

**Town of Montreat
Board of Commissioners Meeting – Public Forum
December 12, 2024 – 5:30 p.m.
Convocation Hall**

I. Call to Order

- Welcome
- Moment of Silence

II. Agenda Adoption

III. Public Comments

IV. Adjournment

**Town of Montreat
Board of Commissioners
Town Council Meeting
December 12, 2024 – 6:00 p.m.
Convocation Hall**

I. Call to Order

- Moment of Silence

II. Agenda Adoption

III. Mayor's Communications

IV. Consent Agenda

A. Meeting Minutes Adoption

- November 14th Public Forum Meeting Minutes
- November 14th Town Council Meeting Minutes

All items on the Consent Agenda are considered routine, to be enacted by one motion with the adoption of the agenda and without discussion. If a member of the governing body requests discussion of an item, it will be removed from the Consent Agenda and considered separately.

V. Town Manager's Communications

- Consent Agenda Review
- Other Items

VI. Administrative Reports

- Administration
- Planning and Zoning
- Police
- Public Works and Water
- Sanitation
- Streets
- Finance – Pending
- Supplemental Document for Sanitation
- November Building Permits

VII. Public Comment

Public comments will be heard during this period for any and all items.

VIII. Old Business

A. TA-2022-04 – Text Amendment Public Hearing

- **Presenter: Savannah Parrish**
- **See Agenda Materials on pages**
- **Suggested Motion: Move to adopt/adopt with revisions**

B. TA-2024-04 – Adoption Ordinance

- **Presenter: Savannah Parrish**
- **See Agenda Materials on pages**
- **Suggested Motion: Adopt/adopt with revisions Ordinance #24-12-01 for TA-2024-04**

IX. New Business

A. Certify Election Results

- **Presenter:**
- **See Agenda Materials on pages**
- **Suggested Motion: Move to certify election results.**

B. Oaths of Office

- **Mayor Tim Helms**
- **Commissioner Kitty Fouche**
- **Commissioner Jane Alexander**

C. Election of Mayor Pro Tempore & Oath of Office

- **Presenter:**
- **See Agenda Materials on pages**
- **Suggested Motion: Move to elect _____ as Mayor Pro Tem.**
- **Oath of Office**

D. Consideration of Disaster Management Firm Services

- **Presenter: Savannah Parrish**
- **See Agenda Materials on pages**
- **Suggested Motion: Move to authorize the use of services from _____**

E. Discussion of Advisory Board Term Limits

- See Agenda Materials on pages

F. Consideration of Amending an Easement and Maintenance

- Presenter: Kayla DiCristina
- See Agenda Materials on pages
- Suggested Motion: Move to grant/deny the Easement and Maintenance Agreement Amendment and authorize staff to undertake all acts necessary to accomplish the same with the advice and consent of Town Counsel

X. Public Comment

Public comments will be heard during this period for any and all items.

XI. Commissioner Communications

XII. Dates to Remember

- Town Hall Closed for Christmas – Wednesday, December 25th & Thursday December 26th
- Town Hall Closed for New Years Holiday - Wednesday, January 1st, 2025
- January Town Council Meeting – Thursday, January 9th, 2025, at 6:00 p.m. Public Forum will begin at 5:30 p.m. (Location TBD)

XIII. Closed Session

- Suggested Motion: Move to enter into Closed Session in accordance with NCGS §143-318.11(6) for discussion of a personnel matter.

XIV. Adjournment

**Town of Montreat
Board of Commissioners
Public Forum Meeting Minutes
November 14, 2024 – 5:30 p.m.
Town Hall**

Board members present: Commissioner Jane Alexander
Mayor Pro Tem Mason Blake
Commissioner Kitty Fouche
Commissioner Grant Dasher
Commissioner Tom Widmer

Board members absent: Mayor Tim Helms

Town staff present: Savannah Parrish, Town Manager
Angie Murphy, Town Clerk
Jeff Eaton, Police Chief
Brandon Freeman, Town Attorney

Approximately nineteen members of the public were present. Mayor Tim Helms called the meeting to order at 5:30 p.m. and led the group in a moment of silence.

Agenda Approval

Commissioner Kitty Fouche moved to adopt the agenda as presented. Commissioner Jane Alexander seconded, and the motion carried 5/0.

Public Forum

Mrs. Jamie Bookwalter of 141 Holston Lane, a new resident of Montreat, introduced her husband Brent, and children Vera and Waylon. Mrs. Bookwalter advised that they are having a hard time receiving their mail. Mrs. Bookwalter mentioned issues with her address while attempting to utilize Facebook Marketplace, as well as issues filing a FEMA claim. Mrs. Bookwalter went on to say that she would rather have an actual mailbox because she does not want to pay \$170 a year for a post office box that she does not want to use. Mrs. Bookwalter advised she and her husband work full-time, which makes it difficult to get to the post office during their open hours. Mrs. Bookwalter stated that she has already contacted her state representative who seems interested in pursuing the next steps. Mrs. Bookwalter asked the Council to explain the background of mail delivery in Montreat and inquired about why it has not already been changed. Mayor Helms stated that most residents in Montreat do not want mailboxes on every street. Commissioner Widmer advised that Montreat could have street delivery or a Post Office but not both. Mrs. Bookwalter inquired why Ridgecrest had a Post Office and street delivery. Town Manager Savannah Parrish advised that the difference between Montreat and Ridgecrest, regarding the Post Office, is that Montreat is an incorporated town and Ridgecrest is not. Ms. Parrish advised that Town Staff have been told by postal authorities that Montreat can either have street delivery or a Post Office. If street delivery is the chosen method of delivery the Black Mountain Post Office would absorb the Montreat Post

Office. Ms. Parrish also advised that the Montreat Post Office has a history of being a special gathering place in Montreat, operating like a community center. Ms. Parrish advised that there currently is no appetite for changing the mail delivery system. Ms. Parrish also advised that this discussion has come up several times and she offered to meet with Mrs. Bookwalter and review the history and the details further. Mrs. Bookwalter stated her intent to pursue a petition with her state representative.

Mr. Brad Hestir of 192 Mississippi Road and Chair of the Montreat Tree Board felt the community could benefit from additional tree safety initiatives. Mr. Hestir advised that he is considering addressing this issue with members of the Tree Board. Mr. Hestir also advised that typically this time of year makes it difficult for the Tree Board to meet on their scheduled day and time due to holidays and other factors. Mr. Hestir stated that Tree Board had recently changed their meeting schedule to make it more convenient. Mr. Hestir advised this year was difficult for the Tree Board to accomplish anything for a variety of reasons. Mr. Hestir also said that he cycles off Tree Board in January of 2025, but he feels there is a lot more left to accomplish in a brief time period.

Mr. Dean Carter of 340 Texas Road feels that the portion of Texas Road between Community Center Circle and Lookout Road is a safety hazard due to the speed of cars. Mr. Carter and his wife have noticed that there is an increase in on-street parking, which contributes to the safety hazard due to the narrowness of the roadway. Mr. Carter suggested making that portion of Texas Road one way only. Mayor Helms suggested that Mr. Carter give his name and number to the Chief for a follow-up.

Mr. Burns, a resident of the ETJ on Foreman Siding Road, stated that he has enjoyed seeing new homeowners in Montreat and especially those with children. Mr. Burns also expressed his appreciation to the Council for the open Public Forum each month.

Mrs. Martha Campbell of 304 Texas Road stated she feels like she is beginning to solve the postal problem. Mrs. Campbell had an issue with her government issued driver's license, which was correctly addressed to Montreat, that was delivered by USPS to the Brevard DMV. Mrs. Campbell has also reached out to her state representative about this above issue. After some discussion it was determined that this issue was not a postal addressing issue but rather a postal routing issue.

Adjournment

Commissioner Tom Widmer moved to adjourn the meeting. Mayor Pro Tem Blake seconded, and the motion carried 5/0. The meeting was adjourned at 5:54 p.m.

Tim Helms, Mayor

Angie Murphy, Town Clerk

**Town of Montreat
Board of Commissioners
Meeting Minutes
November 14, 2024 – 6:00 p.m.
Convocation Hall**

Board members present: Mayor Tim Helms
Mayor Pro Tem Mason Blake
Commissioner Kitty Fouche
Commissioner Jane Alexander
Commissioner Grant Dasher
Commissioner Tom Widmer

Board members absent: None

Town staff present: Savannah Parrish, Town Manager
Angie Murphy, Town Clerk
Jeff Eaton, Police Chief
Brandon Freeman, Town Attorney

Approximately twenty-five members of the public were present in Convocation Hall and several more were watching via Zoom. Mayor Tim Helms called the meeting to order at 6:00 p.m. and led the group in a moment of silence.

Agenda Adoption

Commissioner Tom Widmer wanted to make it clear for the record that the proclamation in Item C should be for both Public Works and Montreat Police Department employees. Commissioner Grant Dasher moved to adopt the agenda as amended. Mayor Pro Tem Mason Blake seconded, and the motion carried 5/0.

Mayor's Communications

Mayor Helms stated that since Hurricane Helene a lot of work has been accomplished in Montreat but there is a lot more work to be completed. Mayor Helms also stated that the creek is wider and deeper and probably won't ever look the same again. Mayor Helms advised that most bridges were in good condition at the moment except for the Arbor Lane bridge which will need to be replaced. Town Staff have prioritized the projects and will address them one at a time.

Meeting Minutes Adoption

- September 12th Public Forum Meeting Minutes
- September 12^h Town Council Meeting Minutes
- October 25th Special Town Council Meeting Minutes
- October 31st Special Joint Meeting of BOC & Audit Committee Meeting Minutes

Town Manager's Communications

Town Manager Savannah Parrish thanked everyone for their continued patience as Town Staff assessed damage. Ms. Parrish stated that she did not have a timeline for paving projects at this time but will keep residents informed. There will be a bulk-pickup on Tuesday, December 3rd. Ms. Parrish gave an update on two new members of the Montreat Police Department. Officer Hannah Wells, who graduated top of her class in BLET and successfully completed field training in Black Mountain, will be working the night shift. Officer Brandon Collins will be working a variety of shifts as a reserve police officer. Ms. Parrish also advised homeowners to place their Hurricane Helene vegetative debris on the right-of-way but not on the roadway. There should be no private hurricane debris taken to Welch Field. The debris pile at Welch Field is for public property and rights-of-way and Staff has contracted with FEMA to chip and remove this debris.

Administrative Reports

- Administration – This report was given in written format.
- Planning & Zoning – This report was given in written format.
- Police – This report was given in written format.
- Public Works and Water – This report was given in written format.
- Sanitation – This report was given in written format.
- Streets – This report was given in written format.
- September & October Building Permits – This report was given in written format.

Commissioner Tom Widmer questioned why the administrative report for the water department indicated 450 feet of water line was replaced which contradicted what Mr. Creasman reported at the October Special Town Council meeting. Ms. Parrish will follow up with the correct information.

Public Comment

Mrs. Shirley Mitchell of 201 Harmony Lane feels that the Town is currently in a good position. Mrs. Mitchell thanked Richard DuBose for his leadership and his graciousness. Mrs. Mitchell also acknowledged Mrs. Letta Jean Taylor who helped hand out bottled water at the gate in the days after the hurricane. Mrs. Mitchell also acknowledged the work of Town Manager Savannah Parrish and Town Clerk Angie Murphy.

Mrs. Martha Campbell of Maryland Place commented that Montreat was lucky to have potable water so quickly. Mrs. Campbell also mentioned that the Montreat water system made great improvements under the leadership of the former mayor, Letta Jean Taylor.

Old Business

- A. TA-2022-04 – Text Amendment: Ms. Parrish advised that this text amendment was submitted by Mayor Pro Tem Mason Blake on behalf of the Board of Commissioners. The purpose of the text amendment is to comply with a legislative update. The General Assembly passed new legislation which means Montreat’s ordinance needed to be updated to comply. Town Attorney Brandon Freeman advised this item was brought before the Council in October, but he wanted to do further research before recommending it for approval. Mr. Freeman advised that the verbiage was taken directly from the School of Government’s recommended changes. Mayor Pro Tem Mason Blake advised that he had three revisions that could be found in paragraph 2c. Mr. Blake provided Zoning Administrator Kayla DiCristina with the proposed changes earlier in the day. Mayor Pro Tem Blake stated that without those changes the ordinance was not ready for adoption and suggested deferring the item until the following month. Commissioner Jane Alexander moved to defer this item to a date certain. Commissioner Tom Widmer seconded, and the motion carried 5/0.
- B. TA-2024-04 – Adoption Ordinance: Commissioner Kitty Fouche moved to defer this item to a date certain. Mayor Pro Tem Mason Blake seconded, and the motion carried 5/0.

New Business

A. Department Head Updates:

- Finance – Savannah Parrish on behalf of Rachel Eddings
 - The Town has received \$193,640 to date in donations for Hurricane Helene Recovery Fund.
 - Water Bills will be sent out next Monday. The bill will be for two months, which will be noted on the bill.
 - Please do not drop your water bill payment in the drop box at Town Hall until further notice.
- Public Works – Savannah Parrish on behalf of Barry Creasman
 - All roads are currently open for vehicular traffic. There could be intermittent roads closures as contractors make necessary repairs.
 - Roadways will be paved in the future but there is currently no timeline.
 - All water tests as required by the state have been tested and passed at acceptable levels. The water system is back to full operating capacity.
 - Contractors have made one complete round picking up vegetative storm debris placed at the roadside. One more round will be completed. The debris at Welch Field is for public property and public rights-of-way. A FEMA approved contractor will be removed soon.
 - Normal leaf and brush pickup resumed this week.
 - Town Staff has been in contact with engineers concerning multiple projects in Town.
- Police – Chief Jeff Eaton

- Montreat Police are resuming normal operations like patrol and traffic enforcement.
 - Reserve Officer Brandon Collins has come to Montreat from the Woodfin Police Department. He grew up here in the Swannanoa Valley and is a graduate of CD Owen High School and Appalachian State University. Brandon assisted during the storm as a civilian before being sworn in as an officer.
 - Resurgence of bear activity recently. Keep car doors locked, porches locked, residence doors locked. When utilizing the convenience center, make sure doors are secured before leaving.
 - Have begun a policy review of outdated policy and procedures.
 - Call 911 for an emergency or crime in progress.
 - For other less pressing issues please call Buncombe County Public Safety Communications Center at 828-250-6670.
- B. Budget Amendment: Town Manager Savannah Parrish advised this Budget Amendment was needed to move Hurricane Helene donations into Fund 29 for use. Ms. Parrish also received confirmation from First Bank that the \$100,000 loan proceeds which were reserved for the Texas Road Pedestrian Bridge Project can be utilized for hurricane repairs. Ms. Parrish also advised that this budget amendment included moving the \$25,000 flood insurance payment for Town Hall into Fund 29 as well. Mayor Pro Tem Mason Blake moved to approve the Budget Amendment. Commissioner Kitty Fouche seconded, and the motion carried 5/0.
- C. Proclamation for Public Works Employees and Montreat Police Department Employees: Ms. Parrish advised that the proclamation was in appreciation for the hard work of both the Public Works Department and Montreat Police Department over the last six weeks. Ms. Parrish read the proclamation aloud. Commissioner Grant Dasher moved to approve Proclamation #24-11-001. Commissioner Tom Widmer seconded, and the motion carried 5/0. Commissioner Tom Widmer suggested that each of the employees from the two departments receive a copy of the proclamation.
- D. Discussion about Utilizing a Disaster Management Company: Ms. Parrish mentioned that the proposal in the packet was from IEM, a North Carolina disaster relief company that is being utilized by the Town of Black Mountain. The purpose of this company would be to take on the public assistance FEMA grant process. This company would line up the correct expenditure with the correct portion of money. This company would ensure that Montreat receives the maximum return for any available money. Ms. Parrish advised that the Town Staff would need to issue a Request for Proposals (RFP) for candidates. Ms. Parrish needed confirmation that this would be something that the Council would be interested in pursuing. Ms. Parrish advised that the company would take 5% of Montreat's total reimbursement as payment for their services. There is also an hourly pay option as well. Ms. Parrish expressed her interest in using this type of company due to the small size of Montreat Staff and the high expectations of FEMA. Mayor Pro Tem Mason Blake moved to authorize Town Manager

Savannah Parrish to issue an RFP for disaster management company assistance. Commissioner Jane Alexander seconded, and the motion carried 5/0.

Public Comment

Ms. Jean Norris of 192 Mississippi Road advised that the Flat Creek Crossing footbridge had been completely destroyed by Hurricane Helene. Ms. Norris stated it is unclear to her who owns the bridge and how quickly it needs to be replaced. Ms. Norris felt that it could be included in funding proposals as a part of Flat Creek Crossing.

Commissioner Communications

Mayor Pro Tem Mason Blake read an official response to for the record concerning Dr. Mary Standaert's comments at the September Town Council meeting suggesting that the Town had not acted properly in connection with the elections. The entire response can be heard at the following link: <https://www.youtube.com/watch?v=67zCpIKI2NM>

Commissioner Grant Dasher commented that the days leading up to the election filing were very stressful and he expressed his gratitude for the emails indicating that the wrong information was given to Town Staff. Commissioner Dasher went on to say that he loved Montreat and was grateful for the opportunity to serve the Town.

Commissioner Tom Widmer announced that a runner was hit by a car recently on Assembly Drive. The runner sustained multiple injuries but was released from the hospital earlier that day. Commissioner Widmer reminded everyone to be aware of runners at dawn and at dusk and to slow driving speeds considerably. Commissioner Widmer advised that runners to run on the path rather than in the bike lanes.

Mayor Tim Helms advised that a Montreator had recently criticized the meeting summary writing process. Mayor Helms stated that he did not have time to preside over a meeting and take comprehensive notes at the same time. Commissioner Tom Widmer had previously volunteered to draft the meeting summary and then send to Mayor Helms for his approval. Mayor Helms stands by his decision to allow Commissioner Widmer to pen the summary in the interest of keeping Montreators informed about the business of the Town. Mayor Helms also thanked MRA for their generosity in a myriad of ways during the storm recovery.

Dates to Remember

- Town Hall Closing Early for Thanksgiving – Wednesday, November 27th at 12:00 p.m.
- Town Hall Closed for Thanksgiving – Thursday, November 28th and Friday November 29th

- Bulk Pickup/White Goods Pickup - Tuesday, December 3rd
- Planning & Zoning Commission Meeting - Wednesday, December 11, 2024, at 10:30 a.m. (Location TBD)
- December Town Council Meeting – Thursday, December 12, 2024, at 6:00 p.m. Public Form will begin at 5:30 p.m. (Location TBD)
- Town Hall Closed for Christmas Holiday – Wednesday, December 25th and Thursday, December 26th

Adjournment

Commissioner Jane Alexander moved to adjourn the meeting. Commissioner Kitty Fouche seconded, and the motion carried 5/0. The meeting was adjourned at 6:56 p.m.

Tim Helms, Mayor

Angie Murphy, Town Clerk



TOWN OF MONTREAT

P. O. Box 423, Montreat, NC 28757
Tel: (828) 669-8002 | Fax: (828) 669-3810
www.townofmontreat.org

ADMINISTRATIVE REPORTS: ADMINISTRATION

Town Administration report for the month of November 2024

Monthly Statistics	2023	2024
Public Meetings	0	2
Public Records Requests Processed	0	3
Water Bills Processed & Mailed	0	655
Water Bills Processed & Emailed	NA	43
Leak Adjustments	10	0
Sunshine List Messages	34	9
Website Posts	34	9
Social Media Posts	35	12

Upcoming Events and Schedule Changes

Town Hall will be closed on December 25 & 26 for Christmas

Comments

N/A

Staff Communications

The data above includes combined amounts for September and October for both years.



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ADMINISTRATIVE REPORTS: BUILDINGS AND INSPECTIONS

Buildings and Inspections report for the month of November 2024

Monthly Statistics	2023	2024
Building Permits Issued	11	11
Pending Building Permits	0	0
Building Inspections Performed	24	21
Stop Work Order Issued	0	0
Defective Building Posted	0	0
Denied Building Permits	0	0
Fire Inspections Performed	0	0
Fire Re-Inspections Performed	0	0
Fire Permits Issued	0	0

Comments

0

Staff Communications

Happy Holidays from the Buildings & Inspections Department1



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ADMINISTRATIVE REPORTS: STREETS

Streets Department report for the month of November 2024

Monthly Statistics	2023	2024
Public Trees Removed	0	8
Sand Applied to Roads (tons)	0	0
Ice Melt Applied to Roads (pounds)	0	0
Road Closures	0	4

Comments

0

Staff Communitactions:

0



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ADMINISTRATIVE REPORTS: POLICE DEPARTMENT

Police Department report for the month of November 2024

Monthly Statistics	2023	2024
Animal Issue	0	0
Assist EOC	0	4
Check Business	0	2
Check Residence	0	0
#REF!	#REF!	#REF!
Contact Public	0	14
Debris Blocking Road	0	2
Directed Patrol (BCSD)	0	1
#REF!	#REF!	#REF!
Follow Up Investigation	0	2
Foot Patrol	0	6
#REF!	#REF!	#REF!
Harassing Phone Calls	0	1
Investigate BCSD	0	5
Locked Vehicle (BCSD)	0	1
Security Check BCSD	0	32
Improper Parking	0	1
Loud Noise	0	1
Motor Vehicle Accident Injury	0	1
Suspicious Person	0	1
Suspicious Vehicle	0	7
Larceny Report	0	1
Traffic Stop	0	33
Residential Alarm	0	1

Comments

A reminder, our non-emergency number has changed. You can reach the MPD Officer on duty through Buncombe County Dispatch. 828-250-6670. Happy Holidays from the Montreat Police Department!



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ADMINISTRATIVE REPORTS: WATER AND PUBLIC WORKS

Water and Public Works report for the month of November 2024

Monthly Statistics	2023	2024
Calls for Service	52	67
Water Leaks Repaired	3	2
New Water Lines Installed	0	400ft
Water Meter Replacements	0	2
Gallons of Water Produced	3,321,632	3,940,883
Hours Pumped (11 wells combined)	1,623	2,416
Water Samples Taken	1	1

Comments

Numbers are a little high due to a few leaks. The Public Works Dept would like to Wish Everyone a very Merry Christmas and



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ADMINISTRATIVE REPORTS: SANITATION

Sanitation Department report for the month of November 2024

Monthly Statistics	2023	2024
Tons of Curbside Trash Collected	24.45	15.42
Tons of Curbside Recycling Collected	5.31	0
Unique Curbside Sanitation Stops	1720	1700
Special Pickup Stops	0	3
Bagged Leaf Pickup	1004	669
Brush Pickup (cubic yards)	4 Loads	32 Loads
Hauling Fees	3694	2108.1
Tipping Fees	1269.11	1330.65
Dumpster Rental Fees	460.26	300.62
Convenience Center Usage-Trash	0	14.42
Convenience Center Usage-Recycle	0	11.24

Comments:

We had Bulk pickup on Dec 3 . The crew picked up 124 cubic yard of material. Brush and leaf pickup has resumed.We are awaiting an electrician and then we can make the final upgrades to the convenience center. Happy Holidays from the Sanitation Department!



