

Professional Services Proposal for the CONSULTING SERVICES FOR DISASTER RECOVERY AND FEMA PUBLIC ASSISTANCE

*Jefferson Parish Department of Public Safety
Grants & Administration*

RFP #0488

October 14, 2022

Proposer

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INGRAM
CPAs and Advisors
CRlcpa.com



Dear RFP Evaluation Committee Members,

Carr, Riggs & Ingram, LLC (CRI) appreciates the opportunity to provide this response to the Jefferson Parish Department of Public Safety Grants & Administration (the Parish) for consulting services for Disaster Recovery and FEMA Public Assistance (RFP-0448).

Established in 1997, Carr, Riggs & Ingram, LLC is a regional certified public accounting and consulting firm with roots going back to 1972. CRI currently has over 2,000 professionals in 30 markets located in ten (10) Southern States. CRI provides accounting, assurance, tax compliance and planning, and consulting services to individuals, businesses (both publicly and privately held), governmental entities, retirement plans, and non-profit organizations throughout the United States.

CRI is excited to propose on this Public Assistance disaster recovery grants management consulting engagement. Our team will deliver the highest quality professional consulting, management, and technical assistance services for the Parish in the overall management of FEMA Grants. Team members from CRI have engaged in successful FEMA program management since 2009. Our expertise in grant administration and management consulting programs will provide the Parish with an unstoppable team of highly trained and qualified professionals. Our professionals have a proven history of working to meet deadlines with high quality work products and services that exceed our clients' expectations. Our team has the experience and qualifications that present the most knowledgeable and cost effective solution for the Parish, giving us the advantage over competitors and allowing us to provide consummate expertise in an effective and efficient manner.

CRI is a full-service accounting and advisory firm and is currently ranked among the Top 25 Certified Public Accounting and advisory firms in the U.S. CRI and its professionals offer decades of experience in a wide variety of governmental consulting engagements at the Federal, State, and local level. CRI's team of highly trained experts and professionals have extensive knowledge, experience, and expertise with FEMA grant administration and management, and FEMA grant monitoring for compliance.

This cover letter meets the requirements of RFP #0448. This CRI Team surpasses the minimum qualifications as listed. We will maintain our professional standards regarding management consulting and all licenses, permits, qualifications, insurance and approvals that are legally required to perform the management consulting services.

The following individual is authorized to commit Carr, Riggs & Ingram, LLC to the contract for this engagement, and should also be contacted regarding the contents of this proposal and quote: Becky Hammond, Assistant Industry Line Leader. We thank you again for the opportunity. If you have any questions about our proposal, or require additional information, please contact Becky Hammond at bhammond@cricpa.com or (985) 290-3684 or Amy Verberne at averberne@cricpa.com or (504) 837-9116.

Becky Hammond, CPA, CISA, CITP
Assistant Industry Line Leader

Amy Verberne, CPA
Lead Consulting Partner

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TECHNICAL PROPOSAL



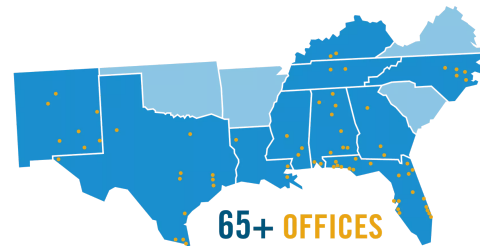


DESCRIPTION OF THE FIRM

SIZE & STRUCTURE

Stretching from North Carolina to New Mexico, Carr, Riggs & Ingram CPAs and Advisors (CRI) is a **top 25 nationally ranked** full-service accounting and advisory firm serving more than 100,000 clients in all 50 states. CRI has over 2,000 professionals, more than 800 of whom are CPAs, and we have been in business and **serving government entities for over 24 years**. We perform a large number of consulting engagements for our governments including various **engagements to administer Disaster funding and COVID-19 funding**. In addition, we are experts in the Single Audit specialty, performing over 220 Single Audits annually, and we are the proud holders of the Single Audit Resources Center's award for Excellence in Knowledge, Value, and Overall Client Satisfaction.

CRI is structured by industry line to allow for our professionals to focus on the industries that best fit their talents and interest. These industry specializations include governments, construction, banking/financial institutions, healthcare, insurance, not-for-profits, and manufacturing and distribution; we are proud of our **more than 710 professionals who dedicate their time to governmental engagements**.



In addition to our consulting expertise, CRI offers traditional and specialized services including audit and assurance, business consulting and support, forensic accounting, IT auditing, SEC compliance, business valuation, and a range of tax services. We believe that our **broad range of skills**, plus our **extensive understanding of controls and compliance** provided by our foundation of performing audits, provides our governmental clients with a tailored service that provides experience, knowledge, and well-rounded perspectives to successfully and effectively administer various programs including Disaster programs.

INCLUSION + DIVERSITY



At the end of the day, we are nothing without our people. We want to ensure that all of our people feel a sense of belonging at CRI by being their true, authentic selves—and respected for what they bring to the table."

– Bill Carr, CRI Managing Partner

The world in which we live and work is full of complexities and tensions that can have a monumental impact on our communities. Considering how much time our employees spend in their places of work, we must be able to not only address those topics that can cause tensions and complexities, but to do so with openness and compassion.

Research shows that diversity in the workplace environment increases creativity and innovation, promotes higher quality decisions, and enhances economic growth. Because of these factors, among others, Carr, Riggs & Ingram is committed to fostering an inclusive and diverse place for all employees to work in and engage.

When our managing partner and chairman, Bill Carr, signed the CEO Action for Diversity & Inclusion™ pledge, he made a public commitment to building a productive, diverse, and inclusive workplace. The **CEO Action for Diversity & Inclusion™** is the largest CEO-driven business commitment to advance inclusion and diversity within the workplace. Forged by the notion that addressing diversity and inclusion is not a competitive issue, but a societal one, recognizing this commitment starts at the executive level. We are excited that CRI is now a part of more than 50 other leading accounting firms in the nation, and more than 900 of the world's leading companies and business organizations, who are set on leveraging their voices to advancing inclusion and diversity in today's workplace.

We are proud of the people that represent our firm and the culture that our people perpetuate. Together we are committed to working to address issues, facilitate uncomfortable conversations, and learn from one another, all with the sole purpose of driving meaningful change. To learn more about the **CEO Action for Diversity & Inclusion™**, please visit CEOAction.com.

