage modifications, signing and pavement markings, and signalization upgrades. This project includes coordination with the CRTPA and other agencies.

**Project Manager/Engineer of Record: SR 83 (US 331) from Edgewood Circle to the beginning of the 4-lane at I-10 (SR 8) and SR 83 (US 331) at Coy Burgess Loop South (CR 278) in Walton County, FDOT District 3:** Served as Project Manager and Engineer-of-Record for these two projects. The projects consisted of milling and resurfacing SR 83, widening for a northbound left turn lane at Coy Burgess Loop South and other safety improvements. The plans for the turn lane required right-of-way acquisition and utility adjustments. Other improvements included signage, pavement markings, side drain replacements, guardrail upgrades, pavement overbuild, and permanently correcting erosion issues.

**Project Manager/Engineer of Record: CR 177A from SR 79 to SR 2, Holmes County, FDOT District 3:** Served as Project Manager and EOR for this resurfacing project. Plans consisted of condensed plan sets, which minimized survey efforts and provided savings to the County. The project involved preparation of Specifications, Intersection Details, Traffic Control Plans, Signing & Pavement Markings, drainage improvements and guardrail replacement in over 20 locations.

**Project Manager/Engineer of Record: CR 1087 from SR 10 (US 90) to CR 2A, Walton County, Design-Build (Anderson Columbia Co, Inc.), FDOT District 3:** This Design-Build project involved the plans preparation of Design-Build plans of a two-lane rural roadway approximately 8.6-miles in length. Plans included mainline milling and resurfacing, paved shoulder construction, guardrail upgrades, drainage improvements, Traffic Control Plans, and Signing and Pavement Marking Plans. Project requirements also included NWFWM (ERP) and ACOE permit exemption.





## Technical Expertise

CDBG-DR Policy  
Tenant Relocation,  
Acquisition, and Uniform  
Relocation Act (URA)  
FEMA Public Assistance  
Vendor Management  
Data Analysis  
Grant Management  
Debris Management  
Recovery Management

## Years of Experience

8 Years

## Education

B.S. English, Troy State  
University

## Certifications

- IS 00001.a – Emergency Manager: An Orientation to the Position
- IS-00029 – Public Information Officer Awareness
- IS-00030.a – Mitigation eGrants System
- IS 00042 – Social Media in Emergency Management
- IS 00100.b – Introduction to Incident Command System
- IS00200.b – ICS for Single Resources and Initial Action Incident

## Professional Profile

Mr. Cauley has more than eight years of Emergency Management and Disaster Recovery experience. Justin has supported disaster recovery projects in the states of Colorado, South Carolina, Texas, and Puerto Rico. Responsibilities have included disaster case management, debris management, grant management, and compliance monitoring and implementation. Mr. Cauley has provided FEMA Public Assistance grant management services to Larimer County, Colorado and was deployed to South Carolina following the February 2014 Severe Ice Storm where he assisted in field inspection and verification ensuring all contractors complied with FEMA requirements. Mr. Cauley served as a Disaster Case Manager Supervisor, providing comprehensive mobility counseling and disaster case management services to eligible homeowners under the U.S. Department of Housing and Urban Development's Community Development Block Grant Disaster Recovery Program within the Deep East Texas Council of Governments (DETCOG) (67 Applicants) and Liberty County, Texas (116 Applicants). In this role Justin worked with Low to Moderate Income Homeowners, the Texas General Land Office, Real Estate Agents, Subrecipients and their Legal Team, Insurance Agencies, Title Companies, Gas/Electric Companies, Builders, and Inspectors in order to ensure all parties worked together in a timely manner to successfully assist Applicants, as well as comply with the program guidelines set forth by HUD and GLO.

## Experience

### **05/2022 – Present: Lead Senior Consultant: Home Investment Partnerships Program – American Rescue Plan (HOME-ARP) Consultation Services, City of Columbus, Ohio:**

Metric was selected by the City of Columbus, Ohio to provide grant consultation services for the City's \$16 million allocation of HOME-ARP funding. The allocated funds are intended to reduce homelessness and increase housing stability across the country. Our team created a detailed project work plan to ensure the creation of a compliant and comprehensive funding Allocation Plan. Based on this plan, we designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. With the data compiled, the MCL team assisted the city in the required consultation services report for the Allocation Plan.

### **09/2021 – Present: Case Manager: American Rescue Plan Act (ARPA), Providence RI:**

Mr. Cauley serves as the Lead Case Manager for Providence, Rhode Island's Small Business Grant Program, aimed at providing 2800 small businesses with a \$2500 grant. Mr. Cauley provided reviews for each application throughout the entire application process, including, but not limited to: intake, eligibility, payment processing, and close out, all while also providing technical assistance to applicants.

### **02/2013 – 03/2016: Mobility Counselor: (CDBG-DR) Program (HOP) – Texas General Land Office:**

Mr. Cauley served as a Mobility Counselor and was responsible for providing relocation support services to eligible homeowners under the HUD CDBG-DR funded Homeowner Opportunity Program (HOP) within the Houston-Galveston Area Council of Government (H-GAC), Galveston County, and City of Galveston, Texas. HOP was a Disaster Recovery Housing Program through which income-qualified applicants living in FEMA-designated "High Risk" areas or areas of high minority and/or poverty concentration were able to elect to rehabilitate or reconstruct their existing home or relocate to a safer and higher opportunity area. This program involved relocation counseling, and the provision of licensed real estate professionals to explain the options and choices available while encouraging housing choice.

**03/2016 – 08/2018: (CDBG-DR) New York Rising – Governor's Office of Storm Recovery:** Mr. Cauley served as a Case Management Lead, and was responsible for overseeing a team tasked with the management of more than 1,400 applications to the Small Rental Properties Program, the Affordable Rental Program, and the Interim Mortgage Assistance Program, funded by HUD CDBG-DR funds appropriated by the Disaster Relief Appropriations Act, 2013 (Pub. L. 113-2). In this position, he:

- Facilitated intake of applications in accordance with established protocols for handling sensitive information
- Provided technical assistance on topics including program eligibility, funding requirements, and interim mortgage assistance for temporarily displaced homeowners

**Certifications Cont.**

- IS00393.a – Introduction to Hazard Mitigation
- IS00453 – Introduction to Homeland Security Planning
- IS00632.a – Introduction to Debris Operations
- IS00634 – Introduction to FEMA's Public Assistance Program
- IS00700.a – National Incident Management System (NIMS)
- IS00800.b – National Response Framework

**Disasters**

- 1791 – Texas Hurricane Ike
- 4145 – Colorado Severe Storms, Flooding, Landslides, and Mudslides
- 4166 – South Carolina Severe Winter Storm

- Drafted and implemented policies for QA/QC of applicant case files
- Led efforts to conduct duplication of benefits reviews for over 1,400 applicant case files
- Conducted weekly performance and production reviews with program staff
- Championed implementation of NY's Interim Mortgage Assistance program, providing compliance expertise and process development

**09/2020 – 1/2021: Process Engineer: Coronavirus Relief Fund (CRF) Grant Management, Finney, Seward, and Neosho County, Kansas:** Under three separate endeavors, Mr. Cauley served as Process Engineer and was tasked with the creation and maintenance of program processes and workflows supported by data management systems for Neosho, Seward, and Finney County's suite of programs aimed at recovery and ongoing mitigation of impacts of COVID-19, including programs providing assistance to individuals and households, grants to small businesses, FEMA match, and grants to non-profits and government entities to design and administer recovery initiatives. Mr. Cauley was responsible for ongoing total quality management of program policy and procedures to ensure efficiency and compliance with regulations governing the U.S. Treasury's Coronavirus Relief Fund (CRF). Under his leadership, these programs were launched within two weeks of approval by the state of Kansas and are on pace to deliver over \$25 million in CRF.

**05/2019 – 08/2020: Hurricane Maria – Puerto Rico:** Mr. Cauley served as the Lead Subject Matter Expert and Program Manager for the implementation of the Uniform Relocation Act (URA) across the Puerto Rico Department of Housing (PRDOH) CDBG-DR portfolio of 26 programs. In this role, Mr. Cauley developed and updated the Grantee's policies, procedures, and grant management system; prepared compliance reports; oversaw compliance reviews of all URA cases; and provided ongoing technical assistance and direction on federal grant requirements and regulations. He was responsible for ensuring URA compliance in matters involving tenant and business displacement and relocation, as well as acquisition of property for CDBG-DR programs totaling over \$10 billion. He also provided the knowledge architecture and training to ensure vendors contracted by PRDOH were able to implement their flagship housing program; a \$3 billion program providing repair, reconstruction, and relocation to impacted homeowners following Hurricanes Irma and Maria. Additionally, Mr. Cauley:

- Developed policy and procedures regarding compliance with the URA
- Aided in the establishment of Puerto Rico's Residential Anti-Displacement Plan
- Crafted training materials and knowledge enforcing aids, and trained responsible vendors and subrecipient staff on URA topics
- Provided specifications to construct IT systems to support URA phases from requisite notifications to relocation advisory services and payment, through closeout

**02/2014 – 08/2014: Billing Analyst: South Carolina Severe Winter Storm – South Carolina Department of Transportation:** Mr. Cauley served as a Billing Analyst and performed compliance monitoring to ensure Federal and State regulations were met. He assisted the Project Manager with the invoicing and reconciliation phase of funding for the project.

**09/2013 – 03/2014: Recovery Consultant: 2013 Colorado Flooding – Larimer County, Colorado:** Mr. Cauley served as a Recovery Consultant and provided comprehensive disaster recovery services. He worked in coordination with the Federal Highway Administration (FHWA) Disaster Recovery Reports. He successfully advocated on behalf of the County to obtain FEMA funding for debris removal from streambeds and demolition of residential structures.

**09/2020 – 05/2021: Data Manager | Hurricane Laura: Louisiana Districts 2,3,7, and 8:** Mr. Cauley served as a Supervisor, overseeing QA/QC and data analysis for the Hurricane Laura debris clean-up project. Mr. Cauley oversaw the documentation, reconciliation, and invoicing of over 2.6 million cubic yards of debris.

**10/2018 – 06/2019: Data Collection Supervisor: Hurricane Michael – Florida:** Mr. Cauley served as a Supervisor for the data collection and QA/QC of debris tickets for all off-system roadways for Gulf County, Florida. Mr. Cauley also worked with the contractors, performing right-of way clean-up to reconcile all tickets and preparing and finalizing each invoice for reimbursement.

**Technical Expertise**

Project Management  
FEMA PA

**Years of Experience**

18+ Years FEMA PA Program  
30 Years Other

**Education**

University of West Florida,  
BA Communications, 1972

**Certifications**

- 40-Hour OSHA Hazardous Materials and Site Investigations, 1990
- 8-Hour OSHA Supervisors of Hazardous Waste Workers, 1990 Recert 2021
- Application of Pesticides and Herbicides, State of Florida, 1978
- ACOE Wetlands Delineation and Management Training, 2003
- 8-Hour OSHA Hazardous Waste Refresher, 2021
- OSHA Right To Know Program, 1987
- Human Resources Management, Okaloosa Community College, 1989-1991
- FEMA IS 631 Public Assistance Operations I
- FEMA Project Worksheet Development
- FEMA 406 Hazard Mitigation (1 day)

**Professional Profile**

Extensive Environmental Assessment and Remediation experience in excess of 47 years in a variety of environmental and construction projects. His expertise includes project management, value engineering, cost estimating, onsite assessment, investigation, design and constructing of projects to remediate soil and groundwater environmental problems. Mr. Powell has managed both the engineering and construction, as well as implemented procedures for quality assurance/quality control and has prepared design reports and permit applications for regulatory agencies. Mr. Powell is noted in the industry for his ability for innovation, working with hostile clients, and building, motivating, and leading multi-functional teams. Over the past 18 years, he has worked extensively with the FEMA Public Assistance Grants Program working on complex estimating, Project Worksheets, Improved/Alternate Projects, and Relocation of Permanent Facilities.

**Prior Work Experience**

**01/2019 – Present: Senior Associate Disaster Recovery: City of Tallahassee, FL City of North Miami, FL and Office of Risk Management, State of Louisiana:** Senior Project Specialist for the City of Tallahassee COVID-19 disaster recovery activities to include FEMA-PA and CARES Act funds. Coordinated with City staff in categorizing documented expenses and preparing supporting information for FEMA Grants Portal and CARES submissions. Supported the City of Tallahassee's submittal of outstanding projects for Hurricane Michael in FEMA Grants Portal along with request for reimbursements from FDEM and the closeout activities for Hermine and Irma. Provided guidance in updating the City's Debris Management Plan. Senior Cost Estimator/Senior Project Specialist for the State of Louisiana, Office of Risk Management supporting recovery from Hurricanes Laura, Marco and Ida. Projects included buildings on the campuses of McNeese State University, SOWELA Technical Community College and Southeastern Louisiana State University.

**4/2014 – 2016: FEMA Closeout Process and FEMA Appeals: Private Non-Profits:** First Appeal for Estimates and Project Management Cost reimbursement. Worked closely with Grantee and FEMA to resolve the misinterpretations of the Stafford Act and enlighten the same of interpretations utilized by the Florida Recovery Office as authorized by FEMA Headquarters following the 2004-2005 catastrophes. Working on Second Appeals for six Private Non-Profit low-income housing complexes.

**6/2013 – 8/2013: Liaison: Project Management Group:** Trouble-shooter resolving subgrantee/grantee and FEMA policy interpretation following Tropical Storm Debbie grants. Instrumental in getting Project Management group reimbursed for past work performed and postponing litigation for reimbursement of funding due the Management group.