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ADMINISTRATIVE REPORTS: ZONING ADMINISTRATION

Zoning Administration report for the month of November 2024

Monthly Statistics	2023	2024
Approved Zoning Permits	3	1
Denied Zoning Permits	0	0
Pending Zoning Permits	1	2
Variance/Interpretation Granted	0	0
Special Use Permits Granted	0	0
Permit Extensions Granted	0	0
Notice of Violations	0	0

Comments

Happy Holidays from the Zoning Department!!



PO Box 8468
Asheville, NC 28814
828.645.0660 (Fax)828.658.4144

Town of Montreat - Monthly Tonnage - Pick-Up: November 2024

Convenience Center:

Day:	Date:	Recycle Tonnage:	MSW Tonnage:	Cardboard Tonnage:
Friday	11/1/2024		2	
Monday	11/4/2024	0.43		
Wednesday	11/6/2024		1.4	
Thursday	11/7/2024	1.08		
Thursday	11/14/2024	1.45	1.46	
Thursday	11/21/2024	.81	1.11	
Wednesday	11/27/2024	1.11		
Friday	11/29/2024	.74	1.24	
Total Tonnage:		5.62	7.21	

Compactor Site:

Day:	Date:	Recycle Tonnage:	MSW Tonnage:	Cardboard Tonnage:
Thursday	11/6/2024		2.84	
Wednesday	11/20/2024		2.47	
Thursday	11/21/2024		2.4	
Total Tonnage:			7.71	

PW Shop:

Day:	Date:	Recycle Tonnage:	MSW Tonnage:	Cardboard Tonnage:
Monday	11/06		3.33	
Thursday	11/20		4.82	
Tuesday				
Total Tonnage:			8.15	

November Building Permits

Permit Number	Date	Name	Property Address	Permit Type	Project	Zoning Approval	Cost	PIN	CONTRACTORS	Fee Amount
6061	11/7/2024	Spratt White	169 Texas Rd Ext	electrical	pole to meter box-helene	no			Clegg Electric	NA
6062	11/6/2024	Eleanor Peters	319 NC Terrace	elec/gas/m	gas furnace install	no			Gentry Service Group	\$ 100
6063	11/7/2024	Everett Culpepper	202 Harmony Ln	bldg	remodel-storm damage	no	700,000		Dunkirken Homes	NA
6064	11/14/2024	Stuart Frye	531 Greybeard Trl	bldg	resid repairs-storm damage	no	90,000		Skip Ruckle	NA
6065	11/14/2024	Clarence Legerton	122 Eastminster Terr	mech/elec	mini split	no			Comfort Central	\$ 100
6066	11/14/2024	MRA	401 Assembly Dr	bldg	comm repairs-storm damage	no	15,000		John Quinzi/MRA	NA
6067	11/14/2024	William Black Lodge	329 N Carolina Terr	bldg	comm-reno	no	500,000		Sineath Construction	\$ 5,750
6068	11/20/2024	Town of Montreat	1210 Montreat Rd	bldg	comm-repairs	no			Sineath Construction	NA
6069	11/20/2024	Morgan Family Properties	201 Alabama Terr	electrical	service repair	no			Clegg Electric	NA
6070	11/21/2024	H Lee Lancaster	229 Texas Rd Ext	bldg	res repairs storm damage	yes	73173		Blocke Builders	nA
6071	11/27/2024	Terry Domm	133 Virginia Rd	bldg	res repairs storm damage	no	110,000		Chastain Contracting LLC	na



ORDINANCE AMENDMENT APPLICATION

Town of Montreat Planning and Zoning
1210 Montreat Road, Black Mountain, NC 28711 | (828) 669-8002

REQUIRED FEE: \$50.00 (CASH OR CHECK)

INSTRUCTIONS

All applications for amendments to the Town of Montreat's Ordinances must include a completed and signed application and fee, set forth by the Town of Montreat Fee Schedule. Completed applications are submitted to the Town Clerk. All fees must be made payable to the Town of Montreat. Fees are non-refundable except where an application is withdrawn prior to its consideration by the Planning and Zoning Commission. The Zoning Administrator will determine whether the application is complete following its submittal and will notify the applicant via the contact information listed below of the tentative meeting dates that the Planning and Zoning Commission and Board of Commissioners will hear the proposal and of any action taken or decision made concerning this request. All meetings of the Planning and Zoning Commission and Board of Commissioners are open to the public.

APPLICANT INFORMATION

APPLICANT NAME: _____ TELEPHONE: _____

MAILING ADDRESS: _____ CITY: _____ STATE: _____ ZIP: _____

LOCAL ADDRESS: _____ CITY: _____ STATE: _____ ZIP: _____

EMAIL: _____

PROPOSED AMENDMENT

ORDINANCE TO BE AMENDED:

GENERAL ORDINANCE

ZONING ORDINANCE

SUBDIVISION ORDINANCE

WIRELESS COMM. ORDINANCE

CHAPTER, ARTICLE, & SECTION TO BE AMENDED: _____

PROPOSED TEXT IN FULL (ATTACH SHEETS AS NECESSARY): _____

STATE THE REASON FOR THE REQUEST (ATTACH SHEETS AS NECESSARY): _____

LIST SUPPORTING & ATTACHED DOCUMENTS: _____

SIGNATURES AND ACKNOWLEDGEMENT

I, _____, hereby certify that all of the information set forth above is true and accurate to the best of my knowledge.

Mason Blake

Signature of Applicant

Date

Printed Name of Applicant

OFFICE USE ONLY

Complete

Incomplete

Kayla DiCristina

Zoning Administrator Signature

Date

Printed Name of Zoning Administrator

Fee: _____

Paid: Yes No

Payment Method: _____

Scheduled Planning and Zoning Commission Meeting Date: _____

Scheduled Board of Commissioner Meeting Date: _____

* The Board of Commissioners may opt to not refer this amendment to the Planning and Zoning Commission for review before approval at the Board of Commissioners 9/12/24 meeting.

2023 North Carolina Legislative Session - Suggested Revisions

Key: Text to Remain | New Text | Deleted Text

Redevelopment and Stormwater Rules

Section 300(3) Applicability and Exemptions

Nothing in this Ordinance shall require private property owners to install new or increased stormwater controls for (i) preexisting development or (ii) redevelopment activities that do not remove or decrease existing stormwater controls. When a preexisting development is redeveloped, either in whole or in part, increased stormwater controls shall only be required for the amount of impervious surface being created that exceeds the amount of impervious surface that existed before the redevelopment, irrespective of whether the impervious surface that existed before the redevelopment is to be demolished or relocated during the development activity. A property owner may elect to treat the stormwater resulting from the net increase in built-upon area above the preexisting development for the purpose of exceeding allowable density under the applicable water supply watershed rules as provided in G.S. 143-214.5(d3).

Exclusion of ROW from Impervious Surface MGO Chapter K Article III

301. Interpretations and Definitions

6. When used in this Ordinance, the following words and terms shall have the meaning set forth in this section, unless other provisions of this Ordinance specifically indicate otherwise.

Impervious surface: Any surface that, in whole or in part, restricts or prevents the natural absorption of water into the ground. Such surfaces may include, but are not limited to, gravel, concrete, asphalt or other paving material, and all areas covered by the footprint of buildings or structures. For the purpose of this subdivision, the entire impervious area of a development shall not include any portion of a project that is within a North Carolina Department of Transportation or municipal right-of-way.

Funds for Maintenance of Stormwater Facilities MGO Chapter K Article III

309. Operation and Maintenance Agreement

2. Special Requirement for Homeowners' and Other Associations. For all structural BMPs required pursuant to this ordinance and that are to be or are owned and maintained by a homeowners' association, property owners' association, or similar entity, the required operation and maintenance agreement shall include all of the following provisions:

a) Acknowledgment that the association shall continuously operate and maintain the stormwater control and management facilities;

b) Establishment of an escrow account, which can be spent solely for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ maintenance, repair, replacement, and reconstruction costs of the structural BMPs; If structural BMPs are not performing adequately or as intended or are not properly maintained, the Town, in its sole discretion, may remedy the situation, and in such instances the Town shall be fully reimbursed from the escrow account. Escrowed funds may be spent by the association for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ maintenance, repair, replacement, and reconstruction costs of the structural BMPs, provided that the Town Administrator or his/her designated Stormwater Administrator shall first consent to the expenditure.

c) Both developer contribution and annual deposits for future use of “sinking funds” shall fund the escrow account. ~~Prior to plat recordation or issuance of construction permits, whichever shall first occur,~~ The owner of the stormwater control and management facility shall be responsible for collecting and retaining the funds. For structural BMPs constructed prior to August 16, 2023, the owner of the stormwater control and management facility shall pay into the account an amount equal to fifteen percent (15%) of the initial construction cost of the structure BMP with two-thirds (2/3) of the total amount of deposited within the first five (5) years following initial construction completion and the full amount being deposited within ten (10) years of initial construction completion. For structural BMPs considered constructed after August 16, 2023, the ~~developer~~ owner of the stormwater control and management facility shall pay into the escrow account an amount equal to ~~fifteen per cent (15%)~~ ten percent (10%) of the initial construction cost of the structural BMPs within five years of the date the Stormwater Administrator or their designee considered the BMP to be constructed;

~~Two thirds (2/3) of the total amount of sinking fund budget shall be deposited into the escrow account within the first five (5) years and the full amount shall be deposited within ten (10) years following initial construction of the structural BMPs.~~ Funds shall be deposited each year into the escrow account to cover the cost of maintenance. A portion of the annual assessments of the association shall include an allocation into the escrow account. Any funds drawn down from the escrow account shall be replaced in accordance with the schedule of anticipated work used to create the sinking fund budget.

~~d) The percent of developer contribution and lengths of time to fund the escrow account may be varied by the Town depending on the design and materials of the stormwater control and management facility;~~

~~e~~) Granting to the Town a right of entry to inspect, monitor, maintain, repair, and reconstruct structural BMPs;

~~e~~f) Allowing the Town to recover from the association and its members any and all costs the Town expends to maintain or repair the structural BMPs or to correct any operational deficiencies. Failure to pay the Town of its expended costs, after forty-five (45) days written notice, shall constitute a breach of the agreement;

The Town shall thereafter be entitled to bring an action against the association and its members to pay, or foreclose upon the lien hereby authorized by the agreement against the property, or both, in case of a deficiency. Interest, collection costs, and attorney fees shall be added to the recovery.

~~f~~g) A statement that this agreement shall not obligate the Town to maintain or repair any structural BMPs, and that the Town shall not be liable to any person for the condition or operation of structural BMPs;

~~g~~h) A statement that this agreement shall not in any way diminish, limit, or restrict the right of the Town to enforce any of its ordinances as authorized by law; and

~~h~~i) A provision indemnifying and holding harmless the Town for any costs and injuries arising from or related to the structural BMP, unless the Town has agreed in writing to assume the maintenance responsibility for the BMP and has accepted dedication of any and all rights necessary to carry out that maintenance.

2023 North Carolina Legislative Session - Suggested Revisions

Key: Text to Remain | New Text | ~~Deleted Text~~ | [Mayor Pro Tem Blake Revisions](#)

Redevelopment and Stormwater Rules

Section 300(3) Applicability and Exemptions

Nothing in this Ordinance shall require private property owners to install new or increased stormwater controls for (i) preexisting development or (ii) redevelopment activities that do not remove or decrease existing stormwater controls. When a preexisting development is redeveloped, either in whole or in part, increased stormwater controls shall only be required for the amount of impervious surface being created that exceeds the amount of impervious surface that existed before the redevelopment, irrespective of whether the impervious surface that existed before the redevelopment is to be demolished or relocated during the development activity. A property owner may elect to treat the stormwater resulting from the net increase in built-upon area above the preexisting development for the purpose of exceeding allowable density under the applicable water supply watershed rules as provided in G.S. 143-214.5(d3).

Exclusion of ROW from Impervious Surface MGO Chapter K Article III

301. Interpretations and Definitions

6. When used in this Ordinance, the following words and terms shall have the meaning set forth in this section, unless other provisions of this Ordinance specifically indicate otherwise.

Impervious surface: Any surface that, in whole or in part, restricts or prevents the natural absorption of water into the ground. Such surfaces may include, but are not limited to, gravel, concrete, asphalt or other paving material, and all areas covered by the footprint of buildings or structures. **For the purpose of this subdivision, the entire impervious area of a development shall not include any portion of a project that is within a North Carolina Department of Transportation or municipal right-of-way.**

Funds for Maintenance of Stormwater Facilities MGO Chapter K Article III

309. Operation and Maintenance Agreement

2. Special Requirement for Homeowners' and Other Associations. For all structural BMPs required pursuant to this ordinance and that are to be or are owned and maintained by a homeowners' association, property owners' association, or similar entity, the required operation and maintenance agreement shall include all of the following provisions:

a) Acknowledgment that the association shall continuously operate and maintain the stormwater control and management facilities;

b) Establishment of an escrow account, which can be spent solely for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ maintenance, repair, replacement, and reconstruction costs of the structural BMPs; If structural BMPs are not performing adequately or as intended or are not properly maintained, the Town, in its sole discretion, may remedy the situation, and in such instances the Town shall be fully reimbursed from the escrow account. Escrowed funds may be spent by the association for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ maintenance, repair, replacement, and reconstruction costs of the structural BMPs, provided that the Town Administrator or his/her designated Stormwater Administrator shall first consent to the expenditure.

c) Both developer contribution and annual deposits for future use of “sinking funds” shall fund the escrow account. ~~Prior to plat recordation or issuance of construction permits, whichever shall first occur,~~ The owner of the stormwater control and management facility shall be responsible for collecting and retaining the funds. For structural BMPs constructed prior to August 16, 2023, the owner of the stormwater control and management facility shall pay into the account an amount equal to fifteen percent (15%) of the initial construction cost of the structural BMP with two-thirds (2/3) of the total amount ~~of~~ deposited within the first five (5) years following initial construction completion and the full amount being deposited within ten (10) years of initial construction completion. For structural BMPs considered constructed after August 16, 2023, the ~~developer~~ owner of the stormwater control and management facility shall pay into the escrow account an amount equal to ~~fifteen per cent (15%)~~ ten percent (10%) of the initial construction cost of the structural BMPs within five years of the date the Stormwater Administrator or their designee considered the BMP to be constructed and the full amount being deposited within ten (10) years of initial construction completion;

~~Two-thirds (2/3) of the total amount of sinking fund budget shall be deposited into the escrow account within the first five (5) years and the full amount shall be deposited within ten (10) years following initial construction of the structural BMPs.~~ Funds shall be deposited each year into the escrow account to cover the cost of maintenance. A portion of the annual assessments of the association shall include an allocation into the escrow account. Any funds drawn down from the escrow account shall be replaced in accordance with the schedule of anticipated work used to create the sinking fund budget.

~~d) The percent of developer contribution and lengths of time to fund the escrow account may be varied by the Town depending on the design and materials of the stormwater control and management facility;~~

~~e~~) Granting to the Town a right of entry to inspect, monitor, maintain, repair, and reconstruct structural BMPs;

~~e~~f) Allowing the Town to recover from the association and its members any and all costs the Town expends to maintain or repair the structural BMPs or to correct any operational

deficiencies. Failure to pay the Town of its expended costs, after forty-five (45) days written notice, shall constitute a breach of the agreement;

The Town shall thereafter be entitled to bring an action against the association and its members to pay, or foreclose upon the lien hereby authorized by the agreement against the property, or both, in case of a deficiency. Interest, collection costs, and attorney fees shall be added to the recovery.

~~f~~g) A statement that this agreement shall not obligate the Town to maintain or repair any structural BMPs, and that the Town shall not be liable to any person for the condition or operation of structural BMPs;

~~g~~h) A statement that this agreement shall not in any way diminish, limit, or restrict the right of the Town to enforce any of its ordinances as authorized by law; and

~~h~~i) A provision indemnifying and holding harmless the Town for any costs and injuries arising from or related to the structural BMP, unless the Town has agreed in writing to assume the maintenance responsibility for the BMP and has accepted dedication of any and all rights necessary to carry out that maintenance.



TOWN OF MONTREAT

P.O. Box 423, Montreat, NC 28757
Tel: (828) 669-8002 | Fax: (828) 669-3810
www.townofmontreat.org

Staff Report TA-2024-04

Text Amendment Request (TA-2024-04) – A Text Amendment request (TA-2024-04), submitted by Mason Blake (on behalf of the Board of Commissioners) to Chapter K, Article III, Sections 300, 301, and 309 of the Montreat General Ordinance to comply with legislative updates from S.L. 2023-108 for funds for maintenance of stormwater facilities and S.L. 2023-137 for stormwater rules for redevelopment projects.

Created by:

Kayla DiCristina, AICP,
Zoning Administrator
Town of Montreat

Created for:

Town of Montreat Board of Commissioners
December 12, 2024

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REQUEST SUMMARY

The General Assembly convened for their “long session” in January 2023. Their work continued into the Fall of 2023 and produced several noteworthy bills for local development regulation. Of note to the Town of Montreat’s Zoning Ordinance are .S.L. 2023-108 and S.L. 2023-137. The University of North Carolina Chapel Hill School of Government prepared guidance for local governments to make necessary changes to comply with new regulations. A link to the full legislative bulletin from the School of Government is provided below. Verbatim excerpts relevant to this text amendment are included below.

<https://www.sog.unc.edu/publications/bulletins/2023-north-carolina-legislation-related-planning-and-development-regulation>

SL. 2023-108

G.S. 143-214.7 sets out the procedure for DEQ to transfer stormwater permits from developers to owners’ associations under certain circumstances. Section 13.1 of S.L. 2023-108 (H.B. 488) makes clear that the same transfer rules apply to local governments.

Local governments have had authority to require financial guarantees for maintenance of private stormwater as outlined at G.S. 160D-925. Section 13 of S.L. 2023-108 (H.B. 488) sets new limits on that authority. With the new provisions, local governments may not require an owner of a private stormwater facility to make payments to the local government for the purpose of that facility’s maintenance (including maintenance, repair, replacement, or reconstruction) or that of other stormwater facilities. A local government may require private owners to retain funds for maintenance of the private stormwater facility. Such funds may not exceed ten percent of the cost of construction. Owners get five years to collect and retain funds, starting at the time the stormwater facility is accepted by the local government as built to standard. The local government may require funds to be held in a segregated account for the sole purpose of maintaining the stormwater facility.

If a local government has previously required payments to itself to fund maintenance of private stormwater facilities, those funds must be made accessible to the owners to cover maintenance costs. Any such funds must be exhausted before the local government may assess costs against residential homeowners or homeowner associations.

The Town of Montreat’s Stormwater Ordinance includes provisions for financial guarantees for maintenance of private stormwater facilities. Language is proposed to address the legislative changes.

S.L. 2023-137

Back in 2021, the General Assembly amended the statutes regulating development in water-supply watersheds to allow developers to exceed maximum allowable density for redevelopment projects in specific circumstances. S.L. 2021-164 (H.B. 218) added a new subsection (d3) to G.S. 143-214.5 to allow excess density if the property was developed prior to the local water-supply watershed, the property has not been combined with other lots after January 2021, the property has not been part of density averaging, the property's current use is nonresidential, the stormwater from the redevelopment will be treated to applicable standards, and the remaining vegetation will be preserved.

Section 1 of S.L. 2023-137 (H.B. 600) revised that language for redevelopment projects to specify that the stormwater treatment is only required for any net increase in built-upon area. The prior language required stormwater treatment for new *and* existing built-upon area. G.S. 143-214.7(b3) already limited the extent to which stormwater rules applied to redevelopment of existing developed areas (stormwater rules apply only to the net increase in impervious surface). Section 2 of S.L. 2023-137 (H.B. 600) amends that statute to make clear that the preexisting development may be demolished or relocated during the development; stormwater controls still are required only for net increase in impervious surface.

Section 2 of S.L. 2023-137 (H.B. 600) amends that language at G.S. 143-214.7(b2)(2) to state that any portion of the development within the municipal or state right-of-way does not count toward "the entire impervious area of the development."

The Town of Montreat's Stormwater Ordinance does not have language clarifying when stormwater treatment is required when there is qualified redevelopment proposed. Language is proposed to provide that clarification. Additionally, language is proposed to address the clarification regarding right-of-way.

Proposed changes and existing language are provided as supplemental attachments to this staff report. On November 14, 2024, Mayor Pro Tem Mason Blake contacted the Zoning Administrator to discuss grammatical errors found in Section 2(c) of the proposed language. The Zoning Administrator agreed with Blake's revisions. Language under consideration before November 14, 2024, and language under consideration after November 14, 2024, are included in this staff report as attachments.

BOARD OF COMMISSIONERS ACTION SEPTEMBER 19, 2024

Per Section 160D-601(a) of the North Carolina General Statute, before adopting, amending, or repealing any ordinance or development regulation, the governing body shall hold a properly noticed legislative hearing. A public hearing was held on September 19, 2024, and noticed in the Black Mountain Newspaper on August 29, 2024, and September 5, 2024. Section 160D-604 of the North Carolina General Statute states that the governing body may refer any development regulation that is proposed to be adopted to the Planning and Zoning Commission for review and comment before making their final decision.

Due to an overturn of the Governor's veto of Senate Bill 166 and the possible implications of the newly adopted legislation on this text amendment, the Board of Commissioners continued their consideration of TA-2024-04 to October Board of Commissioners meeting. After the meeting, it was determined that no change in the proposed text was warranted by Senate Bill 166.

BOARD OF COMMISSIONERS ACTION NOVEMBER 14, 2024

At the November 14, 2024 Board of Commissioners meeting, the Board of Commissioners continued their consideration of TA-2024-04 to the December Board of Commissioners meeting.

BOARD OF COMMISSIONERS ACTION DECEMBER 12, 2024

Per Section 160D-601(a) of the North Carolina General Statute, before adopting, amending, or repealing any ordinance or development regulation, the governing body shall hold a properly noticed legislative hearing. This public hearing was continued from the Board of Commissioners September 12, 2024, meeting to November 14, 2024, Board of Commissioners meeting. This public hearing was continued a second time from the Board of Commissioners November 14, 2024, meeting to December 12, 2024, Board of Commissioners meeting. Section 160D-604 of the North Carolina General Statute states that the governing body may refer any development regulation that is proposed to be adopted to the Planning and Zoning Commission for review and comment before making their final decision.

