



INTEGRATED SOLUTIONS
CONSULTING

JEFFERSON PARISH

RFP-0447

Grant Consulting Services in
Connection with American
Rescue Plan Act of 2021 and
Other Local, State, Federal and
Private Grant Opportunities

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BUILDING A MORE RESILIENT FUTURE

1. COVER LETTER

Jefferson Parish
Department of Purchasing
200 Derbigny Street, Suite 4400 Gretna, LA 70053
Nicolle Whitney
nwhitney@jeffparish.net
(504) 364-2649

October 14, 2022

Ms. Whitney,

Integrated Solutions Consulting, Inc. (ISC) is pleased to present our response to the Jefferson Parish's (the Parish's) *Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal, and Private Grant Opportunities*.

ISC is a nationally recognized professional services firm exclusively dedicated to assisting our clients in preparing for, responding to, recovering from, and mitigating against natural and human-caused disasters. With **16+ years of experience**, ISC has had the distinct privilege of helping diverse communities throughout the US obtain and retain over \$50 billion in eligible federal recovery grant funding without negative audit findings. ISC's experience encompasses all federal and state funding programs the Parish is eligible for, including Federal Emergency Management Agency (FEMA) Public Assistance (PA) program, Hazard Mitigation Grant funding, Housing and Urban Development Grants, and the American Rescue Plan Act (ARPA). ISC understands that the Parish is seeking a qualified firm to assist and support the Parish and its staff with accomplishing the following goal:

- *Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal, and Private Grant Opportunities*

In addition to our extensive, hands-on experience in disaster recovery operations, the ISC Team offers the Parish the following:

- ✓ **Thorough understanding of the American Rescue Plan Act (ARPA), CARES Act of 2020, Coronavirus Emergency Spending Bill, and HHS and CDC funding.**
- ✓ **Unmatched pandemic response and recovery experience. From H1N1 and Ebola to COVID-19, ISC has worked with entities like Jefferson Parish in their pandemic response efforts.**
- ✓ **Office locations in New Orleans, LA, near Jefferson Parish.** ISC has offices and key personnel near Jefferson Parish to aid in our understanding of the project area, and quick response time.
- ✓ **Commitment to a long-standing Partnership.** Team ISC has a history of successful client partnerships. By staying client-focused and dedicated to the profession of emergency management, **we provide a solution tailored to your needs** as compared to our competitors who often use the **detrimental “get in/out” approach**. ISC strives to be a long-standing partner committed to providing our clients with the best market service in the industry.
- ✓ **Identification and management of more than \$50 billion in disaster funds with neither adverse findings nor funds de-obligated.** As a company, ISC values high-quality work



and transparency. Though other firms may claim large figures and no fund de-obligations, we are one of a few firms that have achieved and can prove this feat.

- ✓ **Proven high-quality financial and grant management solutions.** ISC’s Grant Management Tool can be integrated into current client processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements.
- ✓ **A documented, proven track record of reliability, timeliness, personnel, and high client satisfaction.** After evaluating over 50 ISC consulting engagements, Dun & Bradstreet awarded ISC a Top Supplier Performance Rating. This significant rating is for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness, with an average 97.1% score amongst all categories. In short, the ISC Team is ranked among the top-rated professional services firms of Dun & Bradstreet’s 100 million recorded companies.

Submitting Proposer	Integrated Solutions Consulting Corp.
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As the individual authorized to contractually and obligate on behalf of ISC, I thank you for the opportunity to support the Parish throughout the duration of the contract period. ISC understands the unique challenges the Parish faces and is both dedicated to building a more resilient future and developing a strong partnership along the way.

Sincerely,



Daniel Martin, Ph.D., CEM
 Principal
 Integrated Solutions Consulting, Inc.

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3. TECHNICAL PROPOSAL

3.1 Methodology

The ISC team will meet with the designated Parish representative(s) to review and coordinate the tasks of the assigned project. During this meeting, we will introduce the proposed ISC team, present the **Project Management Plan**, identify initial data requests, and establish processes for collecting data, designation of control, points of contact and quantity of and schedule for project deliverables. Additionally, we will discuss and define administrative requirements for the project, including correspondence, invoicing, and other related project issues. This project kick-off meeting will outline expectations and responsibilities. The management plan will be modified as needed based on this initial meeting.



Figure 1. ISC's Approach to Project Initiation

The Project Manager will utilize the Project Management Plan to guide a comprehensive project management approach throughout the execution of all project tasks. The Project Management Plan will be used by the ISC team to manage the quality of the overall project engagement. The Project Management Plan will direct the execution of the project, measure progress, and depict the proposed team structure with assigned functions, duties, and responsibilities that will meet the project needs.

In addition to the PWP, we identify seven additional key components of our project management approach in **Table 1**.

- Project Management Strategy**
1. Define Project Scope
 2. Understand Client Expectations
 3. Establish a Work Plan, Timeline & Budget
 4. Assign Key Staff
 5. Establish Issue Resolution Process
 6. Monitor Progress & Quality
 7. Communicate with Client
 8. Obtain Feedback
 9. Continuously Improve
 10. Deliver Results

Table 1. Team ISC's Project Management Approach	
 Scope Management	Identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures, and manages project risks and mitigation.
 Resource Management	To facilitate increased coordination and provide the Parish with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. <i>These changes would be implemented only with the approval of the Parish.</i>

Table 1. Team ISC’s Project Management Approach

 <p>Communications & Information Management</p>	<p>ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication.</p>
 <p>Potential Risks & Mitigation Strategy</p>	<p>At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.</p>
 <p>Quality Assurance & Control</p>	<p>ISC’s Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.</p>
 <p>Project Status Reports</p>	<p>The ISC Project Manager will provide a “Project Status Report” to the designated Parish representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.</p>
 <p>Invoices & Quarterly Grant Reporting</p>	<p>The ISC Project Manager will provide invoices to the designated Parish representative(s), which can be sent either by deliverable or monthly. To ensure the Parish meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.</p>

3.1.1 Reporting

The ISC Project Manager will submit regular reports on their activities to the Parish.

- **Bi-Weekly Project Status Reports:** The Project Manager will provide a "Bi-Weekly Status Report" to the designated Parish representative(s) through the submission of a written report that details the current timeline, deliverables completed, dates of completion, and anticipated dates for completion of unfinished deliverables.
- **Weekly Status Update:** In addition to providing written bi-weekly status reports, the Project Manager or his designee will participate in weekly project status meetings and/or conference calls. The purpose of these meetings will be to ensure projects tasks are on schedule, within budget, and that any immediate issues or concerns can be mitigated and/or resolved. Additionally, per the RFP, the ISC team will participate in meetings and/or conference calls at the request of the Parish.
- **Monthly Project Reviews:** The designated Project Manager will provide a "Monthly Status of Accomplishments and Costs" report to the designated Parish representative. The monthly report will include a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a

summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, a financial status will be provided of individual tasks as well as an overall project budget to date.

3.1.2 Availability

Team ISC has over **500 resources available and ready to deploy within 72 hours**. Team ISC has pre-positioned resources to support the Parish and begin work on day one of the contract award. Our team of recognized specialists in a diverse array of disciplines that support grant management and technical services activities provides the Parish with the needed diversity to manage daily needs and surge capacity to augment the Parish's resources.

3.2 Project Approach

National emergencies and catastrophes often trigger Federal relief and grant funding assistance available to state and local governments, schools and universities, public utilities, other eligible non-government organizations, and even businesses and residents impacted by the event. Every year, the Federal government administers billions of dollars through federal agencies that share a responsibility in administering the programs established by Congress. COVID-19 is not different.

The American Rescue Plan Act (ARPA) (Public Law 117-2) is the latest in a series of Coronavirus Disease (COVID-19)-related relief and economic stimulus legislation. ARPA provides an exceptional opportunity for governments and community leaders to not only recover from the impacts of COVID19, but to provide their communities on a path for sustained growth, revitalization, and resiliency. ARPA funds can be used in the following broad categories of:

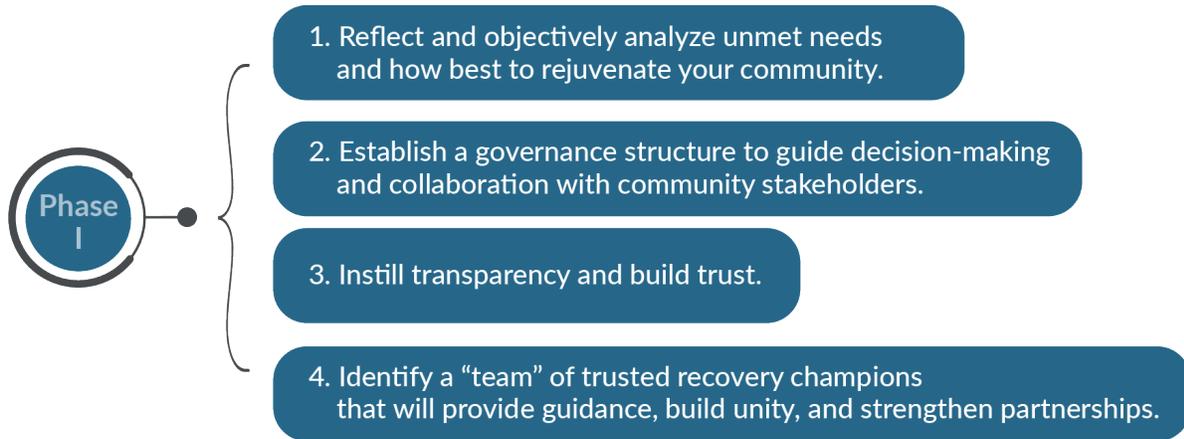
- Respond to the COVID-19 emergency and address its economic effects, including aid to households, small businesses, nonprofits, and industries such as tourism and hospitality.
- Respond to the COVID-19 emergency and address its economic effects, including aid to households, small businesses, nonprofits, and industries such as tourism and hospitality.
- Provide government services affected by a revenue reduction resulting from COVID-19.
- Make investments in water, sewer, and broadband infrastructure.
- State & local governments could transfer funds to private nonprofit groups, public benefit corporations involved in passenger or cargo transportation, and special-purpose units of state or local government.

Administering ARPA funds will be a challenge even for the most sophisticated state, county, metropolitan, tribal, territorial, and non-entitlement government agencies. COVID-19 recovery success is dependent upon a strategy that instills integrity, transparency, and accountability while also meeting the expectations of the community and taxpayers. Our community recovery strategy has been time-tested and proven in past catastrophic disasters, terrorist attacks, epidemics, and national crises.

3.2.1 Phase I: Funding Needs Analysis

Some communities have had the bandwidth or foresight to establish a strategy of how to spend the trillions in anticipated relief funding provided by the federal government in response to the COVID-19 pandemic. Other communities were not so fortunate. Regardless, having a defined strategy that address the needs of the community and governance structure that defines the process of making informed decisions and adhering to programmatic and administrative requirements is

vital to successfully meeting the specific milestones of The ARPA and expending funds by the December 31st, 2024, deadline.



3.2.1.1 Reflect and Objectively Analyze Unmet Needs and How Best to Rejuvenate Your Community with ARPA Funds.

The influx of ARPA relief funding offers communities a unique opportunity to invest in and enhance important community assets, build equity and prosperity for its residents, and rebuild a more resilient, post-pandemic community. In fact, the opportunity for communities is even greater when ARPA is leveraged with other COVID-19 relief provided by the CARES Act, FEMA Public Assistance, and other federal pandemic relief assistance.

It is important to systematically and objectively analyze the unmet needs of your community using pre-existing data analytics to define the needs and unmet across demographic groups, geographic boundaries, economic sectors, and industries. The ISC team will utilize our robust data library to augment your community’s existing database. If additional data and analysis is needed, ISC can leverage our experience conducting scientific community surveys and existing post-COVID survey instruments to obtain the necessary data analytics in only a couple weeks, ensuring that precious time is not lost.

3.2.1.2 Establish a Governance Structure to Guide Decision-Making and Collaboration with Community Stakeholders

Establishing a governance structure is an important element for establishing long-term community recovery efforts that are goal-oriented and supported by public trust. When successfully designed, it will help to establish procedures to help guide efficient decision-making and build consensus on important ARPA issues. These governance structures must define the roles and responsibilities to design, implement, and monitor programs and adhere to the administrative and programmatic requirements of the ARPA.