DESCRIPTION OF THE FIRM



Consulting Services + Government Specialization + Compliance Expertise + Controls Guidance



Consulting Services: Our multi-faceted, experienced team provides extensive consulting services to a variety of governments ranging from small municipalities to large state agencies. Our Partners have assisted with Disaster programs in various capacities since 2005. Upon the initial administration of CARES Act funding, we consulted with many of our clients to assist them in overseeing various programs to help their citizens and businesses. Our expert teams are able to be **deployed quickly** and **take the burden** of project administration to provide a truly outsourced solution. We are experienced in: establishing and operating call-centers (incorporating both telephone and email communications); designing applications in compliance with grant restrictions; foreign language translation, communication, and document production; creating applications in user-friendly software; performing community outreach; reviewing citizen, business, tenant, and landlord applications; tracking and reporting expenditures; communicating with governance; providing program data and analytics; and various other services in connection with establishing and administering major programs.

Government Specialization: When you have CRI on your side, you have a **team of hundreds of government specialists** within reach with countless years of practice serving entities like yours. These specialists are made available to you to address any range of technical questions you might have, whether those questions be related to accounting guidance and technical standards, governance and structure, financial reporting, perspectives on other governments' interpretations, or whatever else it may be, we know that our experienced team can address your questions.


Compliance Expertise: Our proficiency in performing single audits and government yellow book audits has yielded the firm a high-volume of specialists at our disposal to assist governmental entities in their quests to **maintain compliance with ever-evolving grant requirements**. Our clients benefitted from this invaluable experience most recently when we worked alongside those who were recipients of CARES Act funding to ensure that there was no risk of forced returns of funds due to non-compliance. Those clients are now experiencing a smooth audit process as a result of this compliance guidance.

Controls Guidance: When your government implements major projects, we understand that financial controls may not always be the first thing on everyone's minds, but our experience has shown that they are crucial for the long-term. Our governmental accounting specialists are highly skilled in **identifying control weaknesses and providing control recommendations**. We bring this perspective as part of our consulting services package to protect both the government and the tax-payers from potential control breakdowns.




DESCRIPTION OF THE FIRM

Our team has **managed billions in federal recovery funds** and **serves more than 500 governmental entities** in grants administration, compliance monitoring, and other capacities. The confidence we've built with our clients is derived from our many years of practicing and developing scalable solutions, leveraging our expertise in the government arena. A brief summary of this experience is provided in the graphic below and a longer listing of recent experience is provided in the [QUALIFICATIONS AND EXPERIENCE](#) section on page 14.




Florida Division of Emergency Management (FDEM)

Program and grant management support for certain counties handling \$1 billion of ongoing FEMA recovery assistance in the aftermath of Hurricane Michael.



Jefferson Parish CARES Act Relief Funding Support

Compliance support, technical assistance, fraud surveillance, and assistance of funds disbursements to parish residents, businesses, and other organizations as a result of the COVID-19 pandemic.



Deepwater Horizon Oil Spill (BP Oil Spill) Settlement Services

Represented the Plaintiff Steering Committee throughout the negotiation and settlement process and developed/created the business calculation model. We also trained various parties on the model, participated in drafting settlement agreements, and oversaw the process. We directly assisted thousands of claimants throughout the Gulf States by reviewing and analyzing submitted information for required documentation and to ensure the resulting award calculations were accurate. This was a multi-year project which resulted in settlements of \$20 billion, \$8.1 billion of which was related to the committee represented by CRI.

We have performed a vast array of services for governments and **we were among the first firms in the United States performing services surrounding COVID-19-related funding** for state and local governments. **Our projects include hands-on administration of FEMA Disaster and other public assistance programs.** As a top-priority client, the Parish will receive the very best that CRI has to offer and your assigned solution team consists primarily of team members that were integral to the recent success of these projects.



Consulting on **\$70 MILLION** of federal CARES Act funding for Jefferson Parish in Louisiana



Serve **500+** governmental entities



Consulting engagements for **150** governmental entities



Support governmental entities with federal funds totaling **\$2.6 BILLION**

SCOPE OF WORK/SERVICES



CRI understands that you are looking for broad-based support services designated to help maximize federal funding, expedite the process and retain funds during the closeout process. Services to be performed will include, but are not limited to, the following. We reviewed the scope of work, understand the nature thereof and are willing and capable of providing the services thereof.

SERVICES REQUESTED	OUR SOLUTION
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.	CRI's experience in managing large federal grant awards uniquely positions us to efficiently and effectively deploy a team that will work with the respective third parties (engineer, Parish, etc.) to develop the project scope and complete the reimbursement applications.
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.	The team will use the knowledge obtained through administering other large federal grant projects, to develop and execute appropriate processes for administration of the program including specific records required to be obtained and maintained for each type of expenditure.
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.	CRI has an in-house engineer on staff who will assist with the environmental services process and requirements for each specific project as the need arises. Depending on the nature and the scope of the specific project requirement, CRI may need to contract with an additional engineer or firm to provide the services based on their qualifications. The need for the additional engineer or firm cannot be determined without the specific needs being known at this time. However, if the need arises to hire a third party, CRI will work with the Parish, prior to contracting with the third party, to ensure the third party meets all requirements and is agreeable to the Parish.
Assist parish departments with services post-impact to perform damage assessments, inspections and project management services from impact to repair.	CRI has an in-house engineer on staff who will assist with the environmental services process and requirements for each specific project as the need arises. Depending on the nature and the scope of the specific project requirement, CRI may need to contract with an additional engineer or firm to provide the services based on their qualifications. The need for the additional engineer or firm cannot be determined without the specific needs being known at this time. However, if the need arises to hire a third party, CRI will work with the Parish, prior to contracting with the third party, to ensure the third party meets all requirements and is agreeable to the Parish.
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).	As a result of our extensive experience with federal project management and single audits, CRI has learned to communicate effectively and efficiently with federal, state, and local agency personnel to administer Disaster Recovery and FEMA Public Assistance programs. Our familiarity with the project worksheet and other submittal requirements allows us to complete these documents meeting all necessary guidelines for quick and easy review by the federal, state, and/or local agency.

SCOPE OF WORK/SERVICES



SERVICES REQUESTED	OUR SOLUTION
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.	CRI will take a lead role in developing and managing the relationships with all third parties, including, engineer, environmental, cities, contractor, subcontractor, and any other entities (the stakeholders) critical to the success of the program. Developing these relationships will lead to a more efficient process, expediting the review, approval, and execution of the program. This will include holding regular meetings with the stakeholders, providing monthly project status updates, and assisting in public hearings.
Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.	As part of designing the process, we will ensure that the necessary insurance data is gathered and maintained. We will design a process to track and monitor insurance reductions for appropriateness and insurance policy compliance with federal and state regulations.
Develop strategies and maximize formulation of 406 hazard mitigation projects.	CRI's in-house engineer is often partnered with our audit and consulting teams to ensure appropriate identification and documentation of information related to disaster-damaged facilities. The team works in conjunction to ensure all requirements of the 406 hazard mitigation projects are met and documented for future audit and eligibility.
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.	CRI's experience and knowledge in both administering federal grant programs and auditing federal grant programs provides us with a wealth of knowledge on best practices and policies and procedures over grant compliance which we will use to develop a system of controls and procedures that will allow for the timely completion of all reporting requirements, protect the integrity of the data, and document the testing and review of all application compliance with federal, state, and local laws and requirements throughout the grant administration process.
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.	CRI is highly experienced in managing large projects, including an extensive range of consulting projects, therefore we understand the need for strong organization and communication. We have systems, including the SmartSheet system, which assists as a project management and status communication tool, which can be leveraged on the project, and we have assigned a point-person to be responsible for maintaining regular communication with management.
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.	Due to our background in both auditing and consulting, we have a detailed understanding of program requirements and ensuring money is administered properly. Your assigned team has extensive experience in compiling information necessary to challenge FEMA regarding appeals.

SCOPE OF WORK/SERVICES



SERVICES REQUESTED	OUR SOLUTION
Assist the Public Safety Grants & Administration Department with cash flow, advance, and reimbursement requests and documentation in anticipation of future audits.	We design all steps of our solution with the entire program in mind, including the conclusion and future audits of the program. With our extensive audit and single audit practice, we incorporate professionals onto the team that are acutely aware of the future requirements that will be faced and they incorporate solutions at the beginning of the program to prevent unforeseen problems arising at the end. This means that our application process, controls process, and documentation retention process for the program will all be designed to achieve audit and close-out compliance and we will remain available to provide you with support and guidance on any questions that may arise during these future stages of the program.
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.	In conjunction with the development and implementation of processes and procedures, overall grant administration, and financial best practices, CRI will develop and maintain a record keeping system that efficiently tracks all relevant data for each program ensuring compliance and timely reporting to all required parties. In addition, the record keeping system will facilitate monitoring program compliance and assist with the completion of the audit and responding to any findings.
Develop processes for ensuring compliance related to contract monitoring and contract close-out as required by federal, state, or other agencies.	CRI will develop a formal process to follow for each project application. The process will start with the submission and setup of the project and will include the compilation and completion of all required bid packages ensuring appropriate supporting documentation is included to expedite the approval, monitoring contractor performance, reporting on whether scheduled milestones are being met accordingly, review and process change orders as necessary, and assisting with project draws and closeouts including ensuring that the necessary documents are included in the submission for all draws and close outs.
Possess the expertise and assist the Parish with identifying other disaster recovery funding opportunities, including additional federal recovery programs.	CRI has a wide-range of grant administration projects ongoing at all times, which require regular communication with federal agencies and research of various programs. This communication and research allows us to be on the leading edge for funding opportunities as they arise and to be able to share those opportunities with our clients and create programs for quickly implementing additional programs.
Assist with recovery of FEMA Public Assistance cost share funding through CDBGDR applications.	The team will use the knowledge obtained through administering other large federal grant projects, to develop a local application process that ensures compliance with the CDBGDR grant program requirements, while not being over burdensome in the information requested. As part of our services, we would perform multi-level review controls which would be documented and would provide the Parish with comfort over the accuracy of the results and audit support for future single audits. The goal of our solution is to create a clear and concise application process to submit applications that allows a reviewer to easily verify compliance with the grant requirements and approve funding.



PERIOD OF AGREEMENT

CRI understands the term of any resulting contract to be for three (3) years commencing on January 1, 2023, and shall expire on December 31, 2025 (hereinafter the 'Original Term'). The Parish has the option to pursue one, two (2) year extension (hereinafter the 'Option') depending on the severity of recovery needs. This Option can only be exercised by the Parish, and by a formal written Amendment approved by Jefferson Parish Council.

We understand that, if the Scope of Work/Services as described in the preceding section pertains to an emergency pre-placed contract and, if Jefferson Parish has not entered into a new contract for the same scope of work prior to the end of the Original Term, or end of the Option if exercised, then the contract shall be automatically extended for six (6) additional months.



DELIVERABLES

PROCESS DELIVERABLES

CRI will design, implement, and document FEMA reimbursement processes and procedures necessary to successfully obtain reimbursements for expenditures related to federally declared disaster events. Processes will include all necessary controls and documentation requirements to satisfy future audit requests for appropriate use of the federal funds. Process deliverables will include step-by-step guidelines for each task in the process to enable quick and easy adjustments as may be necessary for future projects.

DOCUMENTATION DELIVERABLES

Documentation deliverables can be tailored to the Parish's requests. Documentation deliverables are expected to include databases using SmartSheet to organize and manage receipt of all supporting documents. Smartsheet is a modern work management tool that offers a varied set of views, workflows, reports, and dashboards to capture and track information. Automated notifications can be set up for continuous monitoring and oversight. It contains formatting, linking, and calculation functionality to allow the user to create the product that works for each individual product. CRI uses SmartSheet in a variety of ways to communicate with clients and to track and monitor internal information as well.

We will design and implement Excel spreadsheets to assist in tracking and monitoring expenses for each project worksheet to ensure complete and accurate support for all reimbursement amounts. Parish personnel will have full and complete access to all Excel spreadsheets and all Smartsheets in order to be able to monitor the process and provide data to future auditors easily. CRI will provide SmartSheet training to any and all Parish employees necessary as part of this engagement. Research obtained as a result of this engagement will be documented within the related SmartSheets and available for current and future use of Parish employees.

ENGINEERING DELIVERABLES

Engineering deliverables will comply with all state and federal requirements for such documents.

SUPPORT SERVICE DELIVERABLES

CRI will provide broad-based support services designated to help maximize federal funding, expedite the process, and retain funds during the closeout process. We will train Parish personnel, when necessary, on processes, documentation, monitoring, and compliance necessary to appropriately administer Disaster Recovery and FEMA Public Assistance grants.



QUALIFICATIONS AND EXPERIENCE



FIRM EXPERIENCE



CRI's team is highly capable of administering Disaster Recovery and FEMA Public Assistance grants for the Parish; our proposed solution will be designed to achieve the desired outcomes by leveraging our breadth of related experience. The table below briefly summarizes some of CRI's governmental consulting **clients we have served in the past three years**.

Florida Division of Emergency Management; 2019-Present Disaster Relief administration including expenditure review, eligibility assessments, tracking and monitoring of expenditures, and applicant coordination.	Mississippi Department of Finance and Administration; 2020-Present CARES and ARP Act administration including project planning and decision making, expenditure and application review, portal implementation, and monitoring and reporting.	Mississippi Office of the Governor; 2020-2022 CARES Act administration including project planning, expenditure and application review, and monitoring and reporting. Additional services included technical research and eligibility determinations.
Alachua County; 2020-Present CARES Act and ERAP housing program administration including portal implementation, and application design and review. Also included eligibility determinations, call-center services, and providing extensive assistance to applicants.	Brazoria County; 2020-Present ERAP housing program administration services including staff training, portal implementation, application design, and application reviews, and eligibility determinations. Also included call center services and providing assistance to applicants.	Mississippi State Auditors Office; 2021-Present CARES Act administration including expenditure review, expenditure monitoring and tracking, project planning and design, and reporting assistance. Technical guidance was researched and eligibility determinations were required.
Marion County; 2021-Present American Rescue Plan Act advisory services to assist the County maintain develop its spending plan. Services include: compliance guidance, assessing eligible expenses, and records maintenance.	Bradford County; 2020-2021 CARES Act administration including application design, implementation and review, inspecting supporting documents, making eligibility determinations, and preparing technical guidance memos.	City of Gulfport; 2021-Present American Rescue Plan Act (ARPA) services to assist the City on an as-needed basis in obtaining and maintaining funding as well as providing compliance support and technical assistance.
Jefferson Parish; 2020 CARES Act consulting and reimbursement processing including identification of eligible expenditures and gathering and tracking of documentation.	Columbia County; 2020-2021 CARES Act administration including portal implementation, and application design and review.	Escambia County; 2021-Present CARES Act compliance guidance and documentation review.

SERVICES PROVIDED

The summary below shows some of the specific services we have provided to governmental clients:

- **Application design, tailoring and launch**
- **Application 1st and 2nd reviews**
- **Tracking program expenditures**
- **Making eligibility determinations**
- Compliance research and presentation
- **Preparation of audit documentation**
- Performing community outreach
- Providing guidance on eligibility and compliance
- **Rapid program implementation**
- Producing compliance and eligibility memos
- **Establishing a call-center for applicants**
- **Communicating program requirements to applicants**
- Managing applicant correspondence
- Multiple foreign language correspondence options
- Drafting sub-recipient agreements
- Communicating regularly with governance
- Controls and compliance recommendations
- **Designing and performing controls**
- **Preparing required state/federal reports**

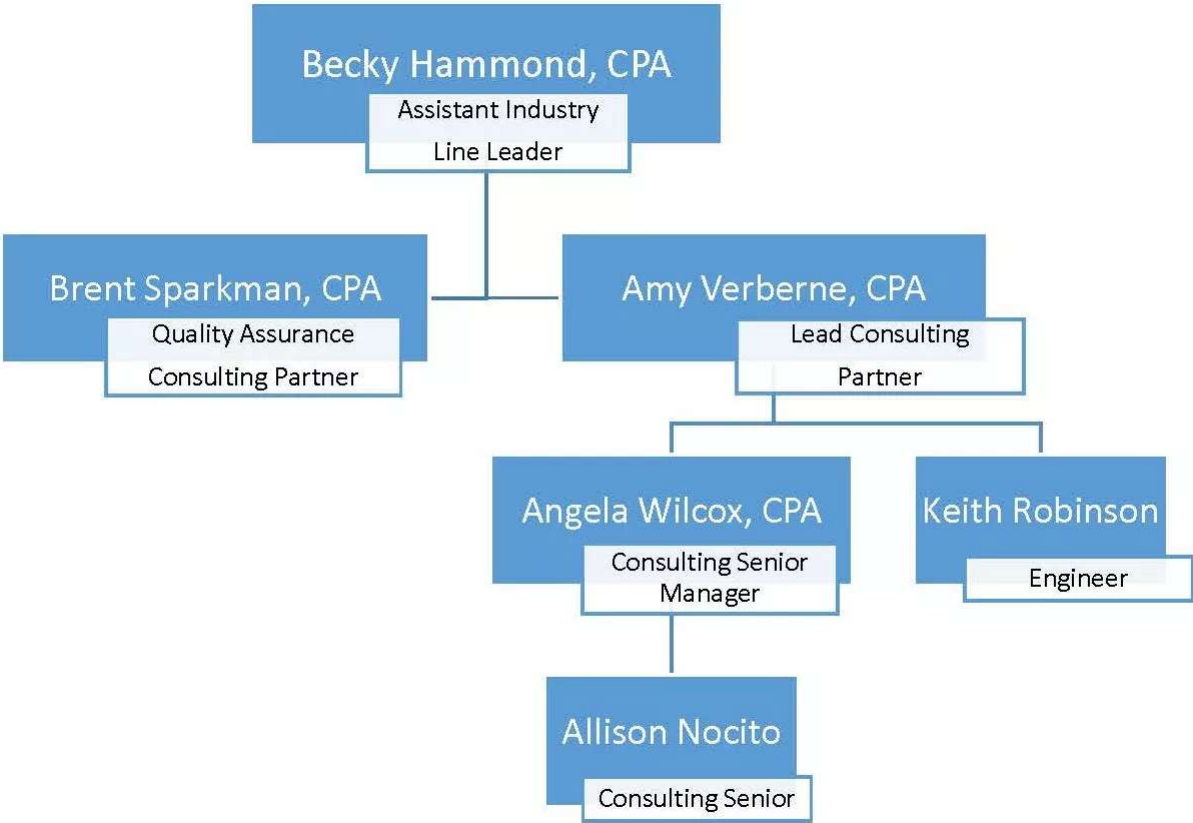


YOUR SOLUTION TEAM

Provided below is a team chart that summarizes the key team members as well as brief biographies of the team that CRI will assign to the Parish to administer your Disaster Recovery and FEMA Public Assistance program. This team will oversee the entire project to ensure that all elements are operating cohesively and consistently. The team will be led by Lead Consulting Partner, Amy Verberne, who will be responsible for executing the program, and overseen by our Assistant Industry Line Leader, Becky Hammond, who will ensure the team delivers exceptional client service.

This listing includes both the necessary resources to perform the engagement as well as alternative options to increase or decrease the size of the team as needed.

The chart below presents the Core Team that will directly manage the entire engagement.