Should the Board of Commissioners not refer this text amendment to the Planning and Zoning Commission, the Board of Commissioners must approve, approve with revisions, or deny the proposed amendments.

ORDINANCE # _____

AN ORDINANCE AMENDING THE TOWN OF MONTREAT ZONING ORDINANCE
TA-2024-04

WHEREAS, the Town of Montreat Board of Commissioners is responsible for adopting and rejecting development ordinance amendments, under Chapter 160D Article 6 of the North Carolina General Statutes; and

WHEREAS, the Town's existing General Ordinance was adopted on March 24, 1999; and

WHEREAS, pursuant to Section 160D-601(a) of the North Carolina General Statutes, the Town of Montreat used the adoption process mandated for zoning text amendments to adopt revisions to the Montreat General Ordinance, which is a development ordinance. A public hearing was noticed on August 29, 2024, and September 5, 2024, in the *Black Mountain News* newspaper and held on September 12, 2024. This public hearing was continued to the Board of Commissioners next regular meeting on November 14, 2024. This public hearing was continued a second time at the November 14, 2024, meeting to the Board of Commissioner's December 12, 2024, meeting; and

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE TOWN OF MONTREAT, NORTH CAROLINA THAT:

The following revisions (shown in **bold**) be made to Chapter K Article III Section 300:

Redevelopment and Stormwater Rules

Section 300(3) Applicability and Exemptions

Nothing in this Ordinance shall require private property owners to install new or increased stormwater controls for (i) preexisting development or (ii) redevelopment activities that do not remove or decrease existing stormwater controls. When a preexisting development is redeveloped, either in whole or in part, increased stormwater controls shall only be required for the amount of impervious surface being created that exceeds the amount of impervious surface that existed before the redevelopment, irrespective of whether the impervious surface that existed before the redevelopment is to be demolished or relocated during the development activity. A property owner may elect to treat the stormwater resulting from the net increase in built-upon area above the preexisting development for the purpose of exceeding allowable density under the applicable water supply watershed rules as provided in G.S. 143-214.5(d3).

The following revisions (shown in **bold**) be made to Chapter K Article III Section 301:

301. Interpretations and Definitions

6. When used in this Ordinance, the following words and terms shall have the meaning set forth in this section, unless other provisions of this Ordinance specifically indicate otherwise.

Impervious surface: Any surface that, in whole or in part, restricts or prevents the natural absorption of water into the ground. Such surfaces may include, but are not limited to, gravel, concrete, asphalt or other paving material, and all areas covered by the footprint of buildings or structures. **For the purpose of this subdivision, the entire impervious area of a development shall not include any portion of a project that is**

within a North Carolina Department of Transportation or municipal right-of-way.

The following revisions (shown in **bold**) be made to Chapter K Article III Section 309:

309. Operation and Maintenance Agreement

2. Special Requirement for Homeowners' and Other Associations. For all structural BMPs required pursuant to this ordinance and that are to be or are owned and maintained by a homeowners' association, property owners' association, or similar entity, the required operation and maintenance agreement shall include all of the following provisions:

a) Acknowledgment that the association shall continuously operate and maintain the stormwater control and management facilities;

b) Establishment of an escrow account, which can be spent solely for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ **maintenance, repair, replacement, and reconstruction costs** of the structural BMPs; If structural BMPs are not performing adequately or as intended or are not properly maintained, the Town, in its sole discretion, may remedy the situation, and in such instances the Town shall be fully reimbursed from the escrow account. Escrowed funds may be spent by the association for ~~sediment removal, structural, biological or vegetative replacement, major repair, or reconstruction~~ **maintenance, repair, replacement, and reconstruction costs** of the structural BMPs, provided that the Town Administrator or his/her designated Stormwater Administrator shall first consent to the expenditure.

c) Both developer contribution and annual deposits for future use of "sinking funds" shall fund the escrow account. ~~Prior to plat recordation or issuance of construction permits, whichever shall first occur,~~ **The owner of the stormwater control and management facility shall be responsible for collecting and retaining the funds. For structural BMPs constructed prior to August 16, 2023, the owner of the stormwater control and management facility shall pay into the account an amount equal to fifteen percent (15%) of the initial construction cost of the structural BMP with two-thirds (2/3) of the total amount deposited within the first five (5) years following initial construction completion and the full amount being deposited within ten (10) years of initial construction completion. For structural BMPs considered constructed after August 16, 2023, the developer-owner of the stormwater control and management facility shall pay into the escrow account an amount equal to fifteen per cent (15%) ten percent (10%) of the initial construction cost of the structural BMPs within five years of the date the Stormwater Administrator or their designee considered the BMP to be constructed, and the full amount being deposited within ten (10) years of initial construction completion;**

~~Two-thirds (2/3) of the total amount of sinking fund budget shall be deposited into the escrow account within the first five (5) years and the full amount shall be deposited within ten (10) years following initial construction of the structural BMPs.~~ Funds shall be deposited each year into the escrow account to cover the cost of maintenance. A portion of the annual assessments of the association shall include an allocation into the escrow account. Any funds drawn down from the escrow account shall be replaced in accordance with the schedule of anticipated work used to create the sinking fund budget.

~~d) The percent of developer contribution and lengths of time to fund the escrow account may be varied by the Town depending on the design and materials of the stormwater~~

~~control and management facility.~~

de) Granting to the Town a right of entry to inspect, monitor, maintain, repair, and reconstruct structural BMPs;

ef) Allowing the Town to recover from the association and its members any and all costs the Town expends to maintain or repair the structural BMPs or to correct any operational deficiencies. Failure to pay the Town of its expended costs, after forty-five (45) days written notice, shall constitute a breach of the agreement;

The Town shall thereafter be entitled to bring an action against the association and its members to pay, or foreclose upon the lien hereby authorized by the agreement against the property, or both, in case of a deficiency. Interest, collection costs, and attorney fees shall be added to the recovery.

fg) A statement that this agreement shall not obligate the Town to maintain or repair any structural BMPs, and that the Town shall not be liable to any person for the condition or operation of structural BMPs;

gh) A statement that this agreement shall not in any way diminish, limit, or restrict the right of the Town to enforce any of its ordinances as authorized by law; and

hi) A provision indemnifying and holding harmless the Town for any costs and injuries arising from or related to the structural BMP, unless the Town has agreed in writing to assume the maintenance responsibility for the BMP and has accepted dedication of any and all rights necessary to carry out that maintenance.

This ordinance shall be in full force and effect from and after the date of its adoption.

READ, APPROVED, AND ADOPTED this the ____ day of ____, 2024.

Tim Helms, Mayor

Savannah Parrish, Town Manager

November 5, 2024

0020_MONTREAT COMMISSIONER (UNEX)						1405_CITIZENS-ONLY VOTING					
	VOTE FOR 1					VOTE FOR 1					
	Grant C. Dasher	Write-in Totals	Write-in: Not Assigned	Total Votes Cast	Overvotes	Undervotes	For	Against	Total Votes Cast	Overvotes	Undervotes
01.1_							797	627	1,424	0	202
02.1_							938	1,145	2,083	0	242
03.1_							659	896	1,555	2	196
04.1_							503	598	1,101	0	112
05.1_							1,012	1,099	2,111	1	185
06.1_							620	460	1,080	1	123
07.1_							664	723	1,387	0	146
08.2_							1,118	661	1,779	0	215
08.3_							1,210	670	1,880	0	208
09.1_							1,687	1,161	2,848	0	275
10.1_							546	369	915	2	138
11.1_							466	437	903	0	125
12.1_							796	1,017	1,813	0	195
13.1_							655	885	1,540	0	183
14.2_							882	825	1,707	0	174
14.3_							476	303	779	0	86
15.1_							729	964	1,693	0	183
16.2_							1,079	1,095	2,174	0	226
17.1_							578	589	1,167	1	124
18.2_							2,585	1,281	3,866	0	388
19.1_							702	348	1,050	1	128
20.1_							403	374	777	0	85
21.1_							1,158	811	1,969	0	218
22.2_							925	943	1,868	0	167
23.2_							304	218	522	0	41
23.3_							380	311	691	0	58
24.1_							1,206	572	1,778	0	169
25.1_							1,030	621	1,651	2	153
26.1_							736	640	1,376	0	139
27.2_							337	342	679	0	47
28.1_							660	840	1,500	1	149
29.2_							1,608	789	2,397	0	256

November 5, 2024

0020_MONTREAT COMMISSIONER (UNEX)						1405_CITIZENS-ONLY VOTING					
VOTE FOR 1						VOTE FOR 1					
	Grant C. Dasher	Write-In Totals	Write-In: Not Assigned	Total Votes Cast	Overvotes	Undervotes	For	Against	Total Votes Cast	Overvotes	Undervotes
30.2							1,808	645	2,453	1	177
30.3							2,001	672	2,673	1	199
31.1							711	325	1,036	1	82
32.1							1,216	416	1,632	1	149
33.2							773	342	1,115	0	113
33.3							1,037	443	1,480	0	176
34.1							581	322	903	1	94
35.1							870	498	1,368	1	150
36.1	284	16	16	300	0	95	1,068	415	1,483	0	158
37.1							896	278	1,174	0	123
38.2							1,231	298	1,529	1	146
38.3							2,012	574	2,586	1	254
39.2							951	333	1,284	0	147
39.3							1,587	571	2,158	0	241
40.2							2,292	681	2,973	1	255
41.1							2,040	555	2,595	1	197
42.1							1,055	411	1,466	2	163
43.2							756	363	1,119	1	134
44.1							3,278	1,422	4,700	1	357
45.1							2,391	847	3,238	2	258
46.1							757	376	1,133	0	88
47.1							2,547	553	3,100	3	194
48.1							2,310	605	2,915	0	217
49.1							2,630	552	3,182	0	250
50.1							873	249	1,122	0	68
51.2							1,198	415	1,613	2	126
52.1							2,558	565	3,123	0	306
53.1							2,007	420	2,427	0	239
54.2							2,231	694	2,925	1	336
55.1							1,798	648	2,446	1	169
56.2							1,021	552	1,573	1	146
57.1							1,628	573	2,201	0	255

November 5, 2024

0020_MONTREAL COMMISSIONER (UNEX)						1405_CITIZENS-ONLY VOTING					
VOTE FOR 1						VOTE FOR 1					
	Grant C. Dasher	Write-in Totals	Write-in: Not Assigned	Total Votes Cast	Overvotes	Undervotes	For	Against	Total Votes Cast	Overvotes	Undervotes
58.1							1,442	670	2,112	0	178
59.1							1,994	1,188	3,182	5	274
60.2							612	324	936	0	90
60.4							929	473	1,402	0	114
61.1							1,238	658	1,896	0	173
62.1							1,276	647	1,923	0	184
63.1							358	113	471	0	37
64.1							1,107	371	1,478	0	152
65.1							1,507	820	2,327	2	190
66.1							847	422	1,269	0	113
67.1							1,141	903	2,044	1	123
68.1							2,537	726	3,263	2	309
68.1							231	66	297	0	21
69.1							1,757	665	2,422	1	232
70.1							1,400	866	2,266	2	208
71.1							1,967	1,200	3,167	0	293
Totals	284	16	16	300	0	95	97,904	49,339	147,243	48	13,994

November 5, 2024

0017_MONTREAT MAYOR					
VOTE FOR 1					
	Timothy (Tim) Helms	Write-In Totals	Write-In: Not Assigned	Total Votes Cast	Overvotes
36.1_	304	22	22	326	0
Totals	304	22	22	326	0



COPY

2024 GENERAL ELECTION

11/05/2024

ABSTRACT OF VOTES

FOR

BUNCOMBE COUNTY, NORTH CAROLINA

INSTRUCTIONS

The county board shall prepare abstracts of all the ballot items in triplicate originals. The county board shall retain one of the triplicate originals, and shall distribute one each to the clerk of superior court for the county and the State Board of Elections. The State Board of Elections shall forward the original abstract it receives to the Secretary of State. (GS § 163-182.6)

STATE OF NORTH CAROLINA

COUNTY OF BUNCOMBE

The County Board of Elections for said county, having opened, canvassed, and judicially determined the original returns of the election in the precincts in this county, held as above stated, do hereby certify that the attached is a true abstract thereof, and contains the number of legal ballots cast in each precinct for each office or referendum named, the name of each person or choice voted for, their party affiliation (where applicable), and the number of votes cast for each person or choice for the item named.

This is the 15th day of November, 2024.

[Signature]
Board Chair

Orin C. Shultz
Board Secretary

Mary Ann Braine 11/15/24
Board Member

Steven T Aceto
Board Member

Vagaleen 11/15/24
Board Member

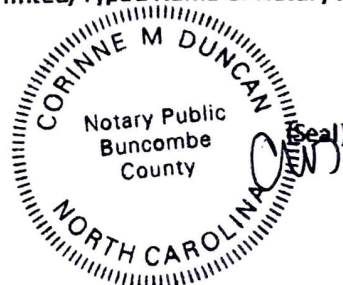
This day personally appeared before me, JAKE QUINN, Chairman of the County Board of Elections, who being duly sworn, says the abstract of votes herein contained is true and correct, according to the returns made to said Board.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my notarial seal this the 15th day of November, 2024.

[Signature]
Official Signature of Notary Public

CORINNE M DUNCAN
Printed/Typed Name of Notary Public

My Commission Expires: 2/20/28





TOWN OF MONTREAT

P. O. Box 423
Montreat, NC 28757
Tel: (828)669-8002 Fax: (828)669-3810
www.townofmontreat.org

MAYORAL OATH OF OFFICE TIM HELMS

"I, Tim Helms, do solemnly and sincerely swear that I will support the Constitution of the United States; that I will be faithful and bear true allegiance to the State of North Carolina, and to the constitutional powers and authorities which are or may be established for the government thereof; that I will endeavor to support, maintain and defend the Constitution of North Carolina, not inconsistent with the Constitution of the United States; and that I will well and truly execute the duties of the office of Mayor of the Town of Montreat according to the best of my knowledge and ability; so help me God."

Effective this 12th day of December, 2024.

Tim Helms
Mayor

Angela M. Murphy
Town Clerk



TOWN OF MONTREAT

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Montreat, NC 28757
Tel: (828)669-8002 Fax: (828)669-3810
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COMMISSIONER OATH OF OFFICE KATHERYN "KITTY" FOUCHE

"I, Katheryn "Kitty" Fouche, do solemnly and sincerely swear that I will support the Constitution of the United States; that I will be faithful and bear true allegiance to the State of North Carolina, and to the constitutional powers and authorities which are or may be established for the government thereof; that I will endeavor to support, maintain and defend the Constitution of North Carolina, not inconsistent with the Constitution of the United States; and that I will well and truly execute the duties of the office of Commissioner of the Town of Montreat according to the best of my knowledge and ability; so help me God."

Effective this 12th day of December, 2024.

Katheryn "Kitty" Fouche
Commissioner

Tim Helms
Mayor



TOWN OF MONTREAT

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Montreat, NC 28757
Tel: (828)669-8002 Fax: (828)669-3810
www.townofmontreat.org

COMMISSIONER OATH OF OFFICE JANE ALEXANDER

"I, Jane Alexander, do solemnly and sincerely swear that I will support the Constitution of the United States; that I will be faithful and bear true allegiance to the State of North Carolina, and to the constitutional powers and authorities which are or may be established for the government thereof; that I will endeavor to support, maintain and defend the Constitution of North Carolina, not inconsistent with the Constitution of the United States; and that I will well and truly execute the duties of the office of Commissioner of the Town of Montreat according to the best of my knowledge and ability; so help me God."

Effective this 12th day of December, 2024.

Jane Alexander
Commissioner

Tim Helms
Mayor

Rule 3. Organizational Meeting

On the second Thursday in December following a general election in which municipal officials are elected, the Board shall meet for the newly elected members to subscribe to the oath of Office as the first item of New Business. As the second item of New Business, the Board shall elect a Mayor Pro Tem from among its members. The organizational meeting shall not be held before the municipal election results are officially determined, certified and published in accordance with Subchapter IX of Chapter 163 of the North Carolina General Statutes.



TOWN OF MONTREAT

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Montreat, NC 28757
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www.townofmontreat.org

MAYOR PRO TEMPORE OATH OF OFFICE

"I, _____, do solemnly and sincerely swear that I will support the Constitution of the United States; that I will be faithful and bear true allegiance to the State of North Carolina, and to the constitutional powers and authorities which are or may be established for the government thereof; that I will endeavor to support, maintain and defend the Constitution of North Carolina, not inconsistent with the Constitution of the United States; and that I will well and truly execute the duties of the office of Mayor Pro Tempore of the Town of Montreat according to the best of my knowledge and ability; so help me God."

Effective this 12th day of December, 2024.

Mayor Pro Tempore

Tim Helms
Mayor



COMPREHENSIVE DISASTER RECOVERY SERVICES, FINANCIAL AND GRANT MANAGEMENT SUPPORT INCLUDING PUBLIC ASSISTANCE / HAZARD MITIGATION & GRANT MANAGEMENT CONSULTING SERVICES

A Proposal for the Town of Montreat

November 29, 2024

Packet Page 49

PROUD TO SERVE OUR HOME STATE



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A. Qualifications of the Firm

ITEM International, Inc. (ITEM), an emergency management company headquartered in North Carolina, has spent nearly 40 years preparing for, responding to, and recovering from disasters and incidents of all shapes and sizes. As an emergency management consulting firm, we are called upon to be in place before a storm hits, immediately after it tears through, and for the long-haul as you rebuild and recover. Our job is to support you, your people and the many community-based organizations that are doing the work. We can help you navigate federal funding and policies around disaster response and recovery, offer best practices and lessons learned from other disasters to consider, and follow community-led action in rebuilding stronger than before.

The local community is the foundation of rebuilding. Our knowledge base eliminates the guesswork and offers solutions along the way as challenges arise. We cannot bring the unique fighting spirit of resilience that is homegrown in these valleys and hills, cultivated over time, and will be interwoven into how you rebuild. **We bring our experience, knowledge, and dedication to partner with the people of Montreat in doing whatever it takes to rebuild.** The devastation Montreat and other Western North Carolina communities have experienced with Hurricane Helene cannot be ignored, and these communities will not be left behind.

The road to recovery is a long one, and this disaster has reshaped the landscape of the community, but not its spirit. ITEM will provide expert guidance and support to galvanize hope and recovery in the face of this disaster. Together we can reach our goal of making our state whole again.

ITEM is here and ready to serve Montreat.

We are determined. As a North Carolina-based firm, we are uniquely invested in this recovery as many of our fellow North Carolinians are looking for guidance on the path to recovery. Many of our staff call the state home and have had friends and family affected by the storm. We will work with Montreat officials and stakeholders to ensure the recovery is done right.

We are experienced. ITEM is capable, qualified, and able to perform all services in-house. As an emergency management and disaster recovery firm, we bring best practices and expertise to Montreat.

We are local. Our Project Executive, Don Griffith, lives in North Carolina and will be an active partner for the Town throughout the recovery process. **Additionally, ITEM is a North Carolina HUB.**

OUR QUALIFICATIONS

North Carolina Headquartered HUB firm

and eager to serve our neighbors

Managed \$277 billion of federal assistance

from a wide array of sources and programs including FEMA, state, local, non-profit, philanthropic, and private sector organizations

40+ Years in Operation

Offices Across the U.S.

Managed \$51 billion in PA funding

Delivering innovative and timely solutions to communities

\$20+ Billion

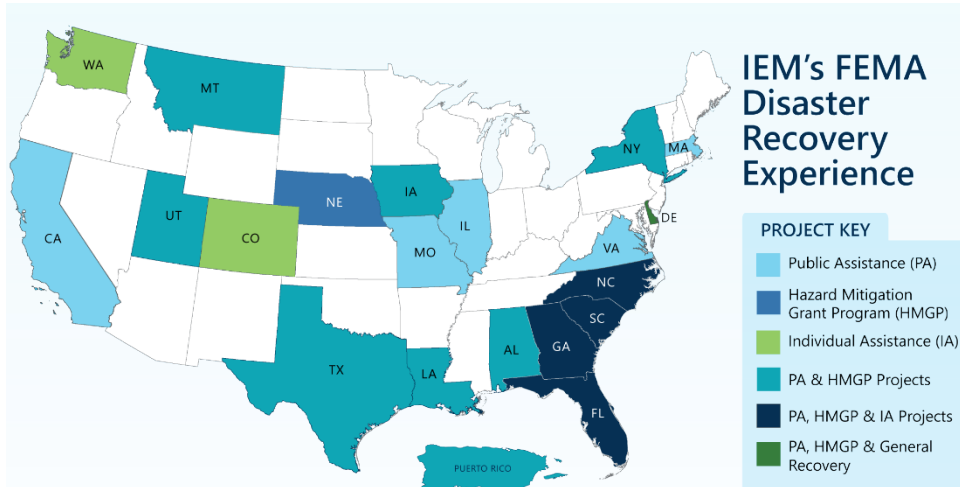
Managed in CDBG-DR/MIT Funds

70,000+ Homes Restored

New Construction, Repaired, Reconstruction, Financed, and Reimbursement

1. Ten years of experience working with the FEMA PA 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.

IEM has managed **\$277 billion of federal assistance** coming from a wide array of sources and programs, including FEMA, as well as funding from state, local, non-profit, philanthropic, and private sector organizations. We have managed **\$51 billion in PA funding**, delivering innovative and timely solutions to ensure communities recover from



disasters stronger than they were before. IEM began supporting New York's Division of Homeland Security and Emergency Services (DHSES) in 2013 and provided guidance to FEMA and DHSES for hundreds of complex projects. IEM prepared 1,221 applications and deployed more than 150 trained PA and HMGP personnel within 48 hours for Hurricane Sandy recovery efforts. Along with our work with DHSES, IEM has supported many state and local clients with their public assistance efforts. **IEM has continually provided PA services since 2013.**

2. Experience with interpreting and administering grant SRIA and DRRA rules and programs.

IEM has experience interpreting and administering grant **SRIA** and **DRRA** rules and programs through our contract with **DHSES**. IEM provided oversight over subrecipient grants at the behest of New York State. IEM's work for DHSES highlights not only our expertise in HMGP, CDBG, and Global Match, but also our ability to rapidly source staff to meet resource challenges for our state-level clients. In the aftermath of Hurricane Sandy, IEM staff assisted in the management of \$15 Billion in infrastructure projects funded with FEMA HMGP funds and PA funds supplemented and/or matched with CDBG-DR funds for Hurricane Sandy.