The ARPA contains over 180 funding programs across a broad range of sectors, industries, and community entities. Being able to expend the APRA funding by the December 31st, 2024, deadline requires the support, understanding, and collaboration of a wide diversity of community stakeholders. Publicly sharing the processes and procedures of the governance structure, as well as the strategies and goals of the program, will ensure the ongoing trust of important community stakeholders and the public. Furthermore, being able to leverage establish communication channels

with key community partners will be critical in maximizing the effectiveness of the ARPA programs and expenditure of available funds.

The ISC team will work with the Parish to establish and institute a governance structure to guide decision-making and promote collaboration with community stakeholders on important ARPA matters.

3.2.1.3 Instill Transparency and Build Trust

Obtaining trust and transparency with community stakeholders and the public will be crucial for legitimizing the ARPA governance structure and creating efficiency in the decision-making process. ISC will establish an outreach program to publicly share the strategies, goals, and progress of the ARPA program, provide transparency in the tracking of ARPA funds, and track the benefit, growth, and prosperity to the community.

The ISC team will provide the Parish with an outreach strategy to engage community stakeholders and the public on important ARPA program topics.

3.2.1.4 Identify a Team of Local Trusted Champions that Will Provide Guidance, Build Unity, and Strengthen Partnerships

With so many ARPA funding programs across so many community sectors, identifying a team of trusted champions will help to foster openness, trust, and continue to resolve potential conflicts. To provide credibility and legitimacy to the ARPA governance structure, it's important to recognize that they cannot just be simply silent figureheads. They must have role in the decision-making process and help build collaborative consensus with community partners and the public.

The ISC team will work with the client representatives to identify local champions for the ARPA program using the attributes and characteristics that have been defined through our experience with other community recovery efforts. Additionally, we will work with the client to integrate these individuals into the established governance structure.

3.2.2 Phase II: Grant Funding Research

ARPA provides a unique opportunity for communities; however, just like any other grant program it is important to have a well-defined implementation strategy that helps guide decision-making practice and defines processes to drive compliance. By aligning ARPA funds with existing programmatic and administrative processes, communities can help to reduce unnecessary burdens of administering the ARPA program and focus on establishing process controls to ensure compliance and that program eligibility requirements are met.



3.2.2.1 Prepare a COVID-19 Recovery Strategy that Maps ARPA Funding Opportunities to Community Needs and Priorities

With so many different programs funded in the ARPA, maximizing the available funds across all the programs will be challenging for even the most advanced communities. Without a clear strategy that definitively maps the ARPA funding to the broader community needs and priorities, it is likely that the funding will become siloed, and your community will not take full advantage of maximizing funds. It is important for the ARPA COVID Recovery strategy to align all the available COVID relief funding provided by the federal government (CARES Act, FEMA Public Assistance, etc.), to ensure there are no duplication of benefits that could jeopardize funding as well as maximize the effectiveness of the ARPA funds that are available.

Using our experience of working other mega disasters where multiple funding streams are made available to impacted communities, the ISC team will prepare a thorough COVID-19 Recovery Strategy that Maps ARPA funding opportunities to the needs and priorities of your community. Once the ARPA COVID-19 Recovery Strategy is established, it will be imperative that this plan is updated as the community’s COVID-19 recovery needs evolve over time, recalibrate existing programs, identify new programs and projects, and address any substantial amendments to the ARPA program.

3.2.2.2 Find Opportunities to Advance Equity, Build Prosperity, and Make an Impact

ARPA provides communities with a once-in-a-lifetime opportunity to not only recover from the COVID-19 pandemic, but also promote equity, build community prosperity, and make a long-lasting positive impact for the community. Accordingly, the US Department of Treasury encourages ARPA recipients to invest in “fostering a strong, inclusive, and equitable recovery, especially uses with long-term benefits for health and economic outcomes.” A few ways to promote equity and prosperity include:

- Explicitly name racial equity as a goal, with specific targets to produce results at scale
- Engage historically underserved communities in prioritizing investments
- Connect unemployed and low-wage workers with good jobs and careers
- Stabilize and grow businesses owned by unrepresented populations
- Restore and expand public services that deliver critical physical and care infrastructure to disadvantaged communities

- Invest in frontline, Covid-impacted, and disinvested communities
- Prevent displacement and increase community ownership of land and housing
- Strengthen civic infrastructure that builds the power and capacity of marginalized communities
- Prioritize a few deep, cross-sector, high-impact equity investments
- Track disaggregated data to ensure accountability to equity goals

There are numerous strategies that can be implemented to achieve these goals. Engaging the community is important for building community trust, goodwill, and unity. Too often communities do so by reaching out to the same partnership and community networks. ARPA provides a unique opportunity to reach out to unrepresented populations and foster an environment to have collaborative and mature conversations about the challenges and opportunities for the community. To do so in a meaningful and effective way, communities should engage with community organizations that are committed to advancing equity and co-design public outreach events that engage the whole community and invite unrepresented populations to participate.

3.2.2.3 Make a Commitment to Minimizing Fraud, Waste, and Abuse

It is important for any federal assistance program to take measures to safeguard from the possibility of fraud, waste, and abuse. Establishing internal controls can help to prevent fraudulent claims and promote measures to reduce the waste and abuse of funds. Be careful to not commit your community to new programs or expand existing programs that would require ongoing costs beyond the December 31st, 2024, ARPA deadline. Instead, put priority for those programs and projects that provide a financial return to the community. Furthermore, the internal controls on ARPA must be comprehensively designed to strengthen their resilience, and governments need to invest in upgrading cybersecurity practices given heightened technology reliance.

Team ISC will assist the Parish in establishing guidelines to administer the ARPA funds and establish internal control measures to reduce the risk of fraud, waste, abuse of funds, and other activities that may jeopardize federal funding. ISC will work with the Parish to institute measures to help track and monitor ARPA grants from project formulation through closeout. Team ISC will utilize specialized reporting tools to gauge the progress of the ARPA funds and overall compliance to the regulatory requirements of the program.

3.2.2.4 Design and Implement Programs that will Stimulate Community Resiliency, Economic Growth, and Sustainability

Utilizing the goals, priorities, and decision-making process identified in the COVID-19 Recovery Strategy, the ISC team will work with the Parish and its partners to design and identify programs that will help stimulate community resiliency, economic growth, and sustainability. The ISC team assess and analyze projects and programs that are already proposed in the Parish's capital investment strategy, economic development plans, comprehensive community plans, and other existing studies and reports for eligibility for the use of ARPA grant funds. Existing and new projects will be evaluated to determine those that promise the best financial return of these investments and do not create on-going financial obligations to the community. Where necessary, ISC will work with Parish to create a team of experts and analysts to provide technical assistance where necessary and present the evidence in a manner that is clear, concise, and consumable to decision-makers.

Additionally, ISC will work with the Parish to identify opportunities that have regional benefit. ARPA provides an unprecedented opportunity for communities to join forces with their neighbors

to unite and combine resources to address regional issues that are not confined to political boundaries. Some of the most effective and efficient solutions to stimulate community resilience, economic growth, and sustainability are done at scale. ARPA provides a unique opportunity for cross-collaboration with neighboring communities as well as regional authorities and non-governmental organizations to identify opportunities for the broader good of the region.

3.2.3 Phase III: Grant Proposal Development



3.2.3.1 Identify Grant Requirements

Based on the research conducted in Phase II, ISC will work with the Parish to identify the best funding resource(s) for each project. For every grant selected, ISC will provide a matrix of requirements and develop a cohesive grant application strategy. This includes but is not limited to defining project goals and outcomes, conducting a thorough needs assessment, developing an actionable plan, and identifying project timelines and budgets.

3.2.3.2 Define Project Goals and Outcomes

ISC will work with the county to outline the objectives of each proposed project and how successes will be measured. ISC will highlight the benefits the Parish will realize from the investment and ensure all objectives are SMART: specific, measurable, attainable, realistic and time-bound.

3.2.3.3 Conduct Needs Assessment and Identify Purpose

ISC will summarize the data collected in Phase I to support and justify the proposed project. This data includes but is not limited to historical, geographic, quantitative, philosophical, factual and statistical information. ISC will also identify the gaps the project will address and who in the community will benefit and ensure that it aligns with the grant's objectives. ISC will also address the funding of the project and alternatives if funding is exhausted.

3.2.3.4 Develop Action Plan

In coordination with the Parish, ISC will develop an action plan on how the project will be executed to solve the identified problem. A specific plan will be laid out for each objective, including

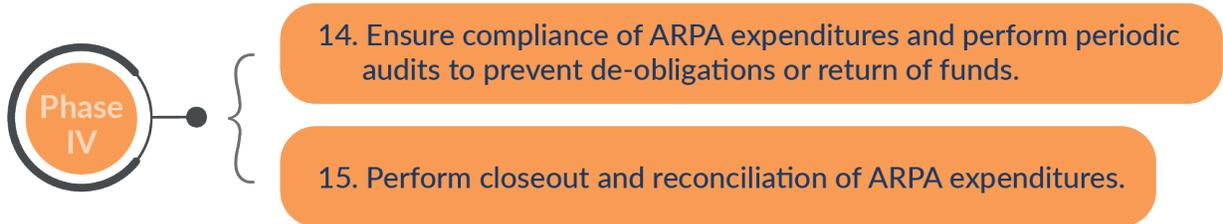
resources and a timetable for each task. ISC will work with the Parish to ensure that the proposed resources and schedule are realistic and achievable.

3.2.3.5 Develop Project Budget and Expenses

In coordination with the Parish, ISC will prepare a detailed budget that supports the proposed action plan and schedule of events. The budget will highlight estimated costs, how resources will be utilized, and provide a justification of expenses. It will demonstrate effective and efficient use of grant funding to achieve project outcomes.

3.2.4 Phase IV: Grant Management

Like other federal grant programs, ARPA requires communities monitor grant funding to ensure compliance with their grant conditions and other applicable statutory regulations. When done right, monitoring ARPA expenditures can also identify the community value of specific projects and programs, track the progress of important community revitalization, and proactively identify areas of improvement or change. By routinely monitoring the performance of ARPA expenditures, communities can establish checks and balances that can assist in reconciling all the costs incurred and efficiently closing out the ARPA grants. Most importantly, thoroughly monitoring ARPA expenditures can assist with documenting the use of funds and ensuring compliance with the programmatic, financial, and reporting requirements in anticipation of an eventual Office of Inspector General (OIG) audit.



3.2.4.1 Make a Commitment to Minimizing Fraud, Waste, and Abuse

It is important for any federal assistance program to take measures to safeguard from the possibility of fraud, waste, and abuse. Establishing internal controls can help to prevent fraudulent claims and promote measures to reduce the waste and abuse of funds. Be careful to not commit your community to new programs or expand existing programs that would require ongoing costs beyond the December 31st, 2024, ARPA deadline. Instead, put priority for those programs and projects that provide a financial return to the community. Furthermore, the internal controls on ARPA must be comprehensively designed to strengthen their resilience, and governments need to invest in upgrading cybersecurity practices given heightened technology reliance.

Team ISC will assist the Parish in establishing guidelines to administer the ARPA funds and establish internal control measures to reduce the risk of fraud, waste, abuse of funds, and other activities that may jeopardize federal funding. ISC will work with the Parish to institute measures to help track and monitor ARPA grants from project formulation through closeout. Team ISC will utilize specialized reporting tools to gauge the progress of the ARPA funds and overall compliance to the regulatory requirements of the program.

3.2.4.2 Ensure Compliance of ARPA Expenditures and Perform Periodic Audits

With any federal assistance funding, there is a strong possibility that the federal government may perform audits on ARPA expenditures to ensure integrity and efficiency in government funding

activities. Some frequent audit findings under other similar federal assistance programs, such as the FEMA Disaster Public Assistance Program, are poor contracting practices, excessive equipment or labor charges, inaccurate accounting, and unrelated project charges.

ISC will work with the Parish to establish audit and financial controls that will reduce the burden of potential audits. This will include but is not limited to:

- Ensure that the federal regulations under the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards are followed, including Subpart F – Audit Requirements under the Single Audit Act.
- Ensure that there is compliance with the requirements of section 603 of the Act regulations adopted by Treasury to section 603 (f) of the Act, and guidance issued by Treasury.
- Ensure that the Parish complies with all other applicable federal statutes, regulations, and executive orders and by other parties in any agreements it enters related to an award.
- Ensure that statutes and regulations prohibiting discrimination are followed for the programs funded with the award.
- Compliance with the Hatch Act.