**12/2012 – 5/2013: FEMA Closeout Process: Various Subgrantees:** Gathering and compiling subgrantee information and placing the documentation into FEMA ready packages for Closeout. These packages included all necessary documentation and narrative for closeout of large and small projects for the various disasters from 2004-2005 and TS Debby and Hurricane Isaac.

**7/2012 – 12/2012: Task Force Leader: TS Debby and Hurricane Isaac, Various Subgrantees:** Served as State of Florida Task Force Leader providing supervision of Public Assistance Coordinator personnel. These personnel were responsible for FEMA oversight during applicant grant development for Tropical Storm Debby and Hurricane Isaac in Florida. As a task Force Leader, provided expertise leading the team in conducting Applicant Briefing Meetings, Applicant Interviews, Project scope development, Project Estimate development, and the development of Project Worksheets, as well as moderating disputes and resolution of same.

**12/2009 – 2012: FEMA Closeout Process: Various Subgrantees:** Gathering and compiling subgrantee information and placing the documentation into FEMA ready packages for Closeout. These packages included all necessary documentation and narrative for a timely closeout of large and small projects for the various disasters from 2004-2005.

**9/2008 – 12/2009: FEMA Closeout Specialist: FEMA:** Closeout Specialist for the 2004 and 2005 Disasters in the State of Florida. Took a prominent role in getting client participation to provide documentation to support the FEMA Grants funding for many projects in Miami-



**Certifications Cont.**

- FEMA Public Assistance Operations II
- Benefit-Cost Analysis (E276)
- Cost Estimating Format - 4 Day (S480) IS-100.a, IS-200.a, IS-208, IS-292
- First Aid/CPR Training, 2003
- Confined Space Entry, 2003
- Recognized Quality Control Manager-U.S. Army Corps of Engineers, 1993
- Certified Environmental Auditor, National Registry of Environmental Professionals, 1992
- Corrosion Technician, National Association of Corrosion Engineers, 1986
- General Radio Telephone, Federal Communication Commission, 1970

Dade County in South Florida. Later worked in the Panhandle area to provide technical expertise in reconciliation of Scopes of Work versus the work performed by the applicants. Provided direction supporting the relocation of roadways in Franklin County, Florida.

**2006 – 9/2008: Public Assistance Coordinator: FEMA PAC Relocations and TAC review of Improved and Alternate Projects, FEMA:** Served as Public Assistance Coordinator for Relocations and Technical Assistance Contractor review for Improved and Alternate Projects for Hurricane Katrina DR 1604 Mississippi. Duties included implementing Public Assistance Permanent Relocation for over \$500 Million in grant funding, reviewing Improved Projects following submission from the State of Mississippi for eligibility and review of Alternate Projects for the Infrastructure Branch Chief. Also worked with the Policy Group in co-authoring four Disaster Specific Guidance documents related to Improved and Relocation Projects. Due to the unprecedented damage caused by Hurricane Katrina, I was involved in numerous Congressional inquiries concerning new interpretations of policy and guidance for Permanent Relocation of facilities and structures. Weekly meetings involving the Office of Inspector General, the State of Mississippi, and the Policy Group for Hurricane Katrina was held under his leadership.

**2004 – 2006: PNP Team Leader: FEMA Project Officer, TAC:** Served as the PNP Team Leader for the FEMA Public Assistance Group, charged with the Private Non Profit applicant grant development for Hurricanes Ivan and Dennis in Florida. My efforts as the PNP Specialist were for determining eligibility status, and claims reviews for the PNP Applicants for their Project Worksheets, (PWs). Also provided expertise leading the team in conducting Kick Off Meetings, Applicant Interviews, Project scope development, Project Estimate development, and the development of Project Worksheets, as well as moderating disputes and resolution of same.

**2003 – 2004: Project Manager: Sampling Activities for ExxonMobil, ExxonMobil Florida and Alabama:** Project Manager for the sampling of groundwater wells at ExxonMobil sites in Florida and Alabama. Activities included logistics for sampling activities and supplies, interface with outgoing contractor and ExxonMobil personnel, sampling of monitor wells, and training of ExxonMobil employees on the use of bailers to extract contaminants from monitor wells.

**2003 – 2004: Constructor Manager: Construction of Aerobic Lagoon/Clarifier, Cargill Food Services, Plainview, TX:** Construction Manager for the lining of a seven million gallon lined lagoon, associated infrastructure, and a four million gallon clarifier. The graded lagoon was lined with HDPE, and had a nine-inch concrete pad placed over the liner and 5400 fine bubble diffusers were installed. Provided process input for the completion of the software control of the project and conducted startup training for the facility. Worked with a client that in the beginning was very hostile and upon completion of the project, received a commendation from the local plant management for the relationship that was built. The project was four months late starting when Mr. Powell arrived and was completed within the project year.

**2000 – 2003: Environmental Projects Manager: Muscogee Nation of Florida, Bruce, FL:** Managed grants from the United States to help a local tribe of Creek Indians progress their efforts to become Federally recognized. Administration of these grants included lead based paint surveys of tribal members homes, testing of water supplies, investigations for contaminated soils and disposal of hazardous chemicals/items on these properties and production/editing of a quarterly newsletter to provide information on Tribal activities. Also provided construction over site for the placement of fencing for the protection of a 13+ acre archeological site held by the Muscogee Nation of Florida. Procured contractor and provided over site for the archeological investigation of the Muscogee Nation of Florida Archeological Trust property at Sandestin, FL.

**2000: Constructor Manager: Marazzi Tile Landfill, Marazzi Tile, Mesquite, TX:** Construction Manager during excavation and lining of cells three and four at American Marazzi Tile in Mesquite, TX. Provided over site and QA/QC monitoring during placement of lining material for this Class II landfill. Provided over site for the closure of cell two and construction management for the completion of a four foot thick pad to build storage facility on top of this closure. Total area for this Class II landfill (cells three and four) was three+ acres and 130,000+ cubic yards of material were moved.

**1999 – 2000: Constructor Manager: Remedial Actions/Eglin AFB, FL:** Air Force Center for Environmental Excellence Construction Manager for numerous soil vapor extraction units, removal of contaminated soils, site investigations, and pilot remediation projects.

**Technical Expertise**

Project Management  
FEMA Program Delivery  
Manager  
PA Cost Specialist

**Years of Experience**

40 Years

**Education**

M.S. Environmental  
Management, University of  
Findlay, Findlay, Ohio 1996  
B.S. Civil Engineering,  
University of Missouri,  
Columbia, Missouri 1980

**Certifications**

- FEMA IS 631 Public Assistance Operations
- FEMA 406 Mitigation
- Cost Estimating Format FEMA IS 292
- FEMA E276 Benefit-Cost Analysis

**Professional Profile**

Mr. Deemie has extensive project management experience, specifically in disaster recovery assistance. He has worked with a variety of different clients including cities, counties, universities, and various public organizations. Mr. Deemie has worked extensively with the FEMA Public Assistance Grants Program working on complex estimating, Project Worksheets, Improved/Alternate Projects, and Relocation of Permanent Facilities.

**Prior Work Experience**

**11/2017 – 12/2021: Senior Disaster Recovery Analyst: ICF, Fairfax, VA:** Provided disaster recovery assistance to cities, counties, universities and public organizations (school boards) for the following Hurricanes: Ida, Laura, Delta, Dorian, Michael and Irma. Performed initial site inspections for Hurricanes Ida, Laura and Delta and developed the initial cost estimates. Technical skills include developing cost estimates for large water control facilities, utilities, buildings and equipment. Expert level expertise working with Grants Portal and providing the required information to the FEMA PDMG/CRC to ensure the projects are obligated in a timely manner.

Recent experience includes deployment to FEMA as a Public Assistance Cost Specialist supporting Denton Texas CRC (Consolidated Resource Centers). Developed cost estimates for FEMA Category B, D, E, F and G projects. Emphasis was on high dollar Water Control Facilities and Utilities. Previous deployment was as a Program Delivery Manager (PDMG) implementing FEMA's PA Program via Grants Manager for Hurricane Irma Recovery in Georgia. A single point-of-contact assigned to support city and county government's assistance application for hurricane clean-up (Cat A) and emergency services efforts (Cat B). Provided direction and project management support to guide public officials. Coordinated interface between Applicants, FEMA onsite management, FEMA CRC and state officials. Current FEMA Clearance Badge.

**1/2016 – 6/2017: Project Engineering Manager: Los Alamos National Laboratory, NM:** Manager of the Line Item and Institutional Project Engineering Teams with between 24 to 30 employees. Project engineers under my supervision are managing capital projects valued at over \$500 million. High visibility position entails meetings with top management and providing direction on capital projects that vary from large congressional line items to small building upgrades. Specific capital projects include construction of waste water treatment plants, infrastructure construction projects, production facilities, building & laboratory upgrades and general facilities engineering. Duties included managing employees, reviewing/ approving cost estimates, providing engineering direction, allocating technical resources and emphasizing on time project delivery, all with the goal of meeting the customer's requirements.

**2014 – 2016: Principal Procurement Engineer: Bechtel National, Inc., Reston, VA:** Provided engineering and procurement support for Commercial Grade Dedication (CGD) of multi-million dollar equipment procurements during construction of the Waste Treatment Plant in Hanford, WA. Led and supported equipment manufacture reviews, quality audits and supplier surveys at vendor sites. Ensured vendors/suppliers were in compliance with NQA-1 nuclear and ISO 9000 requirements.

**2011 – 2013: Project Manager: Archon Engineering Inc, Eunice, NM:** Large Equipment Project Manager for Urenco USA at the National Enrichment Facility in Eunice, New Mexico. PM for procurement of the following projects: sampling autoclaves, heating/cooling stations and concrete centrifuge support foundations. In charge of all phases including: contract and budget evaluation, engineering evaluation, vendor oversight, fabrication, testing, installation and turn-over. Provided turn-key management of nuclear projects. Managed a matrixed team of up to 10 engineers supporting the procurement/ manufacture of three Sampling Autoclaves to NQA-1 nuclear and ASME Code Section 8 requirements. Accomplishments include NRC approval for Commercial Grade Dedication (CGD) of three autoclaves under my management.

**2010 – 2011: Project Manager: Peerless Technologies Corp., Washington, DC:** Provided project management support to the completion of Department of Energy's (DOE's) \$6 billion Recovery Act Program. Developed project completion guidance and management systems to provide a consistent approach for accessing project progress across all DOE sites. Participated in HQ program reviews with sites.

**2009 – 2010: Senior Project Manager: Absolute Consulting, Eunice, NM:** Core Equipment Project Manager at the National

Enrichment (Nuclear) Facility being built by Urenco USA, in Eunice New Mexico. Inherited a non-performing contract for the design and manufacture of two large autoclaves. Accomplishments include turning this into a performing contract with delivery of the autoclaves. Non-Core Manager, responsible for outfitting Technical Services Building providing nuclear production facilities, mechanical shops and laboratories. Provided turn-key procurement and project management support to other site groups. Managed nuclear (NQA-1 & CGD) and non-nuclear equipment procurements.

**2009: Mechanical Engineer: E2 Consulting Engineers, Inc., Hanford, WA:** Mechanical Engineer preparing facilities and gloveboxes for demolition at DOE's Hanford Site; specifically the Plutonium Finishing Plant (PFP).

**2005 – 2008: Senior Project Manager: Project Enhancement Corporation, Germantown, MD:** Provided project management expertise, senior analyst capabilities, and technical support services to the Department of Energy's (DOE) Offices of Corporate Safety Analysis and Environmental Management. Managed/developed the Quarterly DOE Safety Briefing and the Quarterly NNSA Safety Briefing. Member of the Department of Energy's expert team to evaluate legacy facilities at Brookhaven, Oak Ridge and Idaho National Laboratory for inclusion in the next round of congressional approved decommissioning and demolition (D&D) projects. Types of facilities evaluated included nuclear reactors, chemical process buildings and laboratories. Developed final recommendation reports. Participated in an External Independent Review (EIR) of DOE's Hanford Site. Team Leader in Technical and Nuclear Safety disciplines.

**2004 – 2005: Mechanical Engineer: E2 Consulting Engineers, Inc., Hanford, WA:** Lead Mechanical Engineer developing the initial decommissioning, decontamination and demolition (D&D) Work Packages for Hoods/Gloveboxes at DOE's Hanford Site; specifically the Plutonium Finishing Plant (PFP). Developed work packages for facility modifications of HVAC and utility systems. Developed schedule and technical requirements.

**2004: Sr. Environmental Engineer: EG&G Technical Services, Idaho Falls, ID:** Sr. Engineer providing contract support to the Idaho National Laboratory (INL). Responsibilities included environmental investigations of laboratories, office buildings and process buildings.

**1997 – 2003: Civil/Mechanical Engineer: International Engineering Services, Arvada, CO:**

**DOE, Rocky Flats, Golden, Colorado:** Developed mechanical/civil engineering work packages for the first disassembly of a major plutonium contaminated building at DOE's Rocky Flats Site. Thorough understanding of DOE Project Controls to initiate, complete and coordinate engineering work packages. Performed monthly structural integrity walkdowns of Building 779. HVAC Lead addressing all ventilation issues for Building 779.

**1994 – 1997: Environmental Engineer: International Engineering Services, Arvada, CO:**

**DOE, Portsmouth Gaseous Diffusion Plant, Piketon, Ohio:** Contract support to Lockheed Martin at the Portsmouth Gaseous Diffusion Plant in Piketon, Ohio. Served as Lead Project Manager for the site's RCRA waste characterization program. Developed the site's initial waste inventory report.

**1992 – 1994: Engineering Consulting: Hanover, MD**

**1990 – 1992: Project Manager: Civil Engineering Research Foundation, Washington, DC**

**1988 – 1990: Project Manager: American Systems Corp., Chantilly, VA**

**1987 – 1988: Sr. Engineer: Technology Applications, Inc., Arlington, VA**

**1982 – 1986: Structural Engineer: Space & Naval Warfare Systems Command, Washington, DC**

# DANIEL MARTIN

PRINCIPAL



## PROFILE

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Daniel Martin is the world's first to hold a PhD in Emergency Management and recognized internationally for bridging the disciplines of emergency management and environmental sciences (climate change). He is a seasoned emergency manager whose experience covers all fundamental areas of the discipline to include response, recovery, mitigation, and preparedness to include planning, training, and exercises. Dr. Martin is a seasoned program manager and consultant, managing over 300 consulting engagements and managing several large FEMA and other U.S. Federal emergency management contracts totaling over \$2.5 billion. His project experience ranges from development of hazard mitigation plans for some of our Nation's largest communities to conducting tabletop and functional exercise on a wide variety of hazard topics and special events such as the Super Bowl. He has developed community disaster recovery plans, community preparedness surveys, hurricane preparedness commercial video to the creation of a community vulnerability and hazard risk analysis tool with over 4,500 scientifically based measurements. His experience in emergency management is extensive and maintains a high standard of performance for every client he serves.

In addition to his planning and preparedness experience, over the course of his career, Dr. Martin has responded to over 50 U.S. Nationally declared disasters and has been instrumental in many of FEMA's programmatic initiatives to improve the United States emergency management system since 9/11. His disaster experience includes all the major United States disasters to include 9/11, Hurricanes Katrina (New Orleans), Sandy (New York City), Harvey (Houston), and Maria (Puerto Rico) where he served in various leadership roles during disaster recovery operations. He has prepared, provided oversight, and/or managed the development, reconciliation, final closeout, and appeals of over \$5 billion in disaster recovery and mitigation grants under the FEMA Public Assistance, FEMA Hazard Mitigation Grant, and HUD CDBG-DR programs. In 2018, Dr. Martin served as the lead Subject Matter Expert to investigate the Puerto Rico Recovery Operation following Hurricane Maria, help resolve operational and programmatic issues. Dr. Martin's efforts resulted in putting Puerto Rico on the correct path for disaster recovery.

Dr. Martin's contributions to the emergency management industry has been recognized by two former Presidents of the United States and has received commendation from FEMA Headquarters, senior client officials, and emergency management scholars for his extensive knowledge of the field of emergency management as well as the federal programs, regulations, policies, and disaster operational practices.

## WORK EXPERIENCE

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- National Response & Recovery Directorate Planning & Coordination Program; DHS - Federal Emergency Management Agency (FEMA); Program Director; 2010 to Present.
- National Catastrophic Planning Technical Assistance Program; DHS - Federal Emergency Management Agency (FEMA); Managing Principal; 2015 to Present.
- Nationwide Infrastructure Response & Recovery - Public Assistance TAC Support; DHS - Federal Emergency Management Agency (FEMA); Managing Principal; 1998 to Present.

## CONTACT

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✉ [dan.martin@i-s-consulting.com](mailto:dan.martin@i-s-consulting.com)

in [LinkedIn.com](https://www.linkedin.com/in/danmartin/)

## EDUCATION

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- Emergency Management (M.A. & Ph.D.)
- Environmental Engineering (B.S.)
- Public Health & Sociology (Graduate Studies)
- Critical Infrastructure Engineering (Minor)
- Completed and developed course curriculum for EMI as well as graduate and doctorate level courses on various topics

## SKILLS

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- Comprehensive Emergency Management Planning
- Disaster Ops & Assistance Programs
- Community Disaster Recovery
- Hazard Vulnerability, Risk & Resiliency
- Critical Infrastructure Engineer
- Emergency Management Research Methods
- Certified Emergency Manager
- Certified Homeland Security Professional

# DANIEL MARTIN

PRINCIPAL



## WORK EXPERIENCE

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- Department of Interior: Bureau of Indian Affairs Emergency Management Services; Managing Principal; 2014 - Present.
- Miami-Dade Emergency Management & Homeland Security Consulting Services; Managing Principal; 2009-Present.
- San Diego As-Needed Emergency Planning Services; Managing Principal; 2015-Present.
- Houston-Galveston Area Council All Hazards Preparedness, Planning Consulting, and Recovery Services; Managing Principal; 2012-Present.

## SPECIAL APPOINTMENTS

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- International Association of Emergency Managers; Certified Emergency Manager Commission; Chair, 2006 – 2011
- American Society of Civil Engineers; Infrastructure Champion Program; National Infrastructure Champion Lead Chair.
- Guest Lecturer for the Academy for International Disaster Preparedness at Florida International University
- Professor for Emergency Management Graduate Studies at Capella University
- Guest Professor for Emergency Management Program at Western Illinois University

## PROFESSIONAL CONTRIBUTIONS

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- International Association of Emergency Managers; Certified Emergency Manager Commission; Chair, 2006 – 2011
- American Society of Civil Engineers; Infrastructure Champion Program; National Infrastructure Champion Lead Chair.
- Guest Lecturer for the Academy for International Disaster Preparedness at Florida International University
- Professor for Emergency Management Graduate Studies at Capella University
- Guest Professor for Emergency Management Program at Western Illinois University

## PROFESSIONAL ORGANIZATIONAL INVOLVEMENT

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- International Association of Emergency Managers; Certified Emergency Manager Commission; Chair, 2006 – 2011
- American Society of Civil Engineers; Infrastructure Champion Program; National Infrastructure Champion Lead Chair.
- Guest Lecturer for the Academy for International Disaster Preparedness at Florida International University
- Professor for Emergency Management Graduate Studies at Capella University
- Guest Professor for Emergency Management Program at Western Illinois University

## CERTIFICATIONS

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- Certified Emergency Manager
- Institution Review Board Certified
- American Society of Civil Engineers; Rebuilding the New Orleans Region: Infrastructure Systems and Technology Innovation Forum; Guest Lecturer

## RECOGNITIONS

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- President Barack Obama Letter of Recognition
- President George Bush Letter of Appreciation
- 2003 President's Award



### Relevant Project Experience

#### **DR-4486-FL COVID-19 Pandemic (5/21 – Present): Project Executive, Independent Consultant @ Hagerty Consulting: Leon County, FL**

- Review and Formulation of eligible COVID-19 sub-grants
- Processing of determination memos and deliverance of successful appeals for Force Account Materials
- Provide professional consultation to the County and their Private Non-Profit agencies dealing with COVID pandemic related reimbursements.

#### **EM-3560-FL Surfside Building Collapse (6/2021 – Present): Dpty Project Manager, Independent Consultant @ Hagerty Consulting: Miami-Dade County, FL**

- Assist with formulation of (15) Category A & B projects given very stringent deadlines from FEMA
- Attend weekly FEMA meetings with Miami-Dade County's Office of Management & Budget
- Assist and coaching of (9) Mutual Aid entities assisting them with policy and documentation.
- Attend Site Inspections on behalf of Miami-Dade County at several Evidentiary Sites, recording damages and dimensions.
- Formulation of project narratives and processing of Essential Elements of Information (EEL)
- Assist with costing and estimating for damages at debris management sites.
- Coach team as needed on Policy and/or project formulation aspects.

#### **DR-4486-FL COVID-19 Pandemic (8/2021 – Present): Recovery Specialist, Independent Consultant @ Hagerty Consulting: Miami-Dade County, FL**

- Processing of Police Force Account Labor for COVID Testing and Vaccination sites amounting to ~\$50M in eligible claims.
- Assist Team with FEMA determination memos and writing appeals for contracts and materials.

#### **DR-4399-FL Hurricane Michael (3/19 – 5/2021): Project Manager; CDR|Maguire-Emergency Mangement**

- Conduct FEMA/State/Applicant meetings on behalf of client: Bay County BOCC, in addition to providing Public Assistance Subject Matter Expertise to County leadership
- Manage staff up to 30-employees, including hiring/firing and disciplinary actions
- Coach staff on Project Formulation, Site Inspections, Proper Documentation, Procurement, etc...
- Process over \$300-Million in PA funding for client, in all Categories of work
- Assist CDR|Maguire corporate management as needed for HR related matters.
- Coach staff on FloridaPA, and programmatic requirements of Public Assistance as well as processing of Bay County PA Projects given FloridaPA.org/EM Grants Pro platform

#### **YEARS OF EXPERIENCE**

- 13 Years Industry
- 20 Years Professional

#### **EDUCATION/CERTIFICATIONS**

- B.S. in Finance

#### **AREAS OF EXPERTISE**

- EMMIE
- Grants Portal/Manager
- Project/Programmatic Closeouts
- 406/404 Hazard Mitigation
- Debris Specialist
- Benefit Cost Analysis
- Alternate/Improved Projects
- Insurance Specialist
- Private Non-Profits (PNP)
- All Programmatic Requirements (PA)
- Formulate PW's in all categories (A-G); expertise in all categories
- QA/QC
- Policy
- CEF
- PAAP
- 50% Analysis Repair/Replace
- Sandy Recovery Information Act a.k.a. Sec 428
- Proposals/Interviews
- Successful Project Appeals



### **DR-4337-FL, Hurricane Irma (3/18 – Present): Senior Grants Specialist; CDR|Maguire-EM**

- Consult Collier County School Board, Collier County BOCC & Naples Botanical Garden (PNP) with FEMA PA Subject Matter Expertise
- Process over \$70-Million, in PA Grant Funding
- Teach County Staff the tools and programmatic requirements for Public Assistance upon exiting project
- Assist in FEMA/State/Applicant meetings where necessary
- Formulate over 70-projects for both County and School Board

### **DR-4283-FL Hurricane Matthew (9/17 – 3/18): Sr. Project Specialist @ DSI, Inc. / FDEM State Contractor**

- Provide State of Florida Public Assistance Coordinator (PAC) expertise to Applicants affected, including Baptist Healthcare, City of Jacksonville and the Jacksonville Electric Authority
- Kick-off and Applicant Briefing meetings
- Project Formulation
- Work at State EOC, Tallahassee on Reimbursement Requests for several applicants as Contractor

### **DR-4269-TX Texas Tax Day Floods (3/17 – 9/17): Project Specialist, AECOM (FEMA Technical Assistance Contractor)**

- Re-Write over 100 Project Worksheets incorrectly formulated
- Conroe, TX & Montgomery County San Jacinto River Flooding
- Mostly Category C - E projects successfully processed

### **DR-4280-FL Hurricane Hermine (9/16 – 3/17): Sr. Project Specialist @ DSI, Inc. / FDEM State Contractor**

- As State PAC, assist Franklin County with PA Project Formulation
- Kick-off and Applicant Briefing meetings
- Project Formulation
- Assist PNP Gulf Specimen Marine Sanctuary with their Public Assistance Sub-grants.

### **DR-4085-NY Hurricane Sandy (12/12 – 8/14): Project Specialist, AECOM (FEMA Technical Assistance Contractor)**

- Public Assistance Coordinator for the New York City Parks & Recreation Department
- Formulate projects for all 5-Boroughs, conduction Site Inspections, Kick-off Meetings and other various PA Support for NYC Parks & Rec.
- Support for the NYC School Construction Authority, NYU Hospital & the NYC Health & Hospital Corp
- Process over \$1 Billion, in sub-grants for multiple applicants

### **DR's 1539, 1545, 1551, 1561, 1602 & 1609 (12/08 – 12/12) DSI, Inc. / FDEM State Contractor**

- Grants Specialist, Grants Planner IV & Remote IT Desktop Support LTRO, Lake Mary, FL
- Create Policies & Procedures, Handle State Assets/Inventory, Desktop Support for Staff
- Successfully assisted 7-Counties (Lake, Orange, Volusia, Brevard, Seminole, Osceola, Sumter & Indian River County) and all applicants within on all Public Assistance Reimbursements, Alternate/Improved Projects, Appeals

### Profile

Extremely dedicated, results-oriented, fast paced learner who readily adapts to change, works well independently as well as in groups, and always dedicated to exceeding expectations. Able to juggle multiple priorities and meet tight deadlines, without compromising quality but always focused on customer service. Self-motivated and professional as well as flexible and versatile (willing and able to travel).

### Relevant Project Experience

#### Governor's Office of Homeland Security & Emergency Preparedness

- **Disaster Recovery Specialist** July 2013 to Present.

Grant administrator for funds provided under the Public Assistance grant program from FEMA.

Review, analyze, and evaluate Sealed Bids, Competitive Proposals, Small Purchases and Non-Competitive Proposals as methods of procurement for use of goods and services.

Maintain oversight to ensure contracts perform according to the terms and conditions and specifications of their contracts or purchase orders and resolve contract issues.

Provides direction and guidance to Private nonprofits of current procurement laws, policies and procedures.

Learns and maintains a working knowledge of the 2CFR 215.40-48 for procurement guidelines for rules governing federal dollars.

Process request for advances of funds and review of reimbursement request and supporting documentation.

Review of Quarterly Reports to track status of funds and identify risks of noncompliance while complying with Federal regulation.

Completes sample audits of various work summaries submission to ensure no deficiencies are found.

Have exceed quarter expectations of 18 Reimbursements approved by averaging 40-42 Reimbursement approvals for payment.

Resolve program issues raised by FEMA or the sub-grantees

Complete duties as assigned during activation of the State Emergency Operations Center (EOC)

Personnel position within the State Emergency Management Assistance Compact (EMAC) during activation of a major disaster

Exercise independent judgement in coordination and advice to grant applicants within limits of Federal and state statutes, regulations, policies, and procedures.

#### YEARS OF EXPERIENCE

- 7 Years Professional

#### EDUCATION/CERTIFICATIONS

- B.A. in Business Management
- A.S. in Process Technology

#### AREAS OF EXPERTISE

- Business Management
- Budgetary Management
- Account Management
- Project Management
- Contract Negotiations
- Purchasing Control
- Inventory Control
- Facilities Maintenance

### Project Experience

#### Integrated Solutions Consulting, INC. (ISC, INC.),

- **Senior Grants Manager for LA - DR 4559 Hurricane Laura and LA - DR 4570 Hurricane Delta** Nov 2019 – Present. Managing three Applicant's Request for Public Assistance for hurricane Laura and Delta with Calcasieu and Cameron Parishes. Working within the FEMA Grants Portal to process over 150 damage inventories with an estimated cost of \$130 million dollars in recovery funds. Managing all categories of work from emergency project Cat A and B to permanent work category C through G. The three State agencies are comprised of two major Ports one of which is ranked as the 12th largest in the United States and one Terminal Airport.

#### Sedona Technologies

- **SERCO's FEMA (PDTFL) Program Delivery Task Force Lead for MN - DR 4442 Winter Storm and Flooding Program Analyst/ Senior Planner. San Juan PR. DR-4339** Oct 2019 to Oct 2020. FEMA PDTFL in charge of 22 (PDMG) Program Delivery Managers working in the South West region of 4442 MN located in the Marshall (AFO) alternate field office. Track the Applicant's request for public assistance consideration within the FEMA Grants Manager system as it progress through the 4 phases. Managed the PDMG on a weekly and daily basis with a DILO/WILO "day in the life of" and "week in the life of" task tracking system. Reporting to FEMA management on the weekly accomplishments for their spend plan and future goals for forecasting the budget..

#### AECOM Arlington, VA (AECOM Recovery)

- **Consolidated Resource Center (CRC) Public Assistance Delivery Process Document Validation Specialist (DVS) for FL - DR 4337 Hurricane Irma** Jan 2018 – July 2019. The DVS is task to assist Joint Field Office's (JFO) Program Delivery Managers (PDMGs) who provide direct customer service to assigned Applicants throughout the Public Assistance (PA). The DVS develop the entire Project Worksheet (PW) consisting of the Damage Description and Dimensions (DDD), Scope of Work (SOW), and Costs. The DVS process the damage intake and eligibility analysis then finally scoping and costing for the document integrity unit (DIU) to upload into EMMIE from Grants Manager.
- **Joint Field Office's (JFO) Program Delivery Managers (PDMGs) CA - DR 4301/4305/4308 Winter Storms** April 2017 – Dec 2017. Task as a PDMG in a challenging new "Hybrid" Public Assistance Delivery Model. PDMG were task to capture the entire Applicants' loss and expenders in category A to G by developing the entire Project Worksheet (PW) consisting of the Damage Description and Dimensions (DDD), Scope of Work (SOW), and Costs.
- **PA FEMA Technical Assistance Contractor (TAC) Project Formulation Specialist FEMA TX - DR 4266/4269/4272 floods** Nov 2016 – April 2017 Task as a Project Formulation Specialist to develop Project Worksheets (PWs) including damage descriptions, scopes of work, and cost estimating. Plus evaluating projects for compliance with applicable laws, regulations, and policies. Then upload the PW into FEMA EMMIE system.

#### YEARS OF EXPERIENCE

- 3 Years with ISC
- 18 Years Industry

#### CERTIFICATIONS

- OSHA 10 Hour Construction Safety and Health
- Accredited Insurance Claim Adjuster (ACA)
- ISO0631 Public Assistance Operation 1
- ISO0632 Intro to Debris Operations
- Louisiana Department of Environmental Quality Asbestos Contractor Supervisor
- FEMA Computer Security Training
- Additional Training and certifications available upon request.

#### DISASTERS

- CA - DR 4301/4305/4308 Winter Storms
- LA - DR 4559 Hurricane Laura
- LA - DR 4570 Hurricane Delta
- MN - DR 4442 Winter Storm and Flooding
- NJ-DR 4264 Jonas Severe Winter Storms and Snowstorms
- NY-DR 4085 Hurricane Sandy
- TX - DR 4266/4269/4272 Floods

- **Public Assistance Coordinator, SRO, New York DR 4085** May 2013 – Nov 2015. Provides Technical Assistance to FEMA under the Emergency Response Program Management Consultant Group working on Public Facilities in support of recovery efforts resulting from Hurricanes Sandy in New York. Coordinates project formulation with State and local government applicants in Suffolk County. Prepares and reviews Project Worksheets (PW) for purposes of providing federal supplemental funding for repair and/or replacement projects. In addition, supervised up to 6 Project Specialist.

Conducts damage assessments of damaged facilities and validates applicants claim in accordance with current FEMA policies and guidelines.

Reviews applicants claim for project eligibility and determines the appropriate category of work for accomplishment.

Reviews and/or prepares Hazard Mitigation Proposals (HMP) under sect. 406.

### **Accurate Amendment Solutions LLC**

- **Jonas Severe Winter Storms and Snowstorms (DR-4264-NJ)** Jan 2016 – July 2016. Provides Technical Assistance to several Applicants which include North Bergen, West New York, Weehawken, and the Town of Secaucus. Completed all the Applicants claims and appeals for the emergency protective measure for the sever winter storm, the 48 hours emergency snow removal claims for the snowstorm, and their claims for buildings and equipment damaged during the event. Formulated the 404 Hazard Mitigation Grant proposal for the standby Generators Program

Process all the Applicant request for reimbursement (RFR) for large project through NJEMGrants

Submitted the claims and RFR for the addition 10% State Matching funds for emergency work completed in Hurricane Sandy (DR-4086-NJ).

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### Summary of Qualifications

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Program/Project Manager professional with over 15 years of experience with demonstrated results in positions of considerable responsibility.

Recognized as an excellent manager with strong business skills. He has experience in committed revenue generation, service and customer support within appropriate company culture.

He offers experience in program management, planning and implementing skills which have been enhanced as a result of coordinating and synergizing cross business sector initiatives for many organizations. He consistently demonstrates commitment to quality methodology and successfully integrated annual planning cycles in departments. Implemented process measures to assess performance and in

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### Relevant Project Experience

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#### **Integrated Solutions Consulting (ISC)**

**2017 – 2018**

##### **CRC Mitigation Liaison Position**

- Document and address all Hazard Mitigation communications between stakeholders
- CRC PA staff and Field/JFO HM staff to address project specific questions as needed.
- Validate Applicant-provided SOW/costs for work to be completed.
- Complete Program Compliance Reviews for work to be completed.
- Monitor the PA Grants Manager for Standard and Specialized projects sent to the CRC.
- Submit daily report on projects assigned to modelling and analysis for future needs from a new system: Grants Manager.

#### **CDBG-DR Community Reconstruction & Infrastructure Programs**

**Analyst, NYC**

**2018**

- Implement the fund recovery process for state of New York in funding for Storm Recovery through Community Development Block Grant (CDBG) program.

#### **Lead Project Manager, FEMA, Washington, DC**

**2004 - 2014**

- Trained, directed, and supervised teams, budget to accomplish goals including negotiating and persuasion.

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### Relevant Project Experience (continued....)

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#### **YEARS OF EXPERIENCE**

- 15+ Years Industry

#### **EDUCATION/CERTIFICATIONS**

- B.A. in Biology,
- Purdue University,
- Hammond, IN 1980

#### **AREAS OF EXPERTISE**

- **Risk Mitigation-**  
Responded to 4 Florida hurricanes, Alabama tornadoes, Hurricanes Irene & Lee, Super storm Sandy

- Met with industry influences, professional associations, consultants, and existing applicants to present information on applicable assistance programs.
- Maintained weekly communication with project team manager to report forecast progress, identify issues, and allocate resources through final closeout.
- Managed multiple projects and successfully developed quotas, ensuring projects complied with all cost and scope specifications.
- Insured records were maintained for all applicant contacts and activities in management program.

### **Hazard Mitigation Sr. Planning Lead, IEM/Adjusters International, Albany, New York 2013**

- Managed multiple projects and successfully achieved milestones, ensuring projects complied with all cost and scope specifications.
- Assigned programming tasks to 60 team members and set milestones to monitor progress.
- Used clear, concise communication skills in conjunction with organizational skills to perform daily duties.
- Administrated the activities of up to 15 engineering personnel
- Employed proactive management style ensuring operational proficiency and timely completion of assigned projects within or under timeframe and budget.
- Worked closely with management to identify opportunities resulting from industry meetings and webinar campaigns.
- Maintained high close out satisfaction facilitating positive long-term relationships and high potential for repeat business with the applicant.



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### Summary of Qualifications

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Robert Manes is an experienced Emergency Management/Disaster Recovery technical professional who specializes in Public Assistance with FEMA. He has a background in Civil Engineering, which pairs well with his most recent experience in assisting organizations with FEMA inspections, closeouts, project worksheets and more.

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### Relevant Project Experience

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iParametrics (FEMA PA TAC IV Contractor)

#### **PROJECT OFFICER/TECHNICAL SPECIALIST (CIVIL ENGINEER)**

February 2020 – Present

Training Completed (January/February 2020) FEMA Independent Study:

- IS 100 – An Introduction to the Incident Command System
- IS 632a – Intro to Debris Operations
- IS 1000 – Public Assistance Program and Eligibility
- IS 1001 – The Public Assistance Delivery Model
- IS 1002 – FEMA Grants Portal – Transparency at Every Step
- IS 1003 – Exploratory Call, Damage Inventory and Recovery Scoping Meeting
- IS 1004 – The FEMA Site Inspection Process
- IS 1007 – Detailed Damage Description and Dimensions
- IS 1008 – Scope of Work Development (Scoping and Costing)
- IS 1010 – Emergency Protective Measures
- IS 1011 – Roads and Culverts
- IS 1013 – Cost Estimates and the Cost Estimating Format
- IS 1014 – Integrating 406 Mitigation Considerations into Your Public Assistance Grant
- IS 1015 – Insurance Considerations, Compliance and Requirements
- IS 1016 – Environmental and Historic Preservation (EHP) Considerations/Compliance for Public Assistance Grants
- IS 1017 – Scope Change Requests, Time Extensions, Improved/Alternate Project Requests
- IS 1018 – Determination Memos and Appeals
- IS 1019 – Codes and Standards
- IS 1020 – Public Assistance Donated Resources
- IS 1021 – Bridge Damage Considerations
- IS 1022 – Substantiating Disaster-Related Damages to Buildings, Contents, Vehicles and Equipment
- IS 1023 – Electrical Systems Considerations
- IS 1024 – Water and Wastewater Treatment System Considerations
- IS 1025 – Grant Admin Decisions for Tribal Governments
- IS 1026 Eligibilities of Private Nonprofit Organizations

### YEARS OF EXPERIENCE

10 Years Industry

22 Years Professional

### EDUCATION/CERTIFICATIONS

M.A. Business Administration

B.A. in Civil Engineering

### CERTIFICATIONS

American Society of Civil  
Engineers (ASCE)

National Society of

Professional Engineers (NSPE)

Louisiana Engineering Society  
(LES)

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### Relevant Project Experience (continued....)

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## Grant Consultant

Training Completed (February/March 2020) Fluor:

- Program Delivery Manager Operations Course
- What You Need to Know about COVID-19

Training Completed (March 2020) ISC

- ISC's Response COVID-19

### **AECOM Recovery (FEMA PA Contractor) Louisiana Integrated Recovery Office (LIRO) - Baton Rouge, LA PROJECT OFFICER/TECHNICAL SPECIALIST (CIVIL ENGINEER)**

August 2017 – September 2019

- Develops Project Worksheets (PW's) for complicated projects in various categories for DR 4277 LA and DR 4263 LA. Experience with roads, bridges, contents, large campus schools and prisons, vehicles, wastewater treatment facilities. Experience with assisting FEMA management in PW development for Categories B, C, D, E, F, G.
- Provides civil engineering technical assistance and guidance on law, policy, regulation and other directives which govern the Public Assistance Program for Louisiana Severe Storms and Flooding disasters DR 4277 and DR 4263.
- Engages successfully and maintains good working relationship with high profile applicants with history of conflict with FEMA.
- Heavily proficient with creating, understanding and editing Microsoft Office documents for project development, tracking, calculations and presentation.

### **Department of Homeland Security - FEMA**

#### **Louisiana Recovery Office (LRO) - Baton Rouge, LA**

#### **PROJECT OFFICER/TECHNICAL SPECIALIST (CIVIL ENGINEER, IC-12)**

March 2016 – July 2017

- Provides civil engineering technical assistance and guidance on law, policy, regulation and other directives which govern the Public Assistance Program for the largest applicant in the state of Louisiana: Facility Planning and Control (FP&C) for Hurricanes Katrina (DR 1603) and Rita (DR 1607) and attends assessments and applicant meetings:
  - Monthly meeting with Southern University at New Orleans (SUNO) and Facility Planning and Control (FP&C) for various PW's
  - New Orleans Notarial Archives (NONA) – DR 1603 PW 19638
  - University of New Orleans (UNO) – Lafitte Village – DR 1603 PW 14309
  - Nunez Community College – DR 1603 PW 13848
  - Delgado School of Nursing – DR 1603 PW 12134
- Performs closeout activities for Project Worksheets (PW's):
  - DR 1607: PW's 1436, 1498, 1781, 1882, 1919, 1974, 2333, 2992, 3246, 3608, 4157, 4540
  - DR 1603: PW's 5544, 6828, 7698, 8372, 9061, 10753, 13969, 13760, 13917, 13969, 13976, 14075, 14078, 14240, 14653, 15384, 15765, 16114, 16616, 17054, 17523, 18244, 18946
- Develops Project Worksheets (PW's) prepared from Version Requests (VR's):
  - DR 1603 PW 6002v10 for Facility Planning and Control (FP&C) – Clark Hall at Southern University – New Orleans (SUNO) – Scope and Cost Alignment
  - DR 1603 PW 13848v4 Building C for FP&C at Nunez CC – Scope and Cost Alignment
  - DR 1603 PW 14309v3 Lafitte Village Parking lot for FP&C at University of New Orleans (UNO)
- Recommends eligible PA funding for all categories that include the remediation, repair or replacement of state office buildings, schools, university facilities, parking lots, fuel storage facilities, mold remediation and abatement
- Enters 3190 PW's for the mandatory Region 6 File Reduction Initiative as well as functioned as an enthusiastic leader and willing participant in all activities including Pulls, Auditing and Entering.
- Performs weekly, monthly and quarterly reports on Closeout PW's, Version Requests, Continuing Education, Project Status and Performance measures for clients and supervisors.



# Russell Hinckley

Data Manager

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## Summary of Qualifications

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Russell Hinckley is a database application and management specialist whose experience includes projects and computing systems dealing with benefit-cost analysis, statistical analysis, information management studies, and management and accounting analysis. He is currently working with FEMA on development and maintenance of management reporting for San Juan, PR Public Assistance Operations Report. He has been working with FEMA since June 2018 in this capacity. First for Super Storm Sandy in New York, then later for Hurricane Irma/Maria in PR where he has been assigned since March of 2019. Prior to Working with FEMA he had been working on the Operations and Maintenance Business Information Link (OMBIL) for the U.S. Army Corps of Engineers (USACE), in the Oracle development environment with an emphasis on user interface design and database development. Mr. Hinckley has experience with Oracle SQL, MS SQL Server, Access, MS Azure, Excel, DAX, and Power-BI. He also developed in programming languages of C, C++, Visual Basic, and VBA.

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## Relevant Project Experience

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### Federal Emergency Management Agency (FEMA), 2018 – 2021

- **Program Analyst/ Senior Planner. San Juan PR. DR-4339**  
April 2019 – March 2021 Development and delivery of reports in PA Operations Reports Branch. Reports development and delivery from multiple data sources. Using SQL, Excel, DAX, Power-BI, and Access. Continuation of modelling and analysis of Grants Manager as the tool changes from periodic sprints.
- **Program Analyst: Public Assistance Technical Specialist, Region II, New York, NY. DR-4085** Jun 2018 – Jan 2019. Performed application and database maintenance, analysis, and support for the Management and Analysis Branch within the Region II offices of FEMA. Developed and updated reports for the management of disasters in the region. Was responsible for continuing support to the regularly scheduled reports and database updates. Developed and modified reports. Modelling and analysis for future needs from a new system: Grants Manager.

### US Army Corps of Engineers (USACE), Information Management Specialist, 1994 – 2018

- **OMBIL: On-line Transactional Processing (OLTP) System Development, Maintenance and Support**, Developed Data entry application and reports. Oracle database maintenance and support activities for the Operations and Maintenance Business Information Link (OMBIL) System. Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.
- **Data Modeling and Business Process Modeling for OMBIL: On-line Transactional Processing System**, Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.

### YEARS OF EXPERIENCE

- 3 Years Industry
- 30 Years Professional

### EDUCATION/CERTIFICATIONS

- B.A. in Economics
- B.A. in Anthropology
- A.S. in Electronics

### AREAS OF EXPERTISE

- Program Analyst
- Grants Manager / Grants Portal
- Benefit Cost Analysis
- Reporting and Data Analysis, Data Gap Analysis
- Report Development and Delivery
- SQL, Excel, DAX, Power-BI, Access
- Database Maintenance and Updating
- OLTP System Development, Maintenance and Support
- Oracle Database
- Alpha Testing
- Software Modification and Technical Services
- Technical Research
- Technical Writing

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## Relevant Project Experience (continued....)

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# Russell Hinckley

## Data Manager



- Operations and Maintenance Business Information Link (OMBIL) Regulatory Module (ORM) Alpha Testing, Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.
- Data Gap Analysis for Continuing Costs Analysis for Dredging (for OMBIL), Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.
- Survey Item Management System (SIMS) Development, Fort Belvoir, Virginia. Development of the Survey Item Management System (SIMS) for the Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.
- Operations and Maintenance (O&M) Performance Measurement Workshops and Documentation, Corps of Engineers Institute for Water Resources. Fort Belvoir, Virginia.
- Database and User Guide for Upper Mississippi Navigation Study Public Information Database, Mississippi. St. Paul, Rock Island, and St. Louis Districts for the Upper Mississippi River - Illinois Waterway System (UMR-IWWS) Navigation Study for the U.S. Army Corps of Engineers, Institute for Water Resources. Fort Belvoir, Virginia.
- Water Conservation Analysis for Boston, Massachusetts for Application of the IWR-MAIN Water Demand Analysis Software, Version 6.0: Selected Study Areas in the Massachusetts Water Resources Authority Service Area. U.S. Army Corps of Engineers, Institute for Water Resources, Fort Belvoir, Virginia.
- Development of Dredging Performance Measures, Fort Belvoir, Virginia. Study for the development of dredging performance measures for the Corps of Engineers, Institute for Water Resources. Fort Belvoir, Virginia.
- Water Demand Analysis Software, Programming, documentation of software, help systems, and development of a users' manual for IWR-MAIN 6.0 Water Demand Analysis Software for the U.S. Army Corps of Engineers, Institute for Water Resources. Fort Belvoir, Virginia.
- Automated Budgeting System, assisted in the development of a flexible budgeting system for the Corps of Engineers, Institute for Water Resources. Fort Belvoir, Virginia.

### Researcher 1990 - 1994

- Development of a Prototype Computer Program for Risk-Based Benefit-Cost Analysis of Major Rehabilitation Proposals - Concept Document, Fort Belvoir, Virginia.
- Interview Analysis, California. Assisted in database design used for analysis of interview responses for *The Great California Drought of 1987-1992: Lessons for Water Management*.
- *Concept Document for Engineer Dredging Information System*, Fort Belvoir, Virginia. Assisted in the analysis of survey responses and preparation for a Concept Document for a Dredging Information System.
- Analysis of Hydropower Cost Accounting Techniques, Fort Belvoir, Virginia.
- Guidebook for Risk Perception and Communication, Fort Belvoir, Virginia.
- Operations, Maintenance and Rehabilitation Management Study, Fort Belvoir, Virginia.

### Summary of Work Experience, 1983 – Present

- **Integrated Solutions Consulting: April 2021 to Present** – Database management and application development with focus on emergency management and recovery.
- **CDM Smith - Information Management Specialist: September 1990-April 2021.** – Application development, institutional research, water resource economics research.
- **Southeastern Illinois College, Economics Department, Harrisburg, IL, Instructor, 1990 - 1992.** Taught Macroeconomics and Microeconomics.
- **John A. Logan College, Academic Support Center, Carterville, IL, Tutor/Technical Support: 1988 - 1990.** Taught electronics, mathematics, physics and economics. Responsible for software modifications and technical services for the centers' computer systems.
- **Life Forms, Inc., Product Development, Carbondale, IL, Vice President, 1987 - 1990.** Development and fabrication of an apnea/cardio monitoring system.

## CHANDLER JORDAN, CFM CLOSEOUT SPECIALIST



BRYANT HAMMETT  
& ASSOCIATES, LLC  
CIVIL ENGINEERING & LAND SURVEYING

### QUALIFICATIONS

- Areas of expertise: Program Management; Demolition; CDBG; HMGP; Environmental Reviews; Cost Estimating; Construction Oversight; Closeout
- 25+ years of project management experience

### EDUCATION

Bachelor of Science, Geology, 1987,  
Mississippi State University

### REGISTRATIONS/CERTIFICATIONS

2015 ASFPM Certified Floodplain  
Manager – Certificate No. US-15-  
08686

USACOE Certified Wetlands Delineator

LDEQ Lead Risk Assessor

LDEQ Lead Inspector

OSHA 7600 Disaster Site Worker

OSHA 40-hour HAZWOPER

Mr. Jordan graduated from Mississippi State University in 1987 with a B.S. in General Geology and has been working in a professional capacity and has vast experience in *construction, demolition and environmental remediation and policy*. As a project manager for BHA since 2008, Mr. Jordan has experience performing all phases of *environmental assessments* on commercial and municipal properties. He has managed the statewide demolition of Road Home properties devastated by Hurricanes Katrina and Rita. He develops plans and specifications for demolition contracts, manages property assessment teams, asbestos inspection teams, and supervises and monitors demolition crews. Mr. Jordan has experience in completing Environmental Review Records to satisfy HUD requirements as directed by the Office of Community Development - Disaster Recovery Unit.

His areas of expertise include program management, demolition, debris cleanup, CDBG, HMGP, geology, damage assessments, environmental reviews, scope development, cost estimation and construction oversight.

He has served as a cost estimator/closeout specialist assisting GOHSEP with the closeout of approximately 30,000 properties affected by Hurricanes Katrina, Rita, Gustav, Ike and Issac. He has experience with FEMA's Project Worksheets, Cost Estimating Format (CEF) for large projects and Construction Cost estimating programs.

He is the FEMA/GOHSEP management point of contact for the Vidalia Riverfront Flood Fight and is instrumental in developing FEMA Project Worksheets and Close out for Category B (emergency work) and Cost Estimation and Project Worksheets for Categories C-G (permanent work).

Jordan is certified by the Louisiana Department of Environmental Quality as a *Lead Inspector and a Lead Risk Assessor*, qualified in lead-based paint inspection.

Jordan currently manages the Disaster Recovery Homeowner Repair Program for Residential Properties in Jefferson Parish, where he manages the construction supervision of individual properties, including the monitoring of plans and construction to ensure compliance with applicable federal, state, and local guidance and to ensure all grant funds expended are allocated and used according to award requirements.



# BEVERLY FOREST

## DOCUMENTATION SPECIALIST



### QUALIFICATIONS

- Recipient of Outstanding Performance Award from GOHSEP for PA Closeout for the year 2017-2018
- 15+ years of experience in working on state and federal programs

### EDUCATION

B.S. Business/Education, 1982,  
Southern University A&M

### REGISTRATIONS/CERTIFICATIONS

Homeland Security FEMA Public Trust  
Approved

E0869 FEMA Trained, Public Assistance  
Program Delivery Manager

IS-01000 PA Program and Eligibility

IS-1001: The Public Assistance  
Delivery Model Orientation

IS-1002: FEMA Grants Portal

IS-1017: Scope Change Requests,  
Time Extensions, Improved/Alternate  
Requests

IS-1018: Determination  
Memorandums/Appeals

IS-1020: Public Assistance Donated  
Resources

Mrs. Forest is a subject-matter expert with acute knowledge of policies, procedures, rules, and regulations of Stafford Act. She has a history driving projects to closeout readiness and identifying reimbursement issues, as well as ensuring federal and state grant requirements are met.

Forest worked as a disaster recovery specialist on the Stafford Act Programs Closeout Assistance Program for over 5 years. Responsibilities included:

- Conducting final reviews of all submitted invoices, contracts, procurement, and other supporting documentation.
- Preparing and recommending final grant versions sent to the Federal Emergency Management Agency (FEMA) before closeout.
- Advising applicants of grant management and audit requirements as described in the Code of Federal Regulations 44CFR, Part 206.
- Monitoring and maintaining allowable grant costs as submitted by applicants per grant management and audit requirements as referenced in 44CFR, Part 13, 14, 206 and OMB Circular A-87 and A-122.
- Completing final reconciliation of sub-grantee project worksheets to ensure that all FEMA eligible scopes of work were properly documented and payment requests were processed in order to closeout projects and to submit closeout version request.

As a Grants Manager for the Louisiana Land Trust, Forest performed the following duties:

- QA/QC of documents to ensure compliance with federal and state regulations for HUD/CDBG Funds
- Created applicant tracking system for sub grantee recipients of HUD and CDBG funds that relocated or rebuilt homes in new areas due to flooding.

Forest previously worked for FEMA as an executive administrative assistant, preparing, scheduling, coordinating, and preparation of meeting packets, formatting all documents.



**TAB. E**

# **INNOVATIVE CONCEPTS**

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance

## TAB E. INNOVATIVE CONCEPTS

Municipalities across the country are having to deal with, and prepare for an increasing number and intensity of disasters. This influx presents a unique challenge for government and private sector organizations, as they grapple with how to meet the rising needs of emergency management and disaster response. Metric's team will work hand-in-hand with the Parish to help the Parish better understand problems that need to be solved, as well as how to efficiently and successfully solve them. We pride ourselves in offering team members who think outside the box to find innovative, real-time solutions for a range of disaster response scenarios. Metric, along with ISC and BHA, have unearthed innovative processes and technologies to empower the Parish and similar organizations to help solve problems in practical, yet creative ways. Two of those innovations are described in detail below.

### Odysseus™ | Grant Management Tool (GMT)



ISC's **Odysseus™ Grant Management Tool (GMT)** system provides users with the option of utilizing a ready-to-use or customizable grant management tracking system that allows organizations to track, administer, report, and maximize grant funding. The Odysseus™ GMT serves as a centralized location for project collaboration and automates workflows through personalized dashboards that highlight pending tasks and show overall progress of grant funding allocations. It easily integrates with other web-based applications to provide real-time accuracy, transparency, and compliance across all tracked grants.

#### Odysseus™ GMT Features

- **Administer and Expedite Grant Funding Allocations:** The Odysseus™ GMT offers organizations real-time tracking and reporting of grant funding allocations. Users can track the status of vital community grant funding and measure the performance of project funding. The GMT allows users to track every dollar from beginning to end.
- **Large Index of Grant Program Management Tools:** The Odysseus™ GMT offers a large library of grant management tools and is fully customizable. ISC's library of grant management tools continue to grow.
- **Increase Transparency & Compliance:** The Odysseus™ GMT can be accessed by multiple users and offers concise and easy to interpret dashboard reports that allow all levels of leadership to view the status and performance of grant-funded programs.
- **Customized Dashboard & Reporting:** The Odysseus™ GMT provides users with access to easy-to-interpret data reporting and graphic analytics, as well as the option to build customized dashboards, so users can easily analyze the metrics that are important for their specific grant programs.
- **Flexible Workflow Management:** The Odysseus™ GMT offers a unique balance of standardization and flexibility, allowing organizations to modify the GMT's workflow to adhere to their programs, processes, and procedures.

### Odysseus™ | Site Inspection Tool (SIT)



The **Odysseus™ Site Inspection Tool (SIT)** system provides a ready-to-use application for real-time damage assessments and logs site-specific damage inventory. The SIT is customizable, mobile-friendly, and fully integrated with the Odysseus™ GMT to streamline disaster recovery and the FEMA reimbursement process. The Odysseus™ SIT supplies organizations with an easy-to-use software application that thoroughly documents damages across all community sectors and lifelines. Users can easily report damages on vital infrastructure, housing stock, or other community assets.

#### Features of the Odysseus™ SIT

- **Log Sector-Specific Damage Inventories:** The Odysseus™ SIT provides organizations with an easy-to-use software application that can thoroughly document damages across all community sectors and lifelines

- **Real-Time Reporting & Mapping:** The Odysseus™ SIT yields access to site-specific damage inventories, providing users with real-time dashboard reporting on damage assessments and mapping of site-specific inventory of damages.
- **Flexible Mobile Application:** The Odysseus™ SIT is mobile-friendly, allowing users to easily document damages, log photos, record GPS coordinates, and other vital damage information in the field.
- **Streamline Disaster Assistance Funding:** The Odysseus™ SIT is integrated with the Odysseus™ GMT and site-specific damage inventory information is systematically logged in the GMT to help streamline disaster assistance funding and insurance proceeds.
- **Track Recovery Progress and Damage Repairs:** The Odysseus™ SIT allows users to record multiple site inspections, which gives organizations the ability to track the disaster recovery process and report on the progress of important repairs. This information can be incorporated into the Odysseus™ GMT to create efficiencies in mandatory disaster assistance reporting.

## Our Commitment

Our team believes in delivering who and what we say we will. We do not propose staff in theory only to provide staff with different credentials after a contract is in place. **Our proposed team will remain in place, and will be dedicated to delivering world-class service to the Parish throughout the duration of this contract.** We bring decades of experience, enhanced by the empathy that only comes from being first-hand survivors of natural disasters in Louisiana ourselves. We feel that our qualified team, proven results, and understanding of the unique challenges your recovery may face is a great complement to your team. **We are based in Louisiana and are proud to call Louisiana and Jefferson Parish home.** Louisiana's ongoing recovery and resilience is our recovery and resilience. We are honored and excited for the opportunity to continue to support Louisiana by working alongside the Parish.



**TAB. F**

# **PROJECT SCHEDULE**

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance



## TAB F. PROJECT SCHEDULE

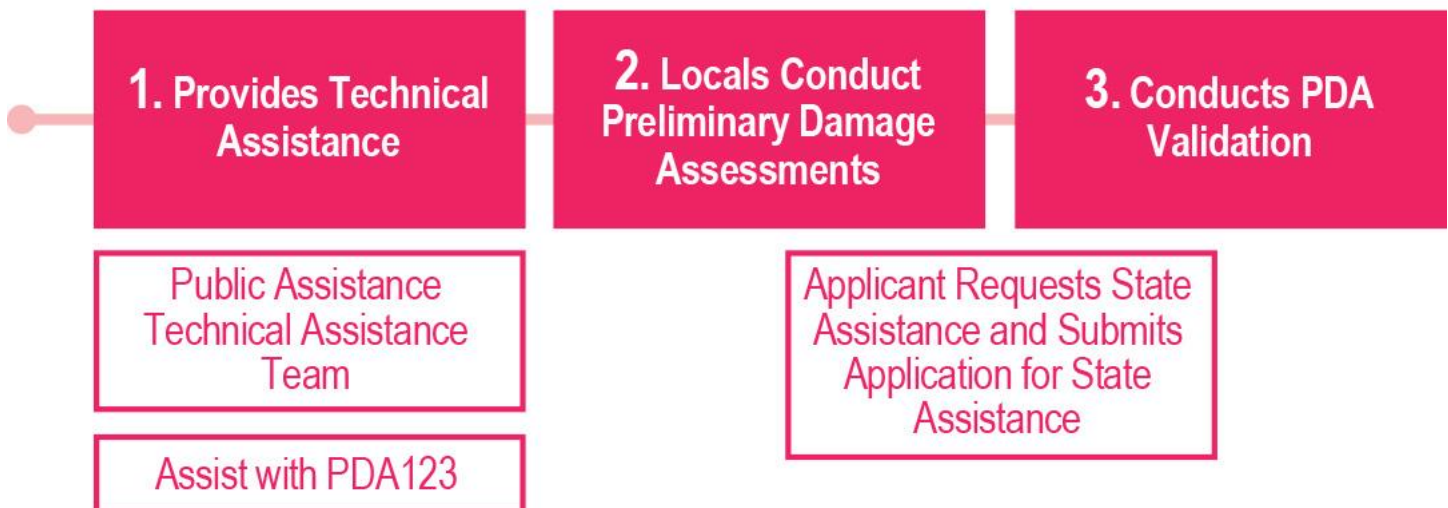
As part of FEMA’s Public Assistance Reform project, FEMA has launched a new PA process. **Metric** is well-versed in this process and its key implications for how the Parish will need to interact with FEMA’s PA program. Below, we have outlined the detailed process and schedule of events that will occur pre- and post-event, to ensure every eligible dollar is reimbursed for the Parish.

### Public Assistance Phases Chart

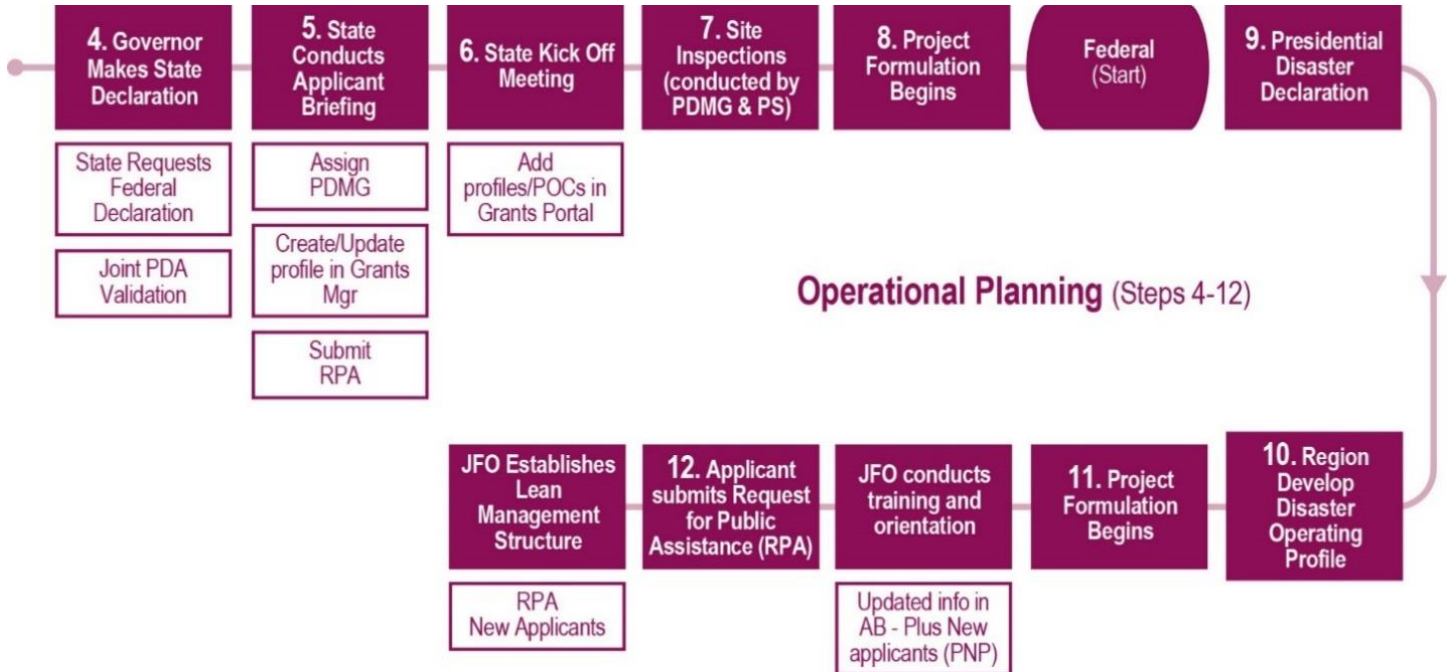


**EXHIBIT A:** Our process begins with technical assistance and validation.

### Technical Assistance and Validation (Steps 1-3)

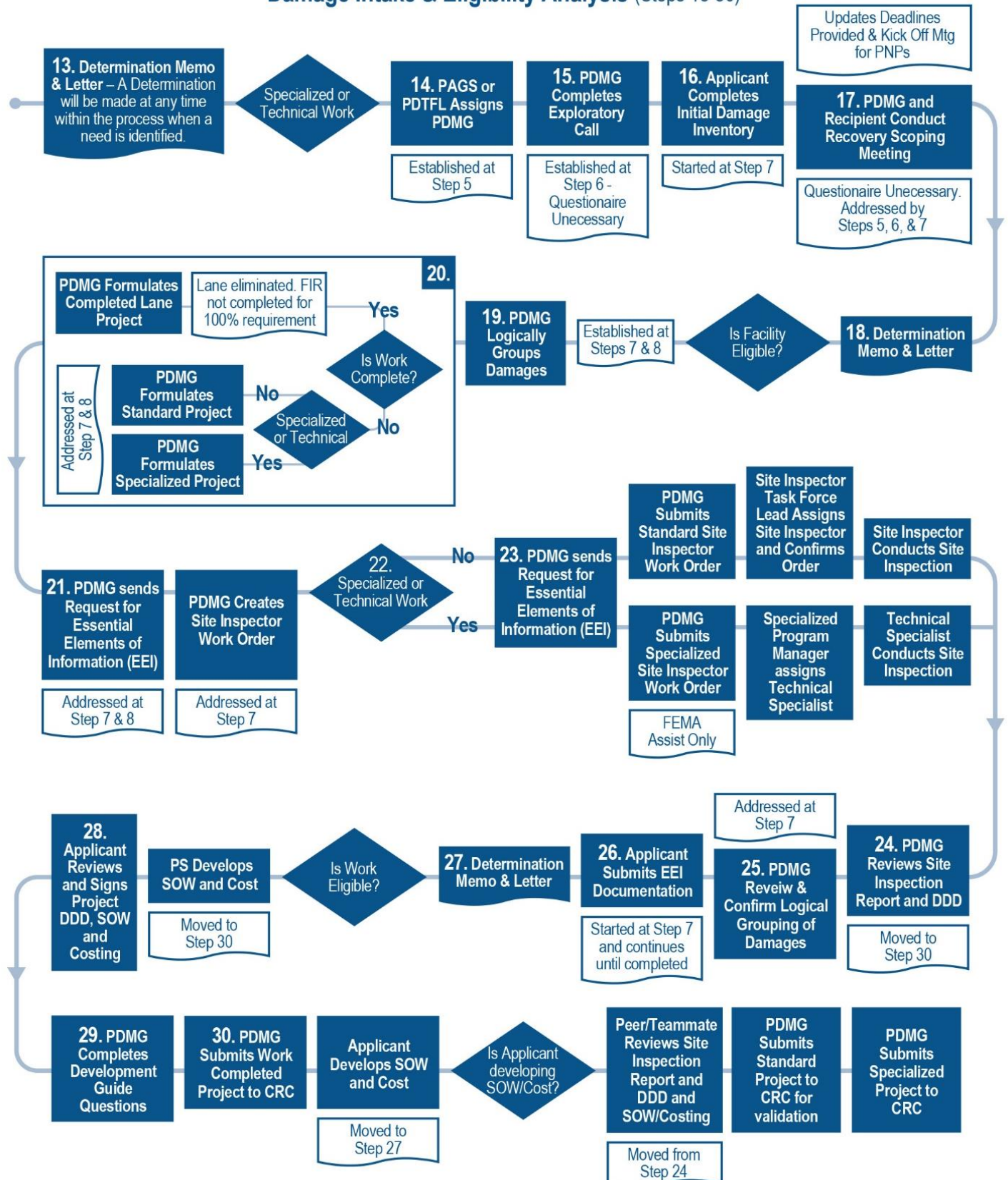


**EXHIBIT B:** Steps 4-12 focus on Operational Planning. As highlighted below, Metric will partner with the Parish to ensure all FEMA required activities are completed in accordance with these requirements.



**EXHIBIT C:** Steps 13-30 focus on providing step-by-step guidance on Damage Intake and Eligibility Analysis.

### Damage Intake & Eligibility Analysis (Steps 13-30)



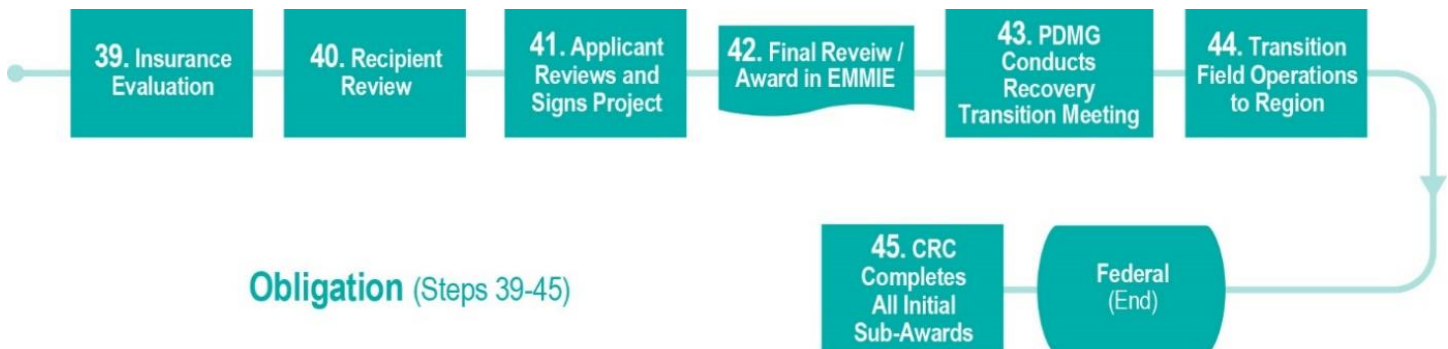


**EXHIBIT D:** Steps 31-38 provide updates to the Scoping and Costing activities that will be required.

### Scoping and Costing (Steps 31-38)



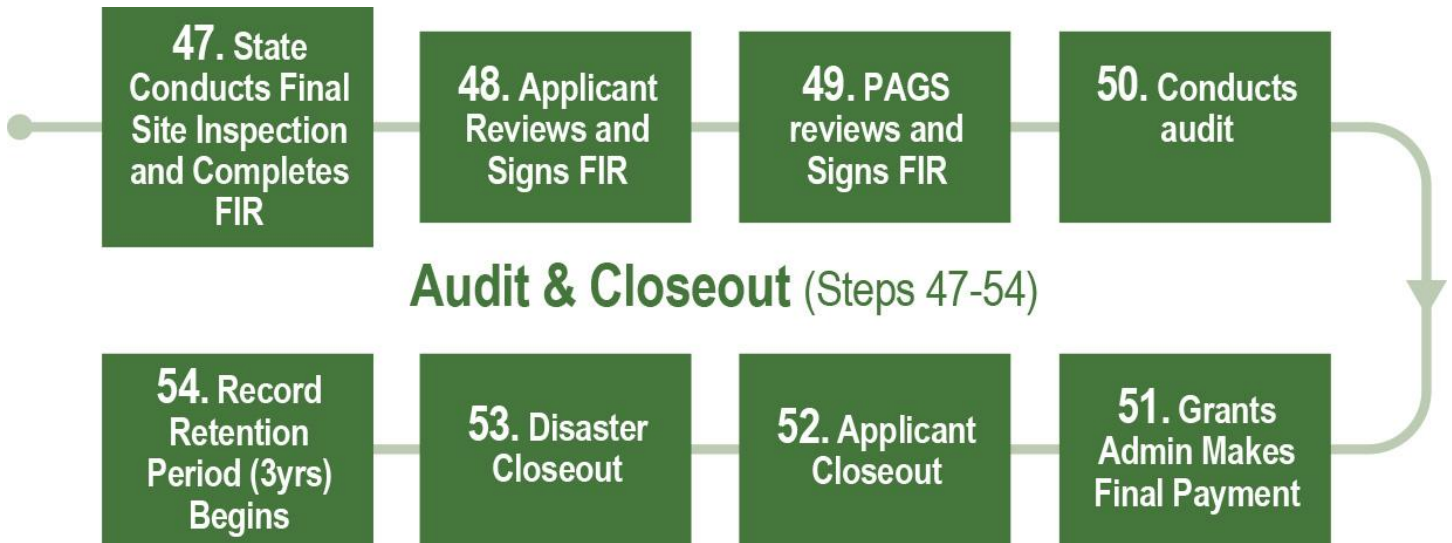
**EXHIBIT E:** Steps 39-45 focus on funding obligations.



**EXHIBIT F:** Step 46 focuses on a single step of Monitoring and Inspections.



**EXHIBIT F: Finally,** Steps 47-54 shows the updated process for Audit and Closeout.







**TAB. G**

**FINANCIAL\*  
PROFILE**

**TAB. H**

**PRICE PROPOSAL\***

*\*Submitted Separately*

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance



**TAB. I**  
**FORMS**

Proposal Number: 0048 | Jefferson Parish  
Consulting Services for Disaster Recovery and  
FEMA Public Assistance

Anti-Lobbying Form

**CERTIFICATION OF RESTRICTIONS ON LOBBYING**

I, Veronica Benitez, Psy. D, CEO, hereby certify on  
(name and title of bidder's official)

behalf of Metric Engineering, Inc. that:  
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

Executed this 13th day of October, 2022.

By   
(signature of authorized official)

Veronica Benitez, Psy. D, CEO  
(title of authorized official)

Debarment/Suspension Form

**DEBARMENT/SUSPENSION CERTIFICATION**

**Debarment:**

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: [www.sam.gov](http://www.sam.gov) and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Veronica Benitez, Psy.D, CEO

\_\_\_\_\_  
(Name and Title of bidder's official)

Metric Engineering, Inc.

\_\_\_\_\_  
(Name of bidder/company)

13940 SW 136th St., Miami, FL 33186

\_\_\_\_\_  
(Address)

\_\_\_\_\_  
(Address)

PHONE (305) 235-5098 FAX (305) 235-5271

EMAIL veronica.benitez@metriceng.com

 \_\_\_\_\_ Signature October 13, 2022 \_\_\_\_\_ Date

## Request for Proposal

### AFFIDAVIT

STATE OF Florida

PARISH/COUNTY OF Miami-Dade

BEFORE ME, the undersigned authority, personally came and appeared: \_\_\_\_\_

Veronica Benitez Psy. D(Affiant) who after being by me duly sworn, deposed and said that he/she is the fully authorized Chief Executive Officer of Metric Engineering, Inc. (Entity), the party who submitted a proposal in response to RFP Number 0448, to the Parish of Jefferson.

Affiant further said:

#### Campaign Contribution Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

Choice A \_\_\_\_\_

Attached hereto is a list of all campaign contributions, including the date and amount of each contribution, made to current or former elected officials of the Parish of Jefferson by Entity, Affiant, and/or officers, directors and owners, including employees, owning 25% or more of the Entity during the two-year period immediately preceding the date of this affidavit or the current term of the elected official, whichever is greater. Further, Entity, Affiant, and/or Entity Owners have not made any contributions to or in support of current or former members of the Jefferson Parish Council or the Jefferson Parish President through or in the name of another person or legal entity, either directly or indirectly.

Choice B X

there are **NO** campaign contributions made which would require disclosure under Choice A of this section.



Affiant further said:

Debt Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.

**Choice B**   X   There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.

**Choice B**   X   there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.


Affiant further said:

Subcontractor Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A**   X   Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP.

**Choice B**            There are **NO** subcontractors which would require disclosure under Choice A of this section.

  
\_\_\_\_\_  
Signature of Affiant

Veronica Benitez, Psy.D.  
\_\_\_\_\_  
Printed Name of Affiant

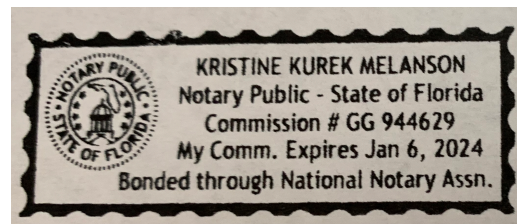
SWORN AND SUBSCRIBED TO BEFORE ME

ON THE   13th   DAY OF   October  , 20   22  .

  
\_\_\_\_\_  
Notary Public

Kristine Kurek Melanson  
\_\_\_\_\_  
Printed Name of Notary

  #GG944629    
\_\_\_\_\_  
Notary/Bar Roll Number



My commission expires   January 6, 2024  .

**All subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP are as follows:**

Integrated Solutions Consulting (ISC)

## Request for Proposals #0448

### To Provide Consulting Services for Disaster Recovery and FEMA Public Assistance

#### SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Consulting Services for Disaster Recovery and FEMA Public Assistance for the for the Jefferson Parish Public Safety Grants & Administration. Department.

**Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.**

Acknowledge Receipt of Addenda: Number: 1  
Number: 2  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_  
Number: \_\_\_\_\_

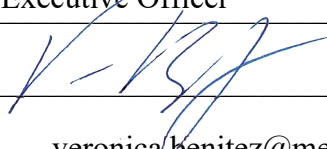
Name of Proposer: Metric Engineering, Inc.

Address: 13940 SW 136th St., Miami, FL 33186

Phone Number: (305) 235-5098 Fax Number (305) 235-5271

Type Name of Person Authorized to Sign: Veronica Benitez, Psy.D

Title of Person Authorized to Sign: Chief Executive Officer

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: veronica.benitez@metriceng.com

Date: 10/14/2022

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

## ATTACHMENT "C"

Anti-Lobbying Form

### CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Daniel Martin, PhD, CEM, Principal, hereby certify on  
(name and title of bidder's official)

behalf of Integrated Solutions Consulting, Corp. that:  
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying, " in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

Executed this 14 day of October, 2022.

By   
(signature of authorized official)

Principal  
(title of authorized official)



# ATTACHMENT "C"

Debarment/Suspension Form

## DEBARMENT/SUSPENSION CERTIFICATION

### Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: [www.sam.gov](http://www.sam.gov) and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

\_\_\_\_\_  
(Name and Title of bidder's official)

\_\_\_\_\_  
(Name of bidder/company)

\_\_\_\_\_  
(Address)

\_\_\_\_\_  
(Address)

PHONE \_\_\_\_\_ FAX \_\_\_\_\_

EMAIL \_\_\_\_\_

\_\_\_\_\_  
Signature \_\_\_\_\_ Date \_\_\_\_\_

Anti-Lobbying Form

**CERTIFICATION OF RESTRICTIONS ON LOBBYING**


I, Bryant O. Hammett, Jr Owner/Manager, hereby certify on  
(name and title of bidder's official)

behalf of Bryant Hammett & Associates, LLC that:  
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

Executed this 13th day of October, 2022.

By   
(signature of authorized official)

owner/manager  
(title of authorized official)

Debarment/Suspension Form

**DEBARMENT/SUSPENSION CERTIFICATION**

**Debarment:**

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: [www.sam.gov](http://www.sam.gov) and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Bryant O. Hammett, Jr Owner/Manager

(Name and Title of bidder's official)

Bryant Hammett & Associates, LLC

(Name of bidder/company)

1104 Dealers Avenue

(Address)

Harahan, LA 70123

(Address)

PHONE 504-733-8004 FAX 318-757-6578

EMAIL bhammett@bha-engineers.com



Signature 10/13/22

Date



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/30/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Collinsworth Ins & Risk Mgmt Services In P.O. Box 661628  Miami Springs FL 33266		<b>CONTACT</b> NAME: Erinn E Collinsworth PHONE (A/C No. Ext): (786) 930-4795 E-MAIL ADDRESS: FAX (A/C No): (786) 930-4794															
<b>INSURED</b> Metrix Consulting, LLC 13940 SW 136th Street Miami FL 33186		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Valley Forge Insurance Company</td> <td>20508</td> </tr> <tr> <td>INSURER B: Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td>INSURER C: Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Valley Forge Insurance Company	20508	INSURER B: Continental Insurance Company	35289	INSURER C: Continental Casualty Company	20443	INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #																
INSURER A: Valley Forge Insurance Company	20508																
INSURER B: Continental Insurance Company	35289																
INSURER C: Continental Casualty Company	20443																
INSURER D:																	
INSURER E:																	
INSURER F:																	

## COVERAGES

CERTIFICATE NUMBER: Cert ID 17348

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD 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 type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		7018632301	04/01/2022	06/30/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Empl Benefits Liab \$ 1,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		7018632315	04/01/2022	06/30/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		6080427574	04/01/2022	06/30/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	<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	Y/N <input checked="" type="checkbox"/> N/A	7018632329	04/01/2022	04/01/2023	<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
C	Professional Liability		MCH591958531 Claims Made Basis	06/30/2022	06/30/2023	Each Claim \$ 3,000,000 Policy Aggregate \$ 3,000,000

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

## CERTIFICATE HOLDER

## CANCELLATION

"Specimen Certificate"

For Proposal Purposes

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

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/28/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Collinsworth Ins & Risk Mgmt Services In P.O. Box 661628  Miami Springs FL 33266		<b>CONTACT</b> NAME: Erinn E Collinsworth PHONE (A/C, No, Ext): (786) 930-4795 E-MAIL ADDRESS: erinn@collinsworthinsurance.com FAX (A/C, No): (786) 930-4794	
		<b>INSURER(S) AFFORDING COVERAGE</b>	
		<b>INSURER A:</b> Underwriters at Lloyd's London	
		<b>INSURER B:</b>	
		<b>INSURER C:</b>	
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	

**INSURED**  
Metric Consulting LLC  
13940 SW 136th Street  
Miami FL 33186  
(305) 235-5098

## COVERAGES

**CERTIFICATE NUMBER:** Cert ID 17340

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG \$ \$ \$ \$ \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) 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 <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE \$ \$ \$
	<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	Y/N	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT \$ \$ \$
A	<b>Cyber/Network Liab</b>			ESK0039458556	05/01/2022	05/01/2023	Cyber Liability - Limit Cyber Liability - Retention \$ 2,000,000 \$ 20,000

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

## CERTIFICATE HOLDER

## CANCELLATION

"Specimen"	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	<b>AUTHORIZED REPRESENTATIVE</b> 

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ACORD™

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
01/19/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>USI Insurance Services LLC</b> <b>312 Elm Street, Suite 2400</b> <b>Cincinnati, OH 45202</b> <b>855 874-1390</b>	<b>CONTACT NAME:</b> <b>USI Insurance Services</b> <b>PHONE (A/C, No, Ext):</b> <b>513-852-6453</b> <b>FAX (A/C, No):</b> <b>484-652-5341</b> <b>E-MAIL ADDRESS:</b> <b>dustin.steens@usi.com</b>														
<b>INSURED</b> <b>Integrated Solutions Consulting Corp</b> <b>P.O. Box 304</b> <b>Prospect Heights, IL 60070</b>	<table border="1"> <thead> <tr> <th data-bbox="816 426 1433 451">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1433 426 1572 451">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 451 1433 478"><b>INSURER A : Hartford Casualty Insurance Company</b></td> <td data-bbox="1433 451 1572 478"><b>29424</b></td> </tr> <tr> <td data-bbox="816 478 1433 506"><b>INSURER B : Pacific Insurance Company Ltd</b></td> <td data-bbox="1433 478 1572 506"><b>10046</b></td> </tr> <tr> <td data-bbox="816 506 1433 533"><b>INSURER C : Lloyd's of London</b></td> <td data-bbox="1433 506 1572 533"><b>NONAIC</b></td> </tr> <tr> <td data-bbox="816 533 1433 560"><b>INSURER D : Hartford Insurance Group</b></td> <td data-bbox="1433 533 1572 560"><b>29424</b></td> </tr> <tr> <td data-bbox="816 560 1433 588"><b>INSURER E :</b></td> <td data-bbox="1433 560 1572 588"></td> </tr> <tr> <td data-bbox="816 588 1433 615"><b>INSURER F :</b></td> <td data-bbox="1433 588 1572 615"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	<b>INSURER A : Hartford Casualty Insurance Company</b>	<b>29424</b>	<b>INSURER B : Pacific Insurance Company Ltd</b>	<b>10046</b>	<b>INSURER C : Lloyd's of London</b>	<b>NONAIC</b>	<b>INSURER D : Hartford Insurance Group</b>	<b>29424</b>	<b>INSURER E :</b>		<b>INSURER F :</b>	
INSURER(S) AFFORDING COVERAGE	NAIC #														
<b>INSURER A : Hartford Casualty Insurance Company</b>	<b>29424</b>														
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<b>INSURER D : Hartford Insurance Group</b>	<b>29424</b>														
<b>INSURER E :</b>															
<b>INSURER F :</b>															

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

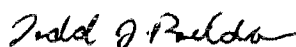
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<b>X COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	<input type="checkbox"/>	<input type="checkbox"/>	<b>3SBAAA59 0</b>	<b>01/15/2022</b>	<b>01/15/2023</b>	EACH OCCURRENCE <b>\$1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) <b>\$50,000</b> MED EXP (Any one person) <b>\$5,000</b> PERSONAL & ADV INJURY <b>\$1,000,000</b> GENERAL AGGREGATE <b>\$2,000,000</b> PRODUCTS - COMP/OP AGG <b>\$2,000,000</b> \$
<b>A</b>	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	<input type="checkbox"/>	<input type="checkbox"/>	<b>3SBAAA59 0</b>	<b>01/15/2022</b>	<b>01/15/2023</b>	COMBINED SINGLE LIMIT (Ea accident) <b>\$1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
<b>A</b>	<b>UMBRELLA LIAB</b> <b>EXCESS LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION <b>\$10000</b>	<input type="checkbox"/>	<input type="checkbox"/>	<b>3SBAAA59 0</b>	<b>01/15/2022</b>	<b>01/15/2023</b>	EACH OCCURRENCE <b>\$5,000,000</b> AGGREGATE <b>\$5,000,000</b> \$
<b>B</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/>	<input type="checkbox"/>	<b>3 ECID6730</b>	<b>01/15/2022</b>	<b>01/15/2023</b>	<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT <b>\$1,000,000</b> E.L. DISEASE - EA EMPLOYEE <b>\$1,000,000</b> E.L. DISEASE - POLICY LIMIT <b>\$1,000,000</b>
<b>D</b>	<b>E&amp;O/Professional Liability</b>	<input type="checkbox"/>	<input type="checkbox"/>	<b>MPP903309706</b>	<b>01/15/2022</b>	<b>01/15/2023</b>	<b>Per Claim: \$2,000,000</b> <b>Aggregate: \$2,000,000</b>

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

## CERTIFICATE HOLDER

## CANCELLATION

<b>Eiden of Insurance</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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**POLICY NUMBER:** 83 SBA AA5980



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

ADDITIONAL INSURED - PERSON-ORGANIZATION

REALSTREET STAFFING  
2500 WALLINGTON WAY, STE 208  
MARIOTTSVILLE, MD 21104

ATCS, PLC  
CLINT PIPKIN, PROGRAM MANAGER  
45195 BUSINESS COURT, SUITE 100  
DULLES, VA 20166

AECOM RECOVERY  
FEDERAL EMERGENCY MANAGEMENT AGENCY WEM MODEL  
515 SOUTH FLOWER STREET, EIGHTH FLOOR  
LOS ANGELES, CA 90071

CITY OF SANTA MONICA  
OFFICE OF EMERGENCY MANAGEMENT  
333 OLYMPIC DRIVE, 2ND FLOOR  
SANTA MONICA, CA 90401

OAKLAND COUNTY MICHIGAN  
21000 PONTIAC LAKE ROAD BLDG 41W  
WATERFORD, MI 48328  
LOC 001 BLDG 001

THE SEMINOLE TRIBE OF FLORIDA  
RISK MANAGEMENT DEPT.  
RM. 220, 83000 STIRLING RD  
HOLLYWOOD, FL 33024

SERCO INC  
12930 WORLDGATE DRIVE, SUITE 600  
HERNDON, VA 20170

APPROVED AS TO FORM  
Eric Ramm, MBA, CPCU, AINS, LPCS  
Contractual Risk Program Manager  
*ECR 2/10/2021*

POLICY NUMBER: 83 SBA AA5980



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

ADDITIONAL INSURED - PERSON-ORGANIZATION

HOMELAND SECURITY GRANT MANAGEMENT AND THE COUNTY OF NAPA OFFICE  
EMERGENCY SERVICES ITS OFFICERS EMPLOYEES AGENTS AND VOLUNTEERS  
1195 THIRD ST STE B 20  
NAPA CA 94559

CITY OF ST. CLOUD  
ATTENTION: PROCUREMENT SERVICES  
1300 9TH STREET  
ST. CLOUD, FLORIDA 34769

CITY OF DUBLIN AND ITS OFFICERS, EMPLOYEES, AGENTS AND VOLUNTEERS  
100 CIVIC PLAZA  
DUBLIN, CA 94568

MIAMI DADE COUNTY  
111 NW 1 STREET STE 2340  
MIAMI, FL 33128

NEBRASKA EMERGENCY MANAGEMENT, AGENCY  
ATTN: RECOVERY SECTION ADMIN  
1526 K ST  
LINCOLN, NE 68508

CITY OF PORTLAND, OREGON, AND ITS OFFICERS, AGENTS AND EMPLOYEES  
888 SW 5TH AVE  
PORTLAND, OR 97204

VIRGIN ISLANDS OFFICE OF DISASTER RECOVERY  
MAIL ADDRESS 32-33 KONGENS GADE  
ST THOMAS, VI 00802

**POLICY NUMBER:** 83 SBA AA5980



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

ADDITIONAL INSURED - PERSON-ORGANIZATION

VIRGIN ISLAND WATER AND POWER AUTHORITY  
MAIL ADDRESS PO BOX 1450  
ST THOMAS, VI 00804

CITY OF PORTLAND PARKS & RECREATION  
1120 SW FIFTH AVE. SUITE 1302  
PORTLAND, OR 97204

APPROVED AS TO FORM  
Eric Ramm, MBA, CPCU, AINS, LPCS  
Contractual Risk Program Manager

*ECR 2/10/2021*





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/09/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Brown & Brown of Louisiana LLC 100 East Caliste Saloo Rd Ste 1100 Lafayette LA 70501	<b>CONTACT NAME:</b> Staley Anna <b>PHONE (A/C, No, Ext):</b> 337 231 5111 <b>E-MAIL ADDRESS:</b> Staley.anna@bbrn.com <b>FAX (A/C, No):</b> <b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Continental Casualty Company <b>INSURER B:</b> The Continental Insurance Company <b>INSURER C:</b> Louisiana Workers Compensation Corporation <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	<b>NAIC #</b> 2013 3529 22350
<b>INSURED</b> Bryant Albert & Associates LLC 605 Bay West Ferryday LA 71331		

**COVERAGES** **CERTIFICATE NUMBER:** L22993293 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. IT IS NOT TO BE USED FOR ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT. IT IS RESPECTED TO ALL THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN TO THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS																
<input type="checkbox"/>	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROTECT <input type="checkbox"/> LOSS <input type="checkbox"/> OTHER	Y		601131103	09/12/2022	09/12/2023	<table><tr><td>EXCESS OCCURRENCE</td><td>1,000,000</td></tr><tr><td>DAMAGE TO RENTED PREMISES (Ea aident)</td><td>100,000</td></tr><tr><td>MED EXP (any one person)</td><td>15,000</td></tr><tr><td>PERSONAL &amp; AD INJURY</td><td>1,000,000</td></tr><tr><td>EXERCISE RESTATE</td><td>2,000,000</td></tr><tr><td>PRODUCTS COMP/OP</td><td>2,000,000</td></tr></table>	EXCESS OCCURRENCE	1,000,000	DAMAGE TO RENTED PREMISES (Ea aident)	100,000	MED EXP (any one person)	15,000	PERSONAL & AD INJURY	1,000,000	EXERCISE RESTATE	2,000,000	PRODUCTS COMP/OP	2,000,000				
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PERSONAL & AD INJURY	1,000,000																						
EXERCISE RESTATE	2,000,000																						
PRODUCTS COMP/OP	2,000,000																						
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY TO OWNED TOES ONLY HIRE TOES ONLY <input type="checkbox"/> SOLE TOES OWNED TOES ONLY	Y		60179900	09/12/2022	09/12/2023	<table><tr><td>COMBINED SINGLE LIMIT (Ea aident)</td><td>1,000,000</td></tr><tr><td>BODILY INJURY (Per person)</td><td></td></tr><tr><td>BODILY INJURY (Per aident)</td><td></td></tr><tr><td>PROPERTY DAMAGE (Per aident)</td><td></td></tr></table>	COMBINED SINGLE LIMIT (Ea aident)	1,000,000	BODILY INJURY (Per person)		BODILY INJURY (Per aident)		PROPERTY DAMAGE (Per aident)									
COMBINED SINGLE LIMIT (Ea aident)	1,000,000																						
BODILY INJURY (Per person)																							
BODILY INJURY (Per aident)																							
PROPERTY DAMAGE (Per aident)																							
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> EXCESS LIAB DED <input checked="" type="checkbox"/> RETENTION 10,000			60179977	09/12/2022	09/12/2023	<table><tr><td>EXCESS OCCURRENCE</td><td>1,000,000</td></tr><tr><td>EXCESS RESTATE</td><td>1,000,000</td></tr></table>	EXCESS OCCURRENCE	1,000,000	EXCESS RESTATE	1,000,000												
EXCESS OCCURRENCE	1,000,000																						
EXCESS RESTATE	1,000,000																						
<input type="checkbox"/>	<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	Y/N	N/A	3209D	09/12/2022	09/12/2023	<table><tr><td><input checked="" type="checkbox"/> PER STATUTE</td><td></td><td>OTHER</td><td></td></tr><tr><td>ELI EXCESS OCCURRENCE</td><td>1,000,000</td><td></td><td></td></tr><tr><td>ELI DISEASE (Per employee)</td><td>1,000,000</td><td></td><td></td></tr><tr><td>ELI DISEASE (Policy limit)</td><td>1,000,000</td><td></td><td></td></tr></table>	<input checked="" type="checkbox"/> PER STATUTE		OTHER		ELI EXCESS OCCURRENCE	1,000,000			ELI DISEASE (Per employee)	1,000,000			ELI DISEASE (Policy limit)	1,000,000		
<input checked="" type="checkbox"/> PER STATUTE		OTHER																					
ELI EXCESS OCCURRENCE	1,000,000																						
ELI DISEASE (Per employee)	1,000,000																						
ELI DISEASE (Policy limit)	1,000,000																						
<input type="checkbox"/>	Professional Liability			EE5919771	03/26/2022	03/26/2023	<table><tr><td>Per Rate</td><td>2,000,000</td></tr><tr><td>Per Limit</td><td>2,000,000</td></tr></table>	Per Rate	2,000,000	Per Limit	2,000,000												
Per Rate	2,000,000																						
Per Limit	2,000,000																						

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

In favor of THE PARIS OF EFFERSOITS DISTRICTS DEPARTMENTS & ERIES ORDER THE DIRECTION OF THE PARIS PRESIDENT & PARIS COORDIL 1221 ELMOOD PAR BLDEFFERSOIT 70123

## CERTIFICATE HOLDER

## CANCELLATION

Jefferson Paris Districts Department and Counties  
1221 Elmood Park Blvd  
Suite 605  
Jefferson LA 70123

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

*Wadell Lee*

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The logo consists of a stylized icon of three slanted parallel bars followed by the word "metric" in a lowercase, sans-serif font.

**metric**