YOUR SOLUTION TEAM



Becky Hammond, CPA, CISA, CITP, CGAP

Assistant Industry Line Leader

With over 22 years of experience serving a wide variety of government clients, Becky has an exceptional level of technical expertise and she is a proven, successful leader of major projects. She was a founding member of our COVID-19 Task Force which was established early in 2020 to provide CRI with a coordinated approach to digesting all of the latest guidance relating to COVID-19 funding and synthesizing it into a format that can be easily communicated and understood by our clients. As part of her role on the COVID-19 Task Force, Becky has performed extensive research of the requirements of the ERA program and she has a detailed understanding of the latest technical guidance provided by the Treasury.

Becky has been involved in numerous FEMA-related accounting and consulting projects since 2005 including several FEMA consulting projects with St. Bernard Parish in 2012-2014 related to debris removal contracts and related reimbursements from GOHSEP.

Becky led the Emergency Rental Assistance Program for Brazoria County. She also led the CARES Act consulting engagement with Jefferson Parish where she assisted with the processing of \$70m of CARES Act funds. Becky's experience provides exceptional insights into governmental operations and her ability to anticipate and prevent project difficulties and control weaknesses is hugely valued and appreciated by her clients.



Amy Verberne, CPA

Lead Consulting Partner

Amy has over 20 years of experience in public accounting in serving governmental clients, including county governments, municipalities, and charter schools. She has led internal audit, external audit, forensic and consulting engagements of governmental entities. She serves on CRI's internal inspection team and also teaches governmental and Uniform Guidance technical topics to CRI professionals.

She will directly interface with the Parish and will plan, supervise, and review the program administration.



Angela Wilcox, CPA

Consulting Senior Manager

With over 25 years of combined professional experience in public accounting and with a large local non-profit organization, Angela has provided extensive auditing services and internal auditing services to a variety of non-public, not for profit and local government entities. Angela has successfully managed a variety of large, complex projects and has been the main point of contact. As a critical thinker with great capacity to process information and an extensive knowledge base from her experience, Angela has helped clients navigate complex projects. Her work ethic and commitment to provide quality service to her clients has been integral towards nurturing positive client relationships.

YOUR SOLUTION TEAM



Brent Sparkman, CPA, CFF, CITP
Quality Assurance Consulting Partner

With over 25 years of experience, Brent has provided a wide range of consulting services to the State of Florida related to State programs and grant management support. Brent is currently the engagement partner and contract manager for the existing contract with the Florida Department of Economic Opportunity Office of Long Term Resiliency for implementation support services of the HUD \$600+ million CDBG-MIT grant program. Brent serves in this same role for FEMA's \$1 Billion ongoing disaster recovery assistance for Hurricane Michael for the State of Florida's Division of Emergency Management Bureau of Recovery.

In these roles, Brent provides support to the project managers, assisting in all aspects to ensure project objectives are met and exceed the client's expectations. Brent will often take on challenging aspects of these projects collaboratively with the Division/Agency leadership to ensure difficult or complex matters are thoroughly considered and the correct decisions are made so projects move forward efficiently. Brent enjoys collaborating directly with the bureau chief, contract manager and other leadership providing strategic thinking on the implementation and delivery of complex large projects. Brent measures his success by the success of those with whom he works.



Allison Nocito
Consulting Senior

From her 3 years of experience, Allison has worked on a variety of consulting, tax, and traditional attest projects. She has most recently been the project lead on the Brazoria ERAP grant administration, overseeing all staff on the engagement and being critical to the processing of applications through to payment. Allison's ability to effectively train the team and her organized approach to the overall project has created tremendous efficiency which she will be able to carry over into the CDBG-MIT grant administration project.



Keith Robinson
Engineer

Keith earned his undergraduate degree in mechanical engineering from Louisiana State University in 1992 and his MBA from Tulane University in 1997. He has experience as an industrial process and design engineer as well as a consulting mechanical engineer on a wide variety of capital and construction projects. In both fields he has been involved in all phases of mechanical design, calculations, analysis, and drawing approval. He has experience performing engineered cost segregation analyses since 2012 for clients in various industries including automotive, banking, hotels, manufacturing, retail, restaurants, grocery stores, and healthcare.



Additional Team Members Consulting Seniors and Staff

In addition to the management and supervision team described above, we will leverage a number of senior and staff level team members to ensure the project is executed efficiently and effectively. The senior and staff level team members will primarily be responsible performing the first reviews of each application and corresponding with applicants with an experienced senior being designated to oversee each of these activities.

CRI REFERENCES



We are very proud of the client services we have provided, and are currently providing, to our government consulting clients, in particular our COVID-19 solutions which were implemented rapidly during very challenging circumstances. We are especially proud of the extent to which we are able to ease the administrative burden on our clients and the help that has been provided to their residents as a direct result of the solutions provided. Below are a few references for this work that has been within the last three years or less; we hope you contact them to hear of the great service they received.

CLIENT NAME & CONTACT INFORMATION	SERVICES & DATES PROVIDED	\$ AMOUNT OF FUNDING ADMINISTERED
Jefferson Parish, LA Madison C. Martin <i>Director of Accounting</i> 504.364.2781 mmartin@jeffparish.net	Program Consultant; April 2020 - December 2020 <ul style="list-style-type: none"> • Technical research and compliance guidance • Fulfilling state reporting requirements for expenditure reimbursement • Gathering and maintaining expenditure support • Strategic project planning 	Coronavirus Relief Fund: \$70m
Florida Division of Emergency Management Jon Bussey <i>Chief of Staff, Director's Office</i> 850.815.4178 jon.bussey@em.myflorida.com	Program Administrator; 2019 - Present <ul style="list-style-type: none"> • Hurricane Michael Disaster Recovery Funds for Calhoun, Holmes, Okaloosa, and Washington Counties Oversight and Grant Administration 	Disaster Relief Funds: \$1bn
Brazoria County, TX Kaysie Stewart <i>County Auditor</i> 979.313.6662 KaysieS@brazoria-county.com	Program Administrator; April 2021 - Present <ul style="list-style-type: none"> • Program design and development • Application software implementation • Application design, review, and approval • Call center set-up and management • Ongoing compliance guidance 	ERA Program: \$11.3m
Alachua County, FL Todd Hutchison <i>Finance Director</i> 352.337.6205 nth@alachuaclerk.org	Program Administrator; July 2020 - Present <ul style="list-style-type: none"> • Individual and business assistance program creation, review, call center and appeals process • ERA program design and creation of the application • Liaising with state agencies • Providing documentation to support expenditures 	Coronavirus Relief Fund: \$46.9m ERA 1 Program: \$8.1m ERA 2 Program: \$9.7m
Mississippi Department of Finance and Administration Liz Welch <i>Executive Director</i> 601.359.6603 liz.welch@dfa.ms.gov	Program Administrator; May 2020 - Present <ul style="list-style-type: none"> • Project planning and decision making • Expenditure and application review and verification • Tracking and monitoring of expenditures • Report preparation and submission 	Coronavirus Relief Fund: \$115m



PROJECT SCHEDULE



PROJECT SCHEDULE



The table below outlines the key implementation steps that take place during a typical project. It has been designed to comfortably be ready to take applications within 30-60 days of being appointed as your contractor. Any needs to modify this timeline can be accommodated and it will be further tailored to meet Jefferson Parish's specific needs and preferences. There will be continuous communication between all parties/specialists, including the Parish, throughout the entire process.

IMPLEMENTATION ACTION	TIMELINE	RESPONSIBLE PARTY
PHASE 1		
Conduct a Kickoff Meeting to understand your priorities and facilitate a discussion of our initial plans	3 days after date of execution (DOE)	CRI, Jefferson Parish
Perform planning and assessment activities	14 days after DOE	CRI
Work with you to evaluate and implement strategies to maximize cost recovery from federal agencies, and to evaluate and implement public health strategies	14 days after DOE	CRI, Jefferson Parish
Begin to identify long-term cost exposures and expenditures associated with Disaster Recovery and FEMA Public Assistance grants	21 days after DOE	CRI
Establish eligibility priorities and criteria for Disaster Recovery and FEMA Public Assistance	30 days after DOE	CRI
Develop application, reimbursement request review, and cost reimbursement compliance processes	30 days after DOE	CRI
PHASE 2		
Develop action plan for expenditures of Disaster Recovery and FEMA Public Assistance grants	45 days after DOE	CRI
Finalize program parameters, eligibility requirements (if any), and processes	45 days after DOE	CRI
Confirm policies and procedures, including internal controls to prevent fraud, waste, and abuse of funds	45 days after DOE	CRI
Finalize compliance processes, reporting schedule, and technology solutions	50 days after DOE	CRI
Launch technology solutions	60 days after DOE	CRI
Consistently meet with key stakeholders, making modifications as necessary	30 days after DOE (in perpetuity)	CRI, Jefferson Parish
Execute action plan for implementing strategies to maximize cost recovery from other government funding sources, and to implement public health strategies	60 days after DOE	CRI
Prepare and submit reporting no later than required deadlines	As required	CRI



FINANCIAL PROFILE



FINANCIAL STABILITY



As a privately held company, CRI does not procure independently audited financial statements. Our Balance Sheet and Statement of Income for the last three fiscal years are provided below and on the following page, followed by a letter from our bank. Please treat these pages as **confidential after contract award as it contains our private financial information**.

CARR, RIGGS & INGRAM, LLC – INCLUDING PORTFOLIO COMPANIES

As of September 30,	BALANCE SHEET		2021	2020
ASSETS				
Current Assets				
Cash and cash equivalents	\$	41,312,157	\$	40,276,752
Accounts receivable (net of reserve)		53,491,758		44,842,052
Due from affiliated companies		341,123		610,359
Work in process (net of reserve)		18,249,271		16,999,736
Prepaid expense		4,763,108		4,017,393
Total current assets		118,157,417		106,746,292
Non-Current Assets				
Property and equipment (net)		7,668,380		7,617,360
Investments in affiliated companies		1,654,244		1,361,448
Other non-current assets		20,051,070		16,244,177
Total non-current assets		29,373,694		25,222,985
Total Assets	\$	147,531,111	\$	131,969,277
LIABILITIES AND MEMBERS' EQUITY				
Current Liabilities				
Accounts payable	\$	890,593	\$	532,757
Accrued other		1,803,534		894,245
Accrued payroll and 401k contributions		8,216,588		8,723,800
Line of credit		10,235,800		15,491,500
Current portion of long-term debt		8,012,126		16,059,794
Notes payable partners		21,561,318		4,451,982
Total current liabilities		50,719,959		46,154,078
Non-Current Liabilities				
Long-term debt		19,214,660		18,573,433
Total non-current liabilities		19,214,660		18,573,433
Members' Equity		77,596,492		67,241,766
Total Liabilities and Members' Equity	\$	147,531,111	\$	131,969,277

For the years ending September 30,	STATEMENT OF INCOME		2021	2020
Revenue	\$	355,552,176	\$	321,040,184
Operating Expenses				
Salaries		143,689,115		134,078,268
Benefits		13,286,163		13,272,080
Payroll taxes		11,078,682		9,594,884
Advisory Fees		25,085,001		14,010,996
Bad debts		2,678,448		3,577,088
Client expense		3,642,464		3,648,228
Computer and software expense		9,067,339		8,032,562
Consulting fees		507,032		481,463
Continuing education		411,027		448,122
Contract labor		213,238		338,056
Depreciation and Amortization		3,232,662		3,536,392
Equipment lease		260,788		284,953
General operating expense		2,567,263		3,311,431
Insurance		3,332,605		2,905,948
Office expense		7,908,745		8,365,759
Partner life insurance		1,607,868		1,501,850
Professional fees		1,608,543		1,173,155
Promotional expense		2,695,756		1,887,830
Rent		18,222,935		17,928,510
Retirement - Partners		9,455,108		7,080,688
Total operating expenses		260,550,782		235,458,263
Operating Income		95,001,394		85,581,921
Interest (net)		(871,210)		(1,751,124)
Other income (expense)		2,469,515		1,737,838
Net Income	\$	96,599,699	\$	85,568,635

FINANCIAL STABILITY



CARR, RIGGS & INGRAM, LLC – INCLUDING PORTFOLIO COMPANIES

As of September 30,	BALANCE SHEET		2020	2019
ASSETS				
Current Assets				
Cash and cash equivalents	\$	40,276,752	\$	20,949,536
Accounts receivable (net of reserve)		44,842,052		49,610,761
Due from affiliated companies		610,359		908,022
Work in process (net of reserve)		16,999,736		16,069,991
Prepaid expense		4,017,393		2,570,106
Total current assets		106,746,292		90,108,416
Non-Current Assets				
Property and equipment (net)		7,617,360		7,968,269
Investments in affiliated companies		1,361,448		1,030,044
Other non-current assets		16,244,177		15,063,950
Total non-current assets		25,222,985		24,062,263
Total Assets	\$	131,969,277	\$	114,170,679
LIABILITIES AND MEMBERS' EQUITY				
Current Liabilities				
Accounts payable	\$	532,757	\$	\$539,534
Accrued other		894,245		926,553
Accrued payroll and 401k contributions		8,723,800		5,300,437
Line of credit		15,491,500		28,487,022
Current portion of long-term debt		16,059,794		6,934,147
Notes payable partners		4,451,982		4,434,092
Total current liabilities		46,154,078		46,621,785
Non-Current Liabilities				
Long-term debt		18,573,433		21,551,622
Total non-current liabilities		18,573,433		21,551,622
Members' Equity		67,241,766		45,997,272
Total Liabilities and Members' Equity	\$	131,969,277	\$	114,170,679

For the years ending September 30,	STATEMENT OF INCOME		2020	2019
Revenue	\$	321,040,184	\$	309,922,773
Operating Expenses				
Salaries		134,078,268		134,811,803
Benefits		13,272,080		13,015,957
Payroll taxes		9,594,884		9,575,826
Advisory Fees		14,010,996		11,206,235
Bad debts		3,577,088		4,540,640
Client expense		3,648,228		4,069,211
Computer and software expense		8,032,562		7,464,554
Consulting fees		481,463		443,027
Continuing education		448,122		727,182
Contract labor		338,056		532,694
Depreciation and Amortization		3,536,392		3,363,340
Equipment lease		284,953		334,068
General operating expense		3,311,431		3,546,713
Insurance		2,905,948		2,249,007
Office expense		8,365,759		8,229,188
Partner life insurance		1,501,850		1,424,954
Professional fees		1,173,155		2,294,695
Promotional expense		1,887,830		2,272,623
Rent		17,928,510		16,539,677
Retirement - Partners		7,080,688		7,385,067
Total operating expenses		235,458,263		234,026,461
Operating Income		85,581,921		75,896,312
Interest (net)		(1,751,124)		(1,959,791)
Other income (expense)		1,737,838		769,300
Net Income	\$	85,568,635	\$	74,705,821



APPENDICES



APPENDIX 1 ANTI-LOBBYING FORM



Anti-Lobbying Form

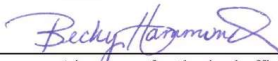
CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Becky Hammond, CPA, Partner, hereby certify on behalf of Carr, Riggs & Ingram, LLC that:
(name and title of bidder's official) (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 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 14th day of October, 2022.

By 
(signature of authorized official)

Partner
(title of authorized official)

APPENDIX 2 DEBARMENT/SUSPENSION FORM



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 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.

Becky Hammond, CPA, Partner

(Name and Title of bidder's official)

Carr, Riggs & Ingram, LLC

(Name of bidder/company)

111 Veterans Blvd Suite 350, Metairie, LA 70005

(Address)

PHONE 504-837-9116

FAX 504-484-0807

EMAIL bhammond@cricpa.com

Signature October 14, 2022 Date

APPENDIX 3 RFP #0448 SIGNATURE PAGE



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: Carr, Riggs & Ingram, LLC

Address: 111 Veterans Blvd Suite 350, Metairie, LA 70005

Phone Number: 504-837-9116 Fax Number 504-484-0807

Type Name of Person Authorized to Sign: Becky Hammond, CPA

Title of Person Authorized to Sign: Partner

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: bhammond@cricpa.com

Date: October 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.

APPENDIX 4 AFFIDAVIT



Request for Proposal

AFFIDAVIT

STATE OF LOUISIANA

PARISH/COUNTY OF JEFFERSON

BEFORE ME, the undersigned authority, personally came and appeared: Rebecca Hammond, (Affiant) who after being by me duly sworn, deposed and said that he/she is a fully authorized Partner of Carr, Riggs & Ingram, LLC (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.

APPENDIX 4 AFFIDAVIT



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

APPENDIX 4 AFFIDAVIT



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

Rebecca Hammond
Signature of Affiant

Rebecca Hammond
Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME

ON THE 13th DAY OF October, 2022

[Signature]

Notary Public

Mark Alexander Embree

Printed Name of Notary

170937

Notary/Bar Roll Number

My commission expires At death



3

APPENDIX 5 SIGNING AUTHORITY



AFFIDAVIT

State of Louisiana

Parish of Orleans


BEFORE ME, the undersigned Notary, Mark Embree, on this 8th day of April, 2022, personally appeared Rebecca Hammond, known to me to be a credible person and of lawful age, which being by me first duly sworn, on his oath, deposes and says:

THAT Carr, Riggs & Ingram, LLC is wholly owned by its equity partners (see attached listing of equity partners); and

THAT Carr, Riggs & Ingram, LLC has no other persons other than its equity partners holding an ownership interest in Carr, Riggs & Ingram, LLC via a counter letter or otherwise.

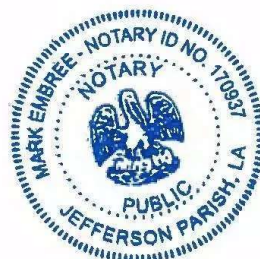

Rebecca Hammond, CPA
111 Veterans Blvd, Suite 350
Metairie, LA 70005

Subscribed and sworn to before me, this 8th day of April, 2022.


Notary

NOTARY PUBLIC

My commission expires: At death, 20__.



APPENDIX 5 SIGNING AUTHORITY



Payroll Name	Work Email	Physical Location
Abney, Kenneth John	kabney@cricpa.com	New Orleans LA
Abrams, Scott M.	sabrams@cricpa.com	Atlanta GA
Acker, Norman J	nacker@cricpa.com	Corpus Christi TX
Alberdi, Debra M.	dalberdi@cricpa.com	Tampa Bay FL
Albert, James Y.	jalbert@cricpa.com	Dallas TX
Alexander, Debra Lynn	dalexander@cricpa.com	Austin TX
Alvarez, David	dalvarez@cricpa.com	Auditwerx - Tampa FL
Amiss, David Edmund	damiss@cricpa.com	Raleigh NC
Anderson, Louise H.	landerson@cricpa.com	Jacksonville FL
Anderson, Quentin N.	qanderson@cricpa.com	Harlingen TX
Aponte, Jose	jraponte@cricpa.com	New Orleans LA
Applewhite, Sara	sapplewhite@cricpa.com	Marianna FL
Austin, William O.	baustin@cricpa.com	New Bern NC
Averett, Bruce	baverett@cricpa.com	Enterprise AL
Bailey, Byron Scott	sbailey@cricpa.com	Raleigh NC
Bargaleski Hill, Alyssa R.	ahill@cricpa.com	Houston TX
Barksdale, Joseph Brian	bbarksdale@cricpa.com	Birmingham AL
Barnes, Melissa A	mbarnes@cricpa.com	Enterprise AL
Berger, Donna W	donna.berger@cricpa.com	Huntsville AL
Bergeron, Donna S	dbergeron@cricpa.com	Tallahassee FL
Berry, Marc S A	mberry@cricpa.com	The Woodlands TX
Betts, Richard W	rbetts@cricpa.com	Nashville TN
Bolger, Aileen	abolger@cricpa.com	Atlanta GA - Premier Plaza
Bollinger, Romas Kelly	kbollinger@cricpa.com	Atlanta GA
Borcheck, Michael S	mborcheck@cricpa.com	Orlando FL
Boteler, Gary H.	gboteler@cricpa.com	Atlanta GA
Broline, Robert L.	rbroline@cricpa.com	Melbourne FL
Brown III, Glenn William	skip.brown@cricpa.com	Mobile AL
Bryan, Cindy M	cbryan@cricpa.com	Hobbs NM
Burns, Frank L.	fburns@cricpa.com	Dallas TX
Cain, Chris	ccain@cricpa.com	Birmingham AL
Cardillo, Christina M	CCardillo@cricpa.com	Melbourne FL
Carmichael, Tom E.	tcarmichael@cricpa.com	Tifton GA
Carr, William H.	bcarr@cricpa.com	Enterprise AL
Carraway, Roman G.	rcarraway@cricpa.com	Melbourne FL
Carter, Michael C.	mcarter@cricpa.com	Tallahassee FL
Cerow, Michael Stephen	MCerow@cricpa.com	Melbourne FL
Cheney, Christopher P.	ccheney@cricpa.com	Raleigh NC
Christensen, Jennifer Lee	jchristensen@cricpa.com	Orlando FL
Clayborne, Yvonne M.	yclayborne@cricpa.com	Melbourne FL
Clayton, Chris D	cclayton@cricpa.com	Atlanta GA
Cobb, Destin N.	dcobb@cricpa.com	Crestview FL
Coker, Robert R.	rcoker@cricpa.com	Birmingham AL
Compher, David P.	dcompher@cricpa.com	Birmingham AL
Compton, Shelly G.	scompton@cricpa.com	Bowling Green KY
Copeland, B. Martin	mcopeland@cricpa.com	Oneonta AL

APPENDIX 5 SIGNING AUTHORITY



Payroll Name	Work Email	Physical Location
Crabtree, Gregory Burgess	greg.crabtree@cricpa.com	Huntsville AL
Crowder-McCoy, Nancy Barbour	nmccoy@cricpa.com	Stuart FL
Davis, Tom C.	tdavis@cricpa.com	Valdosta GA
DeMarco, David P.	ddemarco@cricpa.com	Nashville TN
Demonbreun, Robert M	rdemonbreun@cricpa.com	Nashville TN
Dick, Timothy K	tdick@cricpa.com	Bowling Green KY
Donnelly, David P.	ddonnelly@cricpa.com	Houston TX
Dukes, William	bdukes@cricpa.com	Atlanta GA
Easterling, Jeff G.	jeasterling@cricpa.com	Jackson MS
Edelman, Teresa Sarphie	tedelman@cricpa.com	Atlanta GA - Premier Plaza
Eure, Randy	reure@cricpa.com	Jackson MS
Faircloth, Brian S.	bfaircloth@cricpa.com	Birmingham AL
Ferguson, Scott A.	sferguson@cricpa.com	Orlando FL
Foreman, Hardy D.	hforeman@cricpa.com	Shreveport LA
Frausto, Javier	jfrausto@cricpa.com	El Paso TX-2
Frederick, Douglas Russ	rfrederick@cricpa.com	Atlanta GA
Fulmer, Tim D.	tfulmer@cricpa.com	Destin FL
Galloway, Hilton	hgalloway@cricpa.com	Enterprise AL
Garza, Diana L.	dgarza@cricpa.com	Austin TX
Garza, Nicholas	ngarza@cricpa.com	Brownsville TX
Garza, Ygnacio D	ngarza@cricpa.com	Brownsville TX
Gase, James E	ygase@cricpa.com	Orlando FL
Gilbert, Matthew H	mgilbert@cricpa.com	Tallahassee FL
Gillespie, Mary F	mgillespie@cricpa.com	Houston TX
Gin, Max M	mgin@cricpa.com	Atlanta GA
Giustiniano, Todd Gerard	tgiustiniano@cricpa.com	Mandeville LA
Gold, Matthew J.	mgold@cricpa.com	Dallas TX
Goode, Deborah A.	dgoode@cricpa.com	Melbourne FL
Gottlieb, Kathie B	kgottlieb@cricpa.com	Atlanta GA
Gould, Michael D.	mgould@cricpa.com	Shreveport LA
Grant, Adrian M	amgrant@cricpa.com	Atlanta GA
Grant, Andrew K	akgrant@cricpa.com	Atlanta GA
Grisham, John A	john.grisham@cricpa.com	Albuquerque NM-2
Grosvenor, Karen K	kgrosvenor@cricpa.com	Atlanta GA - Premier Plaza
Gruters, Timothy R	TGruters@cricpa.com	Sarasota FL
Gunning, Matthew G.	mgunning@cricpa.com	Atlanta GA
Guy, Sandra Sokol	sguy@cricpa.com	Goldsboro NC
Habib, David J	dhabib@cricpa.com	Corpus Christi TX
Hall, Bryan	bhall@cricpa.com	Enterprise AL
Hall, Keisha	khall@cricpa.com	Corp-Enterprise AL
Hall, William Franklin	wfhall@cricpa.com	Jacksonville FL
Hammond, Rebecca Prater	bhammond@cricpa.com	New Orleans LA
Hardister, Pamela D	phardister@cricpa.com	Atlanta GA - Premier Plaza
Hariel, Wendell Shane	shariel@cricpa.com	Jackson MS
Harpe, Jason K.	jharpe@cricpa.com	Birmingham AL
Harper, Miles D.	mharper@cricpa.com	Houston TX

APPENDIX 5 SIGNING AUTHORITY



Payroll Name	Work Email	Physical Location
Schumpert, Scott	sschumpert@cricpa.com	Nashville TN
Scott, Michael A.	mscott@cricpa.com	Panama City Beach FL
Sedwick, Arthur James	jsedwick@cricpa.com	Corpus Christi TX
Segovia, David	dsegovia@cricpa.com	McAllen TX
Sexton, Chad A.	csexton@cricpa.com	Atlanta GA
Sharp, Gary K.	gsharp@cricpa.com	Nashville TN
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