IEM thought leader Beth Zimmerman directed and approved the development of policies, procedures, coordination, and implementation of SRIA, one of the most significant changes to FEMA's statutory authorities in the Agency's history to include the re-engineering of the Individual and Public Assistance programs, while recognizing the sovereignty of federally recognized Tribal Nations and their right to request disaster declarations.

3. Experience with all categories of work in the FEMA PA Program for man-made and natural disasters, with expertise in the tracking of force account labor, equipment reimbursement, supplies, donated services, mutual aid, and contracted services.

IEM's leadership understands how these programs work, and how to apply decades of expertise in disaster recovery to help state and local governments get the most out of every PA dollar and any other federal dollars available. We have the experienced PA staff and expertise to provide technical advisory services to the town of Montreat, local staff and others, as needed, on a wide range of technical subjects such as recovering reimbursement, preparing permanent work project estimates, ensuring compliance with all applicable local, State, and Federal laws, regulations, and FEMA requirements, and navigating the appeals process.

We have provided vital program management, consulting, and staff augmentation support for numerous PA programs in the wake of major disasters, including post-Katrina in Louisiana, post-Sandy in New York, post-Irma and Michael in Georgia and Florida, and for more disasters in other states. Moreover, IEM employs the very architects and leaders who helped develop this program at FEMA. IEM's leadership understands better than anyone else how

these programs work and how to apply decades of expertise in disaster recovery to help state and local governments get the most out of every PA dollar and any other federal dollars available.

4. Experience in the application of the PA Program to the costs incurred in response to COVID-19.

IEM assisted dozens of clients nationwide with their FEMA PA COVID-19 Cost Recovery.

IEM provided COVID-19 cost recovery support from multiple funding streams to the [State of Illinois](#). IEM subsequently deployed staff to support subrecipients directly in their development of project applications and the collection and organization of the related documentation, sharing best practices for grant management and federal compliance. IEM also assisted [Stafford County, Virginia](#), in identifying needed reporting requirements, document retention requirements, and highlighted underlying risks associated with the programs or steps being taken to assist Stafford County to expeditiously utilize the funds available while minimizing the impact of such costs on their general funds and reserves, and ultimately to the constituents and community.

General

- ✓ Title 2 CFR Compliance
- ✓ Appeals, Arbitration, Audits
- ✓ Insurance
- ✓ Environmental and Historic Preservation (EHP) requirements
- ✓ Grants Management

Debris Removal (Category A)

- ✓ Project Worksheets (PWs)

Emergency Protective Measures (Category B)

- ✓ PWs.
- ✓ Emergency Operations
- ✓ Mutual Aid
- ✓ Voluntary Resource and Donated Goods

Permanent Work (Categories C-G)

- ✓ PWs
- ✓ Developing Scopes of Work and Cost Estimates
- ✓ Codes and Standards
- ✓ 406 Mitigation
- ✓ Improved and Alternate Projects
- ✓ Project Management
- ✓ Recovery Planning

Management Costs (Category Z)

- ✓ Management Costs

5. Experience developing, reconciling, or reviewing Federal grants for multiple clients of comparable size and complexity.

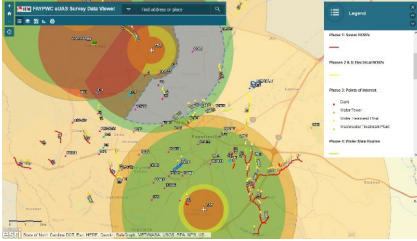
IEM has approached disaster recovery programs with a focus on achieving end results. Our teams have helped clients expedite financial recovery by managing fund sources from multiple agencies, maximizing reimbursements, managing subrecipients, and implementing mitigation projects to minimize impacts from future disasters, all while ensuring accountability in the process. Our grants management approach includes three main components: [speed](#), [cost-effectiveness](#), and [compliance](#).

IEM is currently providing grant management services for multiple clients, including Carteret County, North Carolina; Prince William County, Virginia; and Puerto Rico Department of Housing. [These grant management services include CDBG-DR, PA, HMGP, ARPA, and CARES Act.](#)

6. Demonstrated experience developing and implementing innovative solutions to difficult recovery issues, including innovative uses of traditional recovery funding streams (e.g., FEMA PA and HUD CDBG-DR).

IEM has brought innovative ideas to disaster recovery and transformed the expectations of how to run a successful program, delivering innovative and timely solutions to ensure communities recovery from disaster stronger than they were before. Our firm has made it a priority to secure access to a toolbox of innovative concepts and resources to provide the best services to our clients.

For our CDBG-DR projects, IEM developed [One Doc, One Knock](#) as a business consulting and management tool to deliver help application processing for disaster recovery funding run more quickly and efficiently. The One Doc, One Knock service simplifies the interaction between public and private entities in disaster recovery and homeowners by compiling documentation that requires one signature (One Doc) that is obtained during one visit to the property (One Knock). This consolidates the complex documentation requirements for disaster recovery funding programs into one release that is signed by the homeowner at the time that the application is submitted while bringing the entire team of contractors, inspectors, and assessors to the homeowner's property at the initial site visit.



In the wake of Hurricane Matthew, the Public Works Commission (PWC) in Fayetteville, North Carolina, selected IEM to support establishing and implementing a recovery program that complied with federal and state requirements. Utilizing data collected from drones, IEM assisted Fayetteville PWC by collecting and processing geospatial data. The data included pre- and post-storm imagery from critical infrastructure sites that were collected for comparison, speeding up processes, automating decision workflows, and facilitating quicker infrastructure restoration. Using ArcGIS, imagery was integrated into interactive maps aiding recovery efforts. The geospatial data analysis led to a \$14M recoupment from Hurricane Matthew damages.

7. Prior experience in Program Conformance with pre- and post- construction projects, including but not limited to producing detailed estimates, performing quantity surveys, participating in design development meetings, and reviewing progress design documents for conformance to budgeted scope of work.

For the state of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), IEM has provided detailed estimates in response to Comprehensive Damage Reports (CDRs) and Methods of Repair (MORs) for preliminary design of construction projects under the Public Assistance program. Both topographic and bathymetric surveys have been used in design development to estimate quantity takeoffs. IEM has participated in conceptual design, basis of design, 30% design deliverables, 60% deliverables, 90% deliverables, and final design and specifications to bid packages for construction projects. IEM has also utilized Earned Value Methods to track construction progress using tools such as budget costs/schedules vs. actual costs/schedules and critical path methods. These projects included multiple drainage, detention pond, and sewer improvements.

8. Demonstrated experience in financial and grants management for the Section 428 Public Assistance Alternative Procedures Program for Permanent Work and Debris Removal.

IEM has provided strategic and operational support to the Florida Division of Emergency Management (FDEM) for Public Assistance Alternative Procedures (PAAP) for permanent work projects under Section 428 of the Stafford Act and 406 mitigation for all permanent work projects following Hurricane Michael. IEM has worked closely with FDEM throughout the project process for various Applicants affected by Hurricane Michael (DR-4399).

Washington County, Florida's 428 road projects presented many unique challenges with over 350 miles of rural, unpaved roads that have been flooded and washed out by many named and unnamed storm events. Washington County received funding to harden the roads with subbase geotextile fabric and asphalt topping. IEM collaborated regularly with the Applicant and FDEM to ensure these obligated 428 projects met all federal rules, regulations, and deadlines to ensure that funding was properly allocated for recovery and mitigation efforts, and helped the Applicant track all construction funding. FEMA's 428 program allows for shared funds across all eligible 428 projects, providing flexibility in funding use and construction performance.

9. Demonstrated experience in managing projects with at least three funding streams, including, but not limited to: Insurance; 404 and 406 Hazard Mitigation; FHWA; HUD; and FEMA

IEM is the Program Manager. the Puerto Rico Department of Housing (PRDOH) Program Management for the Non-Federal Match Program (NFMP), which works with agencies and municipalities to provide matching funds to eligible projects. Our efforts are led by a robust outreach strategy that expedites project review, delivers subrecipient compliance assistance, and helps grantees achieve project and funding goals.

"[IEM] shows mastery of the program topics, meets the goals, and improves the performance of the program. They provide solutions to address any situation and communicate about the status of their work. Communication is excellent and they demonstrate teamwork to achieve the goals set by PRDOH."

- Shirley Birriel Osorio, PRDOH Program Manager

10. Experience developing Letters of Interest (LOIs) for the FEMA 404 and 406 Hazard Mitigation Program.

IEM's mitigation division includes SMEs from all levels of government who provide experience in mitigation from project scoping through grant and sub-grant implementation and closeout for all HMA programs. Our team enhances proposed 404 mitigation actions by thoroughly assessing the current risks and vulnerabilities, strengthening mitigation approaches, developing verifiable past and expected damages without mitigation, updating costs due to inflation, and providing proof of cost-effectiveness to justify the need for mitigation actions. IEM also has extensive experience developing resiliency measures in conjunction with the eligible scopes of work for repair projects approved as 406 Mitigation measures, including benefit-cost analyses.

NY DHSES: 404 and 406 Successes

IEM assembled a team of experts to review 404 projects. The team identified projects that would more likely be approved as 406 and increased the 406 applications tenfold. Between the end of 2013 and the start of 2014, IEM identified the risk of misapplying HMGP-funded projects as 404 projects, rather than as 406 HMPs.

11. Prior experience performing A-123 Internal Controls Review and Improper Payment Act reviews of US Department of Homeland Security (DHS) programs.

At IEM, we recognize the risks associated with these delays and are committed to working closely with sub-recipients to streamline reporting requirements. Our goal is to establish an efficient system for documenting costs, implementing financial management and internal controls, and meeting the compliance standards outlined in A-123 Internal Controls, Title 2 CFR Part 200, and the relevant requirements of Montreat. **For the State of Nevada's COVID-19 recovery, IEM provides sub-recipient monitoring support to ensure there are no improper payments, and if there are any, the IEM Team identifies those improper payments and works with the State and sub-recipients to develop an abatement plan.**

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

IEM applies tight financial controls, including an absolute segregation of duties and multiple verification steps prior to any disbursements, as well as monthly, quarterly, and yearly reconciliations on the account. IEM's Corporate Controller and Finance Team are the custodians of the accounts. **IEM provided the fastest delivery of any large-scale CDBG-DR (more than \$1 billion) housing program in history. We awarded more than \$200 million to homeowners within the first 10 months of contract initiation – putting funds in the hands of survivors to help them get their lives back on track.**

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

IEM has completed hundreds of grant management projects, expeditiously and prudently getting critical grant funding to those who need it most. Our holistic approach, executed and tailored for customers nationwide, has allowed us to reduce administrative costs and maximize the effectiveness of grant funding—a process we are excited to continue to offer to our partners in Montreat. Federal and state disaster-related grant and PA services are our specialty. We assist our clients in identifying and exploring all available funding options and resources, enabling robust community recovery. Our team of professionals possess the necessary knowledge and experience to manage projects from kickoff to closeout. **IEM is the industry leader in helping clients track costs, submit claims, and maximize reimbursement from the FEMA PA Program.**

To support these efforts, IEM recently developed and implemented the **Disaster Associated Response and Recovery Task Tracker (DARRTT)**, a PowerApp-based system that employees utilize to correctly track and allocate their work hours and tasks based on project requirements, utilizing 15-minute increments.

14. Experience administering the FEMA CDL Program.

FEMA's Community Disaster Loan (CDL) program is available to any local government that has suffered a substantial loss of tax and other revenues as a result of a major disaster, and which demonstrates a need for federal financial assistance in order to perform its governmental functions. Local governments taking advantage of this program may require assistance with support throughout the process, including loan applications, loan administration, loan cancellation, and loan settlement correspondence. IEM can provide Montreat with excellent experience implementing the FEMA CDL Program as well as wider capability to support this and Small Business Administration (SBA)'s disaster loan program. **IEM's Senior Advisor, Beth Zimmerman served as the FEMA Associate Administrator for response and recovery and worked extensively on CDL issues with communities in the aftermath of disasters.**

15. Experience with programmatic disaster closeouts.

Our staff has successfully completed over 50,000 Disaster Recovery project closeouts between Delaware, Texas, Louisiana, North Carolina, Virginia, and Puerto Rico. We are well-suited with the expertise and agility to navigate the various phases of the Closeout Grant lifecycle swiftly and in full compliance, ensuring timely project awards, implementation, federal reimbursement, closeout, and if necessary, post-project monitoring. **IEM has processed 18,000 applications through to closeout for the North Carolina Homeowner Assistance Fund.**

NJ RREM Hurricane Sandy CDBG-DR	VA Mortgage Relief Program	NC Homeowner Assistance Fund	Restore Louisiana 2016 Floods CDBG-DR
NEW JERSEY - 2017-2023 VALUE: \$1.35B APPLICATIONS CLOSED: +2.1K	VIRGINIA - 2021-PRESENT VALUE: \$258M APPLICATIONS CLOSED: +11.8K	NORTH CAROLINA - 2021-PRESENT VALUE: \$273M APPLICATIONS CLOSED: 18K	LOUISIANA - 2017-2021 VALUE: \$1.3B APPLICATIONS CLOSED: +13.1K
TX HAP Hurricane Harvey CDBG-DR	Rebuild FL Hurricane Irma CDBG-DR/MIT	PR Housing Assistance Fund Assistance	PRDOH R3 Hurricane Maria CDBG-DR/MIT
TEXAS - 2018-PRESENT VALUE: \$386M APPLICATIONS CLOSED: +2K	FLORIDA - 2018-PRESENT VALUE: \$1.39B APPLICATIONS CLOSED: +3.1K	PUERTO RICO - 2021-2023 VALUE: \$75.6M APPLICATIONS CLOSED: 9K	PUERTO RICO - 2019-PRESENT VALUE: \$1.5B APPLICATIONS CLOSED: +1.9K

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

IEM has supplied project management, PA, and IA experts to support deployments in response to both Hurricanes Irma and Michael. For Hurricane Irma, the IEM team was instrumental in assisting GEMA/HS with securing \$85,000,000 in obligated dollars in their first assignment with supporting GEMA/HS. For Hurricane Michael, the IEM Team supported the GEMA/HS with their Exploratory and Recovery Scoping Meetings for over 50 Counties declared for PA by FEMA. The IEM Team was successful in getting a total of \$3,600,584.71 obligated for the State of Georgia by February 28, 2019. **Some disaster recovery firms may tout their ability to "fight with FEMA." We like to start discussions with FEMA or the State with a different approach: while not ceding any ground when we know our clients are programmatically correct, we use our regional and headquarters relationships and our knowledge of FEMA to avoid costly appeals.**

17. Experience supporting the design and implementation of programs funded through grants under the CARES Act, Consolidated Appropriations Act, 2021, ARPA, or other COVID-19 relief programs.

IEM has managed tens of billions of dollars in FEMA PA and HMA Programs, Federal Highway Administration, CDBG-DR, CARES Act, and ARPA funding among other programs, delivering innovative and timely solutions to ensure communities recover from disasters stronger than they were before. IEM helps clients to strategically use federal, state, and local grant funding in a manner that maximizes the funding. CARES Act and ARPA have flexibilities that programs like FEMA PA simply do not have. That said, a braiding approach may maximize funding and create a holistic audit/document retention file. **Since 2021, IEM has provided strategic support to Nevada's Department of Administration to ensure the equitable evaluation of ARPA funds between projects that provide services within the five Nevada Recovery Priorities: Childcare, Healthcare/Mental Health, Education, Housing, and**

Jobs/Economic Development. IEM developed a mechanism that could provide a cost-benefit analysis, incorporating opportunities for nonprofit and business funding and state-driven concepts for equality.

18. Experience providing technical assistance related to disaster housing and sheltering programs and operations for Federal, State, and local clients.

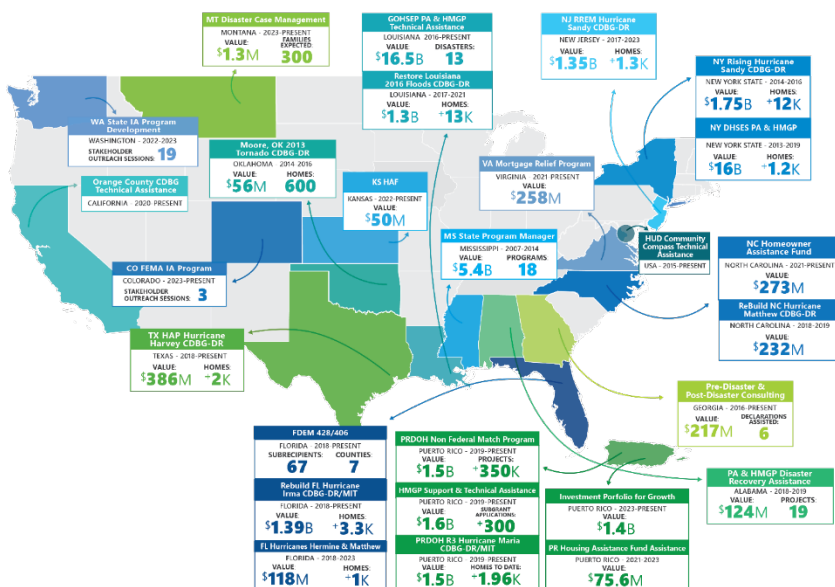
Following Hurricane Ian, FDEM requested that IEM deploy individual assistance SMEs to assist the state with programmatic requests and activations, including transitional shelter assistance, critical needs assistance, clean and sanitizing assistance, and direct housing assistance. The IA team from IEM helped the state articulate policy waiver requests from FEMA and enabled the state to shape programs to support the unique needs of disaster survivors. IEM provided subject matter expertise to Florida's State-Led Disaster Housing Task Force. This involved contributing to the development of an operating charter and subsequent bylaws, producing meeting agendas and presentations, and providing daily consultation related to disaster housing and long-term recovery group formation.

"Perhaps the most valued element of IEM's support to the State of Florida was their team's ability to help coach and mentor staff. During emergency and disaster events, public servants may face a variety of complex scenarios that require outside help. Staff may require assistance to not only perform tasks but also to make key decisions in the best interest of the people they serve. IEM demonstrated its own commitment to the people of Florida through hard work and collaboration. Their experience and knowledge directly contributed to the state's ability to support disaster survivors through both response and recovery."

Ian A. Ohlin, State Individual Assistance Officer, FDEM

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

IEM and its leadership have designed and executed the most successful HUD CDBG-DR/MIT housing recovery programs in the nation, supporting all phases from outreach to closeout. We understand the intricacies of running a compliant, timely, and cost-effective program that gets survivors back in their homes. We have supported homeowners, renters, housing finance agencies, and recovery authorities around the country through the conception and delivery of housing services that yield meaningful outcomes for post-disaster resiliency.



For Florida, IEM built a \$1.39 billion program from the ground up, providing Program design and execution. IEM completed more than 3,700 homes, returning over 8,220 Floridians to the most storm-resistant homes by incorporating resilient building standards into each home. In New Jersey, IEM was trusted to find the means to close out the toughest construction cases. In Texas, IEM is managing programs for two of the three largest regions for the Texas GLO Homeowner Assistance Program quicker than any other contractor. In Puerto Rico, IEM was the first Program Manager to complete all program milestones for the PRDOH R3 program. IEM processed 1,713 eligible applications within the first 120 days.

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

As part of our HUD Community Compass Technical Assistance (TA) work, IEM completed peer reviews of the DRGR User Guide, and all grantee training materials being developed for the large DRGR System Revamp which was rolled out Fall 2021-Summer 2022. The IEM team peer reviewed, tested, and provided feedback on Manual chapters and training video scripts. **The IEM team worked with HUD to ensure the DRGR training modules and videos are clear, navigable, and useful for all grantee types in DRGR to more effectively use the system to manage HUD funds.**

HUD requested TA from IEM for the Jefferson Metropolitan Housing Authority (JMHA) to improve its management capabilities and operations outcomes. The request indicated the agency had been facing several challenges for many years that led to high turnover in its leadership and staff. The IEM team conducted a needs and capacity assessment to gather more detail and information regarding the JMHA priorities and needed tasks and produced a TA Action Plan and TA Training Plan that outlined the Technical Assistance activities to be performed, then conducted the appropriate TA and trainings.

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

IEM served as Program Manager for the State of New York's \$1 Billion New York Rising Housing Recovery Program. The scope of services included managing a cadre of housing programs designed with mitigation techniques. **Housing programs included condo/coop, elevation and other mitigation, small rental, single-family rehab, global match/buyout, and reconstruction.** This effort involved coordination with multiple Federal and State agencies to include FEMA, SBA, HHS, and HUD. IEM established five service centers staffed with over 150 employees.

22. 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.

IEM is a leader in developing and implementing Global Match funds —combining PA, HMGP, CDBG, CDBG-DR, government, nonprofit, and private funds to resource infrastructure and housing projects. The cost share matching requirements of many of these programs create a financial burden on subrecipients that can dramatically hinder the recovery process without supplemental funding. **For Hurricane Sandy-funded projects alone, IEM used \$225 million in Global Match funding to support CDBG-DR efforts, while ensuring all operational and fiscal management compliance for both FEMA and HUD.** Funding was used for acquisition and infrastructure projects statewide. Local communities benefitted extraordinarily from the use of this approach because in New York State, local governments had to come up the required 25% cost share of a federally funded project. They did not need to do so when the Global Match funds could be used.

IEM is currently the Program Manager for over \$5B in CDBG-DR and CDBG-MIT Funds for Puerto Rico where we are managing the Housing, Infrastructure, and Economic Development Programs.

23. Demonstrated experience in providing staff in and EOC or JFO for a large-scale disaster recovery operation.

IEM provided state-wide emergency response and recovery staff augmentation for Florida to support the historic impacts of Hurricane Ian. Our staff assisted pre-landfall by embedding in County Emergency Operations Centers and post-landfall through the support of Plans, Mass Care, Volunteers and Donations, Individual Assistance, and Mission Management. Our teams have provided a Liaison Officer at the Lee County Disaster Recovery Center and Multi-Agency Shelter Transition Team (MASTT) coordinators in several counties and supported the State's unmet needs at the State Emergency Operations Center and remotely.

The IEM team deployed over 30 people in less than 48 hours after being requested by FDEM, with team members staying on-site for an average of three months.

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

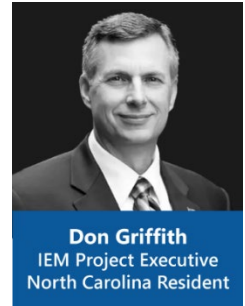
IEM's experts helped DHS develop the Community Planning Guidance that is still in use today. We assist communities in developing and exercises plans related to: Housing Recovery Plans, Continuity of Operation Plans, Hazard Mitigation Plans, Crisis Communications, After Active Review/Implementation Plan, Catastrophic Planning, Supply Chain Resilience, and Mass Care.

Based on a recommendation from San Mateo County officials, Santa Clara County, CA contracted IEM to conduct an after-action report to support their COVID-19 recovery strategy. IEM conducted an online survey, one-on-one and group interviews, and supported two special public hearings held by the Board of Supervisors. IEM delivered a report entitled "County of Santa Clara COVID-19 Recovery Public Process and Policy Considerations", presented to the Board of Supervisors, which provided twelve strategic key findings and policy considerations.

25. Past experience developing pre- and post-disaster plans to support response and recovery, including Recovery Redevelopment Plans, Long-Term Recovery Plans, and Disaster Cost Recovery Plans (among others).

Selma, Alabama is a historically significant city that has faced significant challenges, including a shrinking population, aging and deteriorating infrastructure, high poverty and unemployment rates, and a severe shortage of affordable housing exacerbated by a recent EF2 tornado that destroyed over 1,300 homes. To address these issues, our team is working with Selma and its stakeholders to develop a long-term recovery plan that focuses on revitalizing the economy, preserving historical properties and neighborhoods, improving housing and infrastructure, and enhancing the overall quality of life for residents. The plan aims to build on Selma's rich history and heritage to create a more prosperous and equitable future for the community.

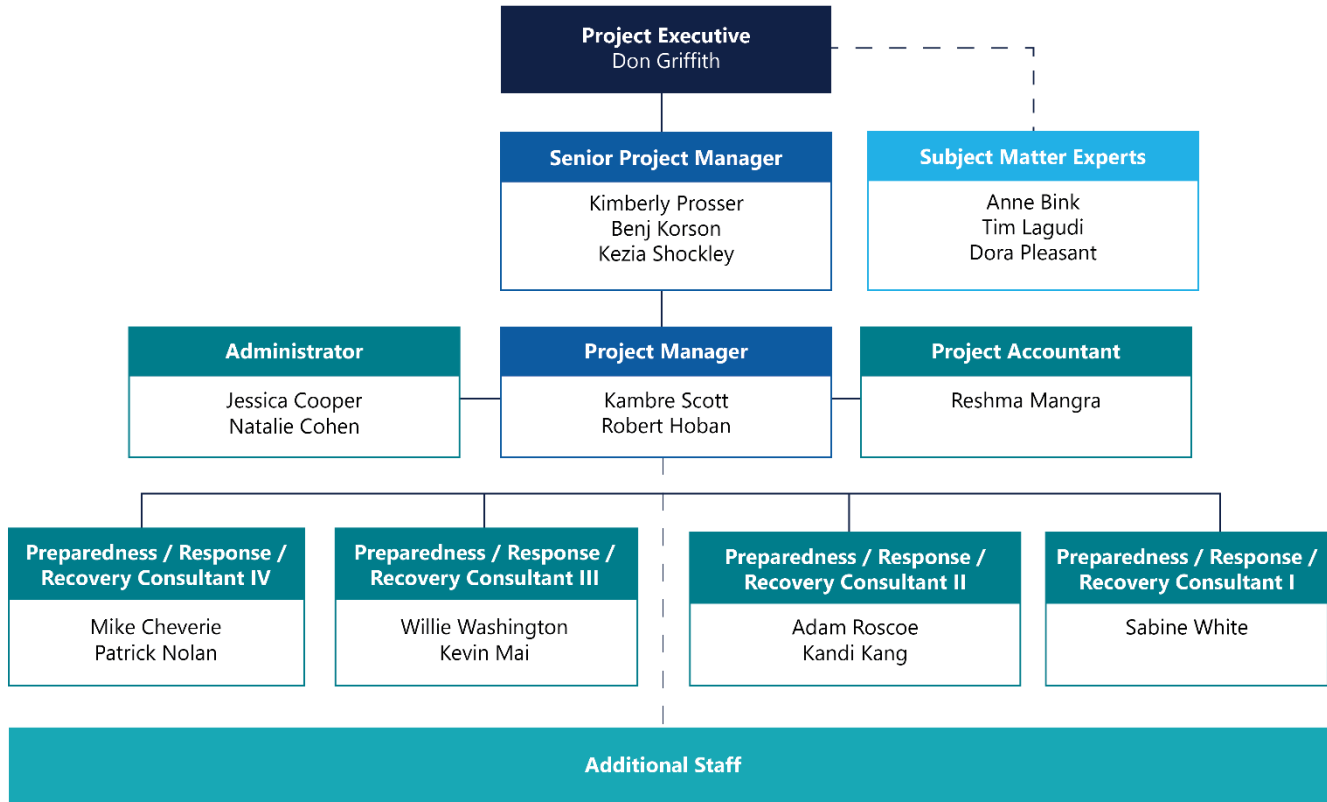
"The opportunity to help my fellow North Carolinians is an incredible honor and privilege. Having my teams go out and help western North Carolinians recover from the devastation that has taken place and being able to interact with the people who have been affected has been truly humbling. Being given the chance to lead this recovery effort would be a true privilege."



B. Qualifications of Personnel

B.1 Organizational Chart

IEM has provided its organizational chart for Montreat below.



B.2 Summary of Personnel Qualifications

IEM has provided a summary of its Key Personnel's qualifications in the table below.

Name and Title	Years of Experience	Expertise
Don Griffith, Project Executive	35+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services FEMA Individual Assistance Advisory Services FEMA 404 and 406 Hazard Mitigation Expertise Pre-Disaster Cost Recovery Plan Development Long-Term Recovery Operations Implementation Support
Anne Bink, Senior Subject Matter Expert	20+	FEMA Public Assistance Advisory Services FEMA 404 and 406 Hazard Mitigation Expertise
Tim Lagudi, Senior Subject Matter Expert	11+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services
Dora Pleasant, Subject Matter Expert	31+	FEMA Public Assistance Advisory Services FEMA 404 and 406 Hazard Mitigation Expertise
Kimberly Prosser, Senior Project Manager	30+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services
Benj Korson, Senior Project Manager	17+	FEMA Public Emergency Management Planning and Training FEMA 404 and 406 Hazard Mitigation Expertise
Kezia Shockley, Senior Project Manager	17+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services
Kambre Scott, Project Manager	15+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services
Robert Hoban, Project Manager	35+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services FEMA Individual Assistance Advisory Services
Reshma Mangra, Project Accountant	20+	FEMA Public Assistance Advisory Services
Patrick Nolan, Preparedness / Response / Recovery Consultant IV	13+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services
Mike Cheverie, Preparedness / Response / Recovery Consultant IV	20+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services
Willie Washington, Preparedness / Response / Recovery Consultant III	13+	FEMA Public Emergency Management Planning and Training Damage Assessment and Reconstruction Services FEMA Public Assistance Advisory Services

Name and Title	Years of Experience	Expertise
Kevin Mai, Preparedness / Response / Recovery Consultant III	5+	FEMA Public Assistance Advisory Services FEMA Individual Assistance Advisory Services
Adam Roscoe, Preparedness / Response / Recovery Consultant II	20+	FEMA Public Assistance Advisory Services
Kandi Kang, Preparedness / Response / Recovery Consultant II	20+	FEMA Individual Assistance Advisory Services
Sabine White, Preparedness / Response / Recovery Consultant I	11+	FEMA Individual Assistance Advisory Services
Jessica Cooper, Administrator	7+	FEMA Public Assistance Advisory Services

B.3 Resumes

Resumes are provided in **Appendix A: Resumes**.

C. Past Performance References

IEM has provided its three references in the tables below.

Reference 1: Fayetteville Public Works Commission (PWC)	
Contact Name and Title	Isaac V. Copeland, Director of Risk Management, Contracts and Procurement
Address	P.O. Box 1089955 Old Wilmington Road Fayetteville, NC 28301
Email	ike.copeland@faypwc.com
Phone	910-223-4116
Period of Performance	10/27/2016 - 6/30/2020
Project Description	Hurricane Matthew Recovery Program. IEM is still under contract with PWC today working on various projects.
"IEM has brought a high level of experience and assistance to the (Fayetteville, NC) Public Works Commission (PWC) and has ensured that the overall recovery process has run smoothly and effortlessly."	
Isaac Copeland, Director of Legal Risk Procurement Services, Fayetteville, NC, PWC	

Reference 2: Centralina Economic Development District (CEDD)	
Contact Name and Title	Dr. Christina Danis, Director
Address	9815 David Taylor Drive, Suite 100 Charlotte, NC 28262
Email	cdanis@centralina.org
Phone	704-688-6502
Period of Performance	4/1/2021 – 6/30/2024
Project Description	Development of a Comprehensive Emergency Master and Hazard Mitigation Resiliency Roundtable Master Plan and Disaster Management District Roundtable plan.
"I believe IEM would provide excellent customer service to you and your stakeholders."	
Christina Danis, Director of Community Economic Development, CEDD	

Reference 3: Prince William County, Virginia	
Contact Name and Title	Katie Kitzmiller, Deputy EM Coordinator
Address	1 County Complex Ct. Prince William, VA 22192
Email	kkitzmiller@pwcgov.org
Phone	703-792-7047
Period of Performance	5/1/2020 - 12/31/2026
Project Description	COVID Support and Cost Recovery
"IEM has been exceptionally responsive and adaptable to Prince William County's needs in a complex and challenging time for our agency and Commonwealth. Their personnel have been professional and diligent in ensuring appropriate stakeholder engagement, meeting deadlines, and ensuring we operate as a cohesive team as to support varied planning activities as well as emerging needs related to COVID-19 response."	
Katie Kitzmiller, CEM, Deputy Emergency Management Coordinator	

DARSWEIL L. ROGERS, COMMISSIONER
WADE R. FOWLER, JR., COMMISSIONER
EVELYN O. SHAW, COMMISSIONER
D. RALPH HUFF, III, COMMISSIONER
DAVID W. TREGO, CEO/GENERAL MANAGER



FAYETTEVILLE PUBLIC WORKS COMMISSION
955 OLD WILMINGTON RD
P.O. BOX 1089
FAYETTEVILLE, NORTH CAROLINA 28302-1089
TELEPHONE (910) 483-1401
WWW.FAYPWC.COM

1/31/2020

Innovative Emergency Management
2601 Slater Road, Suite 200
Morrisville, NC 27560

RE: IEM Reference Letter

PWC is an Electric Water and Wastewater utility that is considered a Legal Utility Authority in the State of NC. We are in Fayetteville NC and employ nearly 650 employees. Fayetteville is known for Fort Bragg which is the one of the worlds largest Army bases. PWC serves nearly 300,000 customers 80,000.

Fayetteville is located uniquely west of I-95 which is viewed as the hurricane central. Over the years we have been devastated by natural disasters included Fran in 1996, Matthew in 2017 and Florence in 2019. In total we have incurred nearly 50million in losses due to hurricanes since 1996. As a result, we take great pride in responding to and be prepared for Hurricanes. Part of our plan is to identify and contract with response partners that fit our philosophy. IEM is one of those partners. Over the past 4 years we have counted on IEM to perform in critical situations and they have not disappointed PWC. Some of the projects that they have performed include the following:

- Complete revision to our Emergency Response Plant (multiyear project to update current plans underway)
- Multiple Property Assessments using unique drone technology (several fly overs needed in emergencies)
- Public Assistance for FEMA claims (all FEMA filing due to 2 major hurricanes with values near \$15million)

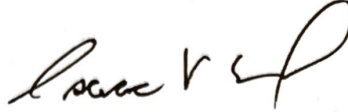
PWC is an organization that believes in fair pricing, high quality, reliability and fair pricing. IEM understands these values and do a good job of meeting our objectives. They are also very open minded, customer centric, prompt and very skilled. They seem to understand exactly what we need as the customer and they don't try to up sale on unneeded items.

All in all, we are extremely pleased with IEM and we view them as long-term partners. They have gained the respect of our operations teams and executive staff. I can confidently speak for everyone here in saying that IEM and their team are top of class. I don't have a negative thing to say about their performance and if there was ever anything, I have full confidence that Don and his team would promptly address it.

If you have any questions regarding, they past performance do not hesitate to call me to further discuss.

Very truly yours,

PUBLIC WORKS COMMISSION

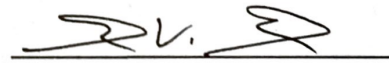


Isaac V. Copeland Director of Risk Management, Contracts and
Procurement Fay PWC
ike.copeland@faypwc.com
955 Old Wilmington Road
Fayetteville, NC 28301
910-223-4116

NORTH CAROLINA – CUMBERLAND COUNTY

I, George V. Hamilton a Notary Public of ^{Hoke}~~Cumberland~~ County and said State, do hereby
certify that **ISAAC V COPELAND** appeared before me this day and acknowledged that they voluntarily
signed the foregoing document for the purpose stated therein and in the capacity indicated.

Witness my hand and official seal this the 31st day of January, 2020.


Official Signature of Notary

My commission expires: 3/11/2022

(SEAL)





Date: July 13, 2022

To Whom It May Concern

RE: Letter of reference for IEM

This letter provides my recommendation and reference for IEM, Inc. and its Geospatial Team for the outstanding work provided to Centralina Economic Development District (CEDD).

Centralina GIS Equity and Resilience tool

The Centralina Economic Development District has been very pleased with the Centralina GIS Equity and Resilience tool project. This solution developed by IEM is a public-facing, ArcGIS Online-based, interactive web app that features a curated set of data layers and customizable tools to allow users to better understand regional infrastructure and vulnerabilities across the nine-county Centralina region of North Carolina, centered around Charlotte. We explored several other vendors for this project and hands down IEM proved to be the most capable. From the moment we began working with IEM, we were pleased. IEM Geospatial team has been responsive to all calls and concerns we expressed, including the multiple challenges faced during the project. IEM were able to adapt to our internal changes and still meet all our expectations. The IEM and its Geospatial team successfully provided internal and external interactive web applications and dashboards through from the beginning of the project and, in the end, delivered an outstanding product for the CEDD.

The CEDD is now prepared to move forward with the GIS solutions developed by IEM, and we are currently implementing at the county-wide level. We are quite confident selecting IEM to build Centralina GIS Equity and Resilience tool was the right choice, and we would do it again.

This tool can be used by local communities and emergency responders to support pre-disaster and post-disaster planning. It features layers displaying critical infrastructure, hazards, vulnerability, resilience, and more. IEM, along with CEDD, presented this tool to stakeholder groups to promote its adoption throughout the region. I believe IEM would provide excellent customer service to you and your stakeholders.

If you need anything further, please do not hesitate to contact me at (704) 688-6502 or at cdanis@centralina.org.

Sincerely yours,

Christina

Christina M. Danis, Ph.D., AICP

Director of Community Economic Development

704-688-6502 | cdanis@centralina.org

10735 David Taylor Drive, Suite 250 | Charlotte, NC 28262

www.centralina.org | www.centralinaedd.org



704-372-2416 | info@centralina.org | www.centralina.org
10735 David Taylor Drive, Suite 250 | Charlotte, NC 28262



February 14, 2023

To Whom It May Concern:

This reference letter is in support of IEM, an emergency management and homeland security consulting firm supporting Prince William County with emergency planning assistance, as well as for County activities related to COVID-19 since June 2020. IEM is currently providing grant management support for American Rescue Plan Act (ARPA) funding to Prince William County, assisting the County with COVID-19 FEMA Public Assistance (PA) reimbursement and developing additional planning tools to support Prince William County Emergency Management.

IEM has been exceptionally responsive and adaptable to Prince William County's needs in a complex and challenging time for our agency and Commonwealth. Their personnel have been professional and diligent in ensuring appropriate stakeholder engagement, meeting deadlines, and ensuring we operate as a cohesive team as to support varied planning activities as well as emerging needs related to COVID-19 response. Prince William County was aware of IEM's capabilities before selecting the firm, and we have found them to be a strong and adaptable partner that has shifted and expanded resources as needed to meet our needs. Their ongoing engagement has helped us to manage annual planning goals while expanding capabilities during a time of prolonged emergency activation. IEM's support for our projects has exceeded our expectations on all engagements and materials received to date.

Several key IEM team members for our effort should be highlighted in relation to your RFP. Program Manager, Michele Jones, has provided strong support and leadership to her team and has helped organize resources to meet our needs. The team of Jessica Gardner, Raquel Smith, Cheryl Franklin, Dominique Dawson and Mindy Roy have been fundamental to compiling and reviewing documentation for quarterly Treasury reporting related to ARPA funding projects for Prince William County. This team has shown excellent skills at communicating and anticipating project needs. Similarly, Shaun McGrath has provided excellent leadership for the ARPA funding projects and COVID-19 FEMA PA projects. It is with great enthusiasm that I recommend IEM for similar work. We are extremely pleased with the work IEM has done to date, and I expect they would provide excellent service to you and your stakeholders as well.

Sincerely,

A handwritten signature in black ink, appearing to read "Katie Kitzmiller".

Katie Kitzmiller, CEM
Deputy Emergency Management Coordinator

D. Technical Approach

Quality Control and Project Management

At IEM, we believe project management is critical to the success of every project we undertake. IEM's approach to project management has been honed through decades of providing high-quality, cost-effective services and excellent customer responsiveness to a variety of government and private-sector clients. IEM's vast experience managing multiple large government contracts simultaneously allows us to customize our project management approach to meet our clients' needs.

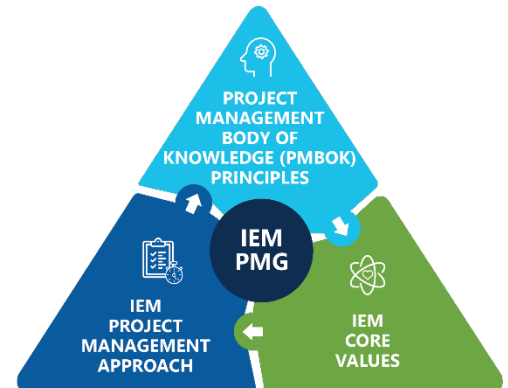
The IEM Project Management Guide (PMG) is used for all IEM projects and represents our project management methodology. The PMG combines IEM's Core Values with the principles set forth in the Project Management Institute's Guide to the Project Management Body of Knowledge (PMBOK® Guide).

Through IEM's approach to Project Management, our customers benefit from:

- Consistent delivery of high-quality work across all deliverables.
- Operational efficiencies that enable IEM to meet schedule and budget constraints.
- A scalable process supporting the flexible and responsive performance of project teams.
- Projects that produce meaningful outcomes and create value.
- Quality delivery of services on individual programs to meet schedule and budget constraints.
- Readily available metrics to track financial, resource, and schedule status.
- Flexibility to react to unanticipated or planned changes in scheduling, sequencing, or content.
- Robustness sufficient to keep IEM staff working at peak performance regardless of demand.

The foundation of our project management process is a well-developed and consistently maintained Project Management Plan. The Project Management Plan outlines objectives, activities, milestones, and dependencies to complete the project tasks within agreed-upon timelines. The Plan will first be reviewed at the kickoff meeting and maintained throughout the project life cycle.

IEM is proud to serve our neighbors in Montreat in this challenging time. We will be a partner in recovery, bringing experts and best practices to the Town. Our approach is outlined in the following sections.



D.1 FEMA Public Emergency Management Planning and Training

As directed by the Town, Team IEM can fully support Montreat with any requested FEMA Public Emergency Management Planning and Training tasks and activities. Our experts can provide the following support services as requested:

Project Management

Our approach begins with robust project management that encompasses the formulation and management of permanent work projects. We will establish clear communication channels with Town staff, task forces, boards, and panels to ensure that all stakeholders are engaged and informed throughout the process. Our project managers will coordinate the gathering and analysis of data, track progress, and facilitate regular updates to the Town, ensuring that all initiatives align with FEMA guidelines and local needs.

Technical Support and Public Information

We understand the critical importance of effective public communication during emergency situations. Our team will provide technical support in developing clear and accessible public information regarding debris pick-up and safety protocols. This involves creating informative materials such as brochures, flyers, and digital content that will effectively educate the community on recovery processes and safety measures. We will also assist in organizing community outreach efforts to ensure that residents are well-informed and can participate actively in recovery efforts.

Training and Capacity Building

To empower the Town's staff, we will offer tailored training sessions designed to build knowledge and skills related to FEMA's public assistance programs. These training sessions will cover essential topics such as project management, documentation requirements, and compliance with federal regulations. Additionally, we will provide ongoing assistance as requested by the Town, ensuring that all staff members feel confident in their roles during the recovery process.

Reports and Data Management

Team IEM is committed to delivering timely and accurate reports and data analysis as required by the Town. We will establish a systematic process for tracking project metrics, documenting expenditures, and preparing FEMA Project Worksheets. This will not only facilitate a smooth recovery process but also ensure that the Town is able to fully maximize eligible reimbursements.

Additional Emergency Management Consulting Services

In addition to the outlined services, we are prepared to offer a wide range of emergency management consulting services tailored to the Town's specific needs. This may include assisting with the development of a comprehensive debris management plan, assessing current emergency response protocols, and providing input on best practices for disaster preparedness and recovery.

D.2 Damage Assessment and Reconstruction Services

As a leading provider of disaster recovery services, IEM will leverage decades of experience and best practices to support the critical task of assessing damages and managing the reconstruction process following the impacts of Tropical Storm Helene in the Town of Montreat. Our team has extensive experience working with communities like yours to navigate the FEMA Public Assistance program and ensure the efficient and compliant restoration of essential public infrastructure.

Our team of experienced engineers and inspectors will conduct comprehensive assessments of damages to the Town's public facilities, utility systems, transportation networks, and other critical infrastructure. We will thoroughly document the extent of damages, gather relevant records, and review all supporting data to determine eligible repair and replacement costs. This detailed assessment process will form the foundation for the formulation of FEMA Project Worksheets.

Drawing on our extensive knowledge of FEMA regulations and policies, we will work closely with Town staff to develop detailed Damage Descriptions and Dimensions (DDD) and Scopes of Work (SOWs) for each project. This will include evaluating the use of FEMA's Section 428 alternative procedures to maximize flexibility and cost-effectiveness. We will also assist in the identification and development of hazard mitigation opportunities under Sections 406 and 404 of the Stafford Act.

Throughout the reconstruction process, our team will provide robust project management and oversight services. This will include monitoring construction activities, reviewing contractor invoices and change orders, managing project schedules and budgets, and coordinating with FEMA, the state, and other stakeholders. We will also prepare projects for final closeout and assist with responding to any audit findings.

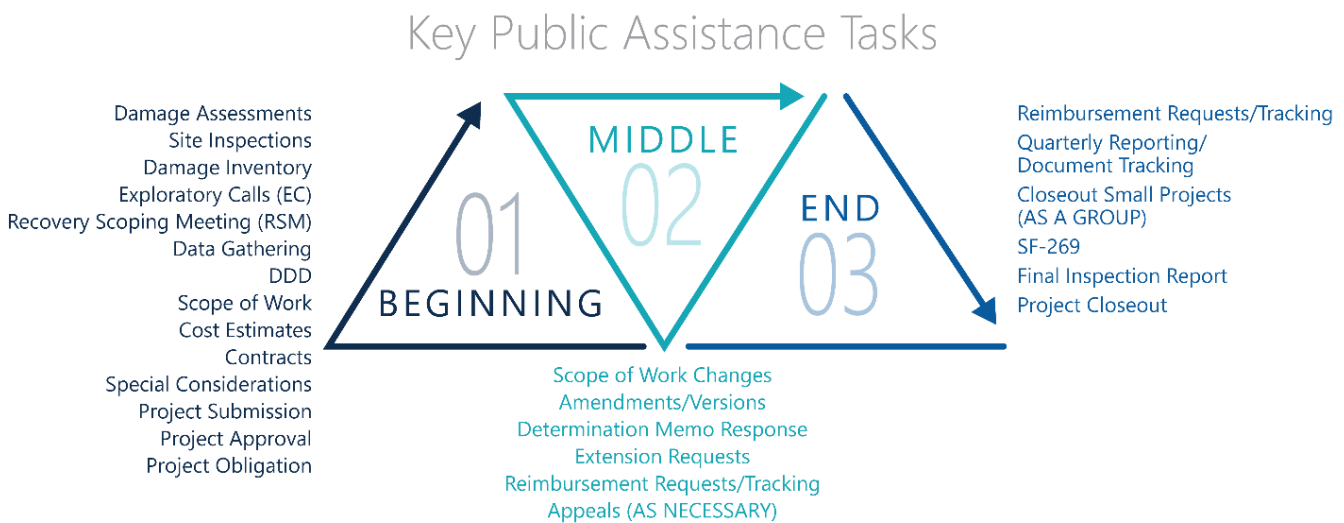
Our in-house engineering and construction management team of experts will provide critical technical support to ensure reconstruction projects are designed and implemented in compliance with all applicable regulations. This will include cost estimating, architectural administration, and overseeing construction activities to verify adherence to approved scopes of work.

As a firm that has successfully supported hundreds of communities through the disaster recovery process, we understand the complexities of working with FEMA and navigating the Public Assistance program. Our team is well-versed in the Stafford Act, relevant federal regulations, and FEMA policies and procedures. This expertise, combined with our extensive resources and project management capabilities, allows us to efficiently and effectively carry out this scope of work on behalf of the Town of Montreat. By selecting Team IEM, the Town will benefit from a trusted partner dedicated to maximizing eligible reimbursements, ensuring the proper scoping and implementation of reconstruction projects, and guiding you through the recovery process from start to finish.

D.3 FEMA Public Assistance (PA) Advisory Services

FEMA grant programs can be complicated, and navigating the complex world of policies, rules, requirements, etc., can be a daunting task and can also jeopardize funding. We are confident we will support Montreat's disaster recovery operations to adeptly expedite financial recovery and mitigation to minimize impacts from future disasters. As a company, IEM has consistently demonstrated our capacity to perform the necessary tasks via our prior work experience for other state agencies, as well as local clients.

IEM will bring the Town the necessary programmatic, scientific, technical, and grants management expertise and experience to successfully administer programs that support the Town's recovery, resiliency, and financial reimbursement goals following disasters and emergencies. We understand the frustration often felt with the intricacies of the FEMA PA program and will provide the Town with an understanding of the sequencing of events that must occur while managing PA grants and subgrants to set appropriate expectations of the process upfront. IEM will coordinate with the appropriate Town staff to provide technical advisory services for each of the overarching tasks listed. An overview of our process is shown in the figure below.



We set up procedures that get our clients paid quickly and reduce risk, not processes that increase consultant hours for no purpose. IEM prides itself on its excellence in following the FEMA PA process as reflected in our reoccurring contracts with clients. Samples are available upon request. The table below outlines key PA advisory services our experienced PA specialists will provide to Montreat.

FEMA Public Assistance Advisory Services

Compliance with Federal Regulations: We pride ourselves on working expeditiously to connect applicants with resources, research, and real-world guidance to navigate the complicated grant application and management process. IEM is a national leader in providing comprehensive PA grant management services through the [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#), the [Post-Katrina Emergency Management Reform Act of 2006](#), and the [Sandy Recovery Improvement Act of 2013](#), as well as other related State and Federal grant regulations.

FEMA Public Assistance Advisory Services

Formulation, Execution, and Closeout of FEMA PA Emergency and Permanent Work Project Worksheets: An effective cost estimate can also assist with the formulation and clarity of the PW as a whole. The costs identified should be properly reflected in the separation of damages and costs in DDD's narrative and SOW. Our cost estimators ensure the narratives, SOW, and cost elements match, preventing accidental oversight and reducing the potential for reduced project funding. Making sure all parts of a PW are consistent allows for easy review and quick acceptance by FEMA reviewers.

Meet with Montreat, State, and Federal Partners: We will attend meetings – virtually or in-person – with or on behalf of the Town as required, as well as maintain records of agendas, meeting minutes, key decisions, participant lists and follow up items. We will utilize standard forms as much as possible to ensure consistency across all records. Our team of subject matter experts will draft and provide communications support to ensure all stakeholders are well informed and receive timely and accurate information. While our goal is always to minimize the need for additional scrutiny, should the Town receive any Requests for Information (RFI), IEM will assist in researching, drafting, and responding to all RFIs. We will do so with a full and comprehensive understanding of the grant requirements, the latest policy updates, and the intricacies of the submission materials.

Alternate and Improved Projects: IEM brings expertise and experience implementing improved projects in which applicants elect to perform work above and beyond what FEMA deems eligible in the scope of work. We also support alternate projects where applicants elect not to restore the function of the disaster-damaged facility and instead use the available funding for constructing other priority projects. Our team will identify and capture all eligible projects, capture their costs, prepare the cost estimates, reconcile invoices, and have them ready for closeout.

Section 428 Public Assistance Alternative Procedures: IEM has extensive experience with the Section 428 Alternative Procedures through scope development, education, outreach, and applicant support. IEM is well-versed in how the Section 428 pilot programs have been implemented across events and the importance of understanding disaster-specific guidance. IEM is committed to fully exploring Section 428 project opportunities during project development and increasing the applicant's awareness of this program.

Develop Process to Submit Grant Applications: We will assist the Town in developing programmatic document control, establishing a file retention system, and tracking costs and data management processes to ensure disaster records are complete and ready for an audit. We can help organize the grant lifecycle documentation needed to close out grants in whatever local systems are preferred.

With extensive experience, we have created standard operating procedures (SOP) for our clients that have accelerated the processes to recover funding in record time. Our team transforms SOPs into practical documents and training materials, ensuring user and oversight entity comprehension. Our approach goes beyond mere documentation; we aim to make SOPs living documents and easily accessible references stored on platforms like SharePoint or OneDrive. Our track record includes accelerated recovery funding processes for subrecipients, emphasizing tangible results that empower our clients to execute their missions effectively.

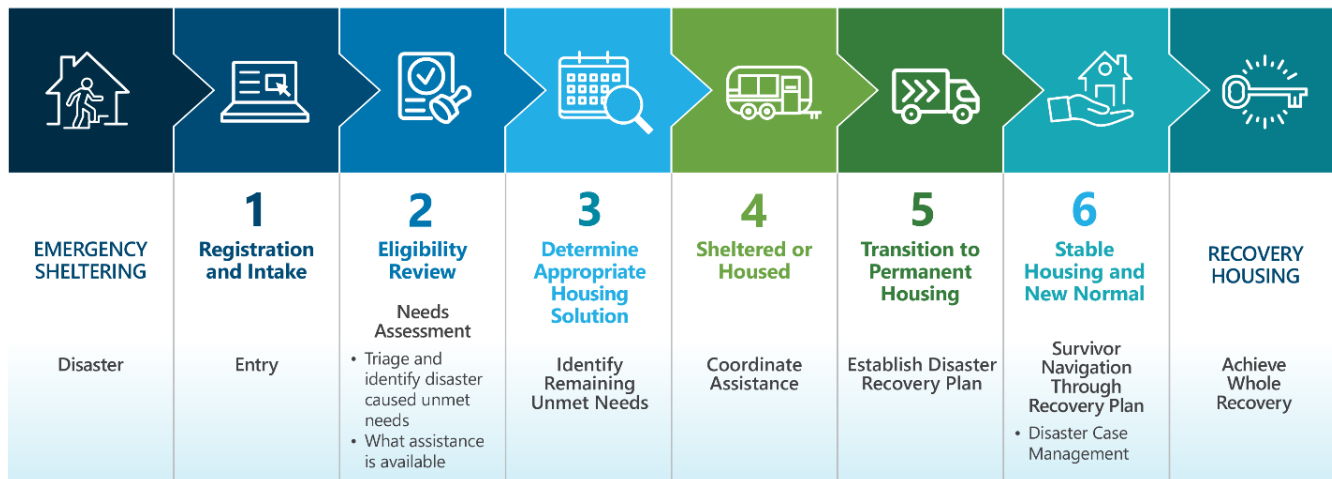
Prepare Project Appeals, Arbitration, and prepare projects for audits and respond to audit findings: We have learned that the best way to resolve a dispute is to prevent it from occurring. However, when an appeal is unavoidable, our experienced team of specialists brings unprecedented success in appeals and arbitration. IEM has extensive experience in FEMA's appeals and third-party arbitration procedures for PA determinations, resolving audits performed by the DHS OIG, resolving audits performed by the Governmental Accountability Office, and Single Audits. Our team supports clients and participates in any quality control plan or audit conducted by auditors. IEM staff's in-depth process knowledge and day-to-day project collaboration with clients allow for hands-on assistance and rapid turnaround during project audits.

D.4 FEMA Individual Assistance Advisory Services

As a dedicated disaster management firm, IEM places the recovery of individuals, families, and communities at the forefront of every recovery activity in which we have served. We have supported survivors and recovery authorities around the country through the conception and delivery of services that yield meaningful outcomes for post-disaster recovery and resiliency. IEM understands Montreat's intent to retain subject matter experts to advise leadership and execute functions to serve survivors in the event of a disaster. Our team of Individual Assistance (IA) experts can help Montreat implement and manage programs to address Mass Care and Emergency Services, Individuals and Households Program, Disaster Case Management, Crisis Counseling Assistance, Disaster Unemployment Assistance, and other programs as available.

IEM recognizes that articulating the case for Federal Individual Assistance major disaster declarations is complex and nuanced as compared to Public Assistance. Our team of subject matter experts are well versed in the IA declaration process, appeals, add-ons, operations, unmet needs, and closeouts. IEM has served communities for many years by providing industry-leading subject matter expertise when it is needed before, during, and after disasters. IEM will bring the same capability to Montreat.

A Survivor's Journey Through Disaster Housing and Recovery



IEM understands long-term recovery. Our experienced team knows disaster recovery spaces and is prepared to successfully support the programmatic casework necessary to help Montreat residents navigate the resources to access housing and satisfy unmet needs to move them out of congregate shelters and into temporary or more permanent housing. This initial contact and outreach are critical to the continuity, and ultimate effectiveness of any other social service or disaster recovery provided support. This includes support to disaster survivors in their individual recovery efforts, including:

- Partnering with case workers/navigators and survivors where those in need drive their transition to recovery.
- Including goal-oriented planning, prioritization, timelines, resources, guidance, and tools.
- Assessing survivors' qualifications for assistance, unmet needs, and resource barriers.
- Fulfilling needs through effective partnerships, program access, and resource alignment.

D.5 FEMA 404 and 406 Hazard Mitigation Expertise

The world watched as Montreat was decimated by Hurricane Helene. Our only thought is to help in any way that we can help and support this beautiful area recapture its charm, whether through 404 or 406. Our people are passionate about mitigation and building resilience against future disasters. To us, mitigation is much more than bricks, mortar, concrete, and drainage. Because most of our personnel have extensive governmental, charitable, and private sector emergency management experience, we know first-hand the suffering that can result from the occurrence of a catastrophic disaster. Every member of our team understands that mitigation initiatives save lives, minimize property losses, and foster community resiliency and post-disaster recovery when they are:

- Planned, executed, and managed correctly.
- Include sound risk analysis.
- Incorporate technical competency.
- Include proactive and recurring engagement with stakeholders.
- Demonstrate an understanding and address the needs of the local community.

IEM brings knowledge, expertise, and experience in identifying, developing, evaluating, implementing, and managing hazard mitigation projects of all types, including Hazard Mitigation Grant Program (HMGP, 404) and PA Mitigation (406) projects, as well as other federal grants, which directly align with the needs of the Montreat community to recover from, and reduce or eliminate risk from, future events. We have supported hazard mitigation plans and projects nationwide and gained valuable insights into developing complex mitigation/resiliency projects including in Virginia, Florida, New York, Puerto Rico, and Louisiana. Through our technical assistance, we support State and local governments in developing, reviewing, and submitting thorough grant applications and BCAs.

Our team of mitigation subject matter experts comprises licensed engineers, Certified Floodplain Managers, code officials, grant writers, urban planners, HAZUS and data analysis experts, former State Hazard Mitigation Officers (SHMOs), and former FEMA staff. We have assembled a team of dedicated Benefit-Cost Analysis (BCA) Specialists who possess exceptional skills in helping clients identify and demonstrate cost-effective mitigation measures. They have extensive experience addressing hazards such including hurricanes and flooding. As the State has an Enhanced State Hazard Mitigation Plan, North Carolina qualifies for 20% (instead of 15%) of the total federal assistance funds to be applied toward hazard mitigation. Our experienced team stands ready to support Montreat in obtaining this mitigation funding. **Our grant writing team works diligently to find innovative solutions for complicated tasks, ensuring that every application is supported by meticulous documentation to pass review processes successfully.**

Our proven track record of delivering results and ensuring compliance with federal regulations positions us as a trusted partner in achieving projects objectives and enhancing community resilience against all hazards, including flood. For all mitigation programs - including Section 404 HMGP, Section 406, and BRIC – IEM can perform the full lifecycle of activities, from public outreach and community engagement, project scoping and application development, benefit-cost analysis, environmental reviews, and grant management. Our emphasis on careful eligibility review, compliance, and quality control reduces the risk of claw-back of previously obligated funds. Moreover, our knowledge of all the eligible funding streams allows us to help clients identify federal resources to pay for projects using strategies that combine federal programs together to provide the most complete solution possible.

BCA is one component of the range of activities performed during the mitigation lifecycle – activities that also include public outreach and community engagement, project scoping, and application development, environmental review, and grants management. **IEM has demonstrated skill in developing sound cost-effective methodologies that support applicants' assumptions and result in a validated FEMA BCA for each project.** We know that traditional methodologies will not always produce the desired outcome, so IEM's BCA analysts utilize innovative, outside-the-box methodologies to the greatest extent possible. This approach increases the probability that a client's proposed mitigation action is demonstrated as feasible and cost-effective.

IEM's BCA review process rigorously adheres to FEMA's best practices for justifying a mitigation project and demonstrates its conformance to the intent of sections 203, 404, and IEM's 406 of the Stafford Act. We use the FEMA-recommended BCA checklists to demonstrate:

- BCA components are credible and well documented.
- BCA has been prepared in accordance with FEMA BCA practices.
- Proof the proposed project is cost-effective, showing at a minimum, a Benefit Cost Ratio of 1.0

Each BCA analyst has a clear understanding of all [pre-determined/pre-calculated benefits](#) identified by FEMA.

D.6 Financial and Grant Management Support

One of the ways in which IEM reduces costs for clients as well as impacts on the planet is to encourage the use of virtual operations rather than emphasizing in-person, on-site work. Unless required by the client or by the specific scope of a task, such as damage assessments, we recommend recovery work take place remotely.

Our staff report to an IEM Project Manager for the project(s) they are supporting and an IEM Project Executive to whom they report in the organization. Through this method, our staff work closely with many members of the division, sometimes on multiple projects during the same period. By allocating time to each project only when there is work that can be done, we ensure costs are not wasted on time spent waiting for responses from NC or FEMA.

We know how important recovering every dollar is for our clients, and our goal is to ensure our clients can maximize their funding. FEMA PA allows applicants to submit costs related to PA program delivery administrative tasks under Category Z: Management Costs. While our team will guide the Town on the best methods to track internal direct and indirect administrative costs eligible under Category Z, completing project formulation and gathering required documentation, we will also ensure costs are tracked, documented, and eligible for submission under Category Z.

Whether our consultants work remotely or on-site, we utilize a [task-tracking system called the Disaster Associated Response and Recovery Task Tracker \(DARRTT\)](#) for our consultants' time, ensuring all activities are tracked and allocated to the correct program, project and grant to ensure proper grant fund accounting, maintenance and reporting. This task-tracking system forms the backbone of our invoicing process and helps ensure accurate accounting while also allowing us to customize the level of detail provided in invoices. We also utilize our task tracking system and subsequent invoices to support the submission of FEMA PA Category Z—Management Costs.

Our DARRTT system replicates all the information required by an ICS 211 and 214 form, simplifying the formulation of Category Z projects. Each entry in DARRTT allows personnel to describe the task completed, including information specifically requested by the client. This benefit simplifies the activity reporting process and can be used to support activity reports.

D.7 Pre-Disaster Cost Recovery Plan Development

IEM will develop a comprehensive framework that outlines the processes and tools necessary for effective cost recovery. This framework features guidelines for documenting expenditures and compliance requirements associated with federal and state funding. We will create a detailed guide outlining the steps for identifying, documenting, and recovering disaster response and recovery efforts costs. This guide will contain templates and checklists to streamline processes. We will leverage best practices and lessons learned from previous disaster recovery efforts to ensure that the framework is practical and adaptable to the unique circumstances of Montreat.

We recognize that effective coordination is critical for maximizing funding opportunities. IEM's approach will include stakeholder engagement sessions to identify and clarify all parties' primary roles and responsibilities in providing Public Assistance (PA) and other grant funding programs. We will conduct a thorough assessment to identify key stakeholders within the local, state, and federal levels - including local government officials, emergency management agencies, nonprofit organizations, and community leaders. This collaborative effort will ensure all stakeholders are aligned and working towards common recovery goals.

IEM is committed to assisting Montreat in implementing the developed plans for cost recovery and redevelopment. We will provide training, resources, and ongoing support to ensure that all stakeholders have the tools to execute the recovery plan effectively. We also will develop a framework for monitoring and evaluating the success of recovery efforts, allowing for continuous improvement and adaptation of strategies as necessary.

D.8 Long-Term Disaster Recovery and Redevelopment Planning

IEM has strong capability to support the Town in all aspects of its long-term recovery operations and strategy development. Our SMEs Tim Lagudi, Anne Bink, and Dora Pleasant, include a large group of former State Emergency Directors and Bureau Chiefs with personal experience overseeing short term and long-term recovery efforts. Together, they bring a wide range of experience and lessons learned from prior disasters to contribute to development of long-term recovery strategies. Using this experience, IEM will work with the disaster recovery coordinator and other mission support personnel to identify and implement recovery priorities, providing a solid framework to guide the recovery process. IEM can work with the Town to develop strategies, as well as provide technical assistance and programmatic support to reinforce the overall objectives of Montreat's recovery mission.

So much of long-term recovery implementation involves engaging and building effective working relationships with stakeholders of every type within the Town's Recovery Support Functions, including non-profits, small and large businesses, local and city officials, and state and federal resources. By identifying these resources, and obtaining their buy-in and participation, Montreat will experience a much more successful recovery experience.

For the State of Illinois, IEM supported the development of the State's Recovery Strategic Plan for COVID-19, revising an early state product to be more inclusive of additional state level and Private Non-Profit (PNP) partners. IEM staff reorganized the plan to align with National Disaster Recovery Framework (NDRF) principles and utilized an objective-goal-task framework to drive strategic outcomes. IEM then developed a timeline for engaging these partners, created strategic communications and key reporting outcomes, and assisted the Recovery Support Function and Recovery Task Force throughout comprehensive planning sessions. **IEM can also provide technical assistance and guide Montreat through developing a recovery management structure.**

Our approach to support recovery planning for Montreat will be tailored to fit the town's specific needs. We will provide scalable support which can be adjusted based on the evolving situation and as needed by the Town. Our staff have experienced both long-term and short-term deployments and are able to provide extended support as needed.

E. Cost Proposal

IEM's Cost Proposal/Fee Schedule is provided below.

Position	Hourly Rate
Project Executive	\$225.00
Senior Subject Matter Expert	\$200.00
Subject Matter Expert	\$190.00
Senior Project Manager	\$175.00
Project Manager	\$145.00
Project Accountant	\$135.00
Preparedness / Response / Recovery Consultant IV	\$130.00
Preparedness / Response / Recovery Consultant III	\$120.00
Preparedness / Response / Recovery Consultant II	\$110.00
Preparedness / Response / Recovery Consultant I	\$85.00
Administrator	\$75.00

APPENDIX A: RESUMES

IEM has provided resumes for the following Key staff in this appendix.

- Don Griffith, Project Executive
- Anne Bink, Senior Subject Matter Expert
- Tim Lagudi, Senior Subject Matter Expert
- Dora Pleasant, Subject Matter Expert
- Kimberly Prosser, Senior Project Manager
- Benjamin Korson, Senior Project Manager
- Kezia Shockley, Senior Project Manager
- Kambre Scott, Project Manager
- Robert Hoban, Project Manager
- Reshma Mangra, Project Accountant
- Mike Cheverie, Preparedness / Response / Recovery Consultant IV
- Patrick Nolan, Preparedness / Response / Recovery Consultant IV
- Willie Washington, Preparedness / Response / Recovery Consultant III
- Kevin Mai, Preparedness / Response / Recovery Consultant III
- Adam Roscoe, Preparedness / Response / Recovery Consultant II
- Kandi King, Preparedness / Response / Recovery Consultant II
- Sabine White, Preparedness / Response / Recovery Consultant I
- Jessica Cooper, Administrator

IEM has also provided resumes for additional staff should Montreat desire to review.

- Gary Scronce, Planning SME
- Leigh Deskins, Senior Project Manager
- Michele Jones, Senior Project Manager
- Jeanne Bunting, Project Manager
- Hernando Gee, Project Manager
- Megan Bond, Senior Project Manager
- Shelby Rushing, Senior Project Manager
- Bruce Lockwood, Senior Project Manager
- Rodrigo Gonclaves, Senior Project Manager
- Krista Houk, Senior Project Manager
- Diana Rothe Smith, Senior Project Manager
- Emily Dwyer, Project Manager
- Jessica Gardner, Project Accountant
- Alicia Boyette, Preparedness / Response / Recovery Consultant IV
- Mike Singh, Preparedness / Response / Recovery Consultant IV
- Ari Schein, Preparedness / Response / Recovery Consultant IV
- Joseph Touvell, Preparedness / Response / Recovery Consultant IV
- Jeffrey Maddron, Preparedness / Response / Recovery Consultant IV
- Katie Canady, Preparedness / Response / Recovery Consultant IV
- Bryan Payne, Preparedness / Response / Recovery Consultant IV
- Scott Jobeless, Preparedness / Response / Recovery Consultant IV
- Isabel Nieves Cruz, Preparedness / Response / Recovery Consultant III
- Grantland Unell, Preparedness / Response / Recovery Consultant III
- Kathryn Smith, Preparedness / Response / Recovery Consultant III
- Justin Montague, Preparedness / Response / Recovery Consultant II
- Richard Mortimer, Preparedness / Response / Recovery Consultant II
- Michael Materia, Preparedness / Response / Recovery Consultant II
- Sonji Payton, Preparedness / Response / Recovery Consultant II
- Christopher Roderick, Preparedness / Response / Recovery Consultant II
- Adrian West, Preparedness / Response / Recovery Consultant I



DON GRIFFITH

Project Executive

35+ YEARS OF EXPERIENCE

in Aviation and Emergency Management

EXPERTISE

- Emergency Management
- Disaster Responses
- Hazard Vulnerability Analysis
- Liaison Officer Duties
- Airlift Operations
- Assault Landing Zone Operations
- Drop Zone Operations
- Airborne Operations
- Airfield Seizures

EDUCATION

M.A., Emergency Management, AMU, 2010 (Honors)

Introduction to Special Operations, Special Operations University, 1998

Squadron Officers' School, 1995

Air Force Reserve Officers Training Corps (Distinguished Graduate), 1988

B.A., Psychology, University of Central Florida, 1988

PROFESSIONAL QUALIFICATIONS

Mr. Griffith is an experienced disaster response professional with 35 years of aviation, emergency management, and homeland security experience, including 15 years of experience managing disaster response, recovery, mitigation, and preparedness projects. He has deployed 54 disaster air response experts to seven U.S. Virgin Islands and Puerto Rico airports in response to Hurricanes Irma and Maria and four in the Pacific. Mr. Griffith managed IEM Air™, our aviation-specific division, since 2009 until 2021.

He is the Project Director for over 150 airport assessments and numerous airport contracts. He also served as the Program Manager for the aerial data collection related to public utility facilities and property for post-storm damage assessment from Hurricane Matthew, using two unmanned aircraft systems (UAS) teams. He served as Program Manager for the Emergency Operations Center (EOC) functional assessment, EOC operations plan, and rules and regulations projects for the Raleigh-Durham International Airport (RDU).

RELEVANT EXPERIENCE

IEM, 2008-Present

Director of Response Operations, 2008-Present

Director of Response Operations, Federal Emergency Management Agency (FEMA) Air Evacuation Aviation Ground Support, 2009-Present

- As Project Director, deployed 11 Senior Air Operations experts to Hawaii in support of the 2023 wildland fires.
- As Project Director, created IEM Air™, a division within IEM that specializes in disaster air response missions. Grew a division from one employee in 2009 to 37 employees as of 2023.
- Led the first airfield assessment for FEMA in 2009 of the Louis Armstrong New Orleans International Airport (MSY).

- Oversee the completion of 101 airfield assessments and operations plans and four “air ops” deployments under the AGS contracts.
- Reduced the cost of conducting deliberate airport planning on the AGS contract by 75% and reducing the time required to plan from 12 months to three months. The increased savings were directly passed on to FEMA, which enabled the program office to have more airports assessed and planned with the same budget.
- Led the transformation of the FEMA AGS airfield assessment program to enable uninterrupted operations during the COVID-19 pandemic at no additional cost to the government. Increased the use of technologies to conduct near-virtual airfield assessments, reducing travel costs between 33% and 50% while reducing the risk of exposure to COVID-19 stakeholders. IEM conducted 12 airfield assessments during the pandemic without any stakeholders contracting the coronavirus.
- Deployed three Senior Air Planners to the Baton Rouge JFO to conduct deliberate planning in the event Hurricane Delta (2020) prompted a precautionary air evacuation of New Orleans.
- Managed the deployment in support of Super Typhoon Yutu (2018) of 27 contractors to four airports on the U.S. territories of Guam and the Commonwealth of the Northern Marianas Islands.
- Donated two sets of air stairs to the Saipan International Airport in 2018 at the conclusion of his FEMA deployment, as all the airport’s jet bridges had been destroyed. This directly aided the airport in its post-storm recovery while saving the U.S. Government \$600,000 by not having to transport IEM’s air stairs back to the United States.
- Deployed 27 disaster air response experts supporting Hurricanes Irma and Maria (2017) to 7 U.S. Virgin Islands and Puerto Rico airports in response to Hurricanes Irma and Maria.
- Directly supported FEMA and the territories in their response and recovery from two Category 5 hurricanes.

Jewish Family Services of San Diego, Migrant Sheltering, 2023-Present

- Project Sponsor for the Jewish Family Services of San Diego, California, Migrant Sheltering contract.
- Provides executive-level guidance for the on-site project management, supervisors, and shelter workers supporting asylum seeker operations at a privately-owned hotel and travel center.
- IEM cares for the asylum seekers as they have their court dates scheduled and onward travel plans arranged prior to travel by air and motor coach to their sponsors within the United States.

Humanitarian Assistance Program, U.S. Southern Command (SOUTHCOM), 2023-Present

- Submits quote to SOUTHCOM to provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to help partner nations, particularly those that have been affected by disaster or hardship, to improve healthcare, education, and ensure sustainable community development.
- Submits quotes to SOUTHCOM to provide personnel, management, equipment, supplies, facilities, transportation, tools, materials, supervision, and any other items and services not Government-furnished necessary to perform Services and Supplies as defined in this PWS for Humanitarian Assistance and Disaster Preparedness (HA/DP).

Gulf Cooperation Council (GCC) Regional Risk Assessment and Capability Analysis Updates GCC, 2022-Present

- Project Sponsor overseeing the comprehensive risk assessment and capability analysis for all GCC Member States using SWOT Analysis Method (Strengths/Weaknesses/Opportunities/ Threats).

Unified Fire Authority/Salt Lake County Emergency Management Homeland Security and Emergency Management, 2023-Present

- Sponsor for a contract to provide the Unified Fire Authority/Salt Lake County Emergency Management with homeland security and emergency management services through a 5-year Master Service Agreement that

supports preparedness planning, training, exercises, risk reduction, recovery, mitigation, administrative support, and program and project management.

Colorado Intake Center Services, Colorado Department of Public Safety, 2023-Present

- Project Sponsor for the City of Denver's migrant Intake Center, where asylum seekers in the city are processed into the system after arriving in the city.

Washington DC, Migrant Sheltering, Office of Migrant Services, 2022-Present

- Project Sponsor for the District of Columbia's (DC) new Office of Migrant Services. IEM runs three migrant hotels with an average of 850 migrants daily as of 2023.

California Unified Border Command Group Migrant Sheltering, California Department of Public Health and California Department of Social Services, 2022-2023

- Deployed to San Diego and Imperial County to provide executive oversight to an asylum seeker/migrant sheltering contract in which IEM deployed nearly 200 employees and subcontractors to five shelter sites throughout southern California.
- Ensured the state client's expectations were met and exceeded by shelter staff.

FEMA Air Transportation Support Services, 2021-Present

- Provided aircraft in support of the 2023 Maui, Hawaii, wildland fires. Transported aircraft to Maui in support of FEMA's response to the Maui wildland fires.
- Provided aircraft and ground handling to assist the Urban Search and Rescue (USAR).

FEMA COVID-19 Vaccination Medical Staffing Services, 2020-2021

- As Deputy Program Manager, leads 167 clinicians and 10 Task Order Management Specialists at 12 sites throughout New Jersey, Indiana, Kentucky, Maine, and Maryland.
- Ensured an over 98% staffing fill rate for the last 30 days and over 95,000 vaccines administered.

Aviation Ground Support and Airfield Operations & Maintenance, U.S. Health and Human Services (HHS), 2022-Present

- Project Director on contract to provide just-in-time aircraft handling and airport support during times of national emergency or disaster. This non-Stafford Act contract also allows for full international work supporting national objects.

Los Angeles World Airports (LAWA) Expert Emergency Management Services, 2015-2019

- Served as Project Principal, leading the IEM Team in updating the airports' emergency management program.
- Project Principal for writing the Continuity of Operations (COOP) plan for LAWA, which included the Los Angeles International Airport (LAX)

Fayetteville Public Works Commission, 2016-Present

- Managed aerial data collection related to PWC facilities and property for post-storm damage assessment from Hurricanes Florence and Matthew (2018) using multiple unmanned aircraft systems (UAS) teams.

Raleigh-Durham International Airport Contracts, 2014-Present

- Project sponsor for the airport's Strategic and Crisis Communications plan.
- Served as the Project Director to assist Raleigh-Durham (RDU) Airport build a comprehensive emergency program.

- Oversaw the conduct of exercise planning team and observers for three Federal Aviation Regulation Part 139 triennial (full-scale) exercises and five tabletop exercises (TTXs); RDU EOC functional assessment; and development of operations plans.
- Oversaw efforts to consolidate and write governing rules, regulations, and procedures for RDU, documenting how it operated with various stakeholders.
- Served as the Project Director for Emergency Operations Center (EOC) functional assessment, EOC operations plan, rules and regulations projects, and EOC training and exercises for the Raleigh-Durham International Airport (RDU).

New York State Division of Homeland Security & Emergency Services, 2013-2014

- IEM Project Manager for the Super Storm Sandy recovery efforts.
- Managed the deployment of more than 150 hazard mitigation, public assistance, and claims adjuster personnel at eight different locations in the State of New York following Super Storm Sandy.

Regional Catastrophic Planning Team (RCPT), New York, New Jersey RCPT, 2022-Present

- As project manager, provides support for the Regional Catastrophic Preparedness Grant Program. The Regional Catastrophic Preparedness Grant Program, a U.S. Department of Homeland Security-funded initiative, enhances regional catastrophic preparedness and continuity of operations in high-risk metropolitan areas such as New York City.

Central U.S. Earthquake Consortium (CUSEC) After Action Report (AAR), 2011

- Project manager overseeing the development of CUSEC's AAR from the 2011 National Level Exercise (NLE). Manages team as they conduct CUSEC's AAR and create a marketing brochure to educate the federal and state governments on the benefits of CUSEC's work.

FEMA's Logistics Supply Chain Management System/Total Asset Visibility, 2011

- Served as Project Manager supporting response to declared disasters; responsible for deploying strike teams to incident staging bases to register and track containers.

National Academies of Science Airport Cooperative Research Program (ACRP), 2010-2020

- ACRP 04-21 (Emergency Communication Models for Persons with Disabilities and Non-English Speakers). Served as the Principal Investigator.
- ACRP 04-15 (A Tool for Developing Airport Terminal Incident Response Plans). Served as the Principal Investigator.
- ACRP 04-13 (Integrating Community Emergency Response Teams at Airports (A-CERTs)). Served as the Principal Investigator.
- ACRP 04-12 (Integrating Web-Based Emergency Management Collaboration Tools into Airport Operations: A Primer). Served as the Principal Investigator.
- ACRP 04-10 (Airport-to-Airport Mutual Aid Programs). Served as the Project Manager.

FEMA Mass Evacuation Transportation Planning, 2008-2010

- Deployed in support of Hurricanes Gustav and Ike (2008) – FEMA Joint Field Office.
- Served as Lead Air Operations Planner responsible for the 2008 Louisiana Federal Support Plan for the Louis Armstrong New Orleans International Airport air evacuation.
- Lead Air Planner and exercise facilitator for the MSY air evacuation planning efforts.
- Successfully led the air evacuation planning and return of 5,025 Critical Transportation Needs (CTNs) for Hurricane Gustav (2008).

FEMA National Air Evacuation Blanket Purchase Agreement, 2008

- Co-authored the National Response Framework (NRF) Aviation Incident Support Annex, the Joint Field Office (JFO) Aviation Branch Operations Manual, and twelve aviation branch employee job aids for FEMA.
- Coordinated the FEMA Region VI air response operations for Hurricane Ike in Texas and Louisiana.
- Conducted evacuation planning and execution for the precautionary air evacuation of the city of New Orleans for Hurricane Gustav and the highly successful return of the evacuees.

United States Air Force, 1988-2008

Various Roles, Instructor Navigator, 1988-2008

Chief Air Mobility Liaison Officer (AMLO), 621st Contingency Response Wing (CRW)/82nd Airborne Division, 2002-2008

- Maintained currency as Drop Zone Control Officer (DZCO), Landing Zone Safety Officer (LZSO), and static-line parachutist.
- Served as the primary point of contact for all aviation-related issues in the 82nd Airborne Division's EOC during activations for over three years.
- Deployed to MSY to support Hurricane Katrina (2005) with the 82nd Airborne Division to New Orleans to support relief operations immediately following Hurricane Katrina.
- Coordinated logistical requirements for TRANSCOM to deploy to Louisiana for Hurricane Katrina.
- Ensured Army compliance with International Civil Aviation Organization (ICAO), Federal Aviation Administration (FAA), and applicable service safety regulations.
- Deployed for Operations IRAQI FREEDOM and ENDURING FREEDOM (2005, 2006, and 2007).
- De facto airfield manager for Jalalabad Airport (a.k.a., Nangarhar Airport), Afghanistan, 2007, overseeing the repairs and return to safe flight operations.

Marine Air Mobility Liaison Officer, 615th Air Mobility Squadron (AMS)/1st Marine Expeditionary Force (I-MEF), 2004

- Served as the primary point of contact for all U.S. Air Force Air Mobility Command and U.S. Transportation Command-related issues for the 1st Marine Expeditionary Force.
- Responsible for conducting Drop Zone surveys at Camp Pendelton for 1st Force Reconnaissance.

Assistant Director of Operations, 615th Air Mobility Squadron, 2002-2005

- Deployed for Operation UNIFIED ASSISTANCE in Banda Aceh, Indonesia. Managed a mobile airport operations team at Banda Aceh, Indonesia, following the Indonesian tsunami disaster in 2004. Coordinated directly with the United Nations (UN) World Food Program (WFP) and the United States Agency for International Development (USAID) for the delivery of medical and relief supplies for Indonesian Displaced People (IPD).
- Negotiated airport operations at Banda Aceh airfield with Indonesian government officials and 59 other countries involved in the tsunami relief. Coordinated transportation of three ambassadors and non-government organizations (NGO) and evacuated numerous Indonesian victims. Ensured the smooth transfer of relief supplies from the airport to awaiting helicopters and trucks.

Gunship Air Liaison Officer, Assistant Director of Operations, 75th Ranger Regiment, 2000-2002

- Maintained currency as Joint Terminal Attack Controller (JTAC) and static-line parachutist.
- Served as the primary point of contact for all AC-130 gunship-related issues in the 75th Ranger Regiment.
- Responsible for conducting close air support planning, training, and operations for the 75th Ranger regiment.
- Deployed for Operation ENDURING FREEDOM

Deputy Chief of Plans, 4th Special Operations Squadron, 1998-2000

- Conducted testing and evaluation to ensure all Air Force Special Operations AC-130U "Spooky" gunships were Year 2000 (Y2K) compliant with this software and avionics.
- Deployed for Operation ALLIED FORCE in support of combat operations.

Deputy Training Officer, Training Squadron TEN, 1997-1998

- Responsible for ensuring standardization among three training squadrons.

Academic Department Head, Training Squadron TEN, 1995-1997

- Program manager for U.S. Navy's first computer-based training (CBTs). Oversaw the course creation, testing, and implementation of 18 technical aviation courses.
- Supervised and instructed 800 student naval flight officers and navigators annually.
- Assisted with the Hurricanes Erin and Opal recovery efforts at Hurlburt Field, Florida.

Instructor Navigator, 966th AWACS Training Squadron, 1998-2000

- Conducted all academic and flight instruction for initial qualification training (IQT) navigators.

Instructor Navigator, 963rd AWACS Squadron, 1989-1994

- Responsible for the mission qualification training (MQT) and mission readiness of all squadron navigators.
- Deployed for Operations DESERT SHIELD, DESERT STORM, PROVIDE COMFORT, AGATE PATH.

Student Navigator, 451st Flying Training Squadron, 1988-1989

CERTIFICATIONS AND TRAINING

- Project Management Professional seminar (36 hours)
- FEMA IS-100.C: Introduction to the Incident Command System (ICS)
- FEMA IS-0200.C: Basic Incident Command System for Initial Response
- FEMA IS-300: Intermediate ICS for Expanding Incidents
- FEMA IS-400: Advanced ICS - Complex Incidents
- FEMA IS-700 National Incident Management System (NIMS), an Introduction
- FEMA IS-800.D: National Response Framework, An Introduction
- Air Mobility Liaison Officer (AMLO) Qualification Course
- Basic Airborne Course, Static-Line
- Airfield Feasibility Assessment
- Drop Zone Controller (DZC)/Safety Officer (DZSO)
- Landing Zone Safety Officer (LZSO)
- Joint Operation Planning and Execution System (JOPES) for Action Officers
- JOPES for Support Personnel
- Force Protection Level I
- Naval Flight Officer (NFO) Instructor
- U.S. Navy Academic Instructors Course
- Aircraft Load Planners Course, Equipment Preparation
- Master Navigator Aeronautical Rating
- U.S. Air Force Academic Instructors Course
- Instructor Navigator Course

PRESENTATIONS

- "Sheltering Migrants: How to Open a Shelter, Conduct Operations, and Avoid Mistakes." New York State Association of Counties (2023)

- "Florida Airports Council 2023 General Session 4 – Lessons Learned in a Time of Crisis." Florida Airports Council Panel (2023)
- "Airport Emergency Management and Response." The National Academies of Science Webinar (2014).
- "The Airports Role in Air Evacuations." The National Evacuation Conference (2012).
- "Air Evacuation Operations," The National Evacuation Conference (2010).
- "JFO Aviation Branch Manual" & "State and Regional Disaster Airlift." FEMA Aviation Conference (2009).

PUBLICATIONS

- Griffith, D.W. (2018). Airport Cooperative Research Program (ACRP) Report 201, Emergency Communication Models for Persons with Disabilities and Non-English Speakers. Transportation Research Board of the National Academies. Available at: <http://www.trb.org/Publications/Blurbs/179335.aspx>
- Griffith, D.W. (2014). Airport Cooperative Research Program (ACRP) Report 112, A Tool for Developing Airport Terminal Incident Response. Transportation Research Board of the National Academies. Available at: http://onlinepubs.trb.org/onlinepubs/acrp/acrp_rpt_112.pdf
- Griffith, D.W. (2013). ACRP Report 95, Integrating Community Emergency Response Teams (CERT) at Airports. Transportation Research Board of the National Academies. Available at: http://onlinepubs.trb.org/onlinepubs/acrp/acrp_rpt_095Part1.pdf
- Griffith, D.W. (2013). ACRP Report 94, Integrating Web-Based Emergency Management Collaboration Tools into Airport Operations. Transportation Research Board of the National Academies. Available at: http://onlinepubs.trb.org/onlinepubs/acrp/acrp_rpt_094.pdf
- Smith, J.F. and Griffith, D.W. (2012). Airport cooperative research program (ACRP) report 73: airport-to-airport mutual aid programs. Transportation Research Board of the National Academies. Available at: http://onlinepubs.trb.org/onlinepubs/acrp/acrp_rpt_073.pdf
- Robertson, S. & Griffith, D. W. (2010). Air evacuation operations. Risk, Hazards & Crisis in Public Policy, 1(2), Article 6. Available at: www.psocommons.org/rhcpr/vol1/iss2/art6



ANNE BINK

Senior Subject Matter Expert

20+ YEARS OF EXPERIENCE

in Grants Administration & Emergency Management

EXPERTISE

- Crisis Leadership
- Stakeholder Engagement
- Policy & Process Development and Improvement
- Budget & Fiscal Oversight
- Partnership Development
- Program Management
- Change Management
- Negotiation
- Strategic Planning

EDUCATION

Certificate in Management Development Studies, Cornell University School of Industrial and Labor Relations, 2007

Public Management Institute Certificate, Rockefeller Institute of Government, 2007

M.A., Women's Studies, Concentration: Policy, UAlbany, 2005

MSW, Master of Social Work, Concentration: Management, UAlbany, 2004

B.A., Psychology, UAlbany, 2001

PROFESSIONAL QUALIFICATIONS

Ms. Bink is a results-driven and people-focused leader with 20 years of experience advancing innovation, enhancing staff performance, and optimizing resources to achieve goals. She has a proven track record leading complex response and recovery operations, hazard mitigation planning and projects, and budget and policy development and implementation. She is adept at building coalitions and engaging stakeholders to drive outcomes.

RELEVANT EXPERIENCE

IEM, 2024-Present

Director of Mitigation and Resilience, 2024-Present

- Drive strategic direction and operation of resilience programs and projects, including Hazard Mitigation planning and direct technical assistance.
- Oversee portfolio including:
- Direct Technical Assistance for Hazard Mitigation Assistance for the Governor's Office of Homeland Security and Emergency Preparedness;
- Direct Technical Assistance for Hazard Mitigation and Project Support for Utah's Department of Public Safety; and,
- Various Hazard Mitigation Planning contracts with recipients and subrecipients, including for Montana Disaster and Emergency Services, Galveston, TX, and Rensselaer County, NY.
- Secure growth opportunities and initiate new projects.
- Seek and grow strategic partnerships with public and private entities to advance clients' goals and strengthen resilience.
- Represent IEM at industry conferences, workshops, and meetings to promote services and capabilities.

Federal Emergency Management Agency (FEMA), 2021-2024

Associate Administrator, Office of Response and Recovery, 2021-2024

- Executed and aligned all aspects of human, financial, and information technology resources, including the operational budgets of the five ORR directorates—field Leadership, Field Operations, Logistics Management, Response, and Recovery—to effectively drive operations.
- intra- and inter-agency teams during active, high-profile, complex response and recovery operations.
- Managed 12,000 full-time and part-time staff to deliver national response and recovery operations in an increasingly complex risk landscape.
- Oversaw a \$200 billion portfolio of disaster recovery grants, including Public Assistance and Individual Assistance grant programs.
- Developed and implemented strategic initiatives to advance the priorities of equity, climate resilience, and readiness to improve service delivery and customer experience.
- Collaborated with SLTT partners to advance shared disaster response and recovery goals throughout the disaster lifecycle, including readiness efforts.
- Influenced policy development during ongoing White House National Security Council engagements, including Deputies Committees, the Recovery Interagency Policy Committee, and the Puerto Rico Grid Recovery and Modernization Committee.
- Coordinated with Federal counterparts to ensure operational alignment across Emergency Support Functions and Recovery Support Functions to optimize response and recovery efforts.
- Represented ORR and FEMA in congressional hearings, conferences, and media engagements, including television, radio, and print media.

New York State Division of Homeland Security and Emergency Services, 2018-2021

Deputy Commissioner, Disaster Recovery Programs, 2018-2021

- Oversaw a \$20 billion portfolio of disaster recovery grants, including Public Assistance and Hazard Mitigation grant programs.
- Managed 200 full-time and part-time staff and contractual support to administer disaster recovery programs effectively.
- Served as the Alternate Governor's Authorized Representative and State Coordinating Officer in open Joint Field Offices.
- Aligned New York State policies and priorities with FEMA funding opportunities under various Hazard Mitigation funding streams when soliciting projects from eligible applicants.
- Coordinated with federal counterparts to ensure alignment with applicable laws, regulations, and policies and delivered timely guidance to subrecipients across open declared events.
- Developed and implemented strategic goals through metrics to continuously improve operations across the Public Assistance, Hazard Mitigation, Individual Assistance, and Finance sections.

Deputy Commissioner, Administration and Finance, 2016-2018

- Oversaw all administrative and fiscal operations for the Division, an agency of approximately 500 full-time employees.
- Implemented strategic initiatives to streamline and strengthen agency operations, including creating a new agency-wide risk management unit, training and performance unit, and enhancing human resources processes.
- Developed key State of the State and budget initiatives with internal and external stakeholders to advance the mission of the Division.

New York State Division of the Budget, 2014-2016

Unit Chief, Public Protection, 2014-2016

- Supervised staff in managing 34 agency budgets, including the Department of Corrections and Community Supervision, Division of State Police, Office of General Services, Office of Information Technology Services, Judiciary, Law, Audit, and Control.
- Developed and implemented new programs, such as Paid Family Leave and Re-entry Initiatives.
- Led budget negotiations in relevant program areas.
- Monitored agency programs and fiscal operations to ensure budget execution is in accordance with approved plans, applicable statutes, and administrative guidelines.
- Oversaw staff research projects in key policy areas related to budget recommendations.
- Led and supervised staff on division-wide projects.
- Represented the Division in meetings with the public and governmental entities.

Assistant Unit Chief, Education, 2012-2014

- Supervised staff in managing a \$25 billion all-funds annual budget, including school aid, preschool special education, and various Executive priorities and initiatives.
- Developed and reviewed annual school aid allocations to school districts.
- Led budget negotiations in relevant program areas.
- Monitored agency programs and fiscal operations to ensure budget execution is in accordance with approved plans, applicable statutes, and administrative guidelines.
- Oversaw staff research projects in key policy areas related to budget recommendations.
- Led and supervised staff on division-wide projects.
- Represented the Division in meetings with the public and governmental entities.

Associate Budget Examiner, Human Services, 2009-2012 (Acting since June 2008)

- Supervised staff in managing a \$3 billion all-funds annual budget, including child welfare, childcare, and information systems.
- Led budget negotiations in relevant program areas.
- Participated in developing and reviewing annual program allocations.
- Oversaw staff research projects in key policy areas related to budget recommendations.
- Represented the Division in meetings with the public and governmental entities.

Senior Budget Examiner, Human Services, 2007-2009

Budget Examiner/Public Management Intern, Human Services, 2005-2007

- Established child welfare and childcare policies for New York State, providing incentives to enhance or create innovative service models.
- Budgeted childcare and child welfare programs for New York State, including foster care, preventive, and child protective services programs.



TIMOTHY LAGUDI, PMP, LSSMBB, CPIS, CAL

Senior Subject Matter Expert

11+ YEARS OF EXPERIENCE

in CDBG-DR/MIT Program Management & Housing Rehab & Construction Services

EXPERTISE

- CDBG-DR/MIT Policy and Process Expert
- Federal Grants Management
- Disaster Recovery Management
- CDBG-DR Housing Rehabilitation/Construction Services
- Process Improvement
- Project Management
- Data Reporting and Analytics
- Construction Management/Monitoring
- Stormwater and Utility Infrastructure Expertise

EDUCATION

International Marketing,
State University of New York,
Empire State College, 2013

Advertising and Marketing
Communications, Fordham
University, 2005-2007

PROFESSIONAL QUALIFICATIONS

Mr. Lagudi has more than 11 years of experience in project management, data analysis, project reporting, personnel management, and policy and procedure development for CDBG-DR programs. Throughout his career, he has demonstrated expertise and training in the following areas: project management, financial management and audits, property disaster recovery, compliance and monitoring, policy and reporting including data analysis, labor standards compliance, fair housing/equal opportunity compliance, construction management/monitoring, fund recapture and recovery, and environmental review compliance and procedures.

Mr. Lagudi has directly managed over \$2 billion in CDBG-DR-funded housing recovery programs for 70,000 combined applicants across four deliveries. This includes his experience as the Program Manager for the Florida Rebuild program, where he showcased his deep knowledge of application and customer service processes for CDBG-DR housing rehabilitation and construction services, expertise in Davis-Bacon Act and Section 3 requirements for construction or engineering-related projects, and knowledge and experience in the Uniform Relocation Act (URA) requirements.

As Director of Citizen Services, Mr. Lagudi currently oversees a portfolio of 17 housing programs, 350 infrastructure projects, and two economic development programs in IEM's Disaster Recovery sector. His results-driven approach and comprehensive skillset make him a valuable asset in leading complex disaster recovery initiatives and ensuring regulatory compliance across all aspects of program delivery.

RELEVANT EXPERIENCE

IEM, 2017-Present

***Director, Citizen Services*, 2021-Present**

- Oversees IEM's portfolio of CDBG-DR-funded program deliveries and energy programs funded by the Bipartisan Infrastructure Law and Inflation Reduction Act.

Rebuild Florida Irma HRRP, Program Manager, 2021-2024

- Assumed Program Manager role in April 2021. From that time, the program completed an average of 162 homes per month throughout the remainder of 2021— with a peak performance of 194 homes completed in October 2021 alone. Average monthly home completions surged 400% in the six months following the IEM Team's assumption of full construction management responsibilities.
- Under his leadership, the program completed 3,669 homes and has completed closeout on 3,267 projects.

Rebuild Florida Irma HRRP (CDBG-DR Program), Production Manager, 2019-2021

- Overhauled and enhanced production reporting and analytics, resulting in a 200-300% increase in Program production across all task areas – including case management, verification of benefits, damage assessments, environmental reviews, and closings.

Rebuild NC (CDBG-DR Program), Program Manager, 2018-2019

- Served as Program Manager for CDBG-DR Program RebuildNC to assist qualified low- and moderate-income families and individuals in North Carolina.

Restore LA, Homeowner Services Manager, 2017-2018

- Managed Restore Louisiana pilot program at the commencement of the project – assisting 40 homeowners and paying four within three weeks of the beginning of the Program.
- Served as Oversight lead for all major Program functions under case management, including environmental review, call center, case management, and qc/verification of benefits for the CDBG-DR Restore Louisiana Program.

Lawler Environmental Group, 2016-2017

Program Support Services Manager, New York Rising (CDBG-DR Program), 2016-2017

- Managed cross-functional QA/QC Teams tasked with monitoring and advancing the throughput of files pending verification of benefits and closing reviews.
- Initiated process overhauls that resulted in a 300% increase in production for program appeal processing.
- Provided top-down analysis of applications corresponding to executive-level escalations—either directly or vis-à-vis constituent inquiries received across all elected officials' offices.
- Served as a liaison between executive offices and homeowner from reception of inquiry until comprehensive resolution was achieved.
- Following a request for policy change, developed and instituted proof-of-loss DOB offset review standard operating procedure for ineligible program items that resulted in the reconstitution of \$10 million in homeowner awards in less than 90 days.
- Developed and operationalized the entire appeals process for the Condo/Coop program.
- Monitored program production and data integrity to ensure compliance with program guidelines.
- Maintained database administration and data analytics management as job duties outlined for the role under the previous contract.

IEM, 2014-2016

Program Manager, 2014-2016

New York Rising (CDBG-DR Program)

- Administrated IntelliGrants database for over 30,000 applications with a data architecture that compiles more than 50 million aggregate data points; provides trend and cross-table analysis of data as needed internally and by New York Governor's Office of Storm Recovery (NY GOSR).
- Designed and provided periodic and by-request operational metrics and reports to NY GOSR and subcontractors employed with the New York Rising single- and multi-family housing recovery programs.
- Supervised three team units: reporting and data analytic management, finance (check distribution), and administrative support services.
- Provided management oversight for the title examination team and on-site call center during previous task orders.
- Specific to check process and distribution, created and implemented initial and revised standard operating procedures. Since its inception, this team has coordinated all distribution-related activities for 28,500 checks delivered to over 12,000 single-family homeowners, rental property applicants, and Interim Mortgage Assistance participants, totaling \$680 million throughout the New York Rising Program.
- Coordinated across-the-board data control for intake centers and Anti-Fraud Waste Abuse (AFWA), Title, Verification of Benefits, and closeout quality control teams.
- Monitored program production and data integrity to ensure compliance with program guidelines.

CERTIFICATIONS AND TRAINING

- Project Management Professional (PMP), Project Management Institute
- Lean Six Sigma Master Black Belt, Six Sigma Global Institute
- Certified Agile Leadership, Six Sigma Global Institute
- Certified Process Improvement Specialist, Six Sigma Global Institute
- Lean Six Sigma Black Belt, Six Sigma Global Institute
- Lean Six Sigma Green Belt Certification, Six Sigma Global Institute
- Lean Six Sigma Yellow Belt, Six Sigma Global Institute

ASSOCIATIONS

- Treasurer, HOA Board of Directors, Morgan's Cove HOA, St. John's County



DORA PLEASANT, CPA, CGMS

Senior Subject Matter Expert

31+ YEARS OF EXPERIENCE

in Audit, Accounting, Fraud & Federal Fund Grant Program, Compliance, & Monitoring

EXPERTISE

- Grant Program Management
- Grant Policy and Governance
- Auditing, Compliance, and Internal Controls
- Monitoring and Oversight
- Federal, State, and Local Rules and Regulations
- Financial Accounting and Reporting Management
- Forensic and Due Diligence Investigations

EDUCATION

B.S., Business Administration, Accounting, University of Maryland, 1992, Summa Cum Laude

CERTIFICATIONS/LICENSES

Certified Public Accountant (CPA), Active License - Maryland

Certified Grants Management Specialist (CGMS), Active

Deloitte University, Deloitte Faculty Excellence, Classroom, Simulation and Virtual Certifications

Project Management Professional, Expired

PROFESSIONAL QUALIFICATIONS

Ms. Pleasant is a CPA and Certified Grants Management Specialist with extensive experience administering and overseeing complex federal grant funding and program implementation at the federal, state, and local levels of government. She honed her auditing, due diligence, internal controls, compliance, financial management competencies, and forensic investigation techniques during her 21 years of experience at Big Four auditing and consulting firms and five years in accounting controllership of publicly traded company positions. Ms. Pleasant effectively leverages her consulting skills and industry experiences in the services she provides to her federal, state, and local government clients. Her primary focus is federal fund program sub-recipient monitoring, audit readiness, compliance, and anti-fraud, waste, and abuse services.

Ms. Pleasant has comprehensive experience in all business and grant lifecycle stages. She leads and manages multibillion-dollar projects and has demonstrated capabilities to help recipients and subrecipients quickly set up and effectively administer large and complex federal programs requiring immediate distribution of funds and monitoring and reporting activities.

Ms. Pleasant administers and oversees grant funding and program implementation at the state and local levels of government for federally funded grant programs such as Treasury Pandemic Relief ARPA and CARES, Labor Unemployment Equity and Fraud Detection, FEMA Public Assistance, and HUD CDBG-DR grants in California, Colorado, Florida, Kansas, Louisiana, Michigan, Missouri, North Carolina, Pennsylvania, Puerto Rico, and Virginia.

Ms. Pleasant has extensive Grants Management Body of Knowledge (GMBok) expertise. She is a subject matter advisor on NGMA's education and GMBok committees. She is technically proficient with the grant-related requirements found in selected Titles such as 2, 15, 24, 31, and 44 of the Code of Federal Regulations (CFR). She has professionally presented at conferences such as the National Grants Management Association, National Community Development Association, and the IL CPA Society on the topics of Federal grant monitoring and oversight, internal audit, and 2 CFR compliance.

RELEVANT EXPERIENCE

IEM, 2019-Present

Federal Fund Program, Compliance, Monitoring & Fraud Leader, 2019-Present

- Serves as an IEM leader, ensuring clients consistently receive high-quality services from IEM and its subcontractors and are compliant with applicable standards, rules, and regulations.
- Leads and directs IEM's audit readiness support, financial management, compliance, monitoring, and Anti-Fraud, Waste, and Abuse (AFWA) services for clients for ongoing federally funded projects, primarily for grants issued by Treasury, HUD, FEMA, DOC, and DOL.
- Audit-related services include but are not limited to audit readiness for internal and external auditors or monitors (e.g., state fiscal and internal control audits; Single Audit, and federal agency monitoring events), internal control assessments, and preparation of risk and control matrices identifying key controls; program and subrecipient risk assessments; and reviews of processes to ensure compliance with program policies.
- Monitoring and Quality Control Services include but are not limited to, sub-recipient management and monitoring and independent quality control service reviews of federally funded program operations. Monitoring subrecipients also includes evaluating subrecipients' technical qualifications and experience, conducting monitoring events (e.g., desk reviews, onsite visits, milestones, or other performance-based monitoring), and providing technical assistance and training as needed.
- Program Integrity services include but are not limited to improper payment, fraud investigations, and AFWA services.
- Leads and directs IEM's fraud identification, investigation, reporting, and improvement services for clients.
- Leverages forensic investigation techniques, including data analytics, to help identify and reduce fraud, waste, and abuse in federally funded programs.
- Leads the development of federal fund policies and procedures, including but not limited to procurement, conflict of interests, sub-recipient monitoring, and AFWA.
- Leads the development of financial management services, including budgeting, cash flow analysis, program eligibility, and allowability of costs for recipients and sub-recipients of federal funds.
- Leverage and use federal grant systems for submission, monitoring of federal agency approvals, responding to RFIs, and submission of reporting requirements (FEMA's Grant Portal; HUD's DRGR) and federal websites such as SAM.gov; Federal Audit Clearinghouse; Grants.gov; and USA spending. Leverage and use various state grant systems from application review and approval through closeout.
- Provides finance, accounting, and software development business requirements and user stories for developing IEM's GrantWISE and fraud detection and investigation workflow tools and systems.
- Supports strategic initiatives for IEM's clients.

Deloitte, 2005-2019

Specialist Master/Manager, 2005-2019

- Managed project plan, scope, quality, risk, schedule, and deliverables for clients in the federal, state, and local government sectors and healthcare, energy, and telecommunication industries.
- Led administration, oversight, and implementation of complex grant programs along the entire grant life cycle, including grant governance and program design, pre-and post-award activities, oversight, monitoring compliance services, reporting, and grant closeout.
- Provided federal, state, and local government clients with disaster recovery services for Deloitte's Risk Intelligence Crisis Recovery Grants Management Practice.

- Assisted various state and local government entities in standing up, implementing, and managing their federally funded grants management programs (e.g., FCC, FEMA PA, and HUD CDBG-DR) post-award to close out processes.
- Identified administrative reporting compliance requirements and ensured client compliance with federal, program-specific requirements (such as program income; duplication of benefits; procurement; Davis-Bacon Act, Section 3/Small, Minority and Women Business; and Low-to-moderate income requirements and terms and conditions of awards, including recipient special conditions).
- Developed and led technical assistance guidance for recipients and sub-recipients related to federal, state, territorial, and local requirements.
- Developed a Federal Funds Compendium of Policies and Procedures compliant with 2 CFR, FEMA PA and CDBG-DR program rules and state and territory requirements. The compendium covered federal funds assistance; application and award management; procurement; cost principles and allowable costs; property and equipment management and disposition; insurance and duplication of benefits; payment and cash management; program income; record retention and access; performance and financial monitoring and reporting; federal audits and sanctions; sub-recipient management and monitoring; closeout, appeals, and arbitrations; and FWA Hotline and Initial Complaint Analysis.
- Developed and led a training entitled *Understanding and Complying with Federal Grants Management Requirements* for a Virginia-based energy company that received federal grants related to alternative energy sources.
- Leveraged forensic investigation techniques, including data analytics, to help identify and reduce fraud, waste, and abuse in federally funded programs.
- Provided finance, accounting, and software development business requirements and user stories, testing and validation, and post-implementation support services for two large healthcare systems (EPIC software) and an extensive statewide financial system (PeopleSoft), which included a grants management system, Which replaced hundreds of legacy systems statewide.

Hanger Inc. and Celera Genomics, Inc., 2000-2005

Assistant Controller, 2000-2005

- Led teams of accountants responsible for the financial accounting, consolidation, internal and external reporting, and company performance analysis activities.
- Implemented and refined financial processes and controls.
- Managed the design and development of a claims management software for a subsidiary that managed O&P network and developed programs to manage all aspects of O&P patient care for insurance companies.
- Managed the financial design, testing, and implementation of an internally developed patient-care center billing and practice management software solution.
- Prepared Sarbanes-Oxley 4040 internal control documentation.
- Increased staff training, which resulted in reduced work hours, improved job efficiencies, increased productivity levels, and a successful no-finding internal audit review, all while increasing the company's ability to monitor profit margins, business unit profitability, budget-to-actual results, and overall performance.
- Coordinated and managed internal and external audit relationships.

PWC /Price Waterhouse LLP, 1993-2000

Audit Manager, 1993-2000

- Planned, supervised, and administered concurrent audits, transaction support, and due diligence engagements.

- Managed the audits or SEC filings of healthcare, life sciences, software, technology, consulting companies, and government providers and providers of fiber optic and satellite networks, telecommunications voice management systems, satellite telephones, and pager/beeper providers.
- Managed the audits of two entities with more than \$500 million in annual revenues and various smaller audits, including the International Bank for Reconstruction and Development (IBRD) trust funds audits.
- Evaluated and reported on the effectiveness of internal control policies and procedures.
- Prepared and reviewed financial statements and notes thereto, pro forma financial statements, SEC Forms 10-Q and 8-K, proxy statements, annual reports, and press releases.

MEMBERSHIPS AND COMMITTEES

- American Institute of Certified Public Accountants (AICPA)
- Association of Certified Fraud Examiners (ACFE)
- National Grants Management Association (NGMA)
- Committee Member, NGMA Education Committee and NGMA GMBOK Committee

SPEAKING ENGAGEMENTS AND PUBLICATIONS

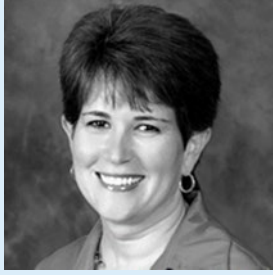
- National Grants Management Association, 2020 and 2018 Annual Training, Subrecipient Monitoring and Understanding the President's Management Agenda and Other Changes Impacting Grants
- National Community Development Association (NCDCA), 2019 HUD Monitoring
- Deloitte, 2018 Non-Profit Conference, Chicago, Uniform Guidance – Procurement and Other Grants Topics
- NCDCA 2018 Winter Legislative, Policy and Professional Development Meeting, HUD Monitoring
- Deloitte, 2017 Public Sector Accounting and Financial Reporting Update Conference, Dallas, Uniform Grant Guidance Update and Promising Practices
- IL CPA Society, 2015 Government and Non-Profit Conference, Uniform Guidance Post Award Requirements

TRAINING DEVELOPED

- AFWA Training Program (various), IEM
- Subrecipient Monitoring, IEM
- Grants Management Foundation Flip Deck Deloitte Development, LLC
- Strategic Risk Academy, Deloitte Development, LLC
- Grants Management Foundation, Deloitte Development, LLC
- Grants Management Advance, Deloitte Development, LLC
- Grants Management Overture, Deloitte Development, LLC

TRAINING

- ACFE Global Fraud Conference 2023, Selected courses including Assessing Your Anti-Fraud Program and Detecting Fraud with Data Analytics
- AICPA, selected courses covering government accounting, auditing (green book) and internal control (yellow book), COSO, Uniform Guidance, single audit, forensic fraud investigations, risk management, and ethics.
- NGMA, selected training programs, and webinars, including the Annual Grants Management Training (2023 and 2020), Grants Management Body of Knowledge (GMBOK) Training, subrecipient monitoring, procurement, uniform guidance, etc.
- Deloitte University, Deloitte Development, LLC, Subrecipient Monitoring & Oversight of Federal Grant Programs, 2019.
- Certified Government Financial Management: Governmental Financial Management and Control and Governmental Accounting, Financial Reporting and Budgeting.
- Department of Housing and Urban Development (HUD) Grants Program Training Selected Courses.



KIMBERLY PROSSER

Senior Project Manager

30+ YEARS OF EXPERIENCE

in Emergency Management & Communications

EXPERTISE

- Project Management
- Public Relations
- Financial Management
- Consensus Building
- Personnel Management
- Policy Development
- Analysis

EDUCATION

MBA, Master of Business Administration, University of Central Florida, 2006

B.A., Journalism, University of Central Florida, 1992

PROFESSIONAL QUALIFICATIONS

Ms. Prosser is an innovative, results-oriented professional with over 30 years of diverse emergency management and communications expertise; proven leadership and policy development skills; demonstrating excellent analytical proficiency and developing sound ethical solutions; excelling in volatile, uncertain, complex, ambiguous situations. Before joining IEM, Ms. Prosser served as emergency management director for Brevard County, Florida; co-chair of the Florida Emergency Preparedness Association's Legislative Working Group; and co-chair of the East Central Florida Regional Risk & Vulnerability Assessment Technical Advisory Committee. She's also a former elected member of Rockledge City Council (2009-2012).

RELEVANT EXPERIENCE

IEM, 2020-Present

Various Roles, Manager, 2022-Present

Project Manager, 2020-2022

- Currently assisