

Comprehensive Disaster Recovery, Financial and Grant Management Support, and Pre-Disaster Cost Recovery Planning Services

Land of Sky Regional Council

Request for Proposals
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Qualifications of the Firm

Hagerty Consulting, Inc. (Hagerty) is passionate about helping local communities prepare for and recover from disasters. Unlike many of our competitors, disaster preparedness and recovery is our sole focus and priority – not just another business line or division within the company. Our qualifications, expertise, and experience position us perfectly to support the whole Land of Sky Regional Council, including the North Carolina counties of Buncombe, Henderson, Madison and Transylvania, and the North Carolina municipalities of Asheville, Biltmore Forest, Black Mountain, Montreat, Weaverville, Woodfin, Flat Rock, Fletcher, Hendersonville, Laurel Park, Hot Springs, Marshall, Mars Hill, Brevard and Rosman (hereinafter referred to as the jurisdictions) to establish recovery plans, processes, and federal funding to advance recovery from any type of disaster which may affect the jurisdictions, including events which require coordination among the region.

Hagerty is committed to providing expert support to help the jurisdictions navigate the complex recovery process. Our goal is to support the jurisdictions to successfully obtain and manage all of the grants and funding the jurisdictions are entitled to as a result of past or future federal disaster declaration. Our advantage lies in Hagerty's extensive experience with a wide range of disaster types and damage severity, relationships with relevant federal and state stakeholders, and applied understanding of structures and tasks which will facilitate an expedient recovery and help the community emerge with increased resiliency. For the jurisdictions, we will tailor our approach and staff to specifically address the needs of any individual jurisdiction as a result of any disaster, and scale our support to meet the jurisdiction's needs and budget.

Hagerty has identified a team of professionals to provide immediate support to the jurisdictions, including Brock Long our Executive Vice President, who is based in North Carolina and has provided technical assistance for recovery from hurricanes, and Ken Carper, a North Carolina registered Professional Engineer (PE), with extensive professional experience in recovery operations and storm water systems management.

At Hagerty, we pride ourselves in our ability to help communities of all sizes establish sound recovery management processes that increase reimbursement, reduce the potential for negative audit findings, and result in expedient closeout. **Our success, and what sets us apart from our competition, is evidenced by the fact that since we were founded in 2001 there have been no adverse audit findings for projects led by Hagerty by the Department of Homeland Security (DHS).** Hagerty professionals have a deep understanding of federal disaster recovery programs and have been responsible for innovations recognized by the Federal Emergency Management Agency (FEMA); two of which have been adopted as national policy. We are also uniquely accomplished in the Sandy Recovery Improvement Act (SRIA) as the **only** company to successfully oversee over \$6 billion in Section 428 Public Assistance Alternative Procedures (PAAP) Pilot Program grants.

Our professionals are committed to providing support across the jurisdictions, and the team we assembled will be dedicated to the unique needs of the jurisdictions. From the outset of this initiative, we will work with the jurisdictions to create a mutual understanding among stakeholders of recovery goals and programmatic requirements, thus enabling an expeditious and effective recovery for all stakeholders and eligible sub-recipients.

INTRODUCTION AND PROJECT UNDERSTANDING

Hagerty understands that the Land of Sky Regional Council was created in 1966 to centralize the distribution and usage of federal funding to the advantage of the jurisdictions within it. Since then, the Land of Sky Regional Council has grown to include 15 municipalities. Having weathered significant natural and man-made disasters in their history, the jurisdictions find themselves in need of both long-term recovery plans to aid in the recovery process and effective post-disaster recovery support to leverage federal disaster recovery funding to enhance resilience. The jurisdictions are vulnerable to a wide variety of disasters, including flooding and wildfires, which may result in major disaster declarations which allow the jurisdictions and other affected communities to apply for and receive FEMA Public Assistance (PA) Program and Hazard Mitigation Grant Program (HMGP) funding, allowing structural mitigation and resiliency measures to be incorporated into project design.

Our team and subject matter experts understand the types of damages the jurisdictions may endure as a result of man-made hazards and natural disasters. Our experts will support the jurisdictions to develop accurate and comprehensive grants to repair damaged roads, bridges, culverts, and water management systems; develop cost effective mitigation strategies eligible for FEMA PA funding to rebuild the jurisdictions to be stronger and more resilient; and incorporate lessons learned in recovery from previous disasters to enhance plans, policies, and procedures for recovery from future disasters.

The Hagerty Advantage: Our Disaster Recovery Philosophy Earns Additional Recovery Funding for Our Clients.

As a firm, our disaster recovery philosophy drives how we support our clients. Our philosophy is captured in the following 10 objectives:

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

A critical component of our disaster recovery philosophy is an emphasis on transparency. Hagerty provides transparency through flexible solutions, including software tools that interface with client systems to track federal recovery programs. As designed and executed, our solutions support information gathering, tracking grants, monitoring deadlines, and timekeeping. Hagerty strategically designs systems to provide extensive visibility into the management and operation of our teams and monitor overall progress of the recovery operation. Ultimately, our solutions help

protect our clients by providing quick and transparent access to information, making Hagerty accountable to ongoing and forecasted recovery projects.

As executed, our disaster recovery philosophy and control methods earns additional funding for our clients. In one example for our clients at METRO of Harris County, Texas, Hagerty was engaged to support closeout review for projects executed as a result of Hurricane Ike. Our review of one project worksheet (PW) identified an insurance deduction error, which resulted in an additional **\$91 thousand** in federal funding for our client. We also have been publicly recognized by our New York City (NYC) client for earning an additional \$900 million in federal recovery funding above initial estimates, as presented in the article below.

Figure 1: Hagerty Secures \$900 Million in Additional Recovery Funding for NYC

City to expand Sandy consulting contract

By SALLY GOLDENBERG | September 19, 2014

The de Blasio administration is extending a contract with a consultant for Hurricane Sandy recovery efforts by \$30 million, Capital has learned.

The extra money will buy the city one more year—through September 2015—with Hagerty Consulting. The company assists City Hall in post-hurricane policy, financial management, and engineering and estimating federal costs for recovery, according to a spokeswoman who handles the city's storm-rebuilding work.

Hagerty has secured the city \$900 million more than was originally expected in federal funding, said the spokeswoman, Amy Spitalnick.

That money, which flowed into the administration's coffers over several months this year, includes \$300 million in reimbursements for the former Rapid Repairs program, which handled immediate shelter needs, such as replacing ruined boilers. (Rapid Repairs was replaced with a different municipal program known as Build it Back.) Spitalnick also credited Hagerty with helping the city receive \$400 million more than it anticipated for the Rockaway Boardwalk project—money that came from the Federal Emergency Management Agency. Another \$183 million beyond what the city had budgeted came from the U.S. Department of Housing and Urban Development for public hospitals, she added.

As of now, the city is expecting to receive \$12.5 billion in federal assistance for ongoing work to repair homes and structures after the massive storm in October 2012.



A Staten Island home damaged by Sandy is demolished. | AP Photo/Seth Wenig

An additional \$900 million in recovery and resiliency funds is an outstanding return on investment, and, more importantly, it will go a long way for Sandy-impacted communities around the city," said Bill Golstein, senior advisor to the mayor for recovery, resilience and infrastructure. **"The de Blasio administration is continuing to expedite relief, using these dollars to rebuild stronger and more resiliently."**

<http://www.politico.com/states/new-york/city-hall/story/2014/09/city-to-expand-sandy-consulting-contract-015930>

The Hagerty Advantage: Our Professionals have Extensive Experience and Expertise in Federal Disaster Recovery Programs.

Hagerty has extensive experience administering recovery programs for counties across the United States (US). This experience includes understanding how the suite of federal recovery programs facilitates comprehensive recovery within a community. We know both Section 404 and 406 can be used to increase resilience, and when these resources can be added to a PA grant. We also know when and how the Community Development Block Grant-Disaster Recovery

(CDBG-DR) Program can be leveraged to supplement other federal recovery programs, including how these programs can meet PA match requirements. Further, Hagerty is one of a few firms with hands-on experience managing recovery under SRIA. We use all of this experience to expedite recovery and implement alternative processes and improvements. In one recent example, Hagerty consultants have worked to implement a \$480 million project to rebuild and increase the resilience of a major public boardwalk as well as additional recovery and resilience projects. The project blends more resilient building materials as well as lower cost construction means and methods to protect both the boardwalk as well as the coastal communities behind the boardwalk. The total eligible cost of the project is \$480 million, and the FEMA share of this project is \$432 million. In addition to funding through the PA Program, Hagerty has worked directly with the Department of Housing and Urban Development (HUD) to offset the \$48 million local cost share for this project. In effect, the full cost of this project is being reimbursed through the federal government, leaving no local cost share for our client.

One immediate value Hagerty offers the jurisdictions is capturing as many administrative costs as possible for potential reimbursement from FEMA. When captured appropriately, **Direct Administrative Costs (DAC)** provide partial reimbursement for internal employees and professional services firms managing and implementing the PA Program. Hagerty is able to provide in-depth training to the jurisdictions departmental personnel on direct and indirect DAC, including what tasks are eligible as DAC, at no cost to the jurisdictions. If requested, Hagerty will provide additional training on this topic to ensure a deep and accurate understanding on how to effectively track costs to the recovery project, maximizing the jurisdiction’s potential reimbursable costs. For a current municipal client, we negotiated a process to claim reimbursement of DAC as a flat percentage of eligible costs using the flexibility of the Section 428 PAAP Pilot Program. This process enabled our client to be reimbursed the eligible costs associated with administering the PA Program, reducing the administrative burden on the client and providing a higher total reimbursement than the amount provided for other communities receiving PA funding.

Table 1: Hagerty’s Past Performance Aligns with The Jurisdictions’ Requirements

Qualification	Demonstrated Past Performance
<p>Ten years of experience working with the PA Grant Program, at the federal, state, or local level, including PW development, PW audit, documentation review, eligible cost reconciliation, audit checklists, the development of successful appeal/appeal responses, and closeout.</p>	<p>Since 2001, Hagerty has worked with all levels of government including federal, state, tribal, and municipal entities to support recovery operations. Hagerty’s approach to the recovery process stresses developing effective communications and strong partnerships between applicants, the state, and FEMA. This approach minimizes the need for appeals, makes it possible to claim all eligible costs, and closes out recovery in a timely and efficient manner. Most recently, Hagerty worked with the NYC Office of Management and Budget to provide strategic and tactical grants management services for more than \$9 billion in funding through the FEMA PA Program for Hurricane Sandy recovery. This scope of services includes direct support to NYC agencies beginning at the initial site assessment and comprehensive of project formulation, development of PWs, and final financial reconciliation and closeout of grants.</p>
<p>Experience with all categories of work in man-made and natural disasters, with expertise in the tracking of force account labor, equipment reimbursement, supplies, donated services, mutual aid, and contracted services.</p>	<p>Hagerty has worked across all categories of FEMA eligible work and provided support to jurisdictions after floods, hurricanes, and terrorist attacks. We have specific expertise in the development of alternative validation methodologies to streamline the reimbursement of force account labor and force account equipment usage. For one client, we developed a methodological approach to documenting and validating force account labor that increased reimbursement by over \$5 million while minimizing the administrative burden of micro-level documentation usually required by FEMA project specialists.</p>

Qualification

Demonstrated Past Performance

Experience developing, reconciling, or reviewing large federal grants, including PW or federal loans in excess of \$75 million.

Hagerty's grant management experience ranges in size from individual PA Small Projects to capital construction projects completed through the Section 428 PAAP Pilot Program for Permanent Work, valued at over \$480 million. In just one example, Hagerty utilized the flexibility of the Section 428 PAAP Pilot Program to facilitate a communications systems improvement and developed a funding strategy for a **\$150 million** project to modernize a fire department's internal communications systems, converting from copper wiring to fiber optic.

Demonstrated experience developing and implementing innovative solutions to difficult PA and CDBG-DR problems, and innovative uses of these grant streams.

Hagerty assisted in the development of the coordinated match approach to streamline the application of CDBG-DR funds to provide the local match for FEMA PA projects. Our professionals have also supported the development of justifications for PA funding including the eligibility of a hotel sheltering program that used authorities granted by Section 403 of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) to provide essential sheltering to thousands of displaced disaster survivors and over **\$60 million** in reimbursement for our client through the PA Program.

Demonstrated experience in the financial and grants management of FEMA pilot programs to include all the following:

- a. The Section 428 PAAP Pilot Program for Permanent Work;
- b. The Section 428 PAAP Pilot Program for Debris Removal;
- c. The STEP pilot program.

Hagerty has direct applied experience in the PAAP Pilot Program, in addition to our leadership for Sheltering and Temporary Essential Power (STEP). Hagerty assisted in the implementation of the Section 428 PAAP for Permanent Work. To date, our teams have developed more than **\$5.8 billion** in fixed capped grants for one client alone. To support development of these grants, we developed a procedure to validate cost estimates, processes for drawdown, and procedures to leverage the full flexibility of this program. These procedures include a process for streamlining the approval of changes to the scope of work for a recovery project from the original scope used to capture costs for the grant, allowing the applicant to determine the most effective use of recovery funds.

Specific to the Section 428 PAAP for Debris Removal, Hagerty has implemented the program for a number of clients, which ensured the eligibility of additional costs and at more advantageous costs shares than standard debris removal under PA Category A.

Hagerty provided direct support for the implementation and management of the STEP Pilot Program grant. The current value of this emergency work PW is nearly **\$600 million**.

Prior experience performing A-123 Internal Controls Review and Improper Payment Act reviews of US DHS programs.

Hagerty's professionals provided financial management services to the DHS Office of the Chief Finance Officer (OCFO) related to internal controls. This included testing FEMA's Individuals and Households Program (IHP) to determine the percentage and dollar value of improper payments following Hurricane Katrina. We evaluated the root causes for improper payments and developed corrective action recommendations. The intent of these recommendations was to mitigate the risk of future occurrences of erroneous payments in accordance with the *Improper Payments Information Act of 2002* (IPIA) and guidance issued by the Office of Management and Budget (OMB) in OMB Circular A-123, Appendix C.

Prior experience performing internal controls reviews and improper payment reviews.

To provide support to the DHS OCFO, Hagerty performed IPIA in two phases to assess at least one year of financial disbursements from the IHP following Hurricane Katrina. Our services included development of stratified samples, testing payments from each IHP program type, and testing for validity.

Qualification

Experience managing the financial functions of a large-scale disaster reconstruction program.

Experience implementing a comprehensive financial and grant management system for the FEMA PA Program.

Experience in developing letters of interest (LOI) for the FEMA 404 and 406 Hazard Mitigation Program.

Experience working with HUD CDBG-DR grant programs at the federal, state or large local government level, including program design and monitoring.

Experience administering the FEMA Community Disaster Loan (CDL) program.

Experience with interpreting and administering new SRIA rules and programs.

Experience with programmatic disaster closeouts.

Demonstrated Past Performance

Hagerty is currently the prime contractor for NYC's Hurricane Sandy Recovery. As the primary grants manager for this engagement, Hagerty is overseeing a combined federal recovery of more than **\$14 billion** across the FEMA PA, CDBG-DR, and Federal Transit Administration (FTA) funds. We provided similar long-term support to the City of New Orleans to manage their multi-million-dollar recovery following Hurricane Katrina.

Hagerty has implemented our Disaster Financial Management System (DFMS) for every major recovery effort led by our firm since 2005. The DFMS solution offers a flexible tool to support recovery, allowing managers to track reimbursements, revisions to PWs, and the status of projects across a community. If desired, this system may be available to the jurisdictions to support management of PA funding.

Hagerty recently conducted a comprehensive mitigation review for our client to maximize opportunities for increased resilience. Our support resulted in 50 Section 406 hazard mitigation proposals valued at over **\$250 million**, and expedited development of an expanded scope of work for 70 additional Section 404 HMGP applications. To date, nine 404 HMGP applications have been approved, resulting in **\$270 million** in increased disaster resiliency measures. For both 406 and 404, Hagerty's capability is inclusive of the entire hazard mitigation grant lifecycle, including developing LOI and monitoring during project execution.

Hagerty was recently asked to support the State of North Carolina as they initiate their CDBG-DR Program. Our subject matter experts are currently leading development of the Unmet Needs Assessment (UNA) and associated Action Plan, which will be implemented to address unmet housing, infrastructure, economic, and resiliency needs across the state due to Hurricane Matthew. Our professionals provided similar services to the City of Longmont, Colorado following severe floods, transitioning into a program management function for the city and Boulder County Collaborative (BCC), providing expertise and support for management of their **\$60 million grant**.

Hagerty has extensive experience in the CDL Program and currently provides staff and leadership to FEMA to administer the program nation-wide. This includes analysis of 152 Special CDLs to local governments in Louisiana and Mississippi as a result of Hurricane Katrina. Our analysis resulted in more than **60 percent** of all loans approved by FEMA being forgiven due to long-term loss in revenue directly related to the disaster.

Hagerty assisted in the implementation of changes to the PA Program created by SRIA, including the implementation of the PAAP for Permanent Work and Debris Removal. We also helped develop the policies and procedures to implement new arbitration and alternative dispute resolution (ADR) options created by SRIA.

In addition to experience managing standard PA closeout procedures, Hagerty developed an accelerated closeout procedure following the September 11, 2001 attack in NYC, allowing FEMA, the city, and the State of New York to programmatically close out this **\$7.4 billion** disaster under an accelerated timeline with no adverse audit findings.

Qualification

Demonstrated Past Performance

Knowledge and understanding of HUD's Disaster Recovery Grant Reporting (DRGR) data management system, including Action Plan set-up and Quarterly Reporting.

Hagerty has extensive experience working with HUD's DRGR for CDBG-DR grants. For our NYC and BCC clients, our professionals set up our client's Action Plans in DRGR, and have worked in the system to administer the overall program. This includes developing tools to utilize DRGR's data upload functionality to simplify the entry and management of data into the DRGR system. Our consultants are also responsible for developing Quarterly Progress Reports (QPR).

Knowledge of HUD's requirements for housing programs including rehabilitation, reconstruction, acquisition, buyout, relocation, and rental assistance.

Hagerty has experience assisting with all categories of housing programs. Our team is currently assisting the BCC with rehabilitation, mobile home replacement, acquisition and buyout of flooded properties, relocation, temporary rental assistance, and down payment assistance. To date, more than 330 households have been provided with assistance, including 100 buyouts.

Knowledge of HUD's requirements for infrastructure and public facilities including FEMA PA match programs; economic development activities; and HUD requirements for calculating duplication of benefits in compliance with the Stafford Act.

Hagerty has extensive experience assisting our clients with activities related to PA match, economic development, and duplication of benefits. One of our key roles for NYC is assisting with the eligibility and duplication of benefits determinations for matching CDBG-DR to FEMA PA projects. For the BCC, Hagerty has developed the entire infrastructure program for the county and its community partners to implement and manage the workflow for more than **50 infrastructure projects**, approximately 2/3 of which have a coordinated match. Support for all these projects include eligibility and national objective determinations, calculation of duplication of benefits, review of procurement documents and contract awards, Davis Bacon and Section 3 compliance, construction invoicing and draws, and project closeout.

Proven track record proactively and successfully solving disagreements during project formulation rather than through appeals and arbitration.

Over the course of three years of support for our largest municipal client, including 700 PWs written for more than 50 individual agencies, our client has initiated only two appeals – one of which has been resolved in the client's favor. Our professionals are able to minimize appeals by developing white papers, providing justifications, and support based on PA policy to support implementation of the PW. Further, we develop innovative applications of the authorities granted under the Stafford Act to achieve our client's goals based on collaboration with state and federal governments.

Past performance supporting after-action reports and incorporating best practices and lessons learned into plans, policies, and procedures.

Post-incident after-action reviews are a specialty of Hagerty. We supported the Commonwealth of Massachusetts to execute a post-incident review of their response operations, including the capture of mutual-aid costs, following blizzards in 2015. We recently completed a post-incident after-action review for the County of Santa Barbara in California following the Refugio Oil Spill in 2015. Our review included a comprehensive stakeholder engagement process, including engagement and review by county leadership, elected representatives, non-governmental partners, and the general public.

Qualification**Demonstrated Past Performance**

Past experience developing Recovery Redevelopment Plans, Long-Term Recovery Plans following the National Disaster Recovery Framework, Disaster Cost Recovery Plans, and providing Emergency Operations Center (EOC) Augmentation and Response Planning.

Incorporating the lessons learned associated with disaster recovery into preparedness is a specialty of Hagerty. For our clients in Chatham County, Georgia, this support has been comprehensive, including recovery and redevelopment planning for the county and response staff augmentation support during Hurricane Matthew. Our professionals then provided recovery support, including damage assessment and initiation of financial/grant management operations subsequent to providing response support.

Demonstrated, nationally recognized programmatic expertise at the programmatic level.

Our professionals are nationally recognized subject matter experts in disaster recovery. This includes providing training on updated PA policies and implementation programs in multiple FEMA Regions, conference presentations on implementation of the PA Program under SRIA, and most recently course development for an upcoming executive education session in disaster resilience.

Qualifications of the Staff

Hagerty proposes the following professionals to support the jurisdictions. These individuals are identified based on our standard approach to fully understand the needs of the client and tailor our comprehensive team based on who will provide long-term recovery support best fitting the client's needs. Specific to the jurisdictions, we identified the following professionals based on their experience supporting local governments prior to and following disasters; past-performance supporting recovery following flood events; experience working with the State of North Carolina and FEMA Region IV; and subject matter expertise in key areas associated with recovery. Based on the needs of the jurisdictions and the evolution of the recovery operation over time, Hagerty may identify additional staff with experience in essential areas based on the jurisdiction's evolving need, such as PA coordination, PW development, cost estimation, CDBG-DR, and grant closeout. Any additional staff will be drawn from our cadre of over 400 disaster recovery and financial management professionals. It is our policy to present each individual's credentials to the jurisdictions for approval prior to mobilization. Resumes of our proposed team are included in Attachment 1.

Brock Long

Labor Category: Project Executive

Mr. William (Brock) Long, a former Director of Alabama's Emergency Management Agency, has more than 16 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response logistics. While serving as Alabama Governor Bob Riley's Cabinet-level Director of Emergency Management Agency, Mr. Long was the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally-significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command. Mr. Long has been called upon twice to testify before the US Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness. As Hagerty's Executive Vice President, Mr. Long provides strategic direction and leadership to the firm's full complement of emergency management programs and professionals. Currently, he is serving as our Project Executive and chief advisor to Chatham County, Georgia as they recover from Hurricane Matthew. Mr. Long offers subject matter expertise for select projects and continues to contribute to the growing body of knowledge in the emergency management community through the National Emergency Management Association (NEMA) as its Private Sector Chairman. Mr. Long has led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

Mark Misczak, CEM

Labor Category: Subject Matter Expert

Mr. Misczak has more than 26 years of leadership experience in emergency management, policy and regulatory development, benchmarking, performance management, business process improvement, and delivery of federal

disaster programs. Most recently, Mr. Mischak has served as a strategic advisor to NYC's recovery from Hurricane Sandy. Mr. Mischak is a certified emergency manager (CEM) and recognized as a national expert in complex disaster recovery efforts. Prior to joining Hagerty, Mr. Mischak served in key leadership positions within FEMA. His service included Deputy Director and other key Acting Director roles within the Recovery Directorate. He was field deployed to over 20 presidential declared disaster from 1992 onward, which included earthquakes, floods, bombings, hurricanes, wildland fires, and tornadoes amassing to billions of dollars in eligibility associated with PA and Individual Assistance (IA) Programs. As Deputy Director of the IA Division, Mr. Mischak oversaw the programs that delivered funding and direct assistance to our nation's disaster survivors. While serving as a Deputy Director in FEMA's Recovery Directorate, Mr. Mischak worked directly with communities recovering from disaster and federal officials coordinating response and recovery activities. His efforts focused on the needs of services required by individuals and households but also key community functions including restoration of public health delivery systems, repair of critical infrastructure including transportation and utility service, and reestablishment of social services including reopening of schools.

Robert Jenkins

Labor Category: Subject Matter Expert

Robert Jenkins has eighteen years of experience working directly on behalf of FEMA's PA Program, and over 34 years total experience in project management, financial management, and disaster mitigation and recovery. Mr. Jenkins has been involved in emergency management and disaster recovery operations since Hurricane Fran in 1996. He has served as a Project Officer (PO) in the 2004 Florida hurricanes, in the flooding and mudslide disaster in Northern California in 2006, and, in 2006 and 2007, in the Katrina recovery operation. In 2007, Mr. Jenkins served as a PO for the floods in New Jersey and then went to California where he worked on wildfires until the spring of 2008. In the summer of 2008, he was deployed after the Illinois floods and served as a Public Assistance Coordinator (PAC) for southwest Illinois. Mr. Jenkins has prepared PWs for all categories of work, with a particular focus on Categories B, C, and E. On several of his projects he has created unique databases to compile, evaluate and verify documentation for PWs. Prior to joining Hagerty, Mr. Jenkins worked on several FEMA projects, including preparing cost estimates and field oversight work on FEMA's elevation mitigation project valued at \$12 million and including 279 residences. In his work from 1996-2004 as a consultant to applicants and contractors, he prepared damage estimates, PWs, HMGP, and administered debris contracts. He also worked with the North Carolina Department of Transportation (NCDOT) to review paperwork and organize historical information in anticipation audits from the Office of Inspector General (OIG). From 1972-1996, he served as a general and environmental construction supervisor and project manager.

Ken Carper, CFM

Labor Category: Subject Matter Expert

Ken Carper, a flood recovery and response expert, has over 10 years of experience assisting clients dealing with complex or unique water resources, regulatory, or environmental issues. He is a Certified Floodplain Manager (CFM) and a Registered Professional Engineer in North Carolina and Florida. Prior to joining Hagerty, Mr. Carper served as Director of Watershed Services, Practice Area Leader for WK Dickson & Company. While there, Mr. Carper worked on business development, staff management, strategic planning, marketing, quality assurance, and senior project management for projects including, professional services to the North Carolina Division of Water Resources, North Carolina Division of Aviation, and various local governments in Raleigh, North Carolina. Mr. Carper was an employee of Dewberry for five years as a Senior Associate/Manager, Water Resources Services where he handled quality control,

marketing and sales, scope development, cost negotiations, report preparation, organization and management plan development, project management, and strategic planning. He worked on projects including, consulting services to multiple local governments, the North Carolina Division of Emergency Management/Floodplain Mapping Program, and Hazard Mitigation Planning for the Eastern Band of the Cherokee Indians and Mecklenburg County (Raleigh and Charlotte). As a result of hurricane damages, Mr. Carper handled all North Carolina resource mobilizations, became familiar with the FEMA PA, and oversaw his employees' PA work at the Joint Field Office (JFO).

Deborah Siefert

Labor Category: Subject Matter Expert

Ms. Deborah Siefert has over 15 years of experience in the US HUD CDBG program, with ten of those years in CDBG-DR programs. Ms. Siefert has held senior management positions overseeing CDBG-DR programs and projects for hurricanes Katrina, Rita, Ike and Gustav, as well as flooding disasters in Minot, North Dakota; Springfield, Illinois; and, City of Longmont and Boulder County, Colorado. Ms. Siefert has been responsible for initiating CDBG-DR programs including completing UNA and associated Action Plans, writing policies and procedures for housing, infrastructure, economic development, watershed and natural resources, health and social, and community. Currently, she serves as a subject matter expert to the development of the state-wide UNA and Action Plan as a result of Hurricane Matthew. She has managed multiple Disaster Assistance Offices, as well as serve as the client interface working closely to coordinate client needs with program and staff performance. Prior to specializing in CDBG-DR, Ms. Siefert was the lead HUD grants manager for the Low/Moderate Income (LMI) communities of Arlington and Tarrant County, Texas.

Nick Colmenares

Labor Category: Subject Matter Expert

Dr. Nick Colmenares has a 17-year track record of successfully improving the strategic planning, operations, and project/program management practices of disaster management agencies, businesses and university research centers. Currently, Dr. Colmenares provides this support through his company, Risk and Vulnerability Solutions, LLC, based in Raleigh, North Carolina. Before opening his own company, Dr. Colmenares acquired technical skills in hazard mitigation under FEMA Stafford Act Sections 404 and 406 during his tenure as Program Director at the Center for Disaster Management and Humanitarian Assistance (CDMHA) at the University of South Florida. In this role, Dr. Colmenares served as a Program Evaluation Consultant to the US Agency for International Development (USAID) Office of Foreign Disaster Assistance (OFDA) Risk Management Program for Latin America and the Caribbean. Dr. Colmenares has also served as a Mitigation Planning Specialist for FEMA Region IV and as a program management consultant leading the development and implementation of a \$20 million FEMA pilot hazard mitigation program designed to integrate the objectives of FEMA mitigation planning and HMGP. Dr. Colmenares gained further knowledge regarding FEMA's Hazard Mitigation programs while co-authoring the 2008 and 2011 Louisiana State Hazard Mitigation Plan updates, with emphasis on the state's agency capability assessment and state-wide future development trends analysis.

Mark O'Mara

Labor Category: Project Manager

Mr. Mark O'Mara is a highly skilled project manager and construction administration specialist, having worked on six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompasses technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O'Mara's experience includes the design and construction of multi-million dollar buildings in the private sector, utilizing his expertise in helping communities rebuild after disasters. Mr. O'Mara has been instrumental in the FEMA PA Program in examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation. He serves as the project manager to NYC (DR-4085 and DR-4086), managing and overseeing a team of engineers, architects, analysts, and cost estimators in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1 billion of costs incurred by the NYC Department of Parks and Recreation as a direct result of Hurricane Sandy. His work and coordination among federal recovery programs resulted in \$450 million in additional funding to NYC under the FEMA PA Program. Mark O'Mara's past experience includes developing damage descriptions and dimensions (DDD) scopes of work (SOWs), cost estimates, and mitigation proposals associated with large public institutions, jurisdictions, and K-12 education facilities.

Matthew Hochstein, PMP

Labor Category: Project Manager

Mr. Matthew Hochstein is a skilled leader with extensive experience managing and delivering complex projects. The projects he has worked on have increased efficiency through re-designed business processes and transformed existing operating procedures to formulate comprehensive, strategic, and cost effective solutions. Mr. Hochstein is an accomplished facilitator with experience guiding senior-level briefings, programmatic workshops, and policy implementation strategies. He has extensive experience in staffing and managing teams ranging in size to support federal, state, and local government engagements. Mr. Hochstein's achievements include leading a 25-person team in FEMA's first multi-state/region catastrophic planning effort designing the disaster response strategy for four FEMA regions and eight states. Mr. Hochstein is currently supporting the development of the state-wide UNA and Action Plan as a result of Hurricane Matthew. Prior to Hagerty, Mr. Hochstein was a Manager of Strategy and Operations, where he served as the Deputy Program Manager for a Program Management Office (PMO) supporting a \$500 million software implementation. In that role, he re-designed several program processes including rolling out a re-designed business process document review process training over 80 stakeholders. Mr. Hochstein is a certified Project Management Professional (PMP) and has completed HSEEP training.

April Geruso

Labor Category: Project Manager

Ms. April Geruso brings over 10 years of experience as an emergency manager and community planner, specializing in the coordination, analysis, and planning of stakeholder operations at all levels of government and within private/non-profit sectors. With Hagerty, Ms. Geruso has led the planning and oversight process for numerous projects around the country. Ms. Geruso's projects include managing the New England Regional Catastrophic Preparedness Mass Care project and extension project, including the development of a regional resource assessment and gap analysis specifically tailored to catastrophic mass care planning. She led the Metro Boston Homeland Security Region's (MBHSR) evacuation planning process, coordinating with over 170 stakeholders to establish a coordinated operational vision for the nine-jurisdiction UASI area. Additionally, Ms. Geruso coordinated the development of the New Hampshire Recovery Plan. Ms. Geruso's strength as a communicator and consensus-builder is evident in her work for the City of

Philadelphia in the Managing Director's Office of Office of Emergency Management (MDO-OEM). As Deputy Director for Planning at MDO-OEM, Ms. Geruso provided oversight and coordination for all emergency plans developed within MDO-OEM, from the city's evacuation plan to energy assurance and weapons of mass destruction; from mass fatality to long-term recovery. Ms. Geruso developed citywide Incident Action Plans and regularly conducted inter-agency response coordination on location during emergencies and served as EOC Manager.

Kevin Fuller

Labor Category: Project Accountant

Mr. Kevin Fuller is a financial management professional with over six years of experience in the public sector. Mr. Fuller has experience with disaster recovery execution, 404 and 406 Hazard Mitigation programs, data capturing and management, as well as providing support to various jurisdictions with technical assistance, including scope of work and benefit cost analysis (BCA). At Hagerty, Mr. Fuller is currently supporting the clients in Texas (City of Austin, City of Grand Prairie, and Williamson County) and South Carolina (Horry County) to recover from 2015 disasters. His work includes providing financial analysis, general grant management advice, and supports the tracking, spending, drawdowns, and funding from all grant sources. Mr. Fuller is knowledgeable in both the FEMA PA Program and HMGP. Before focusing on the southern US, Mr. Fuller provided project management support to NYC during its \$14 billion recovery from Hurricane Sandy. Prior to his work with Hagerty, Mr. Fuller has worked as a Public Sector Financial Management Senior Consultant with IBM Global Business Services during Hurricane Katrina/Rita Relief Project – Parish Strike Team for FEMA. He successfully negotiated with landowners and parish officials to secure temporary housing sites for hurricane evacuees in two Louisiana parishes.

Arthur Craig

Labor Category: Project Accountant

Mr. Arthur Craig is an emergency management professional specializing in research, data analysis, process improvement, change management, and the implementation of public policy. Mr. Craig is currently supporting the NYC Hurricane Sandy Recovery Project as the engagement's policy director. He provides principal research and coordinates the work of a team of management consultants and subject matter experts engaged in high level, time sensitive policy development projects. These efforts have included supporting the eligibility of the \$650 million Rapid Repairs Program, the development of the \$60 million Hotel Essential Sheltering Program, and the development of a methodological approach to streamline the reimbursement of DAC, which will yield the city in excess of \$300 million in reimbursement while eliminating burdensome documentation standards. In addition to his role with NYC Hurricane Sandy Recovery Project, Mr. Craig has supported Franklin County, Ohio Emergency Management and Homeland Security's development of a climate change report. Creation of the report was initiated by the presidentially established Task Force on Climate Resilience Strategies. The report included the analysis and development of key regulatory recommendations related to Energy Infrastructure, Transportation Infrastructure, Water Infrastructure, Facilities Infrastructure, and Program and Agency Administration. Mr. Craig has also provided advisory services to clients recovering from Hurricane Matthew. This support has included strategic procurement advice to ensure that clients remain in compliance with 2 Code of Federal Regulations (CFR) Part 200.

Shandi Treloar

Labor Category: Project Accountant

Shandi Treloar is an emergency management professional with over a decade of experience supporting communities across the US to become better prepared for disasters and supporting recovery efforts in debris management after a disaster has struck. This experience has provided Ms. Treloar with knowledge across the entire spectrum of emergency management and has afforded her the opportunity to work with some of the nation's best emergency management experts. She gained her first practical experience at FEMA's National Response Coordination Center (NRCC) after Hurricane Katrina hit in August 2005. After this deployment, Ms. Treloar focused on enhancing her capabilities across emergency preparedness and response. Since this time, she has worked with a wide variety of clients, including both private and public organizations, to expand their preparedness, response, and recovery processes, particularly dealing in debris. Recently, Ms. Treloar supported the development of a Debris Management Handbook for the National Cooperative Highway Research Program (NCHRP) and served as a project manager for the Metropolitan Washington Council of Government's Debris Management Program. Ms. Treloar is considered a national subject matter expert in debris management, and has been called upon by agencies all over the country to assist communities in recovering from disasters. In her career, Ms. Treloar has engaged with emergency management leaders at federal and state levels to improve discussions and deliberations regarding private sector initiatives. She is also assisting in promoting the culture of the private sector in preparedness and resilient community-building efforts.

Kimberly Lawton

Labor Category: Project Accountant

Ms. Kimberly Lawton is a financial analyst and emergency management professional. Her responsibilities have included support for information technology systems associated with PW and recovery grant management across a large portfolio in support of Hurricane Sandy recovery. Currently, she is a member of the team starting up recovery in Chatham County, Georgia following Hurricane Matthew. She has been instrumental in support of damage assessments immediately following the storm, establishing project management systems, and working with the County to establish timekeeping systems in support of PW development. As a research assistant of an investment management company and formerly with a brokerage company, Ms. Lawton expanded her knowledge of financial management and its industry-related software systems.

Jordan Rink

Labor Category: Senior Recovery Planner

Mr. Jordan Rink is an emergency management professional with over a decade of experience in assisting jurisdictions with preparing for, mitigating against, responding to, and recovering from disaster. As a first responder, Mr. Rink began his emergency management career serving in key management roles during major disaster recovery operations, including hurricanes Katrina, Rita, and Irene and for mid-Atlantic area winter storms as well as in multiple human-caused and technological incidents. Mr. Rink's disaster recovery expertise has since been used nationally and internationally on projects such as emergency planning, training and exercise projects, high profile special events staging, and other large scale disasters operations. Key to his success has been implementation of realistic and

comprehensive long and short range business plans as well as offering a vital leadership role in facilitating the identification of gaps/needs with synergy to developing cost effective plans to address and close the gaps.

David Schuld

Labor Category: Recovery Planner

Mr. David Schuld has directly managed various disaster responses, political crises and business continuity projects over the past eight years. Mr. Schuld has a wide spectrum of experience including the overall management of Hagerty’s portfolio of active threat programs. Prior to joining Hagerty, Mr. Schuld served as the Chief of Staff (Operations) for the British Embassy during a multitude of crises, including during the 2014 Iraq and Ukraine crises, hurricanes Odile and Gonzalo, the attack on Parliament Hill in Ottawa, and responding to the Ebola outbreak in West Africa. During his time with the British Embassy, he was responsible for the development and management of the active threat best practices for British embassies and high commissions around the world. Mr. Schuld has worked on policy implementation, project management, training and preparedness, and managing crisis operations in the US and abroad. Since returning to working with communities across the US, Mr. Schuld has developed partnerships with public safety agencies at all levels of government and has supported the development of best practices for effective planning and training to prevent, respond, and recover from an active threat events including active shooters and complex coordinated terrorist attacks. He is highly skilled in executing whole community approaches to crisis operations, translating emergency management parlance to laymen terms, and working with national and international partner-agencies to understand the need for emergency preparedness and sustainable after-action reports.

Labor Categories

Hagerty proposes the following labor categories to support the jurisdictions. These labor categories include those pre-identified by the jurisdictions as well as those recommended by Hagerty. Each labor category includes associated years of experience. While we do not anticipate that all labor categories will be leveraged for this initiative, these labor categories and their associated rate structure, presented in the Cost Proposal, will provide Hagerty the flexibility to offer exceptional staff to the jurisdictions across all tasks, including tasks focused on recovery planning and operations.

Table 2: Labor Categories and Qualifications

Labor Category	Qualifications
Project Executive *	15+ years of experience plus minimum college degree.
Subject Matter Expert*	15+ years of experience.
Project Manager*	10+ years of experience plus minimum college degree.
Deputy Project Manager	7+ years of experience plus minimum college degree
Project Accountant*	5+ years of experience plus relevant college degree.
Senior Closeout Specialist*	5+ years of experience plus minimum college degree.
Closeout Specialist*	3+ years of experience plus minimum college degree.
Senior Financial (Grant) Information Management Expert	5+ years of experience plus minimum college degree.
Financial (Grant) Information Management Expert	3+ years of experience plus minimum college degree.
Senior Grant Manager	5+ years of experience plus minimum college degree.
Grant Manager	3+ years of experience plus minimum college degree.
Senior CDBG-DR Coordinator	5+ years of experience plus minimum college degree.
CDBG-DR Coordinator	3+ years of experience plus minimum college degree.
Senior Recovery Planner	5+ years of experience plus minimum college degree.
Recovery Planner	3+ years of experience plus minimum college degree.

Labor Category

Qualifications

Analyst

Up to 2 years of experience plus minimum college degree.

Administrator

Minimum college degree.

An asterisk () indicates labor category and qualifications are defined by the jurisdictions. For all labor categories, years of experience may be substituted for a college degree.*

Past Performance References

The following provides an overview of Hagerty's past performance and references for consideration by the jurisdictions. Should you require additional information regarding our past performance or further references, we will be happy to provide this upon request.



REFERENCE

Dennis Jones, Emergency Management Director, Chatham County Emergency Management Agency / 912-201-4500 / dtjones@chathamcounty.org

Under a five-year standby contract, Hagerty executed multiple engagements with Chatham County. These include continuity of operations (COOP) planning and exercises, recovery and resilience planning support, and most recently, response and recovery support following Hurricane Matthew. Hagerty's professionals are currently supporting recovery operations for the county.

Following Hurricane Matthew, Hagerty rapidly mobilized three personnel to support response within 24 hours of the request. Hagerty's team members supported initiation of financial management operations, damage assessments, and shelter operations at the mobile and fixed EOC as well as through conference calls with our financial management and recovery subject matter experts. As response operations shifted to focus on recovery, Hagerty's team structure and support adjusted accordingly. For the past three months, Hagerty has been working alongside Chatham County to initiate recovery programs and begin to manage funding provided under federal grant programs. Notable accomplishments include supporting Chatham County to:

- » Complete damage assessments and damage inventory within 60 days of FEMA kick-off;
- » Collaborate with the Department of Engineering to prepare scopes of work and cost estimates on multiple large infrastructure projects, resulting in the formulation of 13 PWs valued at more than \$25 million;
- » Develop a recovery budget proposal for presentation and approval by Chatham County Commission;
- » Prepare hazard mitigation project proposals;
- » Complete and submit emergency work projects to FEMA within 60 days of FEMA kick-off;
- » Survey and quantify approximately \$1.5 million in previously unidentified eligible damages to the county's drainage canal system;

- » Support analysis and decision-making to accept the accelerated schedule for debris removal available to the county through the PAAP Pilot Program, resulting in approximately \$1.2 million in additional federal reimbursement;
- » Develop and deploy technical data collection solutions that enabled detailed damage assessments to be collected, analyzed, and reported to FEMA in a geographic information system (GIS)-based format, and successfully meet the statutory deadline of 60 days to identify and report damages;
- » Develop applicant-driven SOWs and hazard mitigation proposals for both completed and to be completed work within four months of receiving a notice to proceed;
- » Appeal FEMA's determination to allow debris removal of private road right-of-ways, which will lead to an additional \$2.5 million in eligible costs; and
- » Develop and win County Commission approval for a Hurricane Matthew fund to provide project and cost reimbursement financing for FEMA-eligible projects.

Hagerty worked closely with County personnel to collect force account labor and information records. We also worked closely with the Department of Engineering to streamline the damage assessment process, which can be used in the future to support response operations.



REFERENCE

Justin Powell, Assistant County Administrator / 843-915-5020 / powellj@horrycounty.org

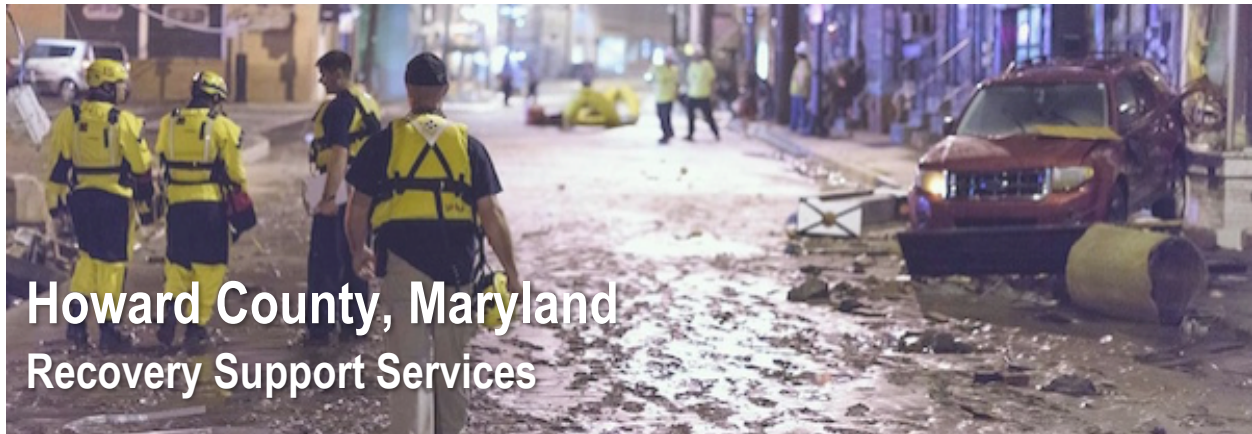
Our approach to recovery services is exemplified by our approach to supporting Horry County, South Carolina. Hagerty has the privilege of assisting the county to recover from the October 2015 flooding event, and because of our experience and qualifications, we have been retained to support recovery from Hurricane Matthew. Under our contract associated with the 2015 flooding event, our accomplishments include:

- » Identifying Category C (Roads and Bridges) PW estimates were low based on FEMA's assessments. By sampling actual costs for roads, Hagerty supported the county to realize a 291 percent increase from the original FEMA estimate, leading to an estimated \$285,462 increase in total for road PWs.
- » Recognizing \$143,785 in missing or improperly denied Category B (Emergency Protective Measures) PW costs.

- » Supporting Horry County to claim \$223,568 in vector control costs initially denied by the South Carolina Emergency Management Division (SCEMD) and at least \$222,162 in beach re-nourishment costs initially ruled ineligible by FEMA. These re-nourishment costs are in addition to the support provided by our team to secure funding for re-nourishment of US Army Corps of Engineers (USACE) beaches.

Our engagement to support the county has been consistently tailored to the evolving needs of county stakeholders. Initially, Hagerty's professionals crafted a plan for project management, aligned with estimated damages, and supported key phases of the grant development process. Our team offered advisory services, attended meetings with federal congressional delegations, and engaged subject matter experts to support eligibility determinations and advocate for the county. Our current support includes tracking projects, spending, drawdowns, and funding across multiple state and federal programs to both prevent duplication of benefits and support future additional grant requests.

Hagerty has been recently awarded a long-term contract to support Horry County for recovery from future disasters. This contract has been activated, and our team is currently deploying to support recovery from Hurricane Matthew.



Howard County, Maryland Recovery Support Services

REFERENCE

Angela Price, Assistant Director / Controller / Finance Department
410-313-2195

On July 30, 2016, Howard County, Maryland received over six inches of rain in a two-hour period, causing in flash flooding that resulted in two deaths and catastrophic property damage. Due to the extent of damage to Howard County, FEMA declared a major disaster on September 16, 2016 for only Howard County, which triggered the statewide declaration threshold on its own.

Shortly after the major disaster declaration, Horry County selected Hagerty to provide comprehensive disaster recovery and financial and grant management services. Estimates indicate that the county sustained at least \$8 million in PA-eligible damages, ranging from debris removal, emergency protective measures, roads, facilities, and water utilities.

Though the recovery process is still ongoing, Hagerty's accomplishments so far include:

- » Assisting the county in the formulation of 27 PWs for a total of \$8.2 million, which is anticipated to rise to \$9-\$10 million after all formulation and versions are completed;
- » Supporting planning and strategizing Howard County's claim for Federal Highway Administration (FHWA) funding for the repair of a damaged federal-aid road, which was not eligible for FEMA funding; and

- » Working through continual pressure from FEMA to accelerate their PW development due to the fact that it was not a multi-county disaster.

Hagerty was able to put in place a process that took into account FEMA's request for unusual expediency, while still ensuring that Howard received the funding they were entitled to and had the oversight/visibility into the development process they desired. The recovery process in Howard County is ongoing.

Technical Approach

As a firm, Hagerty's believes in a holistic approach to supporting our clients, reinforced by a strong foundation in response and recovery plans and execution of recovery programs tailored to the specific needs of the community. Our support is founded in a recovery philosophy, based on developing innovative solutions by matching expertise, proven processes, tailored systems, and local resources by:

1. Assigning staff who have successfully managed similar projects in past;
2. Initiating projects using processes that have worked before; and
3. Hiring and training local staff to execute for our clients.

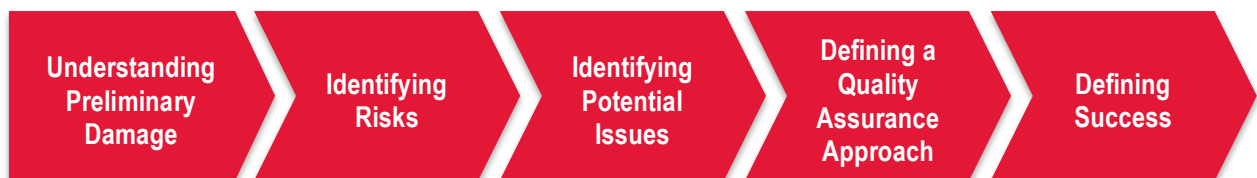
Our project management approach will be scaled to the needs of the jurisdictions, implementing both planning and recovery programs tailored to specific needs and financial constraints, as appropriate.

STRATEGIC PLANNING FOR DISASTER RECOVERY

In order to initiate any recovery operation for the jurisdictions, Hagerty will develop a project management structure to address current open disasters and plan work to support future declarations. Hagerty will accomplish this through a strategic planning process, which may reframe current disaster recovery roles and responsibilities within the jurisdictions, assign Hagerty professionals to specific and strategic roles in support of the jurisdictions, and queue work completed and consultative needs in the most efficient order. The objective of the strategic planning process is to incorporate the best information available and create a roadmap for recovery, including considerations for planning and organization to more effectively recover from future disasters.

The key steps the Hagerty project management team will engage in during the strategic planning process are identified below and include: understanding preliminary damage, identifying risks and potential issues, defining a quality assurance approach, and defining success.

Figure 2: Hagerty's Strategic Planning Process



Our professionals will develop a gap analysis to inform our staffing plan, both for planning and recovery tasks. The strategic planning process will offer insight into the capability and capacity of the jurisdictions' staff, adjusting our staffing plan based on identified needs. Hagerty will also review the jurisdictions' processes for capturing information, accounting, and financial management as a component of the gap analysis, enabling our team to identify actionable improvements and reduce the chance of disallowances of federal recovery funding. Specific to recovery, our staffing plan will include personnel to support coordination with the jurisdictions, local, regional and state stakeholders, and FEMA in a proactive manner, establishing a collaborative relationship between all of our teams and creating a common timeline for recovery.

SCALABLE PROJECT MANAGEMENT FOR RECOVERY

The occurrence of a future disaster is an uncertain event. To help the jurisdictions manage this uncertainty, we recognize the need to request scalable resources from Hagerty based on: the size of the disaster; the portfolio of open disasters; the current capabilities and limitations of the jurisdictions’ personnel; the required technical expertise; and the types of federal assistance available. Our staffing and deployment framework allows us to respond to the jurisdictions’ needs to achieve recovery objectives while maintaining sound management processes and controlling costs.

Hagerty’s engagement structure to support the jurisdictions begins with the assignment of a dedicated project management team. The actual organization and staff utilized to support the jurisdictions will be contingent upon the needs of the jurisdictions, determined in collaboration with the jurisdictions leadership. Key functions will be fulfilled either in an expanded team structure or in a consolidated team structure, leveraging our cadre of more than 400 professionals with expertise in critical recovery issues, including topics like hazard mitigation and grant management. The following table summarizes three model team structures which may be used by Hagerty to support the jurisdictions based on disaster size, resource needs, and federal disaster assistance available to the jurisdictions. These structures are based on teams previously deployed by Hagerty to support recovery for small, mid-sized, and large disaster events.

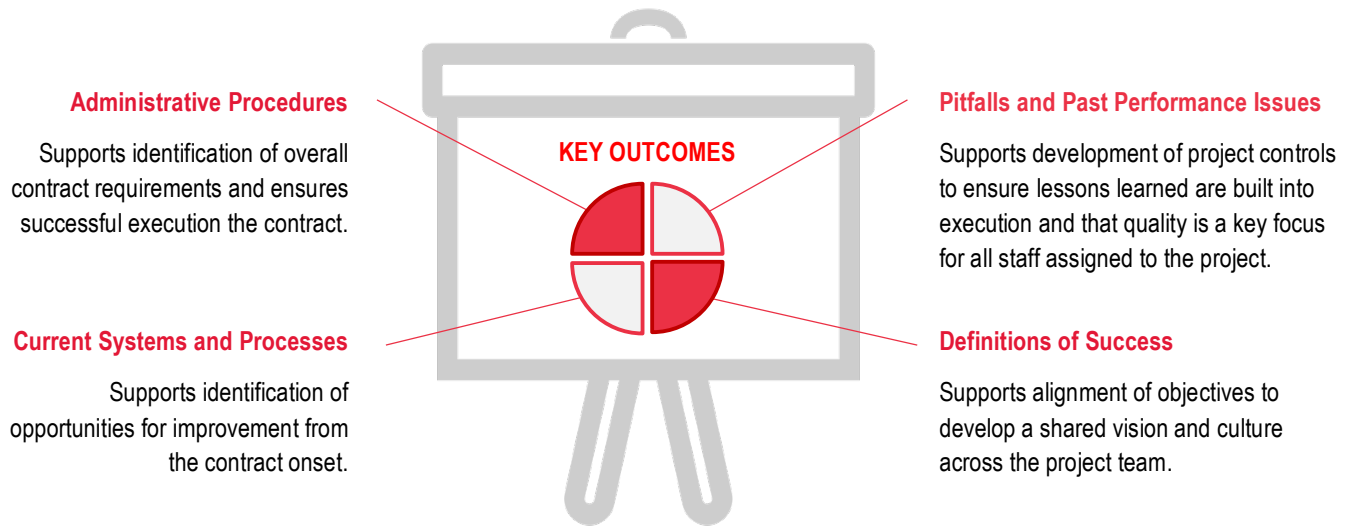
Table 3: Potential Team Structures Deployed by Hagerty to Support the Jurisdictions

Team Type	Team Size	Service Level
Small Project Team	Up to three specialists and subject matter experts	Small specialized and experienced team focused on providing strategic guidance and knowledge transfer training to internal staff. Provides review, advisory services, and policy guidance throughout grant development. May include a tactical team to support damage assessment in the EOC. May also include subject matter expertise in disaster cost recovery and long-term redevelopment.
Standard Project Team	Four to six specialists and subject matter experts	Serves in a training/advisory role, but also includes direct support on more complex projects. For FEMA PA Programs, this includes PW development, cost estimating, and the creation of non-standard methodologies to facilitate FEMA reimbursement. May include implementation of financial management systems to manage/track recovery, as requested. May include field deployed teams to support damage assessments.
Expanded Project Team	Seven to 50 consultants depending on the jurisdictions’ needs in project management, data management, policy, and cost estimating support	Expanded direct support of recovery tasks based on hub and spoke model. The project management team and other core jurisdictions staff will serve as a project management office, with separate smaller teams deployed to various affected departments.

Project Initiation

To support our scalable project management approach, Hagerty will prepare for and execute a kickoff meeting specific to any task our personnel support under this contract. During this meeting, Hagerty will review the jurisdictions’ goals specific to plans or recovery operations, which will be incorporated into our overall Project Management Plan (PMP). Prior to execution of the project, the PMP will be reviewed by the jurisdictions’ project manager and key personnel, ensuring the jurisdictions and Hagerty develop a common vision for project execution.

Figure 3: Key Tasks and Outcomes During the Project Kickoff Meeting



Ongoing Project Management Approach

Hagerty believes in a proactive and collaborative approach to project execution. Frequent communication, proactive information sharing, rapid identification of resources, and analysis of strengths, weaknesses, opportunities, and threats to project execution are all techniques employed by our project and contract managers.

We believe in establishing an effective working relationship with all partners critical to the success of the recovery effort. Local, state, and federal stakeholders are critical to the success of recovery – including both recovery planning and execution of recovery operations. Our Project Manager will facilitate a transparent link between our professionals and the jurisdictions by conducting regular meetings and providing written reports. Hagerty professionals will also represent the jurisdictions at key meetings with local, regional, state, and federal stakeholders, as directed by the jurisdictions leadership. Meeting with these stakeholders from the onset of the contract will allow us to develop a common understanding of key issues, avoid conflict, and establish processes that will be implemented for the duration of the recovery effort.

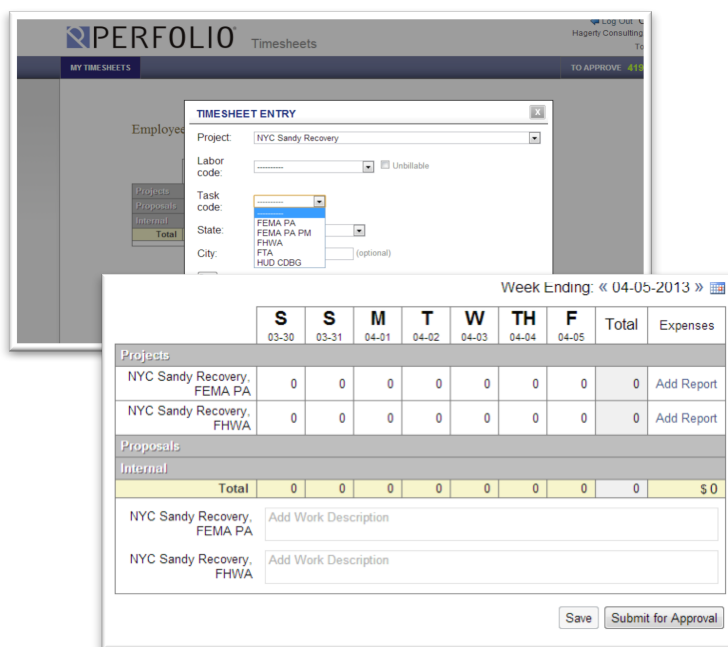
Administrative Controls for Recovery Operations

To control cost, manage scope, and support quality control specific to recovery projects, Hagerty's project management team develops an Administrative Playbook to support every recovery client. This Playbook will contain expectations of Hagerty personnel, definitions of success, logistics, and project controls in accordance with the requirements established by the jurisdictions and the federal funding managed by our team. Most importantly, the playbook will document our process for time tracking to control costs and, to the highest degree, make sure we track our costs for reimbursement by federal agencies, including FEMA. This playbook will be customized to the needs of the jurisdictions based on our unique understanding of the jurisdictions' recovery from winter floods.

Time Tracking: Public Assistance and Other Eligible Activities

Perfolio® is the primary tool that Hagerty uses to document all billings for all consultants assigned to a project. Depending on the scope of the task, Perfolio allows Hagerty to assign codes to allow our project team to capture and classify team appropriately between the PA Program and other grants that may be available to the jurisdictions, such as HUD CDBG-DR grants or the FHWA-Emergency Relief (ER) Program. Work descriptions and the level of detail required will be agreed upon in advance with the jurisdictions, allowing our professionals to provide accurate and timely summaries that substantiate the services provided. This includes continued support to track DAC eligible project costs separately consistent with the requirements of local, regional, state stakeholders and FEMA.

Figure 4: Hagerty Tracks Time and Expenses Specific to the Federal Recovery Program

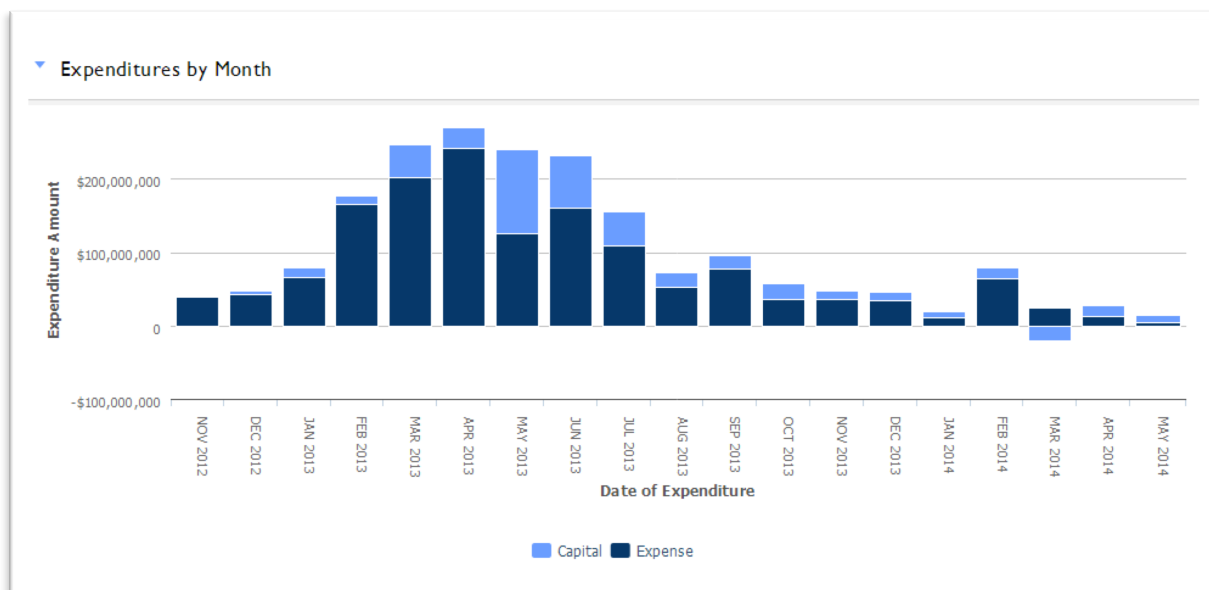


Hagerty's Disaster Financial Management System

In our experience, financial management systems to support recovery should be straightforward, effective, and integrated into current client processes and systems. To support this, Hagerty created our DFMS using the QuickBase® platform, which we customized to better support the City of New Orleans to track Katrina grant funds. The success of the DFMS is evidenced by New Orleans' use of the DFMS following the conclusion of the contract. Our team has deployed DFMS for every large recovery operation since it was developed, including current use by NYC to manage federal grant dollars following Hurricane Sandy.

By using DFMS, we offer the jurisdictions a tool that drives workload, monitors performance, manages queues, generates reports, and supports audit functions. DFMS is customized to existing accounting systems used by the jurisdictions, which will minimize the impact on county and municipal-level staff and use existing structures to create operational efficiency. By providing a high-level of visibility into recovery funding, DFMS enhances program and financial compliance, and promotes an expedient and efficient project delivery. DFMS is an inexpensive system whose basic package can be on line within weeks, and tailored to the jurisdictions' needs over time. By providing better support, transparency, and accountability to the jurisdictions, we can achieve faster obligations and fewer appeals during recovery. Further, much of the work Hagerty will be asked to do for the jurisdictions is reimbursable by FEMA as DAC. We require all staff to track these costs and tie them directly to the work performed on individual projects as specified by current policy using DFMS. This tool is critical to enhancing our capability to capture and appropriately account for all costs, and ensure the cost of our services to the jurisdictions are reimbursable by FEMA.

Figure 5: The DFMS Dashboard Summarizes Expenditures

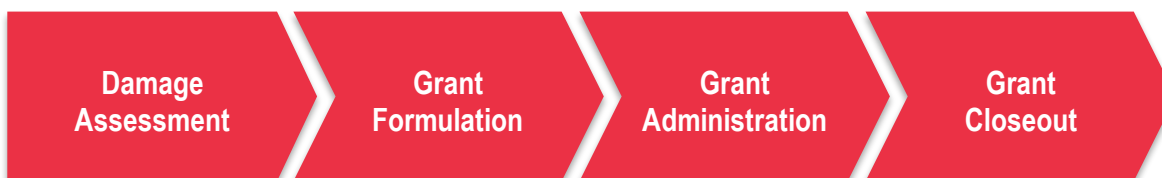


It is important to note that costs associated with development and use of DFMS are not included in this proposal. Should this option be desirable to the jurisdictions, Hagerty can provide additional information regarding system and labor costs to deploy DFMS.

PROJECT APPROACH: PUBLIC ASSISTANCE ADVISORY SERVICES, HAZARD MITIGATION, AND FINANCIAL AND GRANT MANAGEMENT

Hagerty offers the jurisdictions a tested approach to implementing the PA Program. Execution will be tailored to the overall need of the jurisdictions and its communities, leveraging our extensive project experience in managing disaster recovery programs for jurisdictions around the nation. It is important to note that many tasks necessary to execute the PA Program happen concurrently, and we will work collaborative with the jurisdictions to provide necessary services as directed, with an emphasis on helping the counties and municipalities obtain all eligible funding and enhance the capability of local staff. We believe that technical assistance and capacity building are the cornerstones of any effective grants management and disaster recovery program. It is critically important to transfer knowledge and information to build resiliency in the counties and municipalities supported by the jurisdictions.

Figure 6: Summary of Hagerty’s Federal Recovery Grant Program Management Technical Approach



Damage Assessment

The DDD is key to an effective and comprehensive PW and results in successful project funding with FEMA. The purpose of the DDD is to observe and quantify damage and confirm it is a result of the disaster and translate this damage into an appropriate Scope of Work for a PW. We will support the jurisdictions to capture information on damaged facilities as soon as possible, and maintain this information throughout the life of the recovery effort. Depending on the need of the jurisdictions, we may engage in the following tasks to support Damage Assessment.

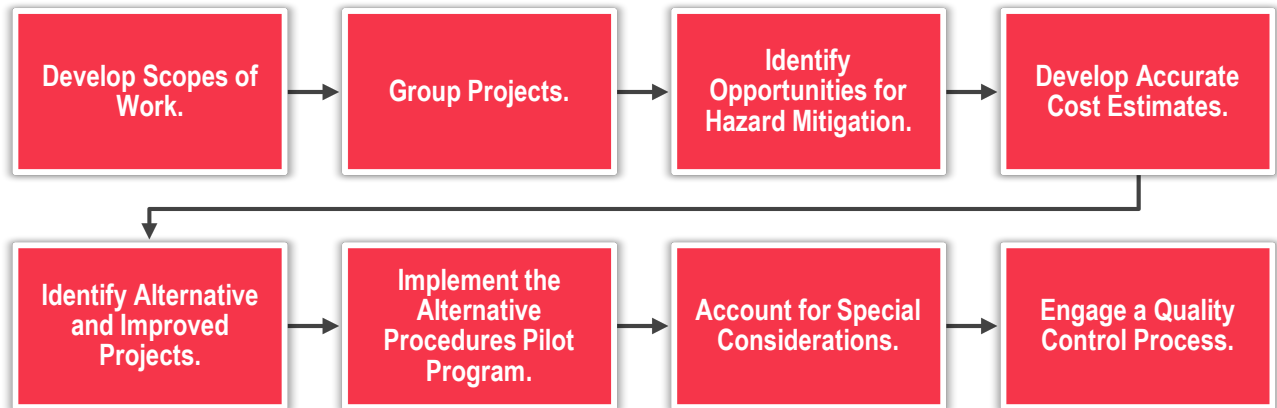
- » **Develop a Damage Assessment Plan.** Contingent on the status of the jurisdictions's comprehensive damage assessment, Hagerty will work to establish a joint damage assessment plan with FEMA. We will focus this plan on high priority infrastructure as identified and defined by the jurisdictions, and ensure the local, regional, and state stakeholders, and FEMA jointly agree to recovery priorities. The plan will be accompanied by a master schedule to guide the pace, timeline, and priority order of assessments to ensure a common understanding among all stakeholders.
- » **Establish Condemnation and Replacement Authority.** In our experience, every recovery has issues around whether to repair or replace infrastructure. If this has not already been established, we will work with the jurisdictions to rapidly establish this authority and the process for making repair and replacement determinations, including identification of personnel to develop engineering studies.

Grant Formulation

Once a Presidential disaster declaration has been made, it takes expertise, knowledge, tactical decision-making, and programmatic acumen to obtain all of the funding that an applicant is entitled to receive. This includes coordination across multiple disaster programs, almost all of which require an application to the responsible federal agency.¹ Hagerty understands these programs and the policies and regulatory requirements that govern cost estimating, project cost accounting, insurance, hazard mitigation, floodplain management, and environmental and historic preservation. We will achieve success for the jurisdictions and its counties and municipalities by developing robust applications, which will minimize ineligibility determinations and limit common issues that arise in the administration of the PA Program. Depending on the need of the jurisdictions, we may engage in the following tasks to support Grant Formulation.

¹ There are more than sixty federal programs that provide funding to recover from disasters. Each program brings with it its own administrative requirements, and often the policies and regulations between programs do not align.

Figure 7: Hagerty's Approach to Grant Formulation



- » **Develop Scopes of Work.** As a reimbursement program, it is critically important that the scopes of work developed for PWs are accurate, clearly written, and complete. Hagerty supports this by offering the jurisdictions a multi-disciplinary team that knows the federal disaster recovery programs. In short, we know the programs, design standards, and appropriate construction methods, and will work with the jurisdictions to further understand its requirements which will enhance our ability to develop scopes of work and maximize funding available to support recovery.
- » **Group Projects.** Recent guidance promulgated by FEMA instructs project specialists to formulate projects by “logically grouping” work. In practice, this has resulted in large permanent work PWs grouping facilities without taking into consideration how an applicant actually does business. Hagerty believes that PWs formulated to align with the business process of the applicant lead to better recovery outcomes.
- » **Identify Opportunities for Hazard Mitigation.** The jurisdictions may be given the opportunity to rebuild facilities and incorporate resiliency measures. Maximizing the amount of hazard mitigation funding the jurisdictions receives is a top priority for Hagerty. Our professionals have had success working with FEMA on broad cost-effective mitigation measures, resulting in HMGP funds that in some cases exceeded 100 percent of the repair cost eligible through the PA Program. We will achieve these results for the jurisdictions by making mitigation central to project development, accomplished by embedding hazard mitigation specialists to review PWs and ensure all possible opportunities to incorporate mitigation are maximized.
- » **Identify Alternative and Improved Projects.** In most cases, the PA Program reimburses applicants for the completion of eligible permanent repair work on an actual cost basis. There are instances where applicants are reimbursed based on capped estimates, known as alternate projects, which require expertise in cost estimating. Hagerty has expertise in cost estimation methods, including developing consistent and accurate estimates, and will work with the jurisdictions to understand when, and how, to engage in alternate projects. The same applies for improved projects, which offers the jurisdictions the opportunity to make improvements while restoring the facility to its pre-disaster function and capacity.
- » **Implement the Alternative Procedures Pilot Program.** SRIA created the Section 428 Alternative Procedures Pilot Program, which allows FEMA to make recovery grants for permanent work projects on the basis of fixed cost estimates. Hagerty will support the jurisdictions to engage the Section 428 Alternative Procedures Pilot Program, including when to use the program and how to minimize the risk associated with the Program. We will accomplish this by weighing the risks of accepting a capped grant rather than receiving

reimbursement on an actual cost basis. This will allow the jurisdictions to make the strategic determination on when to use the Pilot, and open the opportunity to more flexible uses of funding.

- » **Develop Accurate Cost Estimates.** Developing accurate estimates is critically important when designing PWs, implementing the Section 428 Alternative Procedures Pilot Program, and executing Alternate or Improved projects under the PA Program. We have an in-depth understanding of FEMA's Cost Estimating Format (CEF), and will work with the jurisdictions to ensure all assumptions and considerations are consistent and applicable to the actual conditions of the jurisdictions. This quality assurance and review by Hagerty professionals will enhance the accuracy of cost estimates, and result in positive outcomes for the jurisdictions. As necessary, the Hagerty team will provide engineers and other professionals to support development of accurate cost estimates, or will provide support and subject matter expertise to the jurisdictions' engineers.
- » **Account for Special Considerations.** Special considerations, such as environmental and historic preservation reviews, must be kept in mind immediately after a disaster. Hagerty will support the jurisdictions to begin permanent work while considering the National Historical Preservation Act and the National Environmental Protection Act. Incorporating these regulatory requirements during project formulation will help Hagerty ensure the jurisdictions do not engage in work that is later deemed ineligible.
- » **Engage a Quality Control Process.** Hagerty quality control reviews follow a strict process that has resulted in identification of multi-million dollar errors in favor of our clients. We will use quality control reviews not only to ensure the jurisdictions are compliant with FEMA requirements, but to also identify additional funding that might be made available for the jurisdictions.

Grant Administration

Establishing processes to ensure productivity, quality, and performance are essential to effective Grant Administration. Hagerty has a track record of successful grant administration due to our mission focus, talented professionals, and customized DFMS. Depending on the need of the jurisdictions, we may engage in the following tasks to support Grant Administration.

- » **Review Internal Controls.** For over a decade, Hagerty professionals have been focused on helping our clients implement recovery programs in compliance with all federal regulations. Our experience and adherence to regular training for our staff positions us well to review internal controls to identify issues or gaps that may cause a problem during audits and jeopardize federal funding. For the jurisdictions, we will review controls to ensure adherence to all federal requirements, including the recently released "Super Circular" titled *2 CFR Part 200: Government-wide Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, applicable to all disasters declared on or after December 26, 2014. Leveraging checklists and compliance tools, we will work with the jurisdictions to implement balanced compliance by focusing our review systems that do not track finances in accordance with federal programmatic standards.

- » **Manage Versions.** If chosen by the jurisdictions, Hagerty will leverage our DFMS to track and monitor PWs. This will allow our team to examine versions, categories, obligations, and expenditures while offering the jurisdictions an overall snapshot of the PA Program. Monitoring versions, obligations, and expenditures is critical to ensuring compliance with overall PA Program regulations and advancing recovery activities based on available funding.

Figure 8: DFMS Data Visibility on PWs

Agency Code	Agency Name	PW Name	PW Number	FEMA Reference #	Size	Category	Category Type	PW Revenue Source	PW Grant Amount	Obligated Amount	Total PW Expenditures	Percent Expenditures Assigned	Percent Work Complete
846	Department of Parks and Recreation	NYC4301 - Debris Removal Expedited Funding	22	NYC4301	Large	A	Debris Removal	03300	\$14,313,109	\$12,881,798	\$16,595,092	116%	100%
025	Law Department	NYC5601 Emergency relief work	174	NYC5601	Large	B	Emergency Protective Measures	03301	\$89,842	\$80,858	\$91,942	102%	100%
313	Office of Collective Bargaining	NYC5301 Emergency Protective Measures	156	NYC5301	Small	B	Emergency Protective Measures	03301	\$6,030	\$5,427	\$6,269	104%	100%
860	Department of Records and Information Services	NYC4802 Damaged Security System	272	NYC4802	Small	E	Buildings and Equipment	03304	\$2,468	\$2,221	\$2,512	102%	100%
									\$14,411,448	\$12,970,304	\$16,695,814		

- » **Process Progress Payments.** Following grant application and project formation, the PA Program becomes transactional, requiring funds to be drawn-down as work progresses. We will work with the jurisdictions to establish a streamlined payment process by developing mutually agreeable documentation requirements along with FEMA that are concurrent with existing jurisdiction practices. This will ensure the payment process is efficient while limiting the burden on current jurisdictions, county, and municipal staff.
- » **Implement an Appeals Strategy.** As a firm, Hagerty possesses significant experience with federal appeals process, including preparing appeals when necessary. Our strategy to assist the jurisdictions is to first establish open communication between all stakeholders, including local, regional, state and FEMA to minimize appeals. As issues arise, we will work with these parties to identify mutually agreeable strategies. Only after all avenues are exhausted will we develop an appeal, leveraging documentation and subject matter expertise in PA policy to develop a sound argument for the jurisdictions.

Grant Closeout

Recovering from a major disaster takes time. Properly closing out projects completes the recovery process, but there are proactive steps that can be taken early to make this process more efficient. By structuring grant formulation and administration processes around the jurisdictions' internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application and administration process that expedites recovery. Depending on the needs of the jurisdictions, we may engage in the following tasks to support Grant Closeout.

Figure 9: Grant Closeout Support Tasks and Processes

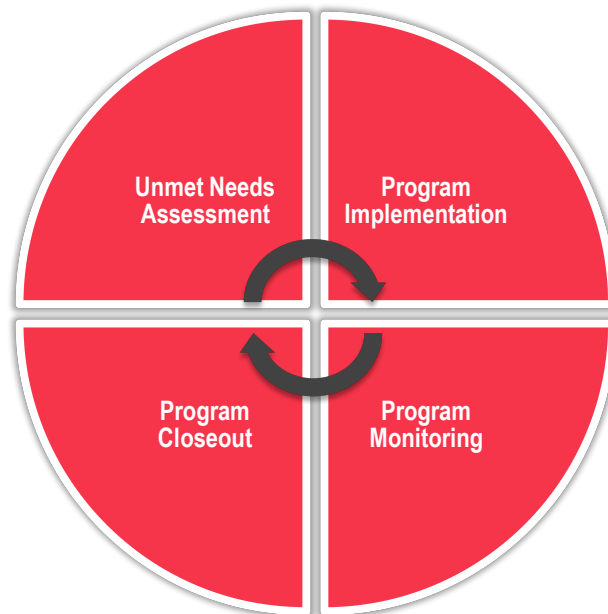


PROJECT APPROACH: COMMUNITY DEVELOPMENT BLOCK GRANT – DISASTER RECOVERY

Hagerty has a diverse background in assisting disaster-affected communities eligible to receive CDBG-DR funds for long-term recovery needs following a major disaster. Hagerty assisted Minot, North Dakota and NYC in administering a direct allocation of HUD CDBG-DR funds. **Our professionals are also assisting the City of Longmont with a direct sub-allocation from the State of Colorado to be administered within Boulder County on a collaborative basis with eight other communities and special districts.** We understand the CDBG and CDBG-DR Programs, and can offer the jurisdictions the right professionals across all program phases, from development of an UNA to project closeout.

The Hagerty team can assist the jurisdictions to coordinate with the state (or other local and regional stakeholders) and federal requirements, designing and implementing programs in housing, infrastructure, economic revitalization, as well as include additional resilient features currently required for use of CDBG-DR.

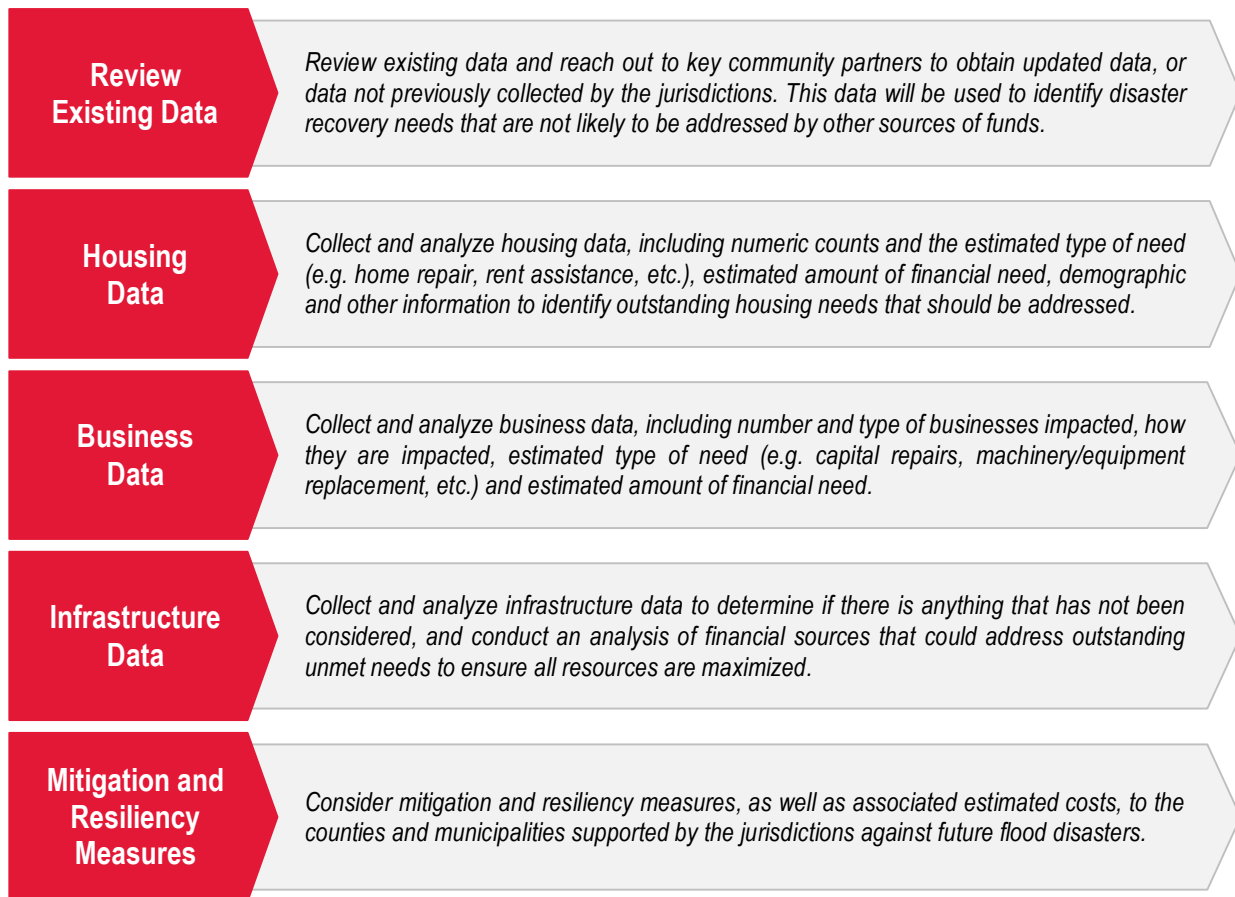
Figure 10: Hagerty's Approach to Community Development Block Grant – Disaster Recovery



Unmet Needs Assessment

In order to support the allocation of CDBG-DR, the UNA outlines the type and location of community needs, enabling the jurisdictions to target limited resources to those areas with the greatest need. The UNA must evaluate three core aspects of recovery: housing, businesses and the economy, and infrastructure. Our professionals will support the following tasks to develop a UNA for the jurisdictions as described in the following graphic:

Figure 11: UNA Development Tasks



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

Program Implementation

Overall technical assistance provided during Program Implementation may include development of the CDBG-DR Action Plan and support to execute the Action Plan. In alignment with our overall recovery philosophy and consistent with our processes for implementing the PA Program, staffing during Program Implementation will be contingent on the needs of the jurisdictions. We may provide staff with a deep background in community economic development. This team will be tailored to the unique needs of the counties and municipalities under the jurisdictions.

In order to support Program Implementation, the Hagerty team will work with the jurisdictions to understand the training and technical assistance needs of the counties, municipalities, and any sub-recipients.

Program Monitoring

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

Performance Meetings

Our professionals may schedule performance meetings to formally assess progress against the Action Plan, and make adjustments as necessary.

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

Program Closeout

In order to support Program Closeout, Hagerty will first file closeout forms on completed projects, including final quality control reviews to assure all appropriate documentation and information is captured. We will also provide technical assistance to the jurisdictions to assure the staff understands required reporting systems, such as the HUD DRGR. We will make sure the jurisdictions have access to any resources they need as they continue execution of the Program independent of Hagerty.

PROJECT APPROACH: COST RECOVERY AND LONG-TERM RECOVERY PLANNING

Hagerty understands and applauds the jurisdictions for being interested in considering pre-disaster recovery planning initiatives within this contract. The following pages outline the planning processes as if they were unique and distinctive. However, to best meet the jurisdictions' planning needs, we propose the following course of action regarding implementation of pre-disaster recovery planning initiatives.

- 1. Develop strategic vision for pre-disaster recovery planning.** Hagerty suggests the jurisdictions think of recovery planning as part of a cohesive resilience program. A locale's priorities for recovery may vary for any number of reasons. We suggest the first course of action the jurisdictions take is to implement a larger resilience program is to establish a strategic vision for recovery, including identifying priorities for planning, implementation, and integration with concurrent, related activities. Hagerty can develop and execute a discovery change workshop to facilitate this process, crafting a working session that will interactively develop a common understanding of recovery objectives. The intended outcome of this vision session would be to have a road map that defines what pre-disaster recovery planning priorities are for the jurisdictions, and a general timeline for implementation of those priorities.

2. **Determine Recovery Organizational Structure.** The National Disaster Recovery Framework (NDRF) provides a structure/framework for establishing an organization for recovery leadership, both in terms of overall management and within recovery support functions (RSF). While these concepts at some level address cost recovery needs for the jurisdictions, they are covered only at a surface level. Therefore it is suggested that a follow up step to a strategic vision, the jurisdictions establish an organizational structure for recovery management and RSFs, including where and how cost recovery operations fit in.
3. **Implement pre-disaster recovery planning initiatives.** Based on the strategic goals identified for recovery planning, and the stakeholders identified as responsible to implement those goals, the jurisdictions may then begin implementation of planning efforts in earnest.

Pre-Disaster Cost Recovery Plan Development

In order to capture and manage costs associated with recovery, Hagerty recommends our clients develop and maintain Pre-Disaster Cost Recovery Plans (DCRP). For the jurisdictions, Hagerty's professionals will work with stakeholders across the jurisdictions to understand the challenges associated with effectively managing post-disaster financial operations as a result of natural disasters make sure our team captures all documentation necessary to formulate grant applications for federal disaster recovery grants and receive reimbursement through these sources for disaster recovery work in the jurisdictions. Based on the findings of our data collection and understanding of the jurisdictions' internal processes, Hagerty will work with the jurisdictions to establish appropriate and legal disaster cost recovery protocols that also address any challenges faced by the jurisdictions as a result of any federally declared disasters. Based on our extensive past performance in pre-disaster cost recovery planning, the DCRP may include the following considerations:

Operational Strategies

- » **Pre-Event Planning and Notification.** Procedures for notifying impacted agencies/organizations and disaster cost recovery leadership to ramp up for an event.
- » **Collecting and Aggregating Initial Damage Assessment Estimates.** Impacted agencies/organizations must do in order to collect and aggregate data required by federal agencies.
- » **Conducting Joint Preliminary Damage Assessments (JPDAs) and Requesting a Disaster Declaration.** Outlines what is required to coordinate and perform JPDAs and request a presidential disaster declaration.
- » **PW/Program of Projects Development.** High level procedures for developing and reviewing PWs and FHWA-ER program of projects.
- » **Project Review, Payment, and Closeout.** High-level roles and responsibilities of participating agencies charged recovery program(s) project review, payment, and closeout activities.

Supplemental Tools

- » **Disaster Recovery Coordination Call Agenda.** Highlighting critical decision and discussion points for individuals responsible for implementing and carrying out plan functions during or after a disaster.
- » **Pre-Scripted Communications.** Standardized language to facilitate notification, requests for information, and critical updates pertaining to disaster cost recovery activities.
- » **Required Forms.** Links or access to forms required for requesting federal disaster relief.
- » **Initial Damage Assessment Estimates Form.** Standardized form for collecting information about damaged assets and facilities based on the information required to apply for federal assistance.

- » **Disaster Cost Recovery Handbook.** An educational tool to communicate important information and actions about disaster cost recovery to agency stakeholders.

To develop a robust DCRP for the jurisdictions, Hagerty recommends this project be completed in the following three phases:



Phase 1: Project Initiation and Document Review

Hagerty will initiate the DCRP planning process by executing a project kickoff meeting with the jurisdictions’ project sponsor to establish a detailed project timeline, review invoicing and administrative issues, and review our **draft PMP** and the **draft DCRP Outline**. We recommend the kickoff meeting be executed onsite, but are flexible to conducting this and subsequent planning meetings via conference call or webinar. Our PMP will document project tasks and associated activities, the period of performance, resource assignments, and project milestones and deliverables. Our skilled project managers and facilitators will lead the project sponsor and any additional stakeholders through the PMP and draft DCRP Outline, receiving feedback and collecting information to understand data and resources available to inform each section of the DCRP. Additionally we will work with the jurisdictions to establish the Core Planning Team (CPT) for this initiative, inclusive of those agencies primarily responsible for initiating cost recovery activities with the state, and coordinating cost recovery activities with pertinent departments and agencies. Our professionals will track and work with the jurisdictions stakeholders to collect any relevant documentation, including disaster cost recovery documents, policies, tools, or plans, to execute a full review of existing disaster cost recovery protocols and inform development of the DCRP.

Phase 1 Deliverables

- ✓ Draft and Final Project Management Plan
- ✓ Draft and Final DCRP Outline
- ✓ Monthly Status Reports

Following the project kickoff meeting, Hagerty will begin conducting the document review, which will result in the **final DCRP Outline**, which Hagerty anticipates will be provided two weeks after the date of the kickoff meeting. We will also revise and create a **final PMP** based on feedback provided by the project sponsor. For the duration of the project, Hagerty will monitor tasks and deliverables against the PMP. To effectively communicate project progress and deliverable status, our project manager will also provide monthly **status reports** to the jurisdictions and set up conference calls on an as-needed basis.

Phase 2: Pre-Disaster Cost Recovery Plan Development

During Phase 2, DCRP Development, Hagerty will conduct a series of **Tactical Planning Meetings (TPMs)** to support the development of the DCRP. Our team will work with the jurisdictions project sponsor to identify and include key individuals to participate in these planning meetings as members of the collaborative planning team, including key stakeholders at the jurisdictions and local jurisdictional levels with experience in emergency management, finance and administration, and key agencies most relevant to disaster cost recovery.

Phase 2 Deliverables

- ✓ Draft DCRP
- ✓ Tactical Planning Meetings and Materials
- ✓ DCRP Workshop and Materials

Tactical Planning Meeting Strategy

Information for the DCRP will be gathered via TPMs, which will enable the Hagerty team to: (1) inform key stakeholders of the purpose, scope, and anticipated activities for the DCRP; (2) develop specific protocols, policies, and procedures for the DCRP; and (3) obtain critical information from stakeholders about the jurisdictions' capacity and capability to perform disaster cost recovery activities. TPM topics are anticipated to include:

- » Lessons Learned in Disaster Cost Recovery Specific to Previous Disasters;
- » Organizational Structure of DCRP Team;
- » Disaster Coordination Call Agenda;
- » Initial Damage Estimates Tool and Pre-Scripted Communications; and
- » Disaster Cost Recovery Handbook.

The DCRP and supplemental tools will be built out during this phase, with modifications incorporated as feedback is provided throughout the TPMs. At a minimum, the DCRP will include an organizational structure for disaster cost recovery, operational strategies, and operational tools to support disaster cost recovery management.

DCRP Workshop

Once the final comprehensive DCRP draft is completed, Hagerty will work with the jurisdictions to distribute it to the CPT and other stakeholders for review. Following a two-week review period, Hagerty will execute a **DCRP Workshop** to present the plan to the CPT and critical stakeholders. Workshop attendees will review the draft DCRP and provide feedback on plan contents, which will be incorporated into the final DCRP, as appropriate.

Phase 3: Project Closeout

As Hagerty finalizes the DCRP, our team will develop the final draft **Disaster Cost Recovery Handbook** to support implementation of the DCRP. This handbook will be transmitted to the CPT and stakeholders for review over a two-week review period. After adjudicating comments, our team will make final revisions to create the **final DCRP** and the **final Disaster Cost Recovery Handbook**.

Phase 3 Deliverables

- ✓ Final DCRP
- ✓ Final Disaster Cost Recovery Handbook
- ✓ Project Closeout Meeting
- ✓ Next Steps Memo

To close out the project, Hagerty will deliver the final documents to the CPT and follow-up with a **project closeout meeting** with the CPT and the jurisdictions' project sponsor. During the closeout meeting, we will review final deliverables and identify any next steps the jurisdictions may consider resulting

from this effort. Discussion from this meeting will be captured in a **next steps memo**, documenting our recommendations and feedback from the jurisdictions, to be delivered on the final date of the project.

Long-Term Disaster Recovery and Redevelopment Planning

Dynamic recovery and redevelopment plans must be flexible and scalable for use during, and following, all types of emergency and disaster events. For the jurisdictions, recovery and redevelopment plans should account for the unique considerations of jurisdictions and populations, including the hazards which may affect the jurisdictions (e.g. floods, wildfires) as well as the makeup of the jurisdictions (e.g. agriculture-based economy, number of unincorporated communities). Additional consideration can be made for the role the jurisdictions may play in regional post-disaster recovery as jurisdictions in the State of North Carolina. Finally, long-term planning priorities for the jurisdictions should be considered (e.g. economic, land use, etc.), as these priorities are those that the jurisdictions regularly sets on behalf of the community in times of non-disaster, and therefore should be viewed as a baseline compass in describing ultimate goals in a community. To support the jurisdictions to develop a pre-disaster recovery and redevelopment plan, Hagerty’s team will implement a planning process consistent with federal guidance contained in FEMA *Comprehensive Preparedness Guide 101 (CPG 101, V2): Developing and Maintaining Emergency Operations Plans*, and FEMA’s *NDRF*. Our professionals are also skilled at developing plans to gain accreditation under the Emergency Management Accreditation Program (EMAP).

Figure 12: Steps in the CPG 101 Planning Process



Hagerty proposes the following approach to supporting the jurisdictions to develop a pre-disaster recovery and recovery plan. This approach is based on internal processes and best practices gained from more than 15 years of experience in emergency management, and accounts for state and federal guidance and structures, including the NDRF. Key tasks, actions, and outcomes associated with each phase are described below.

Phase 1: Project Initiation and Document Review

The most important element to the successful completion of this project is an open line of communication between the jurisdictions, the jurisdictions' stakeholders, and Hagerty. Through this communication, expectations can be fully understood, standards for quality can be established and maintained, and a system of accountability can be sustained. In order to establish this open line of communication from the project onset, upon notice of award, Hagerty's project manager will work with the jurisdictions' project sponsor to schedule a project kickoff meeting via conference call. In support of our kickoff meeting, we will develop an agenda and an overall **PMP**.

During this kickoff meeting, our project manager will work with the jurisdictions' project sponsor to identify stakeholders who will become the CPT. The CPT will be expected to meet periodically during this project and will serve as the primary conduit by which Hagerty will obtain the direction necessary to develop the recovery and redevelopment plan. The CPT should include leaders from across the different functions relevant to the recovery and redevelopment plan, accounting for the considerations critical to both federal and state processes, guidance, and procedures. It is important to note these stakeholders may not be familiar with emergency planning, nor their role in long-term recovery or redevelopment. In order to support the CPT, Hagerty will provide background information and other briefs prior to convening the CPT to prepare them for any meetings and nurture them in the field of disaster recovery and redevelopment, and the overall recovery process. Additional stakeholders may be added to the CPT over time to address any capability gaps identified in preliminary meetings.

Hagerty will also leverage the kickoff meeting to request all relevant documentation from the jurisdictions, and any specific local, regional, and state level plans to support recovery and redevelopment planning. Following the kickoff meeting and all other planning meetings, our team will produce meeting minutes and ensure that participant input is accurately captured and the discussion and vision outlined. Hagerty will also refine the original PMP. Once the PMP is finalized, Hagerty will develop presentation components for the jurisdictions' initial planning meeting.

Continuous Project Management

For the duration of the project, Hagerty's project manager will monitor actions and project deliverables against the PMP. To effectively communicate project progress and deliverable status, the project manager will establish for coordination calls and status reports, on a minimum monthly basis.

Phase 2: Initial Planning Meeting

To clarify the approach, timelines, expectations, and benefits associated with participation in the recovery and redevelopment planning process, Hagerty will hold an initial planning meeting (IPM) to:

- » Provide an introduction to recovery planning, including a review of the NDRF;
- » Present an overview of Hagerty's planning process and timelines;
- » Review templates for the base recovery plan and any annexes, as applicable;
- » Review and develop assumptions, goals, and objectives;
- » Identify RSFs and jurisdictions-level leadership; and
- » Discuss next steps in the planning process.

Based on our previous experience and institutional knowledge of the subject matter, the IPM will be extremely important in helping establish the success of the project and should be co-facilitated by the jurisdictions' project sponsor. While previous planning done by Hagerty throughout the nation can be leveraged to expedite planning, ultimately these plans will be refined, modified, and implemented by the jurisdictions and participating jurisdictions.

Phase 3: Assessment and Gaps Analysis

With the kickoff meeting complete and the CPT defined, Hagerty will review all relevant documents, guidelines, plans, policies, and procedures related to the disaster response and recovery. The purpose of this review will be twofold. First, the Hagerty team will assess each risks, impacts, and consequences following a disaster event. Second, our team will evaluate planning and regulatory strengths and weaknesses, organizational and staff resources available for recovery management, financial strengths and weaknesses, as well as communication and outreach strengths and weaknesses.

Reviewed documents should include, at a minimum: the jurisdictions emergency operations plans (EOPs), existing state, county, local or regional recovery plans and annexes, mitigation plans, damage assessment plans, debris management plans, recovery administration procedures, COOP plans, continuity of government (COG) plans, regional capability assessments, state recovery frameworks, and available HAZUS data or maps.

To gain a better insight into the jurisdictions and jurisdiction capability, Hagerty will create a survey to assess the status of long-term recovery capacity and identify capability targets. This survey (in user-friendly Excel format or web-based format) will go through one review before dissemination to the CPT. In order to expand recovery planning to the whole community, including business and non-profit organizations, Hagerty recommends the jurisdictions' project sponsor also disseminate this survey to audiences through social media and advertisements through organizations such as the Chamber of Commerce, houses of worship, and community-based organizations.

After reviewing documentation and analyzing survey results, Hagerty will generate a findings report and formally share the evaluation results at an information gathering and validation meeting. The findings report will clearly identify divergence from federal and state compliance standards and identify courses of action to align the base recovery plan, annexes, and appendices with industry best practices. The information gathering and validation planning meeting will be used to present Hagerty's assessment and gap analysis findings report.

Phase 4: Development of Base Recovery Plan, Annexes, and Appendices

Hagerty understands the jurisdictions' recovery and redevelopment plan will be unique. However, we recommend the jurisdictions' plan include the following, in alignment with and (where meaningful) building on the NDRF and state recovery frameworks:

- » A post-disaster recovery organizational structure, including where cost recovery organizational structure fits in/aligns;
- » Suggestions for which agencies / organizations will serve as coordinating and supporting agencies for each of the RSFs;
- » A desired skill sets and credentials for local recovery leaders and identify who will serve as the Local Disaster Recovery Manager (LDRM);
- » Sources of technical and administrative support;
- » Recovery operations and strategies, including a management team outline to assist the jurisdiction in administration of the recovery process;
- » Redevelopment activities, including leadership and roles and responsibilities; and
- » A process for making decisions and enacting recovery policies post disaster.

The base plan will be developed based on our research and input from the CPT. Concepts and additional guidance will be built in annexes, including annexes focused on resilience/redevelopment, as applicable to the specific scope of work sought by the jurisdictions.

Phase 5: Mid-term Planning Meeting and Tactical Planning Meetings

The mid-term planning meeting (MPM) will be used to present the draft base recovery and redevelopment plan to the CPT. To support the meeting, Hagerty will conduct the following tasks:

- » Design objectives for the mid-term planning meeting;
- » Generate agendas to support these objectives;
- » Draft a summary PowerPoint to provide stakeholders with a review of key decision notes; and
- » Facilitate each meeting while collecting notes and feedback.

During the MPM, Hagerty will convene stakeholders to facilitate a planning meeting aimed at gathering additional information for the plan, annexes, and appendices, as well as collecting feedback on the current draft. Topics to be discussed may include responsibilities of the jurisdictions, partner agencies, and community stakeholders for carrying out specific actions during recovery; transition from response to recovery operations; lines of authority and organizational relationships, including relationships with FEMA, state, regional and local stakeholders; key activities and priorities and associated courses of action; and personnel, equipment, facilities, supplies, and other resources available within state or by agreement with other jurisdictions to facilitate recovery.

Tactical Planning Meeting Strategy

As part of the MPM, Hagerty will also schedule individual RSF and a redevelopment appendix TPM. These meetings will allow the lead and coordinating agencies for each RSF and redevelopment stakeholders to provide additional information and feedback for the recovery plan. The following TPMs are, at minimum, suggested:

- » Community Planning and Capacity Building;
- » Economic Recovery;
- » Health and Social Services;
- » Housing;
- » Infrastructure Systems;
- » Natural and Cultural Resources; and
- » Redevelopment Appendix.

Following these meetings, Hagerty will work to incorporate all feedback received into the appropriate plan annexes and appendices, and follow-up with any additional question and direct calls to appropriate stakeholders.

Phase 6: Final Plan Review

After comments and feedback are incorporated from the MPM, Hagerty will provide the CPT with final drafts of the base recovery plan, annexes, and appendices. During the final planning meeting, these deliverables will be reviewed at a three-to-four-hour workshop where each element of the plan and/or annexes are presented and discussed. Comments will be documented by Hagerty and, to the extent possible, included in the final drafts. While not all comments may be ultimately included, it has been our experience that the greater the stakeholder engagement in the process, the more ownership and buy-in by participants is built.

Phase 7: Project Closeout

Once all products have been completed and the final planning meeting has been delivered, Hagerty will conduct a close-out meeting with the jurisdictions to review the project and performance. Hagerty will implement our project closeout process to ensure that all requirements of the contract were met, and that data and information collected by

the Hagerty team is turned over to the jurisdictions. Discussion from this meeting will be captured in a **next steps memo**, documenting our recommendations and feedback from the jurisdictions, to be delivered on the final date of the project.

Compliance with Local, State, and Federal Requirements

Hagerty Consulting is in compliance with all local, state, and federal requirements identified by the jurisdictions, including those included in the Request for Proposals. We understand that if we include any subcontractors to support our services provided to the jurisdictions, these requirements must be included in any and all agreements.

Insurance

See Below



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/13/2016

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 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).

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		INSURER(S) AFFORDING COVERAGE	
		INSURER A: The Continental Insurance Company	NAIC # 35289
INSURED		INSURER B: National Fire Insurance Company of	20478
Hagerty Consulting		INSURER C: Valley Forge Insurance Company	20508
1618 Orrington Ave, Suite 201		INSURER D: Certain Underwriters at Lloyds	
Evanston IL 60201		INSURER E:	
		INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 17-18

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 checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			6023741069	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 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
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			6023741055	1/1/2017	1/1/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			6023741072	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	6023741041 6023741086 - CA \$1,000,000	1/1/2017	1/1/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
D	Professional			W17828170301	1/1/2017	1/1/2018	Ea Claim / Aggregate \$2,000,000

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

CERTIFICATE HOLDER

fhalas@hayscompanies.com

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

James Hays/FHALAS

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Cost Proposal

See Below

COST PROPOSAL FORM

The hourly labor rates shall include all applicable overhead and profit. All non-labor related other than direct costs, including travel and lodging, will be billed to the jurisdictions at cost without mark-up.

<u>POSITIONS</u>	<u>HOURLY RATES</u>
Project Executive	\$235
Subject Matter Expert	\$200
Project Manager	\$160
Project Accountant	\$155
Senior Closeout Specialist	\$150
Closeout Specialist	\$130
Other: Deputy Project Manager	\$140
Other: Senior Financial (Grant) Information Management Expert	\$155
Other: Senior Grant Manager	\$135
Other: Senior Grant Manager	\$155

OTHER REQUIRED POSITIONS

Proposer may include other positions, with hourly rates and attach a job description and required years of experience for each position.

Position	Hourly Rates
Grant Manager	\$135
Senior CDBG-DR Coordinator	\$160
CDBG-DR Coordinator	\$140
Senior Recovery Planner	\$160
Recovery Planner	\$125
Analyst	\$100
Administrator	\$75

Attachment 1: Resumes

See Below

William “Brock” Long, CEM

Project Executive



Education

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

Relevant Highlights

- Former Director of the Alabama Emergency Management Agency
- Alabama Incident Commander for the BP Deepwater Horizon Oil Rig Incident
- Received “Outstanding Achievement and Dedication to FEMA” awards, 2002-2004
- National Hurricane Program Manager for FEMA Region IV and Evacuation Study Lead
- Former Alabama State Coordinating Officer for state declared disaster events
- USDOT/FEMA Evacuation Liaison Team Leader
- FEMA National Integration Center, Evacuation Subject Matter Expert
- Certified Local Emergency Manager (Alabama)
- NEMA Private Sector Committee Chairman, 2013 - 2015

Professional Bio

Mr. William (Brock) Long, a former Director of Alabama’s Emergency Management Agency, has more than 16 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response logistics.

While serving as Alabama Governor Bob Riley’s Cabinet-level Director of Emergency Management Agency, Mr. Long was the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the Federal Emergency Management Agency (FEMA) National Advisory Committee advising the sub-committee for response and recovery. During the nationally-significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command. Mr. Long has been called upon twice to testify before the United States (US) Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness.

As Hagerty Consulting’s Executive Vice President, Mr. Long provides strategic direction and leadership to the firm’s full complement of emergency management programs and professionals. Currently, he is serving as our Project Executive and chief advisor to Chatham County, Georgia as they recover from Hurricane Matthew. Mr. Long offers subject matter expertise for select projects and continues to contribute to the growing body of knowledge in the emergency management community through the National Emergency Management Association (NEMA) as its Private Sector Chairman. Mr. Long has led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

Relevant Project Experience

Subject Matter Expert / Planner | Hurricane Matthew Recovery | Chatham County

- Serves as a part of the recovery effort for disaster relief for Chatham County following Hurricane Matthew.

Controller | Active Threat FSE | Cook County, IL, Department of Homeland Security and Emergency Management (DHSEM)

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

William “Brock” Long, CEM

Project Executive



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

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

Project Executive | Emergency Operations Plan (EOP) Workshop and TTX | University of North County (UNC) Asheville

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

Exercise Evaluator | Hurricane TTX | Florida International University

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

Project Executive | Emergency Operations Center Functional Exercise (FE) | Centre Region Council of Governments and Penn State University

- Oversaw the design and execution of an FE using a regional scenario designed to require mutual aid and multi-jurisdiction coordination and collaboration. Project deliverables included the Exercise Plan, Master Scenario Events List, Controller/Evaluator Handbook, and Exercise Evaluation Guides. Following the exercise, a hotwash was conducted, in which exercise participants were asked for initial observations about what went well and what could be improved in both the conduct of the exercise and in the discussion of objectives.

Project Executive | COOP Training and TTX | Chatham County, Georgia

- Managed the development and facilitation of two COOP TTXs which assisted 19 participating departments within the County in evaluating their ability to maintain essential functions after a catastrophic event. The exercise required departments to activate their COOP and relocate to alternate facilities. Issues discussed during the exercise included the identification of additional alternate facilities, prioritizing essential functions for Information Technology (IT) restoration and use of limited resources, payroll operations, telework capabilities, IT requirements and computer applications required for alternate facilities.

Project Executive | Active Shooter TTX | UNC Wilmington

- Provided oversight and direction for the design of an active shooter TTX to validate multiple components of the all-hazards Emergency Operations Plan (EOP). The exercise scenario focused on a workplace violence event with multiple casualties. The Situation Manual and scenario sequence of events was tailored to examine all issues surrounding this event, including Planning, Emergency Public Safety and Security Response, Citizen Evacuation and Shelter-in-place, as well as Economic and Community Recovery Target Capabilities and the critical tasks associated with each.

William “Brock” Long, CEM

Project Executive



Project Executive / Subject Matter Expert | Shelter Operations TTX and FSE | Prince William County, Virginia

- Provided leadership and subject matter expertise for a TTX that allowed shelter managers, team leaders, County officials, first responders and other Emergency Support Function (ESF)-6 partners to be exposed to the changes in the Shelter Operations Plan to help them understand their roles and responsibilities, validate planning assumptions, identify any changes needed. As a follow on to the TTX, Mr. Long led a Hagerty team of professionals in designing a FSE to further test the County's Shelter Operations Plan by activating and operating a shelter.

Project Executive | California Statewide Medical and Health Exercise Program TTX | Monterey County, CA

- Provided oversight and subject matter expertise to support Monterey County's participation in the TTX portion of the California Statewide Medical and Health Exercise Program for 2013 and 2014.

Project Executive | Emergency Response Plan, Training, and TTX | Santa Clara County, CA, Departments of Environmental Health and Public Health

- Provide subject matter expertise to support the development of an environmental health emergency response plan, training, and TTX for the Departments of Environmental Health and Public Health.

Project Executive | Quarantine and Isolation Plan and TTX | Cook County, IL, Department of Public Health

- Provided oversight and direction for the development of a Quarantine and Isolation Plan and an associated TTX.

Project Executive | Exercise Series | New England Regional Catastrophic Planning Initiative

- Supported the planning and facilitation of 12 TTXs, Functional Exercises (FEs), and FSE drills with participants ranging from 15 to 75 people. These exercises focused on cybersecurity, logistics (including activation of state staging areas and commodity points of distribution), shelter operations, household pet shelter operations, and mass feeding operations.

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

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

Director | Alabama Emergency Management Agency (AEMA) / Deputy Director | Alabama Department of Homeland Security (ALDHS)

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

Region IV National Hurricane Program Manager | FEMA Region IV Hurricane Plans | FEMA

- Provided hurricane emergency planning, preparedness, and response technical assistance to decision-making officials at all government levels in Region IV (Kentucky, North Carolina, South Carolina, Georgia, Florida, Alabama, and Mississippi).

William “Brock” Long, CEM

Project Executive



Statewide Emergency Planner/Hurricane Specialist | Office of the Governor | Georgia Emergency Management Agency (GEMA)

- Supervised local emergency operations plans for 55 county governments in South Georgia and served as GEMA responder for various disasters, states of emergency, and federal disaster declarations.

Statewide Emergency Planner/Hurricane Specialist | Office of the Governor | GEMA

- Provided training, technical assistance, and incident response to education officials, public safety professionals, and citizens of Georgia on the issues of school safety and terrorism for 70 counties, including training courses in the areas of Emergency Operations Planning, Crisis Response and Recovery, Bomb Threat Management, and Visual Weapons Screening for schools. Mr. Long also assisted local public safety officials in exercise design and facilitation of full scale emergency drills involving schools and served as a Terrorism/School Violence class instructor for School Resource Police Officers at the Georgia Public Safety Training Center as a Georgia Public Safety Certified Instructor.

Lead Instructor | FEMA Training Instructor for National Emergency Management Institute (EMI) | FEMA

- Served as the Lead Instructor for L-324 Community Hurricane Preparedness, taught at the National Hurricane Center, G-363 Hurricane Readiness field course, and the Hurricane Readiness for Inland Communities course.

Employment History

Hagerty Consulting, Inc., Executive Vice President, 2011-Present

Alabama Emergency Management Agency, Director, 2008-2011

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

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

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

Education

- Security Clearance Top-Secret (SSBI)
- Graduate of Harvard University's National Preparedness Leadership Initiative – Cohort VII (NPLI) 2010-2011
- Graduate of accredited SES, Senior Leadership Program at George Washington University
- Significant academic studies conducted at the University of North Texas specifically in the discipline of Emergency Administration and Planning
- Over 100 hours of recent continued education in Emergency Management

Relevant Highlights

- Executive leadership for recovery operations
- Subject matter expertise and policy support

Professional Bio

Mr. Misczak has more than 26 years of leadership experience in emergency management, policy and regulatory development, benchmarking, performance management, business process improvement, and delivery of federal disaster programs. Most recently, Mr. Misczak has served as a strategic advisor to New York City's (NYC's) recovery from Hurricane Sandy. Mr. Misczak is a certified emergency manager (CEM) and recognized as a national expert in complex disaster recovery efforts.

Prior to joining Hagerty Consulting, Mr. Misczak served in key leadership positions within the Federal Emergency Management Agency (FEMA). His service included Deputy Director and other key Acting Director roles within the Recovery Directorate. He was field deployed to over 20 presidential declared disaster from 1992 onward that included earthquakes, floods, bombings, hurricanes, wildland fires, and tornadoes amassing to billions of dollars in eligibility to public and individual assistance programs.

As Deputy Director of the Individual Assistance (IA) Division, Mr. Misczak oversaw the programs that delivered funding and direct assistance to our nation's disaster survivors. While serving as a Deputy Director in FEMA's Recovery Directorate, Mark worked directly with communities recovering from disaster and federal officials coordinating response and recovery activities. His efforts focused on the needs of services required by individuals and households but also key community functions including restoration of public health delivery systems, repair of critical infrastructure including transportation and utility service, and reestablishment of social services including reopening of schools.

During his time at FEMA, Mark advised Mayor Michael Bloomberg's Housing Recovery Office and other local officials after Hurricane Sandy. He worked in partnership with other FEMA leaders, the New York Governor's Office, and the Mayor's staff to assist survivors in ways never previously offered by FEMA. One of the key programs Mr. Misczak helped institute was the NYC Rapid Repairs Program, a pilot program that helped survivors shelter in place. The pilot has been praised for its innovations and efficiencies in serving the needs of disaster survivors.

Upon leaving FEMA, Mr. Misczak joined Hagerty Consulting as the Director of Recovery. In this role, he is a key policy advisor to the NYC Office of Management and Budget (OMB) and number of at risk communities across the nation. Mr. Misczak is a graduate of the Senior Leadership Program from George Washington University and Harvard University's National Preparedness Leadership Initiative.

Relevant Project Experience

Subject Matter Expert | NYC Office of Management and Budget (OMB) | Hagerty Consulting, Inc.

- Provides subject matter expertise to NYC leadership regarding FEMA's Public Assistance (PA) Program, 406 Hazard Mitigation, 404 Hazard Mitigation, cost estimating, policy and finance, insurance advisory services, and Community Development Block Grant-Disaster Recovery (CDBG-DR).

Mark Misczak, CEM

Subject Matter Expert



Subject Matter Expert | City of Longmont | Hagerty Consulting, Inc.

- Provides subject matter expertise to city leadership regarding FEMA's PA, 406 Hazard Mitigation, 404 Hazard Mitigation, cost estimating, policy and finance, insurance advisory services, and the CDBG.

Program Director of Recovery Operations | NYC Hurricane Sandy | Public Financial Management

- Provided executive level management consulting to senior NYC leadership as well as process design, training development, and daily performance oversight for contract services including but not limited to: registration intake, eligibility review and determinations, business processes, customer outreach and messaging, call center and customer mailing services and counseling services in connection with a Department of Housing and Urban Development (HUD)-funded program to provide aid to homeowners impact by Hurricane Sandy.
- Managed larger, multi-vendor, service delivery projects with multiple front-line delivery firms at various project sites with differing delivery points, and facilitated interaction with senior government officials, other stakeholders, and the public.

IA Branch Chief | Hurricanes Katrina and Rita | FEMA

- Supervised the delivery of all IA programs including the Katrina direct housing mission, which delivered more than 80,000 units in under a 10-month period. This was nearly 10 times the number of units delivered in this same time in any other FEMA recovery effort to date.
- Managed 400-500 FEMA surge employees in the Joint Field Office and directed the work of between 3,500-4,000 contract and Other Federal Agency (OFA) employees.
- Provided technical guidance for systems setup and delivery to ensure call routing in support of FEMA's Direct Housing Program; and provided oversight of Multi-user databases to manage applicant information with contract firms which resulted in more timely and cost effective verification of duplication of benefits.

IA Branch Chief | Various Disasters | FEMA

- Third party reviews of Disaster Case Management Pilot and the Disaster Housing Assistance Program (DHAP).
- Supervised and implemented Rapid Needs Assessments (RNA) and Preliminary Damage Assessments (PDA) for multiple disasters between 2003 and 2007.
- Participated directly with FEMA Recovery leaders in the formulation of Recovery measures with the strategic use of FEMA's Individual Assistance Programs, Public Assistance programs to include Critical Facilities and the Community Disaster Loan Program, and Emergency Support Function 14.

Director Office of Cerro Grande Fire Claims | FEMA

- Served as the Director of the FEMA Office of Cerro Grande Fire Claims to developed new techniques as it relates to the oversight, legislative interpretations, and daily management of FEMA's office that provided assistance under the Cerro Grande Fire Assistance Act.
- Direct oversight on the preparation of the annual report to congress.

Employment History

Hagerty Consulting, Inc., Director of Recovery, 2014-Present

Public Financial Management, Inc., Program Director, 2013-2014

Federal Emergency Management Agency, Various Positions including Deputy Director of the IA Division, 1991-2003

Robert Jenkins

Subject Matter Expert



Education

- Bachelor of Science in Business Administration, East Carolina University

Relevant Highlights

- Developed citizen inquiry tracking system for debris operations in Chesapeake, VA and San Bernardino, CA
- Converted 600,000 NCDOT mainframe computer records to a format that allowed flexibility for compiling and presenting cost data
- Developed estimating program to quickly assign costs to mitigation projects considered for elevation
- Prepared \$6 million estimate and documentation for Belhaven, NC school mitigation project
- Developed an invoice and change order tracking system for elevation projects that was adopted by North Carolina DEM

Professional Bio

Robert Jenkins has two years of experience working directly on behalf of the Federal Emergency Management Agency (FEMA)'s Public Assistance (PA) Program, and over 34 years of total experience in project management, financial management, and disaster mitigation and recovery.

Mr. Jenkins has been involved in emergency management and disaster recovery operations since Hurricane Fran in 1996. He has served as a Project Officer (PO) in the 2004 Florida hurricanes, in the flooding and mudslide disaster in Northern California in 2006, and, in 2006 and 2007, in the Katrina recovery operation. In 2007, Mr. Jenkins served as a PO for the floods in New Jersey and then went to California where he worked on wildfires until the spring of 2008. In the summer of 2008, he was deployed after the Illinois floods and served as a Public Assistance Coordinator (PAC) for southwest Illinois. Mr. Jenkins has prepared Project Worksheets (PW) for all categories of work, with a particular focus on Categories B, C, and E. On several of his projects he has created unique databases to compile, evaluate and verify documentation for PWs.

Prior to joining Hagerty, Mr. Jenkins worked on several FEMA projects, including preparing cost estimates and field oversight work on FEMA's elevation mitigation project valued at \$12 million and including 279 residences. In his work from 1996-2004 as a consultant to applicants and contractors, he prepared damage estimates, PWs, Hazard Mitigation Grant Programs (HMGP) and administered debris contracts. He also worked with the North Carolina Department of Transportation (NCDOT) to review paperwork and organize historical information in anticipation audits from the Office of Inspector General (OIG). From 1972-1996, he served as a general and environmental construction supervisor and project manager.

Relevant Project Experience

Public Assistance Coordinator | Midwest Severe Storms | Hagerty Consulting, Inc.

- Served as a FEMA PAC to support the recovery operation from severe storms and flooding in the Midwest.

Public Assistance Program Public Officer | Northern California Flooding and Mudslides | Hagerty Consulting, Inc.

- Served as a FEMA PA Program PO supporting several Native American Tribes after the flooding and mudslides in Northern California. In this role, Mr. Jenkins attended kickoff meetings with applicants, surveyed damage and prepared PWs for facilities including flooded tribal ceremonial areas, damaged wildlife management survey facilities, and parks. The main emphasis of the work with the tribes was the restoration of tribal roads in the southern range of the Cascade Mountains that were washed out or damaged by landslides.

Robert Jenkins

Subject Matter Expert



- Preparing and conducted close-outs for the tribal applicants, assigned to Sonoma County, California where most of his efforts were directed toward preparing PWs for the Sonoma County Parks system.
- Developed a system that allowed non-contiguous trail segments with differing sizes and surfaces to be accurately and effectively compiled to help simplify and clarify costs presented on the PW.

Public Assistance Program Officer | 2014 Hurricanes | City of Apopka and Orange County

- Served as a FEMA PA PO in Florida following the 2014 hurricanes where the applicants he served included the City of Apopka and Orange County.
- Wrote PWs for debris, emergency protective measures, roads, buildings and park facilities, prepared a \$500,000 estimate for repairs to the Orange County Recycling Facility and several PWs totaling approximately \$600,000 for repairs to the buildings making up the Orange County Correction Facility.

Project Manager | North Carolina Department of Transportation Disaster Reimbursement | PBS&J

- Developed procedures to identify and recover financial and operational information necessary to obtain reimbursement for NCDOT disaster related losses by analyzing payroll documents, overtime calculations, equipment usage and rate determination, inventory management and material purchases to insure that all eligible costs are recovered.
- Developed a database program to convert 600,000 records from the mainframe NCDOT computer to a format that would allow flexibility in presenting cost information. These records were reviewed by the OIG and had less than a one percent discrepancy rate. It is estimated that this resulted in recovery of an additional \$12 million of eligible costs.

Estimator | FEMA Elevation Mitigation Project | PBS&J

- Involved in FEMA's elevation mitigation project, in Belhaven, North Carolina, consisting of 379 residences and a cost of \$12 million. Performed the initial structural feasibility surveys, assisted in the preparation of the specifications and bid documents and provided field oversight for the initial phase of the project.
- Created an estimating program to quickly assign costs to the individual houses considered for elevation.
- Developed an invoice and change order tracking system that was adopted for use by the North Carolina Division of Emergency Management and prepared estimates and documentation for a \$6 million school hazard mitigation project, including structural analysis, air quality sampling, relocation alternatives, and structural demolition
- Provided field supervision and developed a database to track fugitive sand recovery and screening and dune replacement for Dare County, North Carolina and oversight for vegetative debris reduction and closure of temporary debris storage reduction facilities for the City of Chesapeake, Virginia.

Developer | Citizen Inquiry Tracking System | PBS&J

- Developed a citizen inquiry tracking system for storm debris removal in Chesapeake, Virginia and fire damage debris in San Bernardino County, California and participated in the creation of a debris removal tracking program that allowed for daily reconciliation of debris quantities using multiple copies of load tickets and reports from field debris monitors.

Employment History

Hagerty Consulting, FEMA Project Officer, 2004-Present

PBS&J, Project Manager, 1996-2004

Project Manager, Estimator, Management Consultant, 1972 to 1996

Education

- Masters of Business Administration, Everest University, 1992
- Bachelors of Science in Environmental Engineering, University of Central Florida, 1978

Relevant Highlights

- Teaches environmental permitting short courses and presents at various technical conferences
- Serves on the Board of Directors for the American Water Resources Association and the Southeast Stormwater Association
- Oversaw strategic planning, quality assurance and risk management for the North Carolina Division of Emergency Management/Floodplain Mapping Program

Trainings

- Certified Floodplain Manager
- Registered Professional Engineer
- UMCOR/FEMA - Early Response Team (ERT) Member for Disaster Assistance

Professional Bio

Ken Carper, a flood recovery and response expert, has over 10 years of experience assisting clients dealing with complex or unique water resources, regulatory, or environmental issues. He is a Certified Floodplain Manager (CFM) and a Registered Professional Engineer in North Carolina and Florida.

Prior to joining Hagerty, Mr. Carper served as Director of Watershed Services, Practice Area Leader for WK Dickson & Company. While there, Mr. Carper worked on business development, staff management, strategic planning, marketing, quality assurance, and senior project management for projects including, professional services to the North Carolina Division of Water Resources, North Carolina Division of Aviation, and various local governments in Raleigh, NC.

Mr. Carper was an employee of Dewberry for five years as a Senior Associate/Manager, Water Resources Services where he handled quality control, marketing and sales, scope development, cost negotiations, report preparation, organization and management plan development, project management, and strategic planning. He worked on projects including, consulting services to multiple local governments, the North Carolina Division of Emergency Management/Floodplain Mapping Program, and Hazard Mitigation Planning for the Eastern Band of the Cherokee Indians and Mecklenburg County (Raleigh and Charlotte). As a result of hurricane damages, Mr. Carper handled all NC resource mobilizations, became familiar with the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, and oversaw his employees' PA work at the JFO.

Relevant Project Experience

Hazard Mitigation Floodplain Management Specialist | Hurricane Matthew Recovery | FEMA

- Floodplain Management and Hazard Mitigation support to local governments impacted by Hurricane Matthew. Provided local government technical assistance and coordination to develop disaster-resistant design and construction for manufactured housing located in special flood hazard areas.

Water Resources Team Lead | Stantec Consulting Services

- Responsibilities included business development, marketing, staff supervision (diverse group of 16), project management, strategic planning, and quality assurance. Group consisted of both environmental scientists and professional engineers. Reviewed projects for various grant programs for technical credibility and cost effectiveness.

Senior Project Manager | City of Raleigh Stormwater Management Division

- Senior Project Manager: Planning, design oversight, and implementation of municipal flood control and water quality improvement projects. Interpreted data, criteria, policy, and regulations related to engineering design and construction.

Senior Consultant | FEMA Projects | Carper Consulting, PLLC

- Independent consultancy focused on assisting clients dealing with complex or unique water resources, regulatory, or environmental issues. Work included consulting services to a top 50 ENR firm (Dewberry) to assist with firm-wide transition from a FEMA only focus to a more balanced water resources consulting practice.

Vice President/Director of Watershed Services | Town of Newland, NC Flood Bypass Channel Project | WK Dickson & Company

- Practice Area Leader for the firm. Responsibilities included business development, strategic planning, marketing, quality assurance, and senior project management. Coordinated with the Town of Newland, NC to acquire grant funding and develop disaster-resistant design and construction for a flood bypass channel. Practice produced an annual sales volume of over \$3 million.

Vice President/Unit Manager | North Carolina Flood Insurance Rate Map and Floodplain Mapping Program | Carter & Burgess/Jacobs

- Responsibilities included business development, marketing, staff supervision (diverse group of 15), project management, strategic planning, and quality assurance. Group consisted of both transportation and water resources professionals. Project Director to update the Flood Insurance Rate Maps (FIRMS) for FEMA and the North Carolina Floodplain Mapping Program in Clay County, NC.

Senior Associate | North Carolina Floodplain Mapping Program | Dewberry

- Responsibilities included staff supervision, quality control, marketing and sales, scope development, cost negotiations, report preparation, project management, and strategic planning. Founded and created this group for Dewberry and increased full time staff from 3 to 12 employees in 5 years. Local liaison/manager for the oversight of the North Carolina Floodplain Mapping Program.

Group Manager | URS Corporation

- Oversight and execution of technical planning and design products in support of various federal/state and local roadway and infrastructure projects. Position required extensive project coordination with multiple regulatory agencies including the US Army Corps of Engineers.

Senior Engineer | HNTB Corporation

- Advanced within the organization from designer to lead drainage/water resources engineer for the Orlando office. Responsibilities included drainage design, stormwater management, and environmental permitting support of various roadway, airport, and site/civil engineering infrastructure projects.

Employment History

Carper Consulting, Senior Consultant, 2011-Present

Stantec Consulting Services, Consultant, 2013-2016

WK Dickson & Company, Director of Watershed Services, 2007-2010

Carter & Burgess, Unit Manager, 2004-2007

Dewberry, Senior Associate/Manager, Water Resources Services, 1999-2004

URS Corporation, Group Manager, 1990-1999

HNTB Corporation, Senior Engineer, 1979-1990

Deborah Siefert

Subject Matter Expert



Education

- Juris Doctorate, Southern Illinois School of Law
- Bachelor of Science in Geography, Southern Illinois University
- Bachelor of Science in Civil Engineering, University of Arizona

Relevant Highlights

- Project Management Professional Certification (PMP)
- Extensive knowledge/experience with Davis Bacon and Environmental requirements
- Managed CDBG Programs in TX and Minot, ND totaling ~\$200,000M
- CDBG-DR Project Manager for the City of Longmont Staff Augmentation
- SME for New York City OMB - provide guidance in the development/approval of the Action Plan and Program Policy and Procedures for housing rehabilitation/reconstruction, economic development, and OMB's IOCS Program
- Managed HUD entitlement grants, ~\$8M of CDBG, HOME, and ESG funds, for City of Arlington, TX
- Wrote the CDBG Compliance and Management program for the City of San Diego

Professional Bio

Ms. Deborah Siefert, a certified Project Management Professional (PMP), has over 15 years of experience in the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program, with ten of those years in CDBG-Disaster Recovery (CDBG-DR) programs. Ms. Siefert has held senior management positions overseeing CDBG-DR programs and projects for hurricanes Katrina, Rita, Ike and Gustav, as well as flooding disasters in Minot, North Dakota; Springfield, Illinois; and, City of Longmont and Boulder County, Colorado. Ms. Siefert has been responsible for initiating CDBG-DR programs including completing unmet needs assessments and action plans, writing policies and procedures for housing, infrastructure, economic development, watershed and natural resources, health and social, and community. She has managed multiple Disaster Assistance Offices, as well as serve as the client interface working closely to coordinate client needs with program and staff performance. Prior to specializing in CDBG-DR, Ms. Siefert was the lead HUD grants manager for the Low/Moderate Income (LMI) communities of Arlington and Tarrant County, Texas. Ms. Siefert has a Juris Doctorate from Southern Illinois University, School of Law; a Bachelor of Science in Civil Engineering from the University of Arizona; a Bachelor of Science in Geography from the Southern Illinois University.

Relevant Professional Experience

Practice Leader | City of Longmont CDBG-DR Program

- Manages unmet needs assessment and staff augmentation for the City of Longmont, Colorado.
- Assists the City with developing policies and procedures, subrecipient agreements, compliance and staffing models for administering a direct allocation of CDBG-DR funds from the State of Colorado.
- Led a team of CDBG-DR experts in completing the Unmet Needs Assessments for the City of Longmont and Boulder County, Colorado.

Team Manager and Subject Matter Expert | New York City Hurricane Sandy Recovery

- Managed a CDBG-DR team for the New York City (NYC) Hurricane Sandy Recovery Project.
- Subject matter expert for NYC Office of Management and Budget (OMB) to provide guidance in the development and approval of the Action Plan and on Program Policy and Procedures for housing rehabilitation/reconstruction, economic development, and OMB's Infrastructure and Other City Services Program (IOCS).
- Drafted correspondence for HUD waivers and technical requests.
- Identified potential path for making \$183 million in HHC expenses eligible for CDBG-DR reimbursement.

Deborah Siefert

Subject Matter Expert



- Provided daily client consultation on all levels of CDBG-DR technical issues including: CDBG-DR eligibility; program design, implementation, and process workflow; duplication of benefit calculations; environmental compliance; all federal cross-cutting requirements; information management and reporting; and HUD monitoring.
- Provided daily client consultation on problem solving, innovative solutions, and strategic planning for the \$4.2 billion of CDBG-DR funds.
- Provided continuous training and mentoring to new OMB Disaster Recovery staff.

CDBG Disaster Program Manager | CDM Smith Consulting, Inc. CDBG Programs

- Managed two large scale disaster CDBG Programs totaling approximately \$200,000 million in Texas and in Minot, North Dakota.
- Developed, wrote, and implemented all HUD required policies, procedures, and Action Plans including project controls, data and file management, regulatory compliance.
- Performed internal monitoring and HUD monitoring preparations for my projects as well as other CDM Smith disaster programs.
- Implemented Homeowner Rehabilitation and Reconstruction Programs from applicant eligibility, Duplication of Benefit determinations, grant award, contractor procurement, and construction completion.
- Implemented Buy Out, Infrastructure, Affordable Housing, and Economic Revitalization in compliance with disaster CDBG requirements.

Senior Housing Manager and CDBG Technical Expert | Road Home Project

- Director of Audits and Monitoring for the Road Home project and managed a staff of approximately 75 team members.
- Created and managed multiple teams developing disaster CDBG policy, compliance procedures for internal subcontractor monitoring and external disaster CDBG activities, implemented compliance procedures for closed file audits, and working closely with State Auditors, HUD, and Office of Inspector General (OIG) on all audit and monitoring reports.

Lead | CDBG Compliance and Management Program

- Participated in senior strategy and planning meetings.
- Wrote the CDBG Compliance and Management program for the City of San Diego, California.

Grants Manager | City of Arlington, Texas Grants

- Managed HUD entitlement grants for the City of Arlington, Texas which included the development and submission of HUD required Consolidated Plans, Action Plans, CAPERS, Semi-Annual Reports.
- Budgeted and managed approximately \$8 million of CDBG, HOME, and ESG funds, activities, and approximately 16 staff.
- Projects included awarding and monitoring approximately 35 subrecipients carrying out public service activities including affordable housing development, public service activities for children, elderly, and at risk youth; public infrastructure and public facilities projects including community centers, parks, roads, and sidewalks. Ensured compliance with Davis Bacon and Environmental requirements.
- Successfully created a Neighborhood Revitalization Strategy Area (NRSA) for the downtown area.
- Managed in-house First Time Homebuyers Assistance Programs and Homeowner Rehabilitation Programs.

Senior Planner | Tarrant County Community Development, Texas

- Conducted all planning and analysis of projects for Tarrant County, Texas which is an Urban County Consortium.
- Completed environmental reviews, published combined notices, and received release of funds on all HUD projects.

Deborah Siefert

Subject Matter Expert



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- Wrote the Counties Consolidated Plan in 2000 and all annual Action Plans in subsequent years, completed the CAPER, and submitted all required HUD reports.
 - Assisted in planning and grant writing for the Tarrant County Homeless Coalition's Continuum of Care including organizing and participating in annual homeless counts.

Employment History

Hagerty Consulting, Inc., Director of CDBG Programs, 2013-Present

CDM Smith, Disaster Program Manager, 2009-2013

ICF Consulting, Disaster Program Manager, 2006-2009

City of Arlington, Grants Manager, 2004-2006

Education

- Doctor of Philosophy, Applied Anthropology of Disasters, University of Colorado, Boulder
- Master of Arts, Latin American Studies, University of Florida
- Bachelor of Arts, English, University of North Carolina, Chapel Hill

Relevant Highlights

- Mitigation Planning Specialist
- Stafford Act Sections 404/406 expertise
- Co-authored Louisiana State Hazard Mitigation Plan Updates

Certifications

- Project Management Professional (PMP)
- Project Management Institute (PMI)

Affiliations

- Natural Hazard Mitigation Association
- Society for Applied Anthropology
- International City Managers Association

Professional Bio

Dr. Colmenares has a 17-year track record of successfully improving the strategic planning, operations, and project/program management practices of disaster management agencies, businesses and university research centers. Currently, Dr. Colmenares provides this support through his company, Risk and Vulnerability Solutions, LLC, based in Raleigh, North Carolina.

Before opening his own company, Dr. Colmenares acquired technical skills in hazard mitigation under Federal Emergency Management Agency (FEMA) Stafford Act Sections 404 and 406 during his tenure as Program Director at the Center for Disaster Management and Humanitarian Assistance (CDMHA) at the University of South Florida. In this role, Dr. Colmenares served as a Program Evaluation Consultant to the United States (US) Agency for International Development (USAID) Office of Foreign Disaster Assistance (OFDA) Risk Management Program for Latin America and the Caribbean. Dr. Colmenares has also served as a Mitigation Planning Specialist for FEMA Region IV and as a program management consultant leading the development and implementation of a \$20 million FEMA pilot hazard mitigation program designed to integrate the objectives of FEMA mitigation planning and Hazard Mitigation Grant Program (HMGP). Dr. Colmenares gained further knowledge regarding FEMA's Hazard Mitigation programs while co-authoring the 2008 and 2011 Louisiana State Hazard Mitigation Plan updates, with emphasis on the state's agency capability assessment and state-wide future development trends analysis.

Relevant Professional Experience

Subject Matter Expert | FEMA Community Engagement and Risk Communications (CERC) Program Management | Resilience Action Partners (RAP), Inc.

- Serves as a Subject Matter Expert (SME) on natural hazard mitigation. His role involves developing agency (FEMA) incentives for expanding the role of mitigation as a key component of its Resiliency Agenda, and working with CERC client communities to build resiliency by removing traditional barriers to mitigation action. He is also a team member of RAP's Mitigation Core Team developing and implementing Pilot programs for community outreach and mitigation capability assessments throughout FEMA's 10 regions.

FEMA HMGP Mitigation Project Management.

- From 2009 – present, Mr. Colmenares developed (and gained FEMA approval of) Hazard Mitigation Grant Program (HMGP) applications for 32 structural retrofits to critical facilities, construction of 7 tornado safe rooms and 2 drainage projects for 3 Louisiana Parish governments under DR 1603 and DR 1786. He serves as the Project Manager overseeing ongoing project implementations. Related expertise includes working knowledge of 44 CFR, NFIP, NEPA and Section 106 requirements, coordination of all project stakeholders (engineers, contractors, government staff, etc.), conducting agency consultations, managing regulatory compliance, and verifying mitigation product technical specifications.

Nick Colmenares

Subject Matter Expert



- His responsibilities also included pricing, purchasing, supply chain management, review of construction (engineering) plans, managing project teams on site, progress and financial reporting, and public workshops, and presentations on project goals and status.

Emergency Management Planner | District of Columbia Homeland Security and Emergency Management Agency (HSEMA) | Vision Planning and Consulting

- Co-authored the District's Joint Information Center Operations Guide, Crisis Communications Plan and ESF 15 Damage Assessment Operations Plan in the support of the District's new comprehensive emergency management strategy – the District Preparedness Framework.

Program Management Researcher | Institute for Water Resources (IWR) | US Army Corps of Engineers (USACE)

- Led the evaluation of 50 State Hazard Mitigation Plans, and conducted interviews with 100 state agency officials to identify best practices in federal-state-local programs and in stakeholder coordination for floodplain management and flood and drought mitigation planning. Lessons learned were applied to IWR recommendations in fulfillment of its role under Action 19 of the CEQ "National Action Plan to Manage Fresh Water Resources in a Changing Climate".

Lead Coordinator | FEMA (Pilot) Mitigation Program Development and Management | Louisiana Governor's Office for Homeland Security and Emergency Preparedness (GOHSEP)

- Served as lead coordinator for the \$20 million FEMA Pilot Planning Grant Program. He led the prioritization, scoping (pre-construction planning) and implementation of mitigation projects to address hazard risks identified in the mitigation plan update process, as well as meet all FEMA requirements for cost effectiveness, technical feasibility, and environmental review.
- Drafted of all Pilot programmatic Guidance, as well as Sub-Grantee and Cooperative Agreements, and the establishment of best practices for local-State-FEMA coordination on all administrative and regulatory compliance. Program management included leading committees comprised of FEMA, state and local agency officials, and contractors in local hazard analysis, risk and vulnerability assessments and the development of mitigation strategies in fulfillment of FEMA requirements for the update of local hazard mitigation plans.

Hazard Mitigation Planner | Louisiana Multi-Jurisdictional Hazard Mitigation Plans | FEMA

- Risk and Vulnerability Solutions conducted updates to 3 Louisiana Multi-jurisdictional Hazard Mitigation Plans, and subcontracted as lead author of the Hazard Identification and Risk Assessment (HIRA) and Future Development Trends chapters for updates to 9 additional Multi-Jurisdictional Hazard Mitigation Plans in Louisiana, as well as drafting State and Local Capability Assessments and Future Development Trends chapters for the 2008, and 2011 Louisiana State Hazard Mitigation Plan Update, and the 2011 New Jersey State Hazard Mitigation Plan Update. In addition, Mr. Colmenares co-authored updates to the Emergency Response Plan for 3 Louisiana Parishes.

Mitigation Planning Specialist | Mitigation Plan Development and Approvals | Governor's Office for the State of Louisiana

- On behalf of the Governor's Office for the State of Louisiana, (2006 to 2009), Mr. Colmenares led a mitigation planning team in providing technical assistance and technical writing guidance to 74 parishes and jurisdictions in LA, and increased FEMA approval of mitigation plans from 4 to 78 during his three-year tenure. His efforts included community outreach, committee development and education on mitigation planning toward garnering local expertise and resources for the development of mitigation planning priorities and plan content.

Nick Colmenares

Subject Matter Expert



Mitigation Planning Specialist | Mitigation Plan Review and Approvals

- Served as Mitigation Planning Specialist providing technical assistance and technical writing guidance to 75 counties and cities in NC and increased FEMA approval of multi-hazard mitigation plans from 74 to 145 during his tenure.

Disaster Specialist | USAID/OFDA Risk Management Program Evaluation | Louis Berger Consulting

- Served as Disaster Specialist in the evaluation of USAID/Office of Foreign Disaster Assistance (OFDA) Risk Management Program in 17 countries throughout Latin America and the Caribbean. He evaluated all aspects of the Indefinite Duration and Quantity (IDIQ) Contracts held by OFDA contractor implementing the Program's training, staffing, cost efficiency, and program monitoring strategies. Included was the evaluation of annual budget allocations for programmatic cost-effectiveness.

Strategic Planner | Strategic Planning, EM Planning, and Program Management: Center for Disaster Management and Humanitarian Assistance (CDMHA) | College of Public Health, University of South Florida, Tampa, FL.

- Served as a member of the Center's Strategic Planning and Advisory Boards and co-authored the Center's Emergency Response Plan and its Strategic Plan as an information clearinghouse and coordination unit for the US Southern Command. Developed and managed the Center's Disaster Research Grants Program – \$1.2 million for applied social science, engineering, public health, and IT projects – including the peer reviewed, proposal evaluation and selection process. He established cooperative agreements between public and private stakeholders on hemispheric trade corridor security in consultation with Organization of American States (OAS). Mr. Colmenares conducted evaluation research and produced reports for the US Southern Command on US military-civilian coordination practices in response to Hurricane Mitch in Central America.

Community Outreach | Emergency Management and Special Projects | City of Tampa, Mayor's Office

- Developed the City's community outreach strategy and implemented projects related to natural hazards preparedness and response, and community engagement/citizen participation in urban redevelopment projects.
- Co-authored the update to the City's Emergency Preparedness and Emergency Response Plans and served as co-author of the strategic plan and committee member for the City's, Sustainable Communities Demonstration Project. He also conducted an evaluation of the City's international trade practices, and led research and development of the City's first International Trade Strategy.

Policy Analysis, Organizational Assessments and Field Research on Disaster Management Issues. Natural Hazards Center, University of Colorado, Boulder, CO.

- Served as a member of the Center's strategic research team for the Second National Assessment of Natural Hazards, produced for the US Congress. Managed a graduate student team and was a contributing author to the (1999) edited volume, "Disasters by Design".

Employment History

Vision Planning and Consulting, Emergency Management Planner, 2014-2016

From 2014-2016US Army Corps of Engineers (USACE), Program Management Researcher, 2011-2013

FEMA, Hazard Mitigation and Emergency Management Planning, 2006-2011, 2011-Present

Governor's Office for the State of Louisiana, Mitigation Planning Specialist, 2006-2009

Louis Berger Consulting, Disaster Specialist, 2004-2005

Ashe Industries, Inc., Program Manager, 2004 -2005

Energy Resources Management, LLC, Partner, 2000-2005

Nick Colmenares

Subject Matter Expert



Center for Disaster Management and Humanitarian Assistance (CDMHA), College of Public Health, Strategic Planning, EM Planning, and Program Management, 2000-2004

City of Tampa, Mayor's Office, Community Outreach, Emergency Management and Special Projects, 1998-2000

Natural Hazards Center, University of Colorado, Boulder, Policy Analysis, Organizational Assessments and Field Research on Disaster Management Issues, 1995-1997

Education

- Bachelor of Arts – Architecture, University of Tennessee, 2004

Training

- LEED Accredited Professional, Building Design and Construction – United States Green Building Council
- Construction Documents Technologist - Construction Specifications Institute
- USGBC Certification
- Construction Specifications Certification

Specific Technical Skills

- Construction Document Technologist
- Recovery efforts for six Presidential Disaster Declarations including hurricanes, tornadoes, floods, and severe winter storms/snowfall
- Disaster recovery experience with hurricanes Katrina and Sandy
- NYC Department of Parks and Recreation's Capital Division Team Lead
- Maximized eligible reimbursement for approximately 125 PWs, totalling \$850 million
- Strong proposals/presentations
- Pre-construction/estimating management

Professional Bio

Mr. Mark O'Mara is a highly skilled project manager and construction administration specialist, having worked on six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompasses technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O'Mara's experience includes the design and construction of multi-million dollar buildings in the private sector, utilizing his expertise in helping communities rebuild after disasters. Mr. O'Mara has been instrumental in Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program in examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation.

Relevant Project Experience

Project Manager | Hurricane Sandy Recovery, New York | Hagerty Consulting, Inc.

- Manage and oversees a team of engineers, architects, analysts, and cost estimators in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1 billion of costs incurred by the New York City (NYC) Department of Parks and Recreation (DPR or Parks) as a direct result of Hurricane Sandy. Advise the NYC on grants including: FEMA PA, 428 PA Alternative Procedures Pilot Program, 406 Hazard Mitigation, 404 Hazard Mitigation Grant Program (HMGP) and the Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) Program. Proactively developed procedures to ensure complete damage cost capturing (force account labor, contract, etc.), 406 Hazard Mitigation Proposals, project scope and procurement compliance, and project payment request grant draw downs. Complete detailed reconciliation of Hurricane Sandy expenditures for strict fiscal management.
- Directly increased the NYC's FEMA PA funding by more than \$450 million.

FEMA PA Grants Development / Project Specialist | Hurricane Irene Recovery, New York

- Assessed and oversaw over \$50 million in Project Worksheet (PW) grants.
- Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements. Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and construction schedules to advise FEMA on future actions and appropriation of funding. Performed detailed eligibility reviews of public sector applicant's financial documentation of disaster-related costs including force account payroll, invoices, purchase orders, quotes, proofs of payment, and contracts. Specialized in healthcare, private non-profits, and higher education facilities.

Mark O'Mara

Project Manager



FEMA PA Grants Development / Project Specialist | Severe Storms Recovery, Texas

- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50% Rule calculations to advise FEMA on future actions and appropriation of funding.
- Developed innovative design and funding solutions to allow community tornado shelters to be funded through the FEMA PA 406 mitigation program and the 404 HMGP. Specialized in K-12 education facilities and tornado shelters.

FEMA PA Grants Development / Project Specialist | Severe Storms Recovery, New York

- Developed damage descriptions, scopes of work, cost estimates, and mitigation proposals to advise FEMA on future actions and appropriation of funding.
- Worked closely with Environmental and Historical Preservation (EHP) teams to ensure project compliance and conformance to all applicable federal, state, and local laws.

FEMA PA Grants Development / Project Specialist | Illinois Snow Event Recovery

- Developed damage descriptions, scopes of work, and cost estimates for Categories A and B projects.
- Successfully secured all documentation for substantiation for projects in Category A and B. Total obligation was more than \$6 million.

FEMA PA Grants Development / Project Specialist | Hurricane Katrina Recovery Mississippi

- Assessed and oversaw over \$250 million in PW grants.
- Developed innovative methods of determining eligible reimbursement for Applicants with limited or completely missing documentation allowable under the Stafford Act and supplemental policy. Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50% Rule calculations to advise FEMA on future actions and appropriation of funding. Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements. Specialized in K-12 education facilities.

Employment History

Hagerty Consulting, Inc., Recovery Sales Manager / Project Manager, 2013-Present

Cannon Design, Project Manager, 2008-2013

Dewberry, Architectural Consultant, 2005-2012

Alliance Management Services, Architectural Consultant, 2005-2006

Education

- Masters of Business Administration, Kenan-Flagler Business School, University of North Carolina
- Bachelor of Arts in Government, Wesleyan University

Relevant Highlights

- Led 25 person team in FEMA's first multi-state/region catastrophic planning effort designing the disaster response strategy for four FEMA regions and eight states
- Planned and executed exercise related projects across emergency response and COOP topics at the federal and local levels
- Designed and executed an assessment model to evaluate Northwestern University's emergency management organization and business continuity procedures
- Served on public/private sector stakeholder review committee for A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action
- Designed and facilitated five day planning workshop to integrate Presidential Policy Directive-8 with existing FEMA guidance – FEMA Regional Planning Guide and Comprehensive Preparedness Guide (CPG) 101, V 2.0
- Certified Project Management Professional (PMP)
- Homeland Security Exercise Evaluation Program (HSEEP) certified

Professional Bio

Matthew Hochstein is a skilled leader with extensive experience managing and delivering complex projects. The projects he has worked on have increased efficiency through re-designed business processes and transformed existing operating procedures to formulate comprehensive, strategic, and cost effective solutions. Mr. Hochstein is an accomplished facilitator with experience guiding senior-level briefings, programmatic workshops, and policy implementation strategies. He has extensive experience in staffing and managing teams ranging in size to support federal, state, and local government engagements. Mr. Hochstein's achievements include leading a 25-person team in the Federal Emergency Management Agency's (FEMA's) first multi-state/region catastrophic planning effort designing the disaster response strategy for four FEMA regions and eight states.

Mr. Hochstein started his career at Hagerty Consulting, Inc. as a Senior Managing Associate, and has executed many projects on behalf of the firm. Mr. Hochstein is well versed in both training and exercises. Currently, he is managing Hagerty's exercise contract with Prince William County, Virginia, guiding the jurisdiction through a series of exercises increasing complexity including a Full Scale Exercise (FSE) that will test the County's shelter capability. Mr. Hochstein designed and executed an exercise training course for the Defense Media Activity, the Department of Defense communications branch, guiding stakeholders through exercise program design and execution. For Northwestern University, Mr. Hochstein designed and executed an assessment of Northwestern's emergency management program and business continuity procedures resulting in a re-organization to address the University safety priorities. Prior to Hagerty, Mr. Hochstein was a Manager of Strategy and Operations, where he served as the Deputy Program Manager for a Program Management Office (PMO) supporting a \$500 million software implementation. In that role, he re-designed several program processes including rolling out a re-designed business process document review process training over 80 stakeholders.

Mr. Hochstein is a certified Project Management Professional (PMP) and has completed the Homeland Security Exercise Evaluation Program (HSEEP) training.

Relevant Project Experience

Project Executive | Prince William County Shelter Operations

- Lead efforts to design tabletop (TTX) and FSE.

Lead Facilitator | Massachusetts Emergency Management Agency

- Facilitate a TTX based upon an earthquake scenario for the executive leaders of the Massachusetts Emergency Management Agency.

Project Executive | National Integration Center (NIC)

- Responsible for constructing the supporting teams and managing contract staff.

Deputy Project Manager | ePMO Contract

Matthew Hochstein

Project Manager



- Served as Deputy Project Manager for ePMO contract for a SAP implementation.
- Managed daily operations for team of 20 professionals in addition to managing firm engagement budget and profitability metrics.
- Lead modernization initiative intended to provide IT system platform for managing program acquisitions, budget, governance, executive reporting, and organizational change management.

Program Lead | Deloitte Consulting

- Lead investment baseline process managing submission of \$150 million budget to Agency/Department governance boards and the Office of Management and Budget (OMB) for approval.
- Coordinated across 125-member program team to generate all required artifacts and develop summary brief to substantiate budget request.
- Designed quality assurance process for Business Process Design document approval and developed supporting metric reporting

Facilitator | Farm Services Agency (FSA) Executive Leadership Council (ELC)

- Lead sessions designed to analyze current business processes and transform agency delivery into customer centric model.

Project Manager | Chatham County, Georgia

- Managed department level Continuity of Operations (COOP) plan development.
- Project successfully revised county COOP template, revised existing county department COOP Plans, and drafted COOP Plans for specified departments.
- Managed two personnel and subcontractor on project.

Project Manager | Maryland Recovery Plan

- Managed project for development of Montgomery County, Maryland Recovery Plan.
- Project included generation of short and long term recovery strategies across economic, health and housing functions to address impacts post disaster.
- Project resulted in the nation's second local jurisdiction Recovery Plan utilizing the National Disaster Recovery Framework (NDRF).

Lead Facilitator | Feeding American Disaster Operations

- Served as lead facilitator for Feeding America Disaster Operations working group.
- Duties included workshop design, agenda development, and recommendation report generation.

Project Manager | FEMA IA Program Review

- Served as project manager for the Documentation and After Action Review Technical Services (DAARTS), a four-year, \$9.9 million IDIQ contract to provide documentation and after action review technical services to FEMA's Individual Assistance (IA) Program.
- Managed six personnel engaged on project.

Project Manager | FEMA Catastrophic Disaster Readiness Planning and Technical Assistance Engagement

- Served as Project Manager for FEMA's Catastrophic Disaster Readiness Planning and Technical Assistance engagement.
- Delivered emergency operations plans for the FEMA's first multi-region, multi-state operational planning project on time and under budget.
- Plans identified national response strategy for a \$7.7 million New Madrid Seismic Zone earthquake.

Matthew Hochstein

Project Manager



- Liaised between FEMA Headquarters and planning teams deployed to FEMA Regions and states regarding planning requirements and plan development.
- Designed and facilitated five-day planning workshop to integrate Presidential Policy Directive-8 with existing FEMA guidance – FEMA Regional Planning Guide and Comprehensive Preparedness Guide (CPG) 101, V 2.0.

Project Manager | FEMA Gap Analysis Program

- Served as Project Manager for FEMA's Gap Analysis Program.
- Delivered the data collection and analysis tool and database in addition to designing and implementing a stakeholder training outreach program.
- Tool assisted FEMA regions and states determine existing capability levels and associated gaps when analyzed against modeled scenarios.
- Implemented a balanced scorecard approach in development of a standardized methodology to analyze response capability of federal, state, and local organizations.
- Projects scored on average 4.75 out of 5 in client satisfaction survey measuring satisfaction with project delivery and client service.

Project Manager | Public Consulting, Inc.

- Served as Project Manager for five projects spanning multiple practice areas. Managed third party liability/recovery contracts for the State of Maine, District of Columbia, and a mental health billing contract for the State of North Carolina.
- Expanded recovery scope for DC Department of Health Care Finance through the addition of three services resulting in 25 percent increase in claims recoveries.
- Improved third party recovery revenue for the MaineCare by 66 percent upon appointment as client lead. Performed credit balance audits at State outpatient facilities and implemented a data analysis process to identify and validate third party liability conditions for existing MaineCare members.
- Implemented overall strategy and operational plan for Medicare Secondary Payer project. Firm selected as first Centers for Medicaid/Medicare Services (CMS) Recovery Audit Contractor (RAC).

Employment History

Hagerty Consulting, Inc., Director, 2015-Present

Deloitte Consulting, Manager, 2012-2015

Hagerty Consulting, Inc., Director, 2011-2012

Hagerty Consulting, Inc., Senior Managing Associate, 2008-2011

Credit Suisse, Assistant Vice President, 2007-2008

Public Consulting Group, Inc., Senior Consultant, 2000-2005

Education

- Masters of Science in Community and Regional Planning, University of Texas at Austin
- Bachelor of Arts in Interdisciplinary Studies, Virginia Tech University

Relevant Highlights

- Developed regional catastrophic mass care planning elements for a 8.5 million resident area in New England
- Evacuation planning Project Manager for the Boston UASI
- Led pre-disaster recovery planning in New Hampshire and Chatham County, Georgia
- Served as Philadelphia EOC Manager and Liaison Officer on city-wide operations including hazardous material incidents
- Chief author, July 4th Incident Action Plan for City of Philadelphia
- Coordinated oversight and implementation of all MDO-OEM emergency plans, including the City's Hazardous Materials Plan
- Managed and developed Boston OEM's Shelter Feeding and Household Pet Support Annexes
- Coordinated with the NTSB following the 2010 "Duck Boat" accident on the Delaware River
- Locally directed FEMA DRC's following 2011 Hurricane Irene/Tropical Storm Lee
- Coordinated with the NTSB following the 2010 "Duck Boat" accident on the Delaware River

Professional Bio

Ms. April Geruso brings over 10 years of experience as an emergency manager and community planner, specializing in the coordination, analysis, and planning of stakeholder operations at all levels of government and within private/non-profit sectors.

With Hagerty, Ms. Geruso has led the planning and oversight process for numerous projects around the country. Ms. Geruso's projects include managing the New England Regional Catastrophic Preparedness Mass Care project and extension project, including the development of a regional resource assessment and gap analysis specifically tailored to catastrophic mass care planning. She led the Metro Boston Homeland Security Region's (MBHSR) evacuation planning process, coordinating with over 170 stakeholders to establish a coordinated operational vision for the nine-jurisdiction Urban Area Security Initiative (UASI) area. Additionally, Ms. Geruso coordinated the development of the New Hampshire Recovery Plan.

Ms. Geruso's strength as a communicator and consensus-builder is evident in her work for the City of Philadelphia in the Managing Director's Office of Office of Emergency Management (MDO-OEM). As Deputy Director for Planning at MDO-OEM, Ms. Geruso provided oversight and coordination for all emergency plans developed within MDO-OEM, from the city's evacuation plan to energy assurance and weapons of mass destruction; from mass fatality to long-term recovery. Ms. Geruso developed citywide Incident Action Plans and regularly conducted inter-agency response coordination on location during emergencies and served as Emergency Operation Center (EOC) Manager.

Prior to her tenure as Deputy Director, as the Human Services planner with MDO-OEM, Ms. Geruso was adept at preparing for the worst-case scenario, while executing emergency plans at all scales. She coordinated the city's emergency sheltering effort, scalable to accommodate up to 150,000 individuals, and led the training and exercise effort to test the executive staffing coordination of such an incident.

Relevant Project Experience

Project Manager, Mass Care and Shelter Planning | NERCPI | Hagerty Consulting, Inc.

- Managed NERCPI Mass Care and Sheltering Planning Project. Project deliverables included development of a Best Practices Guide, Gap Analysis, and Improvement Action Plan as it related to the organization, coordination, and response to the displacement and care of up to 15% of its population after a catastrophic incident. Facilitated the development of a Mass Care Coordination Annex and Playbook to coordinate emergency management efforts for New Hampshire, Rhode Island, and Massachusetts.
- Developed and hosted three workshops focused on FNSS compliance in mass care planning.

Exercise Planner, Active Threat Program | Cook County Department of Homeland Security and Emergency Management

- Supporting deliverable development for this multi-year, two-million-dollar initiative that supports the Chicago metropolitan area's efforts to better prepare for an active shooter, multi-assault, or rapid mass murder incident. Project work includes training and HSEEP exercise design and facilitation for first responders and other non-traditional partners to enhance response capabilities to situations where lone or multiple gunmen are undertaking, or threatening to undertake, violence against individuals, organizations, or ideologies.

Project Manager, Boston Pets & Pet Shelter Assessment | NERCPI | Hagerty Consulting, Inc.

- Addressed issues of sheltering, evacuation, and transportation for household pets. Provided additional support to establish a pet shelter assessment tool and utilized that tool to perform shelter site assessments for 22 shelters. Compiled a final report identifying gaps for the city.

Project Manager, Boston Feeding Annex | NERCPI

- Managed the development and resource assessment of the City of Boston Office of Emergency Management's (OEM's) Shelter Feeding Support Annex and Household Pet Support Annex as an operational guide to facilitate a multi-agency response for feeding assistance in advance of, during, and after a disaster.

Project Manager, Evacuation Planning Project | MBHSR | Hagerty Consulting, Inc.

- Managed evacuation project, including nine individual Evacuation Annexes and Standard Operating Guides, and one Regional Coordination Plan. Deliverables included an evacuation-specific resource analysis and a resource projection-planning tool.

Project Manager, Bus Exportable Power Supply | Department of Transportation | Hagerty Consulting, Inc.

- Ms. Geruso is providing technical assistance for the Bus Exportable Power Supply (BEPS) project that intends to harness the transit agency's unique capability to provide a mobile, on-demand power generation service for all-hazards emergency response and recovery. She is also leading the creation of a planning team to determine where the BEPS technology best fits into the emergency response continuum.

Project Manager, Emergency Operations Plan (EOP) Planning and Training | Chelsea Public Schools, MA | Hagerty Consulting, Inc.

- Managed development of emergency readiness and emergency planning materials for Chelsea Public Schools in Massachusetts, including a Readiness and Emergency Planning Guide. Facilitated a workshop to familiarize Chelsea Public Schools administrators with the materials, as well as school safety and school preparedness best practices.

Human Services Planning Coordinator | City-Wide Emergency Operations Plans | City of Philadelphia Managing Director's Office

- Authored city-wide EOP, including Mass Care and Shelter, Human Services Recovery, and Repatriation plans. Deployed to numerous city-wide and localized incidents to facilitate communication and coordination between response agencies as well as activate and manage multiple shelters.

April Geruso

Project Manager



Employment History

Hagerty Consulting, Inc., Management Consultant, 2012-Present

City of Philadelphia Office of Emergency Management, Deputy Director for Planning, 2011-2012

City of Philadelphia Office of Emergency Management, Human Services Planning Coordinator, 2009-2011

A. Nelessen Associates, Associate Planner & Project Manager, 2007-2009

Taylor Design Group, Junior Planner, 2006-2007

Foundation Communities, Development Specialist for Supportive Housing, 2006

PeopleFund, Economic Summit Specialist, 2005

Education

- Master of Business Administration, Manchester Business School
- Bachelor of Science in Business Administration, Georgetown University

Training

- FEMA ICS 100, 120, 130, 546, 5505, 700, 800 course certified

Specific Technical Skills

- Served on Parish Strike Team as part of a Hurricane Katrina/Rita Relief Project
- Configuration Management Analyst analyzing Financial Management System Implementation for the DOJ
- Finance Transformation Team Lead for a Financial Segment Architecture Project with the US Coast Guard
- Finance Transformation Analyst on a Remediation Action Plan Project for the Department of Navy
- International Association of Emergency Managers, Member

Professional Bio

Mr. Kevin Fuller is a financial management professional with over six years of experience in the public sector. Mr. Fuller has experience with disaster recovery execution, 404 and 406 Hazard Mitigation programs, data capturing and management, as well as providing support to various jurisdictions with technical assistance, including scope of work and benefit cost analysis (BCA).

At Hagerty, Mr. Fuller is currently supporting the clients in Texas (City of Austin, City of Grand Prairie, and Williamson County) and South Carolina (Horry County) to recover from 2015 disasters. His work includes providing financial analysis, general grant management advice, and supports the tracking, spending, drawdowns, and funding from all grant sources. Mr. Fuller is knowledgeable in Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program and Hazard Mitigation Grant Program (HMGP). Before focusing on the southern United States, Mr. Fuller provided project management support to New York City (NYC) during its \$13.5 billion recovery from Hurricane Sandy.

Prior to his work with Hagerty, Mr. Fuller has worked as a Public Sector Financial Management Senior Consultant with IBM Global Business Services during Hurricane Katrina/Rita Relief Project – Parish Strike Team for the Federal Emergency Management Agency (FEMA). He successfully negotiated with landowners and parish officials to secure temporary housing sites for hurricane evacuees in two Louisiana parishes. Mr. Fuller also documented the status and location of hurricane evacuees among other reporting responsibilities. As an IBM consultant to the United States (US) Department of Justice (DOJ), Mr. Fuller managed planned updates and releases to DOJ's financial system and ensured efficient communication between various stakeholders. In addition, he analyzed and presented potential configuration management process improvements to the client. For the US Coast Guard, he worked on a finance transformation team successfully leading facilitated sessions with financial process owners to determine the gap between documented and actual processes. Mr. Fuller also developed work products that helped standardize future architecture development. For the US Navy, Mr. Fuller analyzed, prioritized, and assisted in remediation of Navy enterprise-wide financial deficiencies as a Finance Transformation Analyst on the Department of Navy's Remediation Action Plan Project.

Relevant Project Experience

Project Manager | Hurricane Matthew Recovery | City of Surfside Beach

- Providing FEMA PA expertise and support to the City of Surfside Beach, as they attempt to restore their publicly-owned pier after it sustained \$2 million in damages due to Hurricane Matthew. Currently working with the city to determine best reimbursement strategy to pursue.
- Organize review of beach and dune re-nourishment and 70 percent damaged pier.

Kevin Fuller

Project Accountant



Project Manager | Texas Severe Storms | City of Austin, Texas

- Leading financial and grant management services related to Major Disaster Declaration FEMA-4223-DR-TX. Initiated recovery efforts, which includes: attending meetings with FEMA and Texas Division of Emergency Management (TDEM), providing an overview of potentially eligible FEMA expenditures in Public Assistance (PA) Program Categories A-G, and identifying potential Section 428 Alternative Procedures Pilot Program projects that would be beneficial to the city.
- Assisted in getting a pedestrian bridge approved for full replacement, instead of simply repaired (50 percent rule), which will net an additional ~\$200,000 for the city (still not obligated yet).

Project Manager | South Carolina Severe Storms | Horry County, South Carolina

- Leading a team of professionals in providing comprehensive disaster recovery and financial and grant management services to Horry County, that sustained approximately \$1.4 million in damages following a series of severe storms in October 2015. Helps to identify all potentially eligible damages that may be claimable through insurance, FEMA's PA Program, or other funding sources.
- Aided in securing an expedited re-nourishment of Horry County beaches under the responsibility of the United States Army Corps of Engineers (USACE), which involved highlighting the damages and developing a strategy to secure funding involving coordination with USACE and congressional staff from South Carolina's Congressional and Senate Delegation.

Recovery Consultant | Texas Severe Storms | City of Grand Prairie, Texas

- Assisting the City of Grand Prairie, Texas to provide comprehensive disaster recovery and financial and grant management services related to Major Disaster Declaration FEMA-4223-DR-TX, specifically Mr. Fuller is working with the city to identify damages that may be claimable through insurance and/or the FEMA PA Program. To date, Mr. Fuller has contributed to the development of an estimated \$5 million in PA project worksheets.
- Trained city staff to accurately and completely document emergency work costs, providing guidance and reviewed work products throughout. Identified addition \$1.9 million in eligible damages above initial FEMA estimates. Worked with city personnel to apply for nearly \$750,000 in 404 HMGP funding.

Project Management Team | NYC Hurricane Sandy Recovery | New York City

- Served as Data Manager on the NYC Hurricane Sandy recovery project management team utilizing on Hagerty's grant management platform based on QuickBase. Worked to analyze data and manage the city's 404 Hazard Mitigation Grant Program (HMGP).
- Managed the processing of all PW approvals for city agencies. Identified and analyzed city-wide issues that could affect project reimbursement.

Employment History

Hagerty Consulting, Inc., Recovery Manager, 2013-Present

IBM Global Business Services, Senior Consultant – Public Sector Financial Management, 2005-2011

Education

- Masters of Public Administration, emphasis in Public Financial Management and Policy Implementation, Syracuse University, Maxwell School of Citizenship and Public Affairs
- Master of Arts in Political Science, Comparative Politics and Political Theory, Rutgers University
- Bachelor of Arts in Political Science and Philosophy, Allegheny College

Training

- Incident Command System (ICS)
- ICS Mitigation
- ICS Mitigation
- Mgmt. Safety
- Continuity of Operations Planning
- FEMA PA
- National Incident Management System
- National Response Framework
- Emergency Medical Services
- Hazard Mitigation

Specific Technical Skills

- Provided principal research and support to Hagerty team that developed the justification for the Rapid Repairs Program in NYC
- Authored reports on federal fiscal policy, entitlement reform, state and local finance, and long-term modeling
- Managed multiple grants and prepared budgets for a three year, \$40 million health care data project
- Conducted an analysis of the Hurricane Sandy Recovery Improvement Act and identify provisions in the new law that could be leveraged by NYC

Professional Bio

Mr. Arthur Craig is an emergency management professional specializing in research, data analysis, process improvement, change management, and the implementation of public policy. Mr. Craig is currently supporting the New York City (NYC) Hurricane Sandy Recovery Project as the engagement's policy director. He provides principal research and coordinates the work of a team of management consultants and subject matter experts engaged in high level, time sensitive policy development projects. These efforts have included supporting the eligibility of the \$650 million Rapid Repairs Program, the development of the \$60 million Hotel Essential Sheltering Program, and the development of a methodological approach to streamline the reimbursement of Direct Administrative Costs (DAC) which will yield the city in excess of \$300 million in reimbursement while eliminating burdensome documentation standards.

In addition to his role with NYC Hurricane Sandy Recovery Project, Mr. Craig has supported Franklin County, Ohio Emergency Management and Homeland Security's development of a climate change report. Creation of the report was initiated by the presidentially established Task Force on Climate Resilience Strategies. The report included the analysis and development of key regulatory recommendations related to Energy Infrastructure, Transportation Infrastructure, Water Infrastructure, Facilities Infrastructure, and Program and Agency Administration.

Mr. Craig has also provided advisory services to clients recovering from Hurricane Matthew. This support has included strategic procurement advice to ensure that clients remain in compliance with 2 Code of Federal Regulations (CFR) Part 200.

Mr. Craig has authored various other reports over the last ten years. This includes developing briefing materials for the Government Accountability Office (GAO) senior analysts on the legal framework around the United States (US) food supply chain and developing policy recommendations to strengthen food safety rules.

Relevant Project Experience

Recovery Program Manager | NYC Hurricane Sandy Recovery | Hagerty Consulting

- Provided principal research and coauthored a justification for the Hotel Essential Sheltering Program for the Hurricane Sandy Recovery Project.
- Developed programmatic and regulatory improvements to increase the efficiency of Federal Emergency Management Agency (FEMA) and Housing and Urban Development (HUD) hazard mitigation grant and disaster recovery programs including methodological approaches to simplify documentation requirements for force account equipment and labor reimbursement, blanket extensions to periods of performance for permanent and emergency work Project Worksheets (PW), and process improvements to automate compliance tasks including Quarterly Progress Reports for the Public Assistance (PA) Program.

Arthur Craig

Project Accountant



- Developed a risk analysis framework and implementation plan for FEMA's Section 428 Public Assistance Alternative Procedures pilot program, allowing the client to confidently enter the program and formulate more than \$5.8 billion in flexible capped grants.
- Provided principal research and supported the team that developed the cost reasonableness justification for the Rapid Repairs Program.
- Developed a strategic framework for monitoring timeframes for appeals and arbitrations to ensure that the client did not lose the right to appeal a negative eligibility determination.
- Developed an analysis of the inefficiencies and administrative burden created by the current method of accounting for DAC and provided a set of alternatives that would streamline the process of seeking reimbursement.
- Supported the New York City Department of Environmental Protection's (DEP) Bureau of Wastewater Treatments as they conducted site inspections to develop accurate and complete Damage Descriptions and Dimensions (DDD) for wastewater pump stations damaged by Hurricane Sandy.
- Assisted the DEP's Bureau of Water and Sewer Operations as they gathered data on force account labor and equipment usage for their Emergency Protective Measures and Debris Removal PWs.

Employment History

Hagerty Consulting, Inc., Senior Managing Associate/Financial Management Consultant, 2013-Present

Peterson Foundation, Research Associate, 2010-2013

Education

- Masters of Arts in Political Management, George Washington University
- Graduate Certificate Crisis and Emergency Management, George Washington University
- Bachelor of Arts in Social Work, University of Portland

Relevant Highlights

- Contributing author to five federal level guidance documents
- One of 25 trainers under FEMA's PA Pilot Program

Trainings

- PA Pilot Program Debris Management Plan Workshop Trainer
- FEMA Debris Management
- Disaster Debris Monitoring
- FEMA Public Assistance Program
- Homeland Security Exercise and Evaluation Program Train the Trainer
- Numerous FEMA Independent Study Courses
- WebEOC

Professional Bio

Shandi Treloar is an emergency management professional with over a decade of experience supporting communities across the United States (US) to become better prepared for disasters and supporting recovery efforts in debris management after a disaster has struck. This experience has provided Ms. Treloar with knowledge across the entire spectrum of emergency management and has afforded her the opportunity to work with some of the nation's best emergency management experts.

She gained her first practical experience at the Federal Emergency Management Agency's (FEMA) National Response Coordination Center (NRCC) after Hurricane Katrina hit in August 2005. After this deployment, Ms. Treloar focused on enhancing her capabilities across emergency preparedness and response. Since this time, she has worked with a wide variety of clients, including both private and public organizations, to expand their preparedness, response, and recovery processes, particularly dealing in debris. Recently, Ms. Treloar supported the development of a Debris Management Handbook for the National Cooperative Highway Research Program (NCHRP) and served as a project manager for the Metropolitan Washington Council of Government's Debris Management Program.

Ms. Treloar is considered a national subject matter expert in debris management, and has been called upon by agencies all over the country to assist communities in recovering from disasters. In her career, Ms. Treloar has engaged with emergency management leaders at federal and state levels to improve discussions and deliberations regarding private sector initiatives. She is also assisting in promoting the culture of the private sector in preparedness and resilient community-building efforts.

Relevant Project Experience

Emergency Management Specialist | Headquarters Support, Hurricanes Katrina, Rita and Wilma | FEMA

- Responsible for support to FEMA Headquarters in response to hurricanes Katrina, Rita, and Wilma. Provided on-site, 24/7 staff support to the FEMA National Response Coordination Center Planning Section and Response Division.

Team Member | Enhanced Operational Planning | FEMA

- Developed a Standard Operating Procedure (SOP) for strategic operational recovery planning. The SOP describes an approach to performing Strategic Recovery Planning following disasters in order to maximize the effectiveness of FEMA's programs in enabling recovery of affected communities. This SOP outlined the processes for conducting post-incident strategic planning to support FEMA and the affected State/s short-term and long-term recovery efforts and bi-weekly reporting on the progress of recovery operations to FEMA senior management (field, regional and headquarters). The SOP provided templates and tools for identifying and evaluating potential recovery issues, progress tracking and reporting.

Shandi Treloar

Project Accountant



Team Member | Region IX Catastrophic Planning | FEMA

- Established and conducted an extensive review of all applicable local, state, regional, and federal operational plans to assess capabilities and identify gaps, overlaps, discrepancies, and contradictions in current operational planning. Outcomes of these reviews were used in creating targeted questionnaires for a series of stakeholder interviews and workshops. Supported the development of the Catastrophic Earthquake Readiness Response Plan for FEMA Region IX and the California Governor's Office of Emergency Services (OES).

Subject Matter Expert | NIC Resource Typing Support Services | FEMA

- Supporting the implementation of the NPS and NIMS through the rollout of the updated NIMS doctrine.
- Providing expert advice on NIMS implementation content.
- Assisting the development and production of new NIMS resource typing, job titles and qualifications, and associated guidance documents and the development of National Qualification System.

Deputy Principal Investigator | Debris Management Handbook Development | National Cooperative Highway Research Program (NCHRP)

- Led the Transportation Research Board project to develop a Debris Management Handbook for local and state departments of transportation (DOTs) throughout the nation as part of the National Cooperative Highway Research Program (NCHRP)'s Report 781, Debris Handbook for State and Local DOT and Department of Public Works (DPW). Deputy Principal Investigator.

Project Manager | Emergency Management Program | City of Fairfax

- Managed over 25 planning, training, exercise and recovery program projects for the City of Fairfax, Virginia Emergency Management Program Support ranging from pet planning, to recovery program development.

Consultant | Financial Recovery Planning | Fairfax County

- Provided consulting services in support of Fairfax County's initiative to develop financial management processes, procedures, and training to enhance the County's ability to manage and execute disaster recovery functions.

Project Manager | Debris Management Program | Metropolitan Washington Council of Governments (MWCOCG)

- Led regional debris management planning and training projects for the MWCOCG regional governments. These projects included developing plans for each of the government entities, developing and conducting a debris management training and tabletop exercise (TTX).
- Identified and evaluated temporary debris staging and reduction (TDSR) sites as well as developing comprehensive TDSR disaster operations plans.
- Developed the National Capital Region Resource Assessment Analysis for use by the US Army Corps of Engineers National Capital Region debris management planning initiative.

Consultant | Emergency Support Functions (ESF) #3 Support | DC Homeland Security and Emergency Management Agency (HSEMA)

- Provided numerous services related to DC HSEMA ESF #3, Public Works and Engineering, which included a debris management plan, an emergency water and ice distribution plan, a structural assessment plan, and an emergency power plan.
- As part of these efforts, assisted the District of Columbia to develop a critical facilities list, coordinated planning efforts between multiple agencies, and oversaw regular progress meetings of the ESF#3 committee.

Shandi Treloar

Project Accountant



Project Manager | Earthquake and Tsunami Program Publication Review | California Emergency Management Agency

- As project manager, provided California Emergency Management Agency's (CalEMA) Earthquake and Tsunami Program Publication Review and Update CalEMA with an evaluation of, and recommendations for, their current publications allowing CalEMA to revise or create documents that foster a culture of preparedness throughout the state.
- As a result of this project, was asked to serve as a co-chair on the Earthquake Early Warning System Private Sector Committee for the California Office of Emergency Services (OES) Earthquake and Tsunami Program Support.

Consultant | FEMA Region IX Catastrophic Planning | FEMA Region IX

- Established and conducted an extensive review of all applicable local, state, regional, and federal operational plans was conducted to assess capabilities and identify gaps, overlaps, discrepancies, and contradictions in current operational planning. Outcomes of these reviews were used in creating targeted questionnaires for a series of stakeholder interviews and workshops. Supported the development of the Catastrophic Earthquake Readiness Response Plan for FEMA Region IX and the California Governor's Office of Emergency Services (OES).

Consultant | FEMA Technical Assistance Research Contract | FEMA

- Provided technical support and facilitated 12 focus group sessions across the country between 2006 and 2007 to provide FEMA insight into the effectiveness of over 20 publications. Supported FEMA on its Natural Hazard Engineering Research programs, including support in updating technical publications, participation at FEMA's Building Science Seminars, and with technical assistance to help local communities address repetitive loss issues in their Pre-Disaster Mitigation Competitive Grant Applications.

Project Planner | FEMA Interagency Contaminated Debris Task Force | FEMA

- Project planner in support of FEMA and their Interagency Working Group (IWG) in their contaminated debris planning efforts. This included facilitating IWG meetings, writing white papers on relevant issues, developing exercise scenarios for possible future exercises and working with the IWG on a concept of operations for use during an actual event.

Employment History

EM Strategies LLC, Principal, 2016-Present

Dewberry, Associate, 2005-2016

National Breast Cancer Coalition, Development Associate, 2002-2005

DC Child and Family Services, Social Service Rep, 2000-2002

West Women and Children's Shelter, Child Advocate, 1998-2000

Education

- College of the Holy Cross, Bachelor of Arts in Political Science and World Literature

Relevant Highlights

- Financial and technical analysis support to Hagerty's New York City Hurricane Sandy Recovery Team.
- Supported management of information technology data monitoring systems to support disaster recovery.
- Experience includes Hurricane Sandy and Hurricane Matthew.
- Support to Chatham County, Georgia advancing damage assessment and emergency operations center (EOC) support for recovery.
- Highly skilled financial analyst with experience in client portfolio management.
- Generated and analyzed City agency-specific data reports for the Client to reconcile costs for the federal disaster recovery.
- Managed, assessed and validated a municipal city agency's federal grant reimbursement of \$165 million for recovery project's related costs.

Professional Bio

Kimberly Lawton is a financial analyst and emergency management professional. Her responsibilities have included support for information technology systems associated with project worksheet (PW) and recovery grant management across a large portfolio in support of Hurricane Sandy recovery. Currently, she is a member of the team starting up recovery in Chatham County, Georgia following Hurricane Matthew. She has been instrumental in support of damage assessments immediately following the storm, establishing project management systems, and working with the County to establish timekeeping systems in support of PW development. As a research assistant of an investment management company and formerly with a brokerage company, Ms. Lawton expanded her knowledge of financial management and its industry-related software systems.

Relevant Project Experience

Analyst | Hurricane Matthew Recovery | Hagerty Consulting, Inc.

- Member of start-up team supporting Chatham County, Georgia's immediate recovery operations.
- Currently supporting on-site damage assessments to begin PW development. Liaising with County agencies to collect documentation to initiate PWs.
- Provided staff augmentation specific to recovery in the County EOC. Collaborated directly with municipalities to initiate recovery operations.

Financial Analyst | Hurricane Sandy Recovery | Hagerty Consulting, Inc.

- Managed communications between 50 City agencies, the city's budget office, the State's Division of Homeland Security and the Federal Emergency Management Agency to streamline delivery of \$12.5 billion in grant funding.
- Created timeline process metrics within the Client's proprietary grant management system to track federal grants from project formulation to reimbursement for municipal City agencies.
- Generated and analyzed City agency-specific data reports for the Client to reconcile costs for the federal disaster recovery.
- Consolidated and reconciled grant management data between the City's Financial Management System and FEMA's grant tracking program, EMMIE, to make recovery more efficient and consistent.
- Managed, assessed and validated a municipal city agency's federal grant reimbursement of \$165 million for recovery project's related costs.
- Developed and implemented pilot analysis of New York-specific auto mechanic labor rate compared with FEMA national average rate, generating an additional \$2.5 million in federal grant reimbursement.

Kimberly Lawton

Project Accountant



- Identified and negotiated the implementation of the client's labor contract resulting in a retroactive increase of \$1 million in additional reimbursement for \$114 million of account labor costs, adjusting per employee title codes and contract dates.
- Analyzed and reconciled damage costs vs. spent costs, finding an additional \$5 million to help realize client's expense accruals from 2013 and 2014.
- Reconciled costs for a client's alternative sheltering support program audit, securing an additional \$60 million in federal funding.

Research Assistant | Kenbelle Capital, LP

- Create and update working portfolio spreadsheet of 100 companies, allowing for easy comparison and analysis among members of the portfolio. Responsible for ensuring all data related Excel files are up-to-date with current market information.
- Attended IPO launches on behalf of Portfolio Manager and Head Trader, often as sole analyst attendee.
- Transitioned roles to various outsourcing posts and remote settings when fund downsized.
- Managed fund expenditures on various vendors, and coordinated client contacts and IT contracts.
- Supervised intern program.

Administrative Assistant | Meredith Whitney Advisory Group, LLC

- Client communications manager, supporting report dissemination. Performed general office administration, including calendar coordination among multiple stakeholders
- Managed communications for CEO, including travel, speaking engagements, conference participation and client meetings.

Employment History

Hagerty Consulting, Inc., Associate, 2015-Present

Kenbelle Capital, LP, Research Assistant, November 2013-December 2014

Meredith Whitney Advisory Group LLC, Administrative Assistant, August 2013-November 2013

Education

- Bachelor of Science in Criminology, North Carolina State University
- Community Preparedness and Disaster Management Program, University of North Carolina-Chapel Hill
- Course Work: FEMA Management Institute; National Fire Academy; FBI and DHS: Terrorism
- Certifications: Hazardous Materials Technician; DHS Instructor; Critical Infrastructure and Key Asset Protection

Relevant Highlights

- Active role in more than eight presidential disaster declarations
- Experience in project management, program assessments, training and exercises, and emergency planning
- Project Manager and subject matter expert on Homeland Security, Emergency Management, Terrorism Awareness, Disaster Response and Recovery Projects.
- Served on the Wake County Domestic Preparedness Taskforce, the North Carolina Homeland Security Strategy Working Group, the North Carolina Critical Infrastructure and Key Resource Working Group, and the State Emergency Response Commission Medical

Professional Bio

Jordan Rink is an emergency management professional with over a decade of experience in assisting jurisdictions with preparing for, mitigating against, responding to, and recovering from disaster. As a first responder, Mr. Rink began his emergency management career serving in key management roles during major disaster recovery operations, including hurricanes Katrina, Rita, and Irene and for mid-Atlantic area winter storms as well as in multiple human-caused and technological incidents. Mr. Rink's disaster recovery expertise has since been used nationally and internationally on projects such as emergency planning, training and exercise projects, high profile special events staging, and other large scale disasters operations.

Key to his success has been implementation of realistic and comprehensive long and short range business plans as well as offering a vital leadership role in facilitating the identification of gaps/needs with synergy to developing cost effective plans to address and close the gaps.

Relevant Professional Experience

Independent Consultant | Federal Emergency Management Agency (FEMA) National Incident Management System (NIMS) Resource Typing | Hagerty Consulting, Inc.

- Assist the development and coordination of the FEMA NIMS Resource Typing, Center Management System (CMS) Operational Guidance, and National Qualification System (NQS) documentation.

Continuity of Operations Planner | Human Services Dept. | Wake County, North Carolina

- Conducted Continuity of Operations (COOP) training workshops to educate department leadership on the COOP and the planning process, developing and analyzing completed program area data collection worksheets to be integrated into the COOP plan and development of the department's initial continuity of operations plan. Assisted the department in determining and prioritizing mission essential functions, vital equipment and records, orders of succession, delegations of authority, and critical dependencies and interdependencies.

Emergency Operations Planner | Lincoln County, North Carolina

- Provided a thorough review of the Lincoln County Emergency Operations Plan (EOP). Provided review and revision of the EOP Base Plan, Annexes, and Appendices. Ensured that the plan was compliant with all applicable federal, state, and local guidance as well as emergency management best practices.
- Incorporated lessons learned from previous incidents in the county and all relevant after action reports (AARs).

Jordan Rink

Senior Recovery Planner



Consultant | Strategic National Stockpile Workshop and Full Scale Exercise | Wake County, North Carolina

- The goal of the exercises was to evaluate multi-agency coordination and response to an incident requiring mass medication dispensing. Developed the Situation Manual, Exercise Plan, Exercise MSEL and all exercise materials using the Homeland Security

Consultant | Medical Countermeasure Dispensing Table Top and Full Scale Exercises | Madison County, North Carolina

- The goal of the exercises was to evaluate multi-agency coordination and response to an incident requiring mass medication dispensing. Developed the Situation Manual, Exercise Plan, Exercise MSEL and all exercise materials using the Homeland Security Exercise Evaluation Program. Provided exercise facilitation, evaluation, and provided an AAR following the exercises.

Consultant | Strategic National Stockpile Table Top and Full Scale Exercises | Jackson County, North Carolina

- The goal of the exercises was to evaluate multi-agency coordination and response to an incident requiring mass medication dispensing. Developed the Situation Manual, Exercise Plan, Exercise MSEL and all exercise materials using the Homeland Security Exercise Evaluation Program. Provided exercise facilitation, evaluation, and provided an AAR following the exercises.

Recovery Planning Expert | Chatham County, GA | Hagerty Consulting, Inc.

- Supported development of the base recovery plan and associated recovery support annexes.

Developer | Emergency Operations Plan Annexes | City of Charlotte, North Carolina

- Developed three (3) Annexes to their Emergency Operations Plan. Conducted evaluation of the existing plan and past activations of the EOC as well as review of current after action reports. Recommended and developed a Natural Hazards Annex, a Technological Hazards Annex, and a Continuity of Operations Annex to supplement their existing plans.

Emergency Management Planning and Operations Expert | Wake County, North Carolina | Emergency Management Agency

- Provided consultation services utilizing best practices in order to assist the decision-making process and program development. Specifically provided consultation in volunteer coordination, training and exercises, and the Capital Area All-Hazards Incident Management Team. Provided staffing support during emergencies and disasters as an adjunct Emergency Preparedness Specialist. Served as the liaison between Emergency Management and the Wake County Radio System Manager, including fleet management, code plug development, radio programming, troubleshooting, and interoperability planning affecting the County.

Ambulance Strike Team/Taskforce Leader Course Revisions | North Carolina

- Revised the North Carolina ambulance strike team/medical taskforce leader course. This included curriculum development, instructor manual, student manual, slideshow presentation, course activities, field operations guide, and final examination. The course was split into two modules with an online web based portion and classroom module. All materials were revised and three (3) train-the-trainer courses were provided throughout the state.

Lincoln County Radiological Transportation Exercise Leader | North Carolina

- The exercise involved a multi-agency, multi-jurisdictional response to a transportation incident involving radiological materials. The goal of the exercise was to evaluate multi-agency coordination and response to a transportation incident involving radiological materials. Developed the Exercise Plan, Exercise Evaluation Guides, and all additional exercise materials using the Homeland Security Evaluation Program. Coordinated exercise controllers, evaluation, and an AAR following the exercise.

Jordan Rink

Senior Recovery Planner



Emergency Operations Planner | State of New Hampshire | Hagerty Consulting, Inc.

- Provided planning assistance to review and revise the Standard Emergency Operations Plan (SEOP) Base Plan, Annexes, and Appendices. Recommended a restructuring of the plan including development of Command and General Staff based Annexes. All recommendations were approved by the state and completed within the very aggressive timeframe allowed. Assisted with an onsite planning session alongside Hagerty Consulting.

Continuity of Operations/Continuity of Government (COOP/COG) Planning and Exercise Planner | Jackson County, North Carolina

- The primary objective of the Jackson County COOP/COG Project was to conduct a COOP training workshop to educate county leadership on the COOP and the planning process, developed and analyzed completed departmental data collection worksheets to be integrated into the COOP plan, facilitated a table top exercise based on COOP objectives, and developed the county's initial continuity of operations plan. Assisted the county in determining and prioritizing mission essential functions, vital equipment and records, orders of succession, delegations of authority, and critical dependencies and interdependencies.

Developer | Emergency Operations Center Training and Exercise | City of Raleigh, North Carolina

- This project included developing a custom Emergency Operations Center (EOC) Training Course for City of Raleigh EOC staff. Delivered two pilot training sessions for over 40 EOC staff members in each session. Following the EOC training, developed and conducted an EOC Tabletop Exercise for the City of Raleigh. This included all exercise documentation following HSEEP guidelines, execution of the Tabletop Exercise, and development of an AAR following the exercise.

Planner | COOP Planning and Exercise | Camden County, Georgia

- Assisted the county in developing a continuity of operations plan. Conducted a COOP training workshop to educate county leadership on the COOP and the planning process, developed and analyzed completed departmental data collection worksheets to be integrated into the COOP plan, facilitated a table top exercise based on COOP objectives, and developed the county's initial continuity of operations plan. Assisted the county in determining and prioritizing mission essential functions, vital equipment and records, orders of succession, delegations of authority, and critical dependencies and interdependencies.

Hazardous Materials Planning and Seminar Leader | Cumberland County, North Carolina | North Carolina Emergency Management Agency

- Analyzed and revised the Hazardous Materials Annex to the Cumberland County EOP. Analyzed over 300 Tier II reports submitted to Cumberland County and developed a risk determination methodology based on the information submitted in the reports. Created various scenarios and depicted appropriate plume modeling based on the hazard and risk information identified within the data. Developed the materials and facilitated a one day training and education safety seminar in conjunction with the local emergency planning committee and the Southeastern Safety Council.

Multi-Hazard Disaster Drill Expert | Haywood County | North Carolina Emergency Management Agency

- Provided subject matter experts to evaluate various response aspects during the drill. Evaluators provided feedback to participants during and immediately following the drill activities. Facilitated the hotwash and developed an after action report based on the objectives provided by the county.

Jordan Rink

Senior Recovery Planner



Subject Matter Expert | North Carolina Emergency Management Eastern Branch Resource Typing Project | North Carolina Emergency Management Agency

- Collected, analyzed, and typed all local government emergency resources throughout Domestic Preparedness Regions 1, 2, and 3. This involved deployment of field staff to all 33 Eastern North Carolina counties to identify, document and type all Fire, Emergency Medical System (EMS), Law Enforcement, Public Works, Health and Medical, and a multitude of other resources within each county. The goal of this project was to develop a regional resource list of available equipment for mutual aid, statewide, and Emergency Management Assistance Compact (EMAC) disaster response. Developed the data collection template as well as coordination of data collection across the entire region.

Full Scale Exercise Coordinator | Quake on the Blue Ridge USAR | Blue Ridge Emergency Preparedness Group

- Evaluated multi-agency coordination, medical surge response Urban Search and Rescue, SMAT, and fire suppression.

Employment History

Hagerty Consulting, Inc., Independent Contractor, 2013-Present

Blue Ridge Emergency Preparedness Group, LLC, Partner, 2010-Present

Wake County, North Carolina Emergency Management Agency, Emergency Preparedness Specialist, 2007-2013

IEM, Emergency Management Associate, 2006-2007

FEMA, Disaster Assistance Employee, 2005-2006

Swift Creek Fire Department, Firefighter/EMT, 2002-Present

Education

- Master of Arts in European Politics and Policies (magna cum laude), Katholieke Universiteit Leuven (Belgium)
- Bachelor of Arts in Political Science, John Carroll University
- Joint Operational Planning (Professional Military Education), Air Command and Staff College

Relevant Highlights

- Project Coordinator for Cook County's Active Threat Program
- Chief Planner for largest public safety exercise in Illinois history
- Chief Planner for full scale exercise that validated Rescue Task Force concept of operations for northeastern Illinois
- Chief Planner for the state-wide exercise in New Hampshire
- UK representative to FEMA Catastrophic Disaster Lessons Learned Conference
- FEMA PDS
- British Embassy's Chief of Staff (Operations) when dealing with crises abroad and in the United States
- Participated in 2014 National Exercise Program (ALASKA SHIELD)
- Facilitated TTX of a cruise ship disaster, terrorist attack, plane crash, space weather, and hurricane scenario
- U.S. National Exercise MSEL package developer

Professional Bio

David Schuld has directly managed various disaster responses, political crises and business continuity projects over the past eight years. Mr. Schuld has a wide spectrum of experience including the overall management of Hagerty's portfolio of active threat programs. His work includes leading curriculum development, training, exercises, and outreach for Cook County's Active Threat Program. Notable deliverables of this program included being lead author for Cook County's Framework for Active Threat Preparedness and Chief Planner for the largest public safety exercise in Illinois history, which involved over 800 participants from nearly 50 organizations responding to a complex coordinated terrorist attack in Rosemont, Illinois. Prior to joining Hagerty, Mr. Schuld served as the Chief of Staff (Operations) for the British Embassy during a multitude of crises, including during the 2014 Iraq and Ukraine crises, hurricanes Odile and Gonzalo, the attack on Parliament Hill in Ottawa, and responding to the Ebola outbreak in West Africa. During his time with the British Embassy, he was responsible for the development and management of the active threat best practices for British embassies and high commissions around the world. Mr. Schuld has worked on policy implementation, project management, training and preparedness, and managing crisis operations in the United States and abroad. Since returning to working with communities across the United States, Mr. Schuld has developed partnerships with public safety agencies at all levels of government and has supported the development of best practices for effective planning and training to prevent, respond, and recover from an active threat events including active shooters and complex coordinated terrorist attacks.

He is highly skilled in executing whole community approaches to crisis operations, translating emergency management parlance to laymen terms, and working with national and international partner-agencies to understand the need for emergency preparedness and sustainable after-action reports.

Mr. Schuld belongs to several organizations, including sitting on the International Public Safety Association's Rescue Task Force Committee, northern Illinois' Terrorism Liaison Officer Committee, and the Board of Directors of the Evanston Police and Fire Foundation.

Relevant Project History

Project Coordinator, Active Threat Program | Cook County, Illinois, DHSEM

- This multi-year, two million-dollar initiative supported the Chicago metropolitan area's efforts to better prepare for an active shooter or complex coordinated terrorist attack. Responsible for the management of curriculum development, training, exercise design, and facilitation of outreach to enhance capabilities in situations where lone or multiple gunmen are undertaking, or threatening to undertake, violence against individuals, organizations, or ideologies across 134 communities in the county.

David Schuld

Recovery Planner



Lead Planner, Exercise Series | NERCPI

- Chief Planner for the state-wide exercise in New Hampshire as part of the New England Regional Catastrophic Planning Initiative (NERCPI).

Project Manager, Capstone National Exercise Program | Foreign and Commonwealth Office

- Managed the United Kingdom's (UK) participation in the 2014 United States (U.S.) National Exercise Program, the largest crisis exercise in U.S. history and reported back to UK headquarters in an official diplomatic telegram.

Crisis Management Advisor, United States Network | Foreign and Commonwealth Office

- Responsible for the overall management of planning, training and advising on crisis management with jurisdiction over the entire United States for the British Embassy in Washington, the nine British consulates general and the United Kingdom Mission to the United Nations in developing and strengthening a "whole of mission" approach to crisis management (consular, political and business continuity).

Project Manager, Business Continuity TTX | Foreign and Commonwealth Office

- Led a business continuity exercise for the Foreign Security Policy Group and the Ambassadorial Deployment in a Crisis, as well as a series of consular crises at the consulates general (hurricanes, terrorism, and maritime disasters).

Special Advisor, US Congress | British Defence Staff – United States

- Briefed the Chief of General Staff on Congressional activities during and after the U.S. Government shutdown, sequestration, furlough of U.S. Department of Defense civilians, and on the National Defense Authorization Act. Liaised with Congressional members and staffers, particularly with the Senate Armed Services Committee and House Armed Services Committee.

Assistant to the Head of British Army Staff and Land Footprint | British Defence Staff – United States

- Advised Head of British Army on U.S. policy. Developed and managed an online information tool known as "Pondjumper" to inform British Army Staff stakeholders in the UK of defense policy and operational updates from the U.S. Supported British Army officers stationed in the U.S. (known as the Land Footprint) prior to deployment to Afghanistan.

Project Manager, Annual Conference of British Army Officers in the US | British Defence Staff – United States

- Managed the annual conference of British Army officers in the U.S., including planning budget, logistics (travel, accommodation, and meetings), and correspondence in after-action reporting. Attendance included 13 UK general officers and over 60 UK officers stationed across the United States.

Interim Deputy Chair, Public Policy Programs and Executive Education | Brookings Institution

- Managed the Brookings Institution's Executive Education LEGIS Congressional Fellowship Program. This included preparing course material and acting as resource for Fellows, participating Congressional members, and committee staff.

Office Manager/Military Legislative Assistant | US Representative Alan Grayson

- Legislative manager on defense, foreign policy, veterans, homeland security and trade issues. Activities included writing and managing defense legislation; managing the Congressman's amendments to the 2010 National Defense Authorization Act; Liaised with Air Force capabilities in Florida and Colorado; participated in a Congressional Delegation to Bosnia-Herzegovina and Turkey; acted as liaison between the Congressman and Invisible Wounds Caucus; and initiated Veterans of the Month program to highlight sacrifices of veterans living in Florida's 9th District.

David Schuld

Recovery Planner



Special Advisor, Transatlantic Relations | European Parliament

- Briefed Members of the European Parliament (MEP) and Parliament's secretariat on international security issues including anti-piracy operations off the Horn of Africa, Arctic security issues, military operations in Iraq and Afghanistan, and nuclear nonproliferation issues in North Korea.

Employment History

Hagerty Consulting, Inc., Managing Associate for Active Threat Preparedness, 2014-Present

Foreign and Commonwealth Office, Adviser (Crisis Planning and Operations), 2013-2014

UK Ministry of Defence - British Defence Staff Washington, Special Adviser on Congress, 2013-2014

British Army Staff, Assistant to the Military Attache, 2011-2014

The Brookings Institution, Interim Deputy Chair, Public Policy Programs, 2010-2011

US House of Representatives, Office Manager -- Military Legislative Assistant, 2009-2010

European Parliament, Fellow, Special Advisor for Transatlantic Relations, 2008-2009