Additionally, ISC will maintain file records for each project to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable.

3.2.4.3 Perform a Closeout and Reconciliation of ARPA Expenditures

ISC’s closeout specialists will review all ARPA project and program funding. In addition, ISC will work with the Parish to obtain documentation to support all eligible costs and approved scope of work per the ARPA grant funds.

3.2.5 Phase V: Reporting and Performance



3.2.5.1 Define a Systematic Process to Track Funds and Ensure Compliance

Whether it is COVID relief or disaster assistance funding, communities are often overwhelmed with the administrative, reporting, and compliance requirements when millions of federal assistance funding are made available to communities. Developing a systematic process to track and monitor ARPA funds that aligns with your community’s existing fiscal management procedures will help to establish efficiencies in managing your ARPA grant funds.

For this reason, ISC has developed a web-based tool to manage data and track the comprehensive ARPA grant management process. ISC’s ARPA Grant Management Tool can be integrated into current Parish processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency.

Personalized dashboards highlight pending tasks and can help gauge the overall progress of the expenditure of ARPA funds in real-time.

3.2.5.2 Prepare Monthly & Quarterly Reports to Demonstrate Progress and Performance

Communities will be required to submit quarterly and annual Project and Expenditure reports through the end of the award period. Throughout the ARPA process, ISC will assist the Parish in preparing those reports for the Department of Treasury on behalf of the Parish. Our Team will monitor and ensure compliance with all programmatic deadlines and assist in the development of time extension requests, as necessary.

4. PROPOSER QUALIFICATIONS AND EXPERIENCE

4.1 Firm Experience Overview

Integrated Solutions Consulting (ISC) is a professional services firm specializing in homeland security, emergency management, public safety, hazard mitigation, and disaster recovery consulting services. ISC has a proven track record of successfully evaluating, developing, and integrating complex disaster/emergency management planning doctrine that follow relevant federal, state, and local programmatic directives and requirements. We are staffed with highly experienced emergency management, law enforcement, public health, disaster recovery, and related public safety professionals.

Throughout our **16+ years of service**, ISC has had the privilege of supporting diverse communities nationwide as a single-source provider of disaster recovery and grant/fiscal management services. Unlike our competitors, we are exclusively focused on providing emergency management and homeland security consulting services to the private and public sector. Our focus in these services provide our staff a wealth of experience and lessons learned, granting Team ISC the ability to not just meet our clients' needs, but deliver services that go above and beyond.

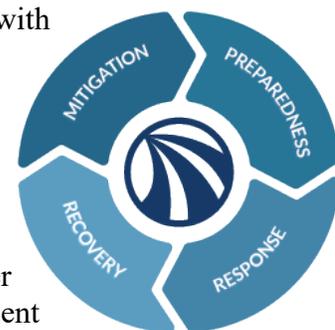
Our Mission is to provide consulting solutions from a professional emergency management perspective for public and private entities. This mission is carried out by our extensive experience in the operational fields of emergency management, homeland security, law enforcement, healthcare systems, environmental, and critical infrastructure engineering; and is supported by our reputation of providing exceptional professional service. We accomplish our mission from our regional offices, located throughout the nation.

Our Principles drive us to achieve continued project success with value-added products:

- ✓ **Trust:** We treat each relationship as a two-way Partnership with Trust at the core of the relationship.
- ✓ **Integrity:** We deliver client-focused results that meet or exceed all Federal and State compliance demands.
- ✓ **Innovation:** By leveraging our experience and research with science and technology, we look to be difference makers by establishing new standards and efficiencies in the industry.
- ✓ **Performance:** As evidenced by our D&B Top Supplier Performance Rating, we consistently out-perform our client expectations, setting them up for success in the future.

MARKETS WE SERVE

	Federal, State, and Local Governments
	Tribal Nations & Communities of Diversity & Inclusion
	Organizations & Corporations
	Hospitals & Healthcare
	Schools, Universities, & Education
	Critical Infrastructure
	Ports & Transportation
	Utilities
	Special Venues
	Churches & Community Civic Groups



4.2 Grant Applications Completed, and Grant Award Amounts and Entity Assisted – ISC

ISC has worked with the Applicants in **Table 2** to secure FEMA Public Assistance Grants to address debris removal, emergency protective measures, and the repair and replacement of damaged facilities. Furthermore, ISC has worked with each Applicant to identify Mitigation opportunities to reduce future impacts from similar events. This table represents just a sampling of some of the work performed by ISC.

Table 2. Project Sampling			
Applicant	Disaster	Project #	Total Project Costs
Lake Charles Harbor and Terminal District	DR-4559	61	\$ 115,000,000.00
West Calcasieu Airport Managing Board	DR-4559	17	\$ 7,000,000.00
West Calcasieu Port Commission (West Calcasieu Port)	DR-4559	8	\$ 3,600,000.00
Alameda (County)	DR-4301	39	\$ 20,600,000.00
San Leandro	DR-4301	1	\$ 20,000.00
Santa Clara (County)	DR-4301	32	\$ 21,000,000.00
Watsonville	DR-4301	1	\$ 50,000.00
Alameda (County)	DR-4305	5	\$ 62,000.00
Watsonville	DR-4305	4	\$ 28,000.00
Alameda (County)	DR-4308	50	\$ 9,500,000.00
Santa Clara (County)	DR-4308	23	\$ 6,200,000.00
Deweyville ISD	DR-4266	1	\$ 754,000.00
Jones (County)	DR-4269	11	\$ 460,000.00
Bastrop (County)	DR-4272	15	\$ 5,630,000.00
Cisco	DR-4272	1	\$ 2,600,000.00
Montgomery	DR-4272	1	\$ 2,000,000.00
NASSAU (COUNTY)	DR-4085	72	\$ 984,000,000.00
ISLIP (TOWN OF)	DR-4085	55	\$ 20,000,000.00
PORT AUTHORITY OF NEW YORK & NEW JERSEY	DR-4085	54	\$ 616,000,000.00
LONG BEACH	DR-4085	52	\$ 118,000,000.00
NORTH HEMPSTEAD (TOWN OF)	DR-4085	34	\$ 56,000,000.00
OYSTER BAY (TOWN OF)	DR-4085	24	\$ 36,000,000.00
LONG BEACH CITY SCHOOLS	DR-4085	16	\$ 28,000,000.00

Table 2. Project Sampling

Applicant	Disaster	Project #	Total Project Costs
New York City Housing Authority	DR-4085	42	\$ 3,000,000,000.00
New York Health and Hospitals Corporation	DR-4085	22	\$ 760,000,000.00
Long Island Power Authority	DR-4085	6	\$ 1,300,000,000.00
PR DEPARTMENT OF EDUCATION	DR-4339	21	\$ 2,500,000,000.00
PR DEPARTMENT OF HOUSING	DR-4339	6	\$ 1,400,000,000.00
PR ELECTRIC POWER AUTHORITY	DR-4339	94	\$ 11,500,000,000.00
PR DEPARTMENT OF JUSTICE	DR-4339	18	\$ 18,000,000.00
BEAUMONT	DR-4332	66	\$ 71,000,000.00
ARANSAS (COUNTY)	DR-4332	15	\$ 55,000,000.00
CORPUS CHRISTI	DR-4332	64	\$ 31,000,000.00
TEXAS CITY INDEPENDENT SCHOOL DISTRICT	DR-4332	13	\$ 9,000,000.00
HARDIN (COUNTY)	DR-4332	29	\$ 7,000,000.00
BASTROP (COUNTY)	DR-4332	32	\$ 3,000,000.00
DIOCESE OF CORPUS CHRISTI	DR-4332	67	\$ 16,000,000.00
CORPUS CHRISTI SCHOOL DISTRICT	DR-4332	71	\$ 6,000,000.00

4.3 Grant Applications Completed, and Grant Award Amounts and Entity Assisted – Metric

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.

Metric believes that much of that success is due to our staff, which offer a combined total of 120-plus years of experience. Our team has responded to over 65 major disasters and worked for 200-plus 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.

4.4 Grant Management Experience

With **over 750+ professionals** ISC offers the Parish a unique blend of emergency management professionals with expertise in disaster recovery operations and programs to include FEMA Public Assistance, Hazard Mitigation, and HUD CDBG-DR. For nearly 20 years, our team has supported local governments, states, and FEMA on a litany of disaster recovery operations, disaster recovery planning and special disaster recovery projects around the nation. Our Team has partnered, collaborated, and successfully delivered on complex disaster and emergency management projects at the local, state, and federal level, including developing several recovery planning projects that have been considered best practices by several of the elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program, and disaster research centers.



For almost two decades, The ISC Team has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance to provide technical support to the disaster’s recovery operations. The ISC Team’s catastrophic response and recovery experience includes the 2004/05 Florida Hurricanes as well as Hurricanes Katrina, Ike, Sandy, Harvey, Irma; pandemic outbreaks such as H1N1 and COVID-19, and countless number of floods, earthquakes, tornadoes, terrorist attacks, oil spills, and other natural and man-made disasters across the country. Our knowledge of the programmatic guidelines of the 93 disaster recovery assistance programs is unmatched. The ISC Team has leveraged this expertise to develop innovative tools, technologies, and best practices to assist in the management of the procedures, policies and plans that are required by federal regulations and disaster assistance programs.

ISC Achieves National Success By:

#1: Investing in State-of-the-Art Tools and Systems to Yield Maximum Project Performance	<ul style="list-style-type: none"> • Odysseus™ program management and planning systems • Unmanned Aerial Vehicles (aka Drones) with certified and insured pilots • Client-specific training and simulations, including table-top and virtual exercises
#2: Providing Exceptional Consulting Services that Exceed Client Expectations	<ul style="list-style-type: none"> • Access to 93 disaster recovery assistance programs and 500 private and non-profit disaster assistance funding sources • Elite industry expert cadre with an average field experience of over 20 years • 84% of the ISC team has earned a master’s degree or higher
#3: Ensuring Compliance with the Office of Inspector General (OIG)	<ul style="list-style-type: none"> • Proven history of transparency and accountability of eligible FEMA Disaster Administrative Costs (DAC) and non-DAC expenditures • Custom configuration and system integration to address the client’s unique needs • Insider knowledge from ISC staff who were previously employed in financial auditing positions within grant awarding agencies
#4: Maintaining Strong Client and Partnership Relationships	<ul style="list-style-type: none"> • Weekly project status updates • Local offices coast to coast • Ability to preemptively prepare for future needs through program gap analysis

4.5 ISC's Recovery Success in Louisiana

Our experience working with Louisiana communities and the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) dates to Hurricane Katrina in 2005. Through these various contracts, ISC has been proud to have supported our Louisiana clients during their most difficult times and provide them with unparalleled expertise and deliver actionable results so that they can rebuild better than before.

As a testimony of our ability to perform and drive actionable results is best exemplified by three (3) of our clients which represent only 1% of the 421 eligible subrecipients for Hurricane Laura FEMA Public Assistance. To date, the Port of Lake Charles, West Calcasieu Port, and West Calcasieu Airport are further along than 99% of all other subrecipients and account for most of all obligated FEMA Public Assistance grants throughout the State of Louisiana. This includes:

- ✓ 25% of all total obligated permanent work (Categories C-G)
- ✓ 61% of all Section 428 non-utility permanent work
- ✓ 65% of all obligated Section 428 projects
- ✓ 39% of all total obligated Category E work
- ✓ 38% of all total obligated Category G work
- ✓ 37% of all hazard mitigation grant funds identified for FEMA funding
- ✓ 41% of all obligated hazard mitigation grant funds

Our intimate knowledge of GOHSEP's policies and procedures, coupled with our expertise in the FEMA Public Assistance Program, ensures that our clients receive the entirety of their obligated funds in the shortest amount of time as possible. ISC is intimately familiar with completing Request for Reimbursement and GOHSEP's 5-step payment process. We have worked closely with our Louisiana clients to complete quarterly reports and ensure compliance with all GOHSEP requirements and that all deadlines are met. Our knowledge, experience, and expertise will ensure that each project is handled correctly from inception to closeout.

4.6 ISC's ARPA Success

ISC is helping to manage ARPA for a variety of clients to include Westerly and North Providence, Rhode Island. *Team ISC plans to bring our success in managing ARPA and our recovery experience in Louisiana to Jefferson Parish.* Our success with managing ARPA in Rhode Island includes the following deliverables:

- **Westerly, Rhode Island was allocated \$6,689,833.76.** They have received \$4,516,210.33 as of 9/26. Approved resolutions include, but are not limited to, lost revenue, green space improvements, business grants, revitalization of downtown stormwater, and comprehensive job studies for economic adjustment assistance.
- **North Providence, Rhode Island was allocated \$9.3 million.** Some of the projects identified include broadband expansion and affordable technology, purchasing an administrative building for local schools, and improvements on roads and infrastructure.

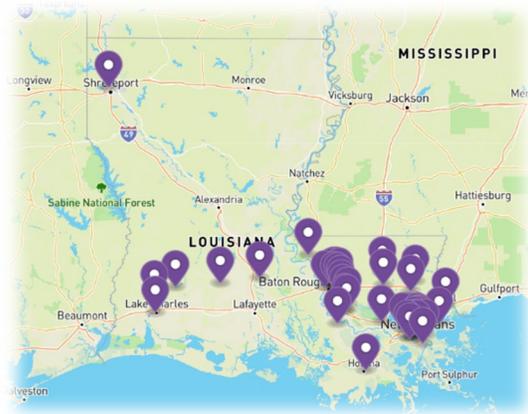
4.7 Personnel Qualifications

4.7.1 Prime – ISC Personnel

ISC has identified several key personnel for this project – all of whom have a consistent record of successful leadership and project management and technical experience. All key personnel

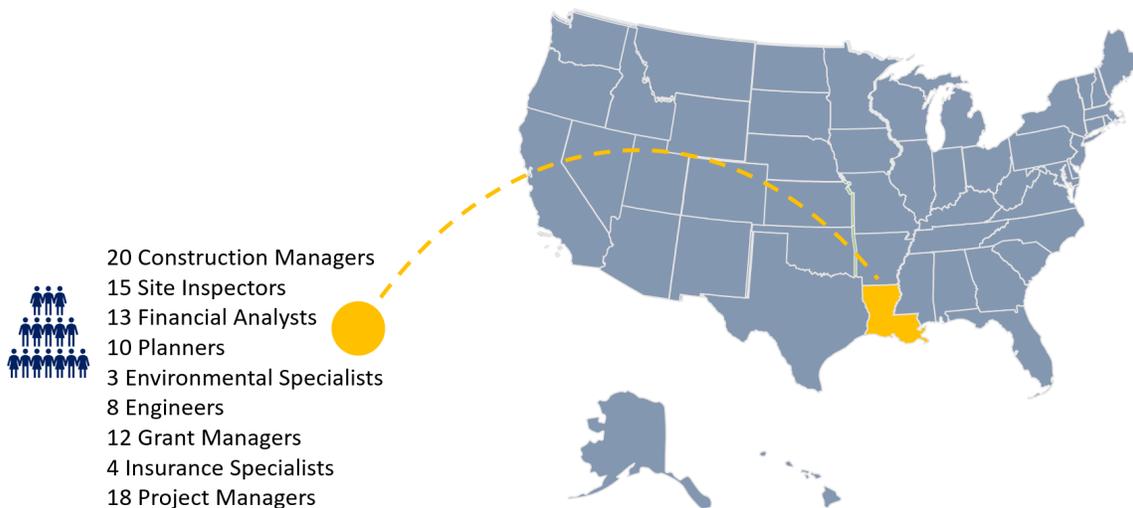
assigned to this project have backgrounds in emergency management, disaster recovery and various federal disaster assistance programs, and others that are related to the project.

We believe the proposed ISC Team will provide the Parish with a unique, dedicated, and valuable contractor to assist with emergency project management and disaster recovery services. The ISC Team’s experience is comprised of a broad array of similar and complementary projects that are supported by a record of accomplishment of successful projects and program execution. An essential element of this achievement is attributed to our ability to utilize our Team’s cooperative strengths to provide our clients with multi-disciplinary solutions to their disaster recovery and emergency management projects. ISC has obtained recognition for providing exceptional, client-focused services and has been celebrated for its integrated “best-practices” approach to disaster recovery and comprehensive emergency management. This recognition is attributed to ISC’s strive for excellence for every project initiated, regardless of client or project size. As needed, additional personnel can be added to supplement and support the project.



90+ Louisiana Resources

We have structured our team to provide the Parish with the most experience and qualified staff in the industry. Unlike some firms that rely solely on the qualifications of their executive management team, we realize that successful project execution of a recovery project this large requires not only seasoned project executives, but also a project manager that offers decades of disaster recovery and project management experience that is supported by seasoned and industry-recognized subject matter experts.



4.7.2 Subcontractor – Metric Consulting, LLC (Metric)

Metric Consulting, LLC (Metric) is well-versed in not only a wide variety of federal, state, and local funding sources, but has also successfully applied for and won funding for a diverse set of clients throughout the United States. **Metric has**



supported local government and not-for-profit clients around the country in navigating the complex challenges associated with applying for a variety of funding sources. As a firm, we have provided grant writing and administration services for work on infrastructure development and maintenance, technology, transportation, workforce development, records management, and energy efficiency and sustainability projects. Specifically, Metric offers exclusive insight into the requirements of Community Development Block Grant (CDBG)-funded programs.

Our team includes experts in the field of grant capture and management. Our past experiences have taught us the importance of understanding the funding sources our clients use to finance their projects. We know that the myriad of regulations governing federal, state, and local funding streams are complex and based on decades of precedent. We know how to successfully navigate the intricacies involved with federal, state, and local programs throughout every step of the process – from grant research and development to grant management and the successful allocation of awarded funds. We are well-versed in several programs that are funded by the U.S. Department of Housing and Urban Development (HUD), including the CDBG Program and the American Rescue Plan Act of 2021 (ARPA). We are also adept at leading clients through programs administered under FEMA, including the FEMA Public Assistance Program and the Individuals and Households Program. Each funding source has specific requirements that must be met and are not typically associated with other funding sources. Our team offers a wrap-around approach to grants management, combining our engineering, project management, regulatory compliance, and project controls expertise to generate results.

We are trained on the cutting edge of regulatory guidance at the state and federal levels. We have supported our clients in efforts which include grant writing, grant application development, benefit cost analysis, regulatory coordination, project monitoring, reimbursement services, payment reconciliation, procurement development and oversight, cross-cutting compliance, external relations, and financial management.

4.7.3 Key Personnel/Project Team Qualifications

Table 3 shows our key personnel for this project, their roles, and a summary of each person’s **capabilities, qualifications, and relevant certifications and training**. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with the approval of the Parish.

Table 3. Key Personnel Overview	
Name/Role/Firm	Personnel Qualifications
Dan Martin <i>Project Executive</i> ISC	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

Table 3. Key Personnel Overview

Name/Role/Firm	Personnel Qualifications
	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.
Lauren Martin <i>Program Director</i> ISC	Lauren Martin serves as the Director of Controls for ISC. In her tenure with ISC, Lauren has responded to over 20 U.S. Nationally declared disasters and has helped to manage over \$20 billion in recovery dollars. Her disaster experience includes but is not limited to the 2008 Midwest Floods, Hurricanes Sandy, Harvey, Irma, Maria, and Laura, the 2011, 2013, 2017 Midwest Tornadoes and COVID-19 pandemic. Lauren served in various roles during the response and recovery operations and was integral in the development of key performance metrics as well as project management tools used to help gauge the progress of recovery operations.
Glen LaFond <i>Project Manager</i> ISC	Glen LaFond has more than 25 years combined Emergency, Construction, Project, and Financial Management experience in both the public and private sector. For the past 15 years, Glen has worked on 16 disasters, including flood, wind, and earthquake hazards. Due to his commitment to the emergency management discipline, Glen achieved FEMA’s highly coveted Advanced Professional Series Certificate in Emergency Management and completed the National Fire Academy’s Type 3 All Hazard IMT Technical Assistance Program. Mr. LaFond has the knowledge, skills, and abilities to manage a disaster at any level, including Federal, State, County, local jurisdiction, and private sectors. His experience in responding to and working multiple disasters, coupled with his background in the construction industry, give him a unique insight into the Emergency Management field that has proven invaluable to his applicants and clients. Glen is a FEMA policy and procedural expert with strong technical writing skills that he uses to write project worksheets as well as appeals to ensure maximum grant awards for his applicants. Most recently, Glen has been serving as the Program Director for 3 clients in Southwest Louisiana. He is currently overseeing more than \$160 million in FEMA grants to help his applicants recover from the devastating affects of Hurricane Laura and its 150 mph winds. As a Section 428 PAAP Alternative project policy specialist, Glen has directed over \$80 million into this complicated FEMA grants program. This has allowed his clients to maximize their grant funding while also allowing them the greatest flexibility with their funding as they repair and rebuild their facilities. The experience and professional knowledge of Glen and his team has allowed his clients to far outpace the other applicants in this disaster in terms of the amount of obligated and hazard mitigation funds received.
Gregory Gentles <i>Senior Consultant</i> ISC	Mr. Gregory Gentles is a highly skilled Disaster Specialist with an extensive background in disaster recovery and within FEMA. Since 2004 he has deployed to almost 20 federally declared disasters, numerous disaster types including but not limited to fire / wildfire, floods, straight-line winds and hurricanes and performed various roles on those deployments. Currently, he is supporting Applicants in LA after Hurricane Laura; City of Lake Charles, Harbor, Port and West Calcasieu. Mr. Gentles has completed Grants Manager training, Program Delivery Manager (PDMG) and Consolidated Resource Center (CRC) training. His wealth of knowledge in the PA Program, debris eligibility, monitoring and removal, damage assessments, 404/406 mitigation, writing Project worksheets (categories A-G) and his extensive background; makes him a superior asset to any deployment.
Kyrsten Blackmon <i>Consultant</i> ISC	Ms. Krysten Blackmon is a highly skilled HealthCare Professional with an extensive background and knowledge base. She has vast knowledge coordinating with Federal, State, Tribal, Territorial, and local health agencies. Her knowledge and background make her efficient in preparedness and recovery priorities, and able to administer diagnostic infectious disease testing according to CLIA law and regulations outlined in the Public Health Services Act in the wake of a local epidemic, and pandemic infectious disease outbreaks. Most recently, she has been working with various local and state government entities regarding COVID, preparedness, planning and implementation, including vaccination sites, testing sites,

Table 3. Key Personnel Overview

Name/Role/Firm	Personnel Qualifications
	and assisting with proper dissemination of information and facilitation of community outreach. She excels at establishing work plans, monitoring progress and communication throughout to all necessary parties.
Juliann Bertone <i>Senior Grant Manager</i> Metric	Ms. Bertone has extensive experience in Community Development Block Grant Disaster Recovery (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 sets, conducts data collection and specializes in data driven reports, and easily manages goals, details and scheduling. Ms. Bertone is well-versed in training and technical assistance, subrecipient management, program design, and compliance requirements including CDBG-DR and the American Rescue Plan Act of 2021 (ARPA). With demonstrated subject matter expertise in public health and comprehensive disaster recovery, Ms. Bertone 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 the 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, Ms. Bertone offers unique experience in stakeholder engagement and delivery of community-driven solutions.
Justin Cauley <i>Grant Writer</i> 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 Colorado, South Carolina, Texas, and 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 in field inspection and verification 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 the U.S. Department of Housing and Urban Development's (HUDs) Community Development Block Grant Disaster Recovery Program (CDBG-DR) within the Deep East Texas Council of Governments (DETCOG) (67 Applicants) and Liberty County, Texas (116 Applicants). In that role, he worked with low to moderate income homeowners, the Texas General Land Office (TxGLO), 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 to comply with the program guidelines set forth by HUD and TxGLO.

4.8 References

Hurricane Laura Federal Disaster Assistance Management

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

LOCATION	Lake Charles, LA
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	August 2020 – Present
CONTRACT VALUE	\$3 Million

Hurricane Laura Federal Disaster Assistance Management

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

REFERENCE	Richert Self, Executive Director Lake Charles Harbor and Terminal District 1611 West Sallier Street Lake Charles, LA 70601 337-493-3501 rlself@portlc.com
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PROJECT DESCRIPTION

<p style="text-align: center;">PROJECT ACCOMPLISHMENTS</p> <ul style="list-style-type: none"> ✓ To date, secured over \$50 million in obligated FEMA PA funds. ✓ Over \$120 million of permanent work in review and obligated by FEMA. ✓ Over \$80 million in Section 428 projects <p>Across all subrecipients and multiple disasters, Port of Lake Charles FEMA PA claims account for:</p> <ul style="list-style-type: none"> ✓ 25% of all total obligated permanent work (Categories C-G) ✓ 65% of all obligated Section 428 projects ✓ 39% of all total obligated Category E work ✓ 38% of all total obligated Category G work ✓ 35% of all hazard mitigation grant funds identified for FEMA funding ✓ 31% of all obligated hazard mitigation grant funds 	<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 & 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. 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.</p> <p>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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COVID-19 Operations

Chicago Department of Public Health (CDPH)

LOCATION	Chicago, IL
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	October 2020 – Present
CONTRACT VALUE	\$1.5 Million
REFERENCE	Christopher Shields, BS EMT-P, Assistant Commissioner Chicago Department of Public Health 333 S. State Street, Chicago, IL 60604 312-747-9783 Christopher.Shields@cityofchicago.org

PROJECT DESCRIPTION

ISC has been continuously supporting the Chicago Department of Public Health and the City of Chicago COVID-19 Operations since October 2020. ISC initially deployed a team to support the Chicago Vaccination Operations Center (CVOC), seven days a week. During this time the team worked directly in the planning section coordinating intelligence, drafting operations plans, and supporting testing, mobile, provider, and mass vaccination operations. In late January 2021 ISC support of the CVOC transitioned efforts to lead and develop strategies and plans to address Vaccine Hesitancy and Sector Stakeholder Engagements (Education, Transportation, Food and Agriculture, Public Safety, Businesses, Communities). These efforts included coordination with the stakeholders, associations, elected officials, city public information operations as well as State and County entities. The primary focus during this phase was to develop vaccination strategies and build coalitions to support operations. The next phase was to support the implementation of the COVID vaccination strategies and monitor outcomes so to maximize efforts. The task included continued stakeholder engagement, direct support of vaccine operations including special events. Today ISC continues to support city COVID vaccination and testing operations with stakeholder engagement, special event coordination and data collection.

COVID-19 Response & Recovery Services

Cook County Department of Emergency Management and Regional Security (EMRS)

LOCATION	Cook County, IL
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	April 2020 – 2021
CONTRACT VALUE	\$500,000
REFERENCE	Gene Ryan, Chief Planner Cook County EMRS, 69 W. Washington St., Suite 2600, Chicago, IL 60602 312-603-8180 gene.ryan@cookcountyil.gov

PROJECT DESCRIPTION

ISC has been supporting the unprecedented response to COVID-19 for the second-most populous county in the United States. Specifically, ISC has dedicated both in-person and virtual staff to assist various sections of the Cook County EOC, including collecting, evaluating, and disseminating incident situation information and daily summary/lessons learned reports; conducting briefings and planning meetings; maintaining and building information dashboards; developing IAPs; and providing guidance on disaster cost recovery and reimbursement. ISC completed an interim AAR for EMRS on December 2020.

Consulting Services – ARPA

Town of Westerly

LOCATION	Westerly, RI
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	2021 – Present
CONTRACT VALUE	\$200,000
REFERENCE	Dyann J. Baker, CPA, MBA, Finance Director Town of Westerly, 45 Broad Street Westerly, RI 02891 (401) 348-2548

PROJECT DESCRIPTION

ISC assists the Town of Westerly (the Town), located in Westerly, RI, by providing expertise to ensure compliance with the applicable federal regulations while maximizing the recovery of and the beneficial uses of American Rescue Plan dollars, from the American Rescue Plan Act of 2021, in the Town community. ISC provides support in the following areas to the Town in the dispersion of their Rescue Plan funds:

- Policy review and compliance assurance
- Oversight and planning
- Federal compliance
- Purchasing and contract services
- Financial compliance, tracking, and support
- Project closeout
- Communication

Hurricane Harvey Disaster Recovery Services

Federal Emergency Management Agency (FEMA)

LOCATION	Houston-Galveston Area, TX
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	November 2017 – Present
CONTRACT VALUE	\$5,194,500
REFERENCE	Jeremy Collins FEMA Region 6 800 N Loop 288, Denton, TX 76209 785-633-3280 jeremy.collins2@fema.dhs.gov

PROJECT DESCRIPTION

On August 26, 2017, Hurricane Harvey made landfall just east of Rockport, TX with 130 mph winds. The storm eventually stalled over southern Texas for four days, dumping over 40 inches of rain throughout the Houston metropolitan area, displacing more than 30,000 residents, and causing over \$125 billion in damage. Under our various FEMA contract vehicles, Team ISC was requested to mobilize to the Houston-Galveston Region to support FEMA and the State of Texas in carrying out the statutory authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. These services are provided in response to nationally declared disasters for FEMA. Team ISC was recognized for its proven record of accomplishment in producing high-quality products and services and having extensive knowledge of floodplain management and Sections 404 and 406 of the Hazard Mitigation programs. As such, Team ISC can leverage its institutional knowledge of these various programs and

Hurricane Harvey Disaster Recovery Services

Federal Emergency Management Agency (FEMA)

our familiarity with the Houston Metropolitan area to provide solutions that are compliant with programmatic and regulatory requirements and authority.

As part of FEMA’s team, Team ISC provides a variety of post-disaster and hazard mitigation services to FEMA and its State and local counterparts including program management, operational and strategic planning support, training development and delivery, policy definition and analysis, grant management, organizational assessment and other special studies and assignments.

Hurricane Maria Puerto Rico Mission Planning for Economic Recovery Strategy Disaster Response & Recovery

Federal Emergency Management Agency (FEMA)

LOCATION	Commonwealth of Puerto Rico
CONTRACTOR	ISC
PERIOD OF PERFORMANCE	March 2018 – February 2020
CONTRACT VALUE	\$7.4 Million
REFERENCE	Claude Hyacinthe 202-805-9419 claude.hyacinthe@fema.dhs.gov

PROJECT DESCRIPTION

On September 20, 2017, Hurricane Maria slammed into Puerto Rico as a Category 4 storm causing severe destruction throughout the Commonwealth and an estimated \$91.6 billion in damages. Compounding the situation caused by the hurricane, Puerto Rico has been facing an economic crisis spanning more than a decade, coupled with structural demographic, health, social, and infrastructure stresses to include the Commonwealth’s education sector and the University of Puerto Rico system. Over 800 buildings located on 12 campuses were damaged to include administrative, classroom, and research laboratory facilities.

Through our Federal response and recovery technical assistance contract vehicle, ISC deployed several specialists to include civil engineers, crisis management specialists, and education sector specialists to assist the Puerto Rico Department of Education (PRDE) in communicating their crisis management needs with government officials as well as conducting damage assessments, documenting the extent and type of damage, determining the scope to repair and restore vital system assets, identify opportunities for mitigation and resiliency, and developing cost estimates. In accordance with the Bipartisan Budget Act of 2018, P.L. 115-123, ISC segregated disaster-related and pre-disaster damages and analyzed each facility to determine the full scope of work require to “fully effectuate the replacement or restoration of disaster-damaged components” and provided the PRDE with a strategy to expeditiously re-open and rebuild their universities and school systems.

Home Investment Partnerships Program – American Rescue Plan (HOME-ARP) Consultation Services Contract

City of Columbus, OH

LOCATION	Columbus, OH
CONTRACTOR	Metric
REFERENCE	Lucie McMahon Grants Management Coordinator

Home Investment Partnerships Program – American Rescue Plan (HOME-ARP) Consultation Services Contract

City of Columbus, OH

(614) 400-5453
 lmmcmahon@columbus.gov

PROJECT DESCRIPTION

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.

Disaster Related Recovery Services / Grant Program Services

Pasco County, FL

LOCATION	Pasco County, FL
CONTRACTOR	Metric
PERIOD OF PERFORMANCE	2017 – 2022
REFERENCE	Patrick W. Ballinger Grants Coordinator 727-847-2411 x8457 pballinger@pascocountyfl.net

PROJECT DESCRIPTION

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.

EVENT ACTIVATION (OEM17-001): 2016-2017 Hurricane Hermine, Pasco County, Florida:

Following Hurricane Hermine 2016, Metric assisted the County in reviewing all of the County’s FEMA Project Worksheets related to Hurricane Hermine to ensure all eligible costs were documented and captured by FEMA and FDEM. Our team:

- Reviewed all of the County’s Direct Administrative Costs and assigned them to the appropriate Project Worksheets (costs FEMA and FDEM failed to include);
- Reviewed project costs and analyzed field documentation, damage descriptions, and scopes of work;
- Effectively resolve disputes, and prepared appeals when unfavorable determinations were received.

Disaster Related Recovery Services / Grant Program Services

Pasco County, FL

Over \$1.3 Million of Public Assistance grant money...Coordinated with the County in reviewing Project Worksheets previously prepared by FEMA. Our team identified over \$100,000 in additional reimbursement eligible items not included in the project worksheets.

EVENT ACTIVATION (OEM17-002): 2017-2018 Hurricane Irma, Pasco County, Florida:

Before the devastating Hurricane Irma struck Florida, Pasco County again activated our Team to the County's EOC to ensure the County was capturing every eligible dollar available to them. We advised on all FEMA issues including, eligibility, debris, contracting, and labor. Our team coordinated with FEMA and Pasco County to prepare over \$10.4 Million of Public Assistance grant money, including debris removal, emergency protective measures, and various permanent repair projects.

EVENT ACTIVATION (OEM17-003): 2020 COVID-19, Pasco County, Florida:

Under this contract, the County recently issued COVID-19 Recovery - Category B: Emergency Protective Measures, which involves recovery services to provide technical expertise and advice on Federal funding Programs regarding county-wide recovery, including FEMA PA Category B: Emergency Protective Measures, Health and Human Services reimbursements and grants, Duplication of Benefits, Closeout, Appeals, HUD CDBG-COVID, DOL and Unemployment issues, and CARES ACT Guidance and Grant Management.

Notable Project Features:

- FHWA/FEMA Acceptable Debris Removal Monitoring Financial/Programmatic Compliance
- Policy & Procedure Subject Matter Expertise
- FEMA PA & HMGP
- Disaster Response and Recovery Management
- Program Management

Key Data Points:

- 2016-2017 Hurricane Hermine: coordinated dispersal of over \$1.3 million in PA funds
- 2017-2018 Hurricane Irma: coordinated dispersal of over \$10.4 million in PA funds

5. INNOVATIVE CONCEPTS

5.1 Odysseus™ Enterprise System (OES)

Odysseus™ is a cloud-based system, developed by Team ISC, that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive disaster and emergency management programs, including our **Grant Management Tool (GMT)**. Odysseus™ features the unique characteristic of providing standardization and flexibility, and concurrently utilizes a suite of applications to promote increased participation, collaboration, transparency, and compliance. This union of technological and programmatic features offers organizations an efficient and effective method to systematically design, develop, maintain, and continually improve programs and operations throughout the preparedness, response, recovery, and mitigation/protection phases. **Figure 2** introduces each Odysseus™ tool and its uses.

Developed by **Disaster Management Experts**, Odysseus provides a complete platform of independent but integrated web-based tools that are designed to alleviate the burden on governments and public sector professionals.



Figure 2. Odysseus' Web-Based Tools

Figure 3 details the ARPA solutions that our Odysseus™ Tools can bring to this project. The following page dives deeper into the uses of our Grant Management Tool.



Figure 3. OES ARPA Solutions

5.1.1 Grant Management Tool (GMT)

ISC’s **Grant Management Tool (GMT)** is a Software as A Service (SaaS) platform for managing all types of funding sources, including but not limited to Federal, State, Local and Private grants. The GMT can be integrated into current client processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements.

The GMT provides a centralized location to collaborate on projects and automates workflow to increase efficiency. Personalized dashboards highlight pending tasks and can help gauge the overall progress of funding. This database is customizable to meet the County’s needs and can easily integrate with a web-based application to increase accuracy in data reporting. Furthermore, ISC’s GMT integrates with our timesheet and expense tracking system, providing transparency and accountability of eligible DAC and non-DAC expenditures. **Figure 5** details our GMT solutions for managing ARPA funds.

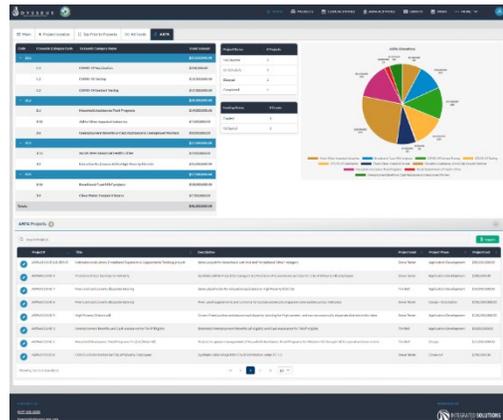


Figure 4. Screenshot of the GMT

GMT Solutions for Managing ARPA Funds

REAL-TIME TRACKING	Tracking and reporting of grant funds allows your organization to expedite disaster recovery efforts and maximize reimbursement
TRANSPARENCY & ACCOUNTABILITY	Personalized dashboard reports allows for transparency and helps guide the execution and management of ARPA funding allocations
ANALYTICS & REPORTING	Easy-to-interpret data reporting and graphic analytics helps to identify resource needs and gauge the progress of ARPA projects
COMPATABILITY & INTEGRATION	The program can be integrated with existing tools and software including your organization’s financial management system
OTHER GRANT TOOLS	Goes beyond ARPA and allows for the tracking of other COVID-19 relief funds to include CARES Act, FEMA, and HUD CDBG
COMPLIANCE & NOTIFICATION	Automated notifications and simplified workflows ensure compliance with federal regulatory requirements & program guidance
FLEXIBILITY & ADAPTABILITY	Standard yet flexible design allows you to modify workflows to adhere to your internal procedures, individual programs, or specific processes

Figure 5. GMT Solutions for Managing ARPA Funds

Team ISC understands the difficulties communities face when using multiple tools to try to accomplish complex grant management. Using multiple tools can cause confusion and disorganization or redundancy within a workflow. ISC’s GMT supports all grant management processes by using one tool. As a result, we believe our GMT can provide a successful ARPA experience by providing a simpler, more streamlined process to grant management.

6. PROJECT SCHEDULE

Our Capacity to Respond to federal, state, and local governments and private entities alike, within a moment’s notice, is possible through ISC’s network of regional offices and strategically located staff. Our extensive reach and local availability connect ISC to its clients allowing for close oversight, direct communication, and expedient solutions to problems and requirements.

6.1 Schedule

The exact schedule will be determined in coordination with the Parish. Please see **Table 4** for our sample schedule.

Table 4. Project Schedule									
Project Timeline by Phase	Responsible Parties	Month							
		1	2	3	4	5	6	7	8+
Phase I: Funding Needs Analysis	ISC	X	X						
Phase II: Grant Funding Research	ISC		X	X	X	X	X	X	X
Phase III: Grant Proposal Development	ISC and Jefferson Parish			X	X	X	X	X	X
Phase IV: Grant Management	ISC and Jefferson Parish			X	X	X	X	X	X
Phase V: Reporting and Performance	ISC and Jefferson Parish			X	X	X	X	X	X

7. FINANCIAL PROFILE

7.1 Integrated Solutions Consulting Financial Profile



RSM US LLP

20 N. Martingale Rd., Suite 500
Schaumburg, IL 60173

T +1 847 517 7070
F +1 847 517 7067

www.rsmus.com

October 28, 2021

PRIVATE

To whom it may concern:

In connection with a proposal for services, inclusive of a request concerning the financial condition of Integrated Solutions Consulting Company, (the "company") as of December 31, 2020, we are pleased to provide the following data, as represented to be the book basis for amounts reported on Form 1120S, as filed with the Internal Revenue Service for the tax year ended on such date (the most recently filed income tax return):

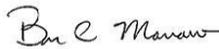
1. 3-Year operating income as a percentage of revenue was 14.02%, 19.93%, and 7.10% for 2018, 2019 and 2020 respectively.
2. Working capital turnover was 513.38% (based on ending working capital balances)
3. Quick ratio was 353.0%
4. The revenue growth rate was in excess of 25% year over year for the past 5 years

As there is not a compilation, review or audit performed on the information provided above, the above amounts are verifiable for external reporting purposes only by the US tax filing and are not guaranteed as to their accuracy or completeness, other than meeting diligence requirements applicable to tax return preparers afforded under IRS Circular 230.

If there is any further information that you need, please do not hesitate to contact me.

Sincerely,

RSM US LLP



Brian C. Marrano
Partner

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM US LLP is the U.S. member firm of RSM International, a global network of independent audit, tax, and consulting firms. Visit rsmus.com/aboutus for more information regarding RSM US LLP and RSM International.

7.2 Metric Financial Profile

Metric Consulting, LLC has been in business for the last seven years. Below is our bank reference letter, in response to financial stability requirement. Metric's company policy regarding financial records precludes us from sending confidential information that can become public, therefore, we are willing to submit financial documentation from the past three years under separate cover.



MAX VAZQUEZ
SENIOR VICE PRESIDENT

August 16, 2022

Bank Account Balance Certification Letter
Metric Consulting LLC.

To Whom It May Concern,

Please be advised that Metric Consulting LLC. has been a client of First National Bank of South Miami since 2018. The company maintains satisfactory deposit accounts with the Bank with no overdraft history.

Metric Consulting LLC is a highly valued client, and we look forward in continuing a strong relationship with them.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Max Vazquez', with a horizontal line underneath.

Max Vazquez
Senior Vice President
Regional Branch Manager

APPENDIX A. REQUIRED FORMS

A.1 Signature Page

Request for Proposals #0447

Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Opportunities

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and other Local, State, Federal and Private Opportunities for the Jefferson Parish Public Safety Grants and 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: Integrated Solutions Consulting, Corp.

Address: 220 S. Buchanan Street
Edwardsville, IL 62025

Phone Number: 847-306-3541 Fax Number 847-737-5395

Type Name of Person Authorized to Sign: Daniel Martin, PhD, CEM

Title of Person Authorized to Sign: Principal

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: Dan.Martin@i-s-consulting.com

Date: 10/13/2022

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.

A.2 Affidavit

Request for Proposal

AFFIDAVIT

STATE OF Illinois

PARISH/COUNTY OF Madison

BEFORE ME, the undersigned authority, personally came and appeared: Daniel
Martin, (Affiant) who after being by me duly sworn, deposed and said that he/she
is the fully authorized Principal of Integrated Solutions Consulting (Entity), the party
who submitted a proposal in response to RFP Number _____, 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 _____ 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.



Signature of Affiant

Daniel Martin

Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME
ON THE 10 DAY OF October, 2022



Notary Public
Kristina Brune

Printed Name of Notary



Notary/Bar Roll Number

My commission expires 10/25/25.

A.3 Proof of Insurance

Integrated Solutions Consulting Proof of Insurance

Client#: 1246324	INTEGSOL5	DATE (MM/DD/YYYY) 01/19/2022														
ACORD CERTIFICATE OF LIABILITY INSURANCE																
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).</p>																
PRODUCER USI Insurance Services LLC 312 Elm Street, Suite 2400 Cincinnati, OH 45202 855 874-1390	CONTACT NAME: USI Insurance Services PHONE (A/C, No, Ext): 513-852-6453 FAX (A/C, No): 484-652-5341 E-MAIL ADDRESS: dustin.stevens@usi.com	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Hartford Casualty Insurance Company</td> <td>29424</td> </tr> <tr> <td>INSURER B : Pacific Insurance Company Ltd</td> <td>10046</td> </tr> <tr> <td>INSURER C : Lloyd's of London</td> <td>NONAIC</td> </tr> <tr> <td>INSURER D : Hartford Insurance Group</td> <td>29424</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Casualty Insurance Company	29424	INSURER B : Pacific Insurance Company Ltd	10046	INSURER C : Lloyd's of London	NONAIC	INSURER D : Hartford Insurance Group	29424	INSURER E :		INSURER F :	
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INSURER E :																
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INSURED Integrated Solutions Consulting Corp P.O. Box 304 Prospect Heights, IL 60070																

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:																																																
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																																																		
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(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below </td> <td style="text-align: center;">Y/N N</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">83WECID6730</td> <td style="text-align: center;">01/15/2022</td> <td style="text-align: center;">01/15/2023</td> <td> <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 </td> </tr> <tr> <td style="text-align: center;">D</td> <td>E&O/Professional Liability</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> <td style="text-align: center;">MPP903309706</td> <td style="text-align: center;">01/15/2022</td> <td style="text-align: center;">01/15/2023</td> <td> Per Claim: \$2,000,000 Aggregate: \$2,000,000 </td> </tr> </table>	INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	83SBAAA5980	01/15/2022	01/15/2023	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/PO/AGG \$2,000,000	A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	83SBAAA5980	01/15/2022	01/15/2023	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	A	UMBRELLA LIAB EXCESS LIAB OCCUR CLAIMS-MADE DED. <input checked="" type="checkbox"/> RETENTION \$10000	X	X	83SBAAA5980	01/15/2022	01/15/2023	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000	B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? 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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)																																																		

CERTIFICATE HOLDER Evidence of Insurance	CANCELLATION 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 
--	--

Metric Proof of Insurance



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).

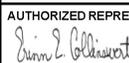
PRODUCER Collinsworth Ins & Risk Mgmt Services In P.O. Box 661628 Miami Springs FL 33266	CONTACT NAME: Erinn E Collinsworth PHONE (A/C, No, Ext): (786) 930-4795 FAX (A/C, No): (786) 930-4794 E-MAIL ADDRESS: erinn@collinsworthinsurance.com
INSURED Metric Consulting LLC 13940 SW 136th Street Miami FL 33186	INSURER(S) AFFORDING COVERAGE INSURER A: Underwriters at Lloyd's London INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

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
	COMMERCIAL GENERAL LIABILITY <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 <input type="checkbox"/> OTHER						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPI/OP AGG \$ \$
	AUTOMOBILE LIABILITY <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						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber/Network Liab			BSK0039458556	05/01/2022	05/01/2023	Cyber Liability - Limit \$ 2,000,000 Cyber Liability - Retention \$ 20,000

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

CERTIFICATE HOLDER "Specimen"	CANCELLATION 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) 06/30/2022

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.

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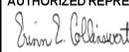
PRODUCER Collinsworth Ins & Risk Mgmt Services In P.O. Box 661628 Miami Springs FL 33266	CONTACT NAME: Erinn E Collinsworth PHONE (A/C No, Ext): (786) 930-4795 FAX (A/C, No): (786) 930-4794 E-MAIL ADDRESS: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <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> </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:	
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INSURER C: Continental Casualty Company	20443														
INSURER D:															
INSURER E:															
INSURER F:															
INSURED (305) 235-5098 Metric Consulting, LLC 13940 SW 136th Street Miami FL 33186															

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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS														
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			7018632301	04/01/2022	06/30/2023	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>EACH OCCURRENCE</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>DAMAGE TO RENTED PREMISES (Ea occurrence)</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>MED EXP (Any one person)</td><td style="text-align: right;">\$ 15,000</td></tr> <tr><td>PERSONAL & ADV INJURY</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>GENERAL AGGREGATE</td><td style="text-align: right;">\$ 2,000,000</td></tr> <tr><td>PRODUCTS - COMP/OP AGG</td><td style="text-align: right;">\$ 2,000,000</td></tr> <tr><td>Empl Benefits Liab</td><td style="text-align: right;">\$ 1,000,000</td></tr> </table>	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
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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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>COMBINED SINGLE LIMIT (Ea accident)</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>BODILY INJURY (Per person)</td><td style="text-align: right;">\$</td></tr> <tr><td>BODILY INJURY (Per accident)</td><td style="text-align: right;">\$</td></tr> <tr><td>PROPERTY DAMAGE (Per accident)</td><td style="text-align: right;">\$</td></tr> <tr><td></td><td style="text-align: right;">\$</td></tr> </table>	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000	BODILY INJURY (Per person)	\$	BODILY INJURY (Per accident)	\$	PROPERTY DAMAGE (Per accident)	\$		\$				
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	\$																				
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>EACH OCCURRENCE</td><td style="text-align: right;">\$ 5,000,000</td></tr> <tr><td>AGGREGATE</td><td style="text-align: right;">\$ 5,000,000</td></tr> <tr><td></td><td style="text-align: right;">\$</td></tr> </table>	EACH OCCURRENCE	\$ 5,000,000	AGGREGATE	\$ 5,000,000		\$								
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C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	7018632329	04/01/2022	04/01/2023	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td><input checked="" type="checkbox"/> PER STATUTE</td> <td><input type="checkbox"/> OTH-ER</td> <td></td> </tr> <tr><td>E.L. EACH ACCIDENT</td><td></td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>E.L. DISEASE - EA EMPLOYEE</td><td></td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>E.L. DISEASE - POLICY LIMIT</td><td></td><td style="text-align: right;">\$ 1,000,000</td></tr> </table>	<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		
<input checked="" type="checkbox"/> PER STATUTE	<input type="checkbox"/> OTH-ER																				
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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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Each Claim</td><td style="text-align: right;">\$ 3,000,000</td></tr> <tr><td>Policy Aggregate</td><td style="text-align: right;">\$ 3,000,000</td></tr> </table>	Each Claim	\$ 3,000,000	Policy Aggregate	\$ 3,000,000										
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER "Specimen Certificate" For Proposal Purposes	CANCELLATION 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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A.4 Anti-Lobbying Form

Integrated Solutions Consulting, Corp.

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 13 day of October, 2022

By 
(signature of authorized official)

Principal
(title of authorized official)

Metric Consulting, LLC

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

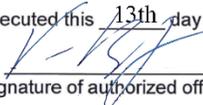
I, Veronica Benitez, Psy. D, President, hereby certify on
(name and title of bidder's official)

behalf of Metric Consulting, 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.
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Executed this 13th day of October, _____.

By 
(signature of authorized official)

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

A.5 Debarment/Suspension Certification

Integrated Solutions Consulting, Corp.

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 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.

Daniel Martin, PhD, CEM, Principal
(Name and Title of bidder's official)

Integrated Solutions Consulting, Corp.
(Name of bidder/company)

220 S. Buchanan Street
(Address)
Edwardsville, IL 62025
(Address)

PHONE 847-306-3541 FAX 847-737-5395

EMAIL Dan.Martin@i-s-consulting.com

 Signature 10/13/2022 Date

Metric Consulting, LLC

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

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Veronica Benitez, Psy. D, President

(Name and Title of bidder's official)

Metric Consulting, LLC

(Name of bidder/company)

13940 SW 136th St., Miami, FL 33186

(Address)

(Address)

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

EMAIL veronica.benitez@metric-consulting.com

 Signature October 13, 2022 Date

APPENDIX B. RESUMES

DANIEL MARTIN, PHD, CEM

Project Executive



PROFILE

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 Federal Emergency Management Agency (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.

EXPERTISE & CERTIFICATIONS

- 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
- 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

YEARS OF EXPERIENCE

- 30+ years of experience

EDUCATION

- MA & PhD, Emergency Management
- BS, Environmental Engineering
- Graduate Studies, Public Health & Sociology
- Critical Infrastructure Engineering (Minor)
- Completed and developed course curriculum for EMI as well as graduate and doctorate level courses on various topics

RECOGNITION

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

RELEVANT PROJECT EXPERIENCE

- DHS – FEMA; National Response & Recovery Directorate Planning & Coordination Program; Program Director; ISC; 2010 – Present.

DANIEL MARTIN, PHD, CEM

Project Executive



- DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Managing Principal; ISC; 2015 – Present.
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – Public Assistance TAC Support; Managing Principal; ISC; 1998 – Present.
- Department of Interior: Bureau of Indian Affairs Emergency Management Services; Managing Principal; ISC; 2014 – Present.
- Miami-Dade Emergency Management & Homeland Security Consulting Services; Managing Principal; ISC; 2009 – Present.
- San Diego As-Needed Emergency Planning Services; Managing Principal; ISC; 2015 – Present.
- Houston-Galveston Area Council All Hazards Preparedness, Planning Consulting, and Recovery Services; Managing Principal; ISC; 2012 – Present.

LAUREN MARTIN

Program Director



PROFILE

Lauren Martin serves as the Director of Controls for ISC. In her tenure with ISC, Lauren has responded to over 20 U.S. Nationally declared disasters and has helped to manage over \$20 billion in recovery dollars. Her disaster experience includes but is not limited to the 2008 Midwest Floods, Hurricanes Sandy, Harvey, Irma, Maria, and Laura, the 2011, 2013, 2017 Midwest Tornadoes and COVID-19 pandemic. Lauren served in various roles during the response and recovery operations and was integral in the development of key performance metrics as well as project management tools used to help gauge the progress of recovery operations. She possesses intimate programmatic knowledge in the administration of FEMA's Public Assistance and Hazard Mitigation programs, which has enabled her in past disaster operations to successfully represent FEMA leadership and negotiate with key officials on controversial issues. Throughout her educational and professional career, Lauren has developed an exceptional leadership style that promotes and cultivates an environment of teamwork, respect, and continued learning. She provides clear direction and guidance to effectively structure and organize work activities to maximize productivity, fulfill incident objectives and meet the production expectations of the staff.

Ms. Martin is a seasoned professional in investigating and analyzing conditions, identifying areas of issue, and implementing corrective action as necessary. Her desire to streamline processes and improve efficiencies has led to the development of a variety of databases and tools, most notably ISC's Odysseus Grant Management and Site Inspection Tools. She has also spearheaded the development of Computer Based Training to assist clients in reducing time and money affiliated with in-person training while increasing learner retention through engaging and interactive training modules.

EXPERTISE & CERTIFICATIONS

- Disaster Operations
- FEMA Public Assistance, Policy & Guidelines
- Community Disaster Recovery
- Community Vulnerability
- Hazard Mitigation
- Emergency Response Program Management
- QA/QC
- Project Management
- Long-Term Recovery
- Project and Financial Audits
- Project Closeout
- Computer-Based Training
- Comprehensive Training
- Technical Writing
- American Rescue Plan Act
- CARES Act
- FEMA Region VII Token of Appreciation
- FEMA Region II 2017 Contractor Recognition
- FEMA Region II Most Valuable Team Member

YEARS OF EXPERIENCE

- 18+ years professional experience
- 14+ years industry experience

EDUCATION

- M.P.A., Public Administration
- B.S., Biology, Chemistry, Physics
- Public Health, Graduate Studies
- Business Administration, Graduate Studies

SECURITY

- Public Trust 2028

RELEVANT PROJECT EXPERIENCE

- DHS – Federal Emergency Management Agency (FEMA); FEMA PA Technical Assistance Contract (TAC); Project Manager; ISC, 2010 – Present
- DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Project Manager; ISC, 2015 – Present
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4402-WI; Project Manager; ISC, 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4424-OH; Project Manager; ISC, 2019 - 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4459-WI; Project Manager; ISC, 2020 - 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Various Louisiana Disasters; Project Manager; ISC, 2020 – 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4447-OH; Project Manager; ISC, 2019
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4442-MN; Project Manager; ISC, 2019
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4332-TX; Project Manager; ISC, 2017 - Present
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Central CRC; Project Manager; ISC, 2019 - Present
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4559-4570-LA; Project Manager; ISC, 2021 – Present
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region II, Hurricane Maria; Project Manager; ISC, 2017 – 2020

LAUREN MARTIN

Program Director



- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region II, Hurricane Sandy; Senior Program Analyst; ISC, 2015 – 2018
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region VII; Program Analyst; ISC, Dec 2013 – Aug 2014
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Oklahoma City Tornadoes; Technical Specialist; ISC, June 2013 – December 2013
- DHS – FEMA; FEMA HQ; Nationwide Infrastructure Response & Recovery – PA TAC Support; FEMA PA Applicant Pocket Guide & Sandy Recovery Improvement Act CBT; Development, Technical Specialist; ISC, November 2012 – June 2013
- DHS – FEMA; FEMA: DR-1763-IA Midwest Floods; Nationwide Infrastructure Response & Recovery – PA TAC Support; Various Positions; ISC, October 2008 – August 2012
- North Providence Rhode Island; ARPA Strategic Plan; Subject Matter Expert; ISC, 2022 – Present
- Town of Westerly / Westerly Public Schools RI; ARPA Management Services; Subject Matter Expert; ISC, 2022 – Present
- Martin County FL; Recovery Services; Project Manager; ISC, 2021 – Present
- USVI Water and Power Authority; Disaster Damage Assessment Services; Project Manager; ISC, 2021 – Present
- USVI Office of Disaster Recovery/V. I. Public Finance Authority; Portfolio Management System; Principal in Charge; ISC, 2020 – Present
- Town of Westerly / Westerly Public Schools RI; Disaster Recovery Services; Project Manager; ISC, 2020 – Present
- Nebraska Emergency Management Agency; FEMA Public Assistance Closeout TO 1 & 2; Project Manager, ISC, May 2021 – Present
- City of Sarasota; Debris Management and Disaster Recovery Services; Project Manager; ISC, 2019 – Present
- Cook County Department of Public Health; COVID19 Support Services; Controller; ISC, 2020 – Present
- Chicago Department of Public Health; COVID 19 Support Services; Controller; ISC, 2020 – Present
- Illinois Butler School District 53; COVID-19 Monitoring & Compliance Services; Principal in Charge; ISC, 2020 – Present
- Lake Charles Harbor; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- West Calcasieu Airport; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- West Calcasieu Port; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- Sowela Technical Community College; Recovery Support Services; Principal in Charge, ISC, 2020 – 2021
- Lake Charles Regional Airport; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- Calcasieu Parish School Board; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- City of Lake Charles; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- Louisiana Community & Technical College Systems; Recovery Support Services; Principal in Charge, ISC, 2020 – Present
- Midland City, MI; Recovery Support Services; Project Manager; ISC, 2020 – 2021
- Midland County, MI; Recovery Support Services; Project Manager; ISC, 2020 – 2021
- Northwood University; Recovery Support Services; Project Manager; ISC, 2020 – 2021
- Midland Center for Arts; Recovery Support Services; Project Manager; ISC, 2020 – 2021
- Bay County School Board; FEMA PA Recovery Services Emergency Contract; Principal in Charge; ISC, September – December 2021
- Fairfield Fire Department, CA; Emergency Operations Plan; Project Manager, ISC, 2021
- Corpus Christi TX; COVID19 Recovery Services; Principal in Charge; ISC, 2020 – 2021
- California State University – Fullerton, COVID-19 Support Services; Project Manager; ISC, 2020 – 2021
- Acelero Learning; Emergency Response Plan; Principal in Charge, ISC, 2020 – 2021
- City of Dublin & City of Pleasanton; Disaster Debris Management Plan; Project Manager; ISC, 2020 – 2021
- Cook County Emergency Management and Regional Security; COVID-19 Support; Recovery Specialist; ISC, May 2020 – December 2020
- Sacramento County, Office of Emergency Services (OES); Recovery Plan; Subject Matter Expert / Facilitator; ISC, 2019 – 2022
- Chicago OEMC; Whole Community Training Summit; Principal Manager; ISC, 2018
- Miami-Dade OEM; Web-EOC Computer-Based Training; Project Manager/Lead Developer; ISC, 2018
- Royal Oak, Michigan; Hazard Mitigation Plan Update; Planner; ISC, 2017 – 2018
- Seminole Tribe of Florida; Hazard Mitigation Plan Update; Planner; ISC, 2015 – 2016
- Waukesha County WI; Hazard Mitigation Plan Update; Planner; ISC, 2015 – 2016
- Mid-America Regional Council; ESF 14 and ESF 8 Computer-Based Training Development; CBT Specialist; ISC, 2014
- Miami-Dade OEM; University Interactive Disaster Simulation Exercise; CBT Specialist; ISC, 2013
- DuPage County Health Department; Hazard Risk Assessment; Planner; ISC, 2012

GLEN LAFOND

Project Manager



PROFILE

Mr. Glen LaFond is an Emergency Management Professional with over 25 years of combined Emergency Management, Project Management and Construction experience. He has served numerous disasters and various disaster types, including fire / wildland fire, tornadoes, hurricanes, etc. He has the knowledge, skills and abilities to manage a disaster at any level, including Federal, State, County, local jurisdiction and private sectors. My experience in responding to and working multiple disasters, coupled with my background in the construction industry have given me a unique insight into the Emergency Management field that has proven invaluable to my applicants and clients.

EXPERTISE & CERTIFICATIONS

- FEMA Public Assistance
- FEMA Individual Assistance
- FEMA PA Policy, Guidelines and Regulations
- Project Management
- Construction Management
- 404 / 406 Hazard Mitigation
- Cost Estimating (CEF) and RS Means
- Section 428 PAAP
- Insurance
- Alternate & Improved Projects
- Program Delivery Manager (PDMG)
- Site Inspection
- Public Assistance Coordinator (PAC)
- Writing Project Worksheets

YEARS OF EXPERIENCE

- 25+ years of experience

EDUCATION

- BA, Business Administration
- Advanced Professional Series in Emergency Management from FEMA
- State of Florida's GOLD State Management Team (SMT)
- National Fire Academy's All Hazards Incident Management Team (AHIMT)
- Grants Manager / Grants Portal

EMERGENCY MANAGEMENT CONSULTANT, LAFOND CONSULTING, LLC, APRIL 2013 – PRESENT

- Project Manager for ISC on Hurricane Laura, and damages to the Harbors and Airports. Primary PM and POC between clients and project reps.
- Technical Assistance Consultant (TAC) to FEMA for Hurricane Maria DR-4339; served as PDMG and Grants Manager reporting specialist.
- Technical Assistance Consultant to FEMA for Hurricane Sandy DR-4085; served as Project Specialist.
- Wrote over \$500 million in Public Assistance Project Worksheets (PW's) across all categories of work including writing Section 428 PAAP Projects
- Wrote projects for Airports, tunnels, bridges, school districts, housing authorities and wastewater treatment plants.

EM CONSULTANT / PROJECT MANAGER LAFOND CONSULTING, LLC, 2013 – PRESENT

- Emergency Management Consultant to Florida League of Cities (FLC) / Florida Municipal Insurance Trust (FMIT)
- Worked with League members, FEMA and the State of Florida to reconcile claims and reduce municipal de-obligation exposure by over \$120 Million.
- As a Project Manager for FMIT, worked expeditiously to repair flooded NASA building with over \$5M in damages while staying within budget & timeline.
- Puerto Rico: DR-4339 Hurricane Maria, Public Assistance Emergency Grant Program, Disaster Recovery Specialist – October 2017 – May 2018

GLEN LAFOND

Project Manager

PA COORDINATOR (PAC), FLORIDA DIVISION OF EMERGENCY MANAGEMENT (FDEM), 2008 – 2011

- Provided assistance, support, and consultation to local governments throughout Florida for FEMA's Public Assistance Program
- Responded to multiple disasters conducting preliminary damage assessments (PDA's), Applicant Briefings and writing Project Worksheets (PW's)
- Responsible for writing over 150 closeout versions for large projects from the 2004-2005 Florida hurricanes
- operations, work product and deliverable for accuracy and completeness.
- Evaluate individual performance of field staff, conduct progress assessments, variance analyses and corrective action plans.
- Develop monthly progress and performance reports on field operations and personnel for FEMA.

MAINTENANCE AND CONSTRUCTION MANAGER, CLARK PROPERTIES, 2005 – 2008

- Managed a construction and maintenance crew of 20-25 team members.
- Project Manager for dozens of commercial construction projects and build outs.
- Maintain 12 self-storage facilities, numerous commercial properties, and mall.

GREGORY GENTLES

Senior Consultant



PROFILE

Gregory Gentles is a highly skilled Disaster Specialist with an extensive background in disaster recovery working at Integrated Solutions Consulting (ISC). He has deployed to 25 federally declared disasters throughout his 19 years of experience in various roles for disaster types including but not limited to fires/wildfires, floods, straight-line winds, and hurricanes.

Throughout his career, Mr. Gentles has worked in positions including Debris Monitor, Debris Specialist, Project Specialist, Public Assistance Coordinator (PAC), Quality Assurance and Quality Control (QA/QC), Program Delivery Manager (PDMG), FEMA CRC Document Validation Specialist (DVS), and Public Assistance Task Force Lead (PATFL).

His wealth of knowledge in the PA Program, debris eligibility, monitoring and removal, damage assessments, 404/406 mitigation, writing project worksheets (categories A-G), and his extensive background, make him a superior asset to any deployment, allowing him to see disasters in its numerous phases and variances, in the field and in leadership roles. He has also written and won several appeals for the State of New Jersey and has prepared their grants proposal request.

EXPERTISE & CERTIFICATIONS

- Accredited Insurance Claim Adjuster (ACA),
- OSHA 10 Hour Construction Safety and Health
- Louisiana Department of Environmental Quality Asbestos Contractor Supervisor
- FEMA Public Assistance
- FEMA PA Policy and Guidelines; PAPPG, 44 CFR, SRIA, Stafford Act, 2 CFR
- PA Eligibility
- Grants Manager/Grants Portal
- Project Manager
- 404/406 Hazard Mitigation
- FEMA Cost Estimates (CEF/RS Mean)
- Large Debris Operations
- Writing Project Worksheets
- Catastrophic Claims Adjuster
- Damage Assessments
- Health & Social Services

YEARS OF EXPERIENCE

- 19+ years of experience

EDUCATION

- High school diploma
- Two years Miami Dade County Community college

RELEVANT PROJECT EXPERIENCE

- LA – DR 4559 Hurricane Laura & LA – DR 4570 Hurricane Delta; Senior Grants Manager; ISC; 2019 – 2022
- SERCO's FEMA Program Delivery Task Force Lead for MN – DR 4442 Winter Storm and Flooding; Sedona Technologies; 2019 – 2020
- Consolidated Resource Center Public Assistance Delivery Process Document Validation Specialist for Florida – DR 4337 Hurricane Irma; AECOM Recovery; 2018 – 2019
- Joint Field Office's Program Delivery Managers CA – DR 4301/4305/4308 Winter Storms; AECOM Recovery; 2017
- PA FEMA Technical Assistance Contractor Project Formulation Specialist FEMA TX – DR 4266/4269/4272 floods; AECOM Recovery; 2016 – 2017
- Jonas Severe Winter Storms and Snowstorms (DR-4264-NJ); East Rutherford, NJ; Accurate Amendment Solutions LLC; 2016
- Public Assistance Coordinator, SRO, New York DR 4085; AECOM Recovery; 2013 – 2015
- PA FEMA Technical Assistance Contractor/FEMA Debris Specialist; FEMA – 4085 - DR- NY Hurricane Sandy; AECOM; 2013
- PA Project Specialist FEMA – 4020 and 4031-DR-NY New York Hurricane Irene; AECOM 2012
- PA FEMA Technical Assistance Contractor/FEMA Debris Specialist, FEMA - 1980- DR-MO Joplin Tornado; AECOM; 2011
- PA Project Specialist FEMA – 1934 DR-MO Missouri severe storm and flooding; AECOM; 2010
- PA Project Specialist ERPMC FEMA – 1895 DR-MA Massachusetts severe Flooding; AECOM; 2010

GREGORY GENTLES

Senior Consultant



- PA Project Specialist/Debris Specialist, ERPMC FEMA – 1857-DR-NY New York State severe storms and flooding; AECOM; 2009
- PA Project Specialist, ERPMC FEMA – 1825 – DR – WA Washington State Flooding; AECOM; 2009
- PA Debris Specialist, ERPMCFEMA Mississippi Standing Dead Tree Removal Program Disaster MS DR 1604 Hurricane Katrina; AECOM; 2008 – 2009
- Project Officer, New Orleans (NOLA) Demolition Project for LA DR 1603 Hurricane Katrina and DR 1607 Hurricane Rita; DRC Emergency Services, Inc; 2007 – 2008
- Project Officer/Debris Specialist, ERPMC FEMA Project Disaster Relief for TX DR 1709 Severe Storms, Tornadoes, and Flooding; AECOM; 2007
- FEMA Technical Assistance Contractor/FEMA Debris Specialist, ERPMC for LA DR 1603 Hurricane Katrina and DR 1607 Hurricane Rita; AECOM; 2005 – 2007
- Hurricane Frances DR-1545/Jeanne DR1561/Ivan DR1515/and Dennis DR1595 – Debris Monitor; AECOM; 2004 – 2005

KYRSTEN BLACKMON

Consultant



PROFILE

Ms. Krysten Blackmon is a highly skilled Public Health Specialist with 7+ years of experience, including 4+ years of experience with infectious disease and virus testing, reporting, and surveillance. Ms. Blackmon brings project management experience and a client-focused approach with a dedication to making a lasting impact in public health response.

Ms. Blackmon has vast knowledge in coordinating with federal, state, tribal, territorial, and local health agencies. Her knowledge and background make her efficient in preparedness and recovery priorities, and able to administer diagnostic infectious disease testing according to CLIA law and regulations outlined in the Public Health Services Act in the wake of a local epidemic, and pandemic infectious disease outbreaks.

Recently, Ms. Blackmon has worked with various local and state government entities regarding COVID, preparedness, planning and implementation, including vaccination sites, testing sites, and assisting with proper dissemination of information and facilitation of community outreach. She excels at establishing work plans, monitoring progress and communication throughout to all necessary parties.

EXPERTISE & CERTIFICATIONS

- Public Health
- Preparedness Planning and Deliverables
- Project Management
- After-Action, Corrective Action and Preventative Action Reports
- Infectious Disease Testing/Outbreaks/Compliance, Regulations and Policies
- Laboratory Testing Audits/Training/Environmental Protection Agency (EPA)/Food and Drug Administration (FDA)/Clinical Laboratory Improvement amendments (CLIA)
- Community Nutritionist
- Evaluation of Gynecological and Non-Gynecological Specimens
- HIPAA, CLIA, and OSHA Regulations
- Health Education Programs for Adults and Pediatrics
- Develop and Coordinate Workshops/Seminars
- HSEEP certificate
- IS-100.C; IS700.B; IS-139.A; IS-120.C; IS-130.A.; IS 200; IS 244.B

YEARS OF EXPERIENCE

- 7+ years of experience in public health

EDUCATION

- B.S.A. Nutrition, The University of Texas at Austin, 2014

RELEVANT PROJECT EXPERIENCE

- American Rescue Plan Act, State and Local Fiscal Recovery Funds Strategic Plan, The Town of Westerly, RI, Lead Planner, Integrated Solutions Consulting; 2022 – Ongoing
- American Rescue Plan Act, State and Local Fiscal Recovery Funds Strategic Plan, The Town of North Providence, RI, Lead Planner, Integrated Solutions Consulting; 2022 – Ongoing
- COVID-19 Support, Cook County Department of Health, Lead Consultant, Integrated Solutions Consulting; 2021 – Ongoing
- Public Health Emergency Preparedness/Cities Readiness Initiative, Cook County Department of Health, Project team, Integrated Solutions Consulting; 2022
- COVID-19 Strategic Plan, Butler School District 53, Planner, Integrated Solutions Consulting; 2021 – 2022
- Health Care Cybersecurity Readiness, Ohio Department of Health, Project team, Integrated Solutions Consulting; 2022
- COVID-19 Operations Strategic Plan, Ohio Department of Health, Project Team, Integrated Solutions Consulting; 2021
- Public Health Emergency Preparedness/Cities Readiness Initiative, Cook County Department of Health, Project team, Integrated Solutions Consulting; 2021
- COVID-19 Surge Staffing, Ohio Department of Health, Surge Support, Integrated Solutions Consulting; 2020 – 2021
- COVID-19 Case Investigation, Montgomery County Department of Health, Project team, Hagerty Consulting; 2020
- Community Wellness Plan, Keen Family Chiropractic, Lead Nutritionist; 2018 – 2019
- Zika Operations Strategic Plan, Microbiologist, Texas Department of State Health Services – Laboratory Services, 2015–2017



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 Community Development Block Grant Disaster Recovery (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 sets, conducts data collection and specializes in data driven reports, and easily manages goals, details and scheduling. Ms. Bertone is well-versed in training and technical assistance, subrecipient management, program design, and compliance requirements including CDBG-DR and the American Rescue Plan Act of 2021 (ARPA). With demonstrated subject matter expertise in public health and comprehensive disaster recovery, Ms. Bertone 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 the 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, Ms. Bertone 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.

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

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

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:

- 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

Justin Cauley

Grant Manager



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 0001.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. Mr. Cauley has supported disaster recovery projects in the states of Colorado, South Carolina, Texas, and 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 in field inspection and verification 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 the U.S. Department of Housing and Urban Development's (HUDs) Community Development Block Grant Disaster Recovery Program (CDBG-DR) within the Deep East Texas Council of Governments (DETCOG) (67 Applicants) and Liberty County, Texas (116 Applicants). In that role, he worked with low to moderate income homeowners, the Texas General Land Office (TxGLO), 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 to comply with the program guidelines set forth by HUD and TxGLO.

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

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

- Provided technical assistance on topics including program eligibility, funding requirements, and interim mortgage assistance for temporarily displaced homeowners
- 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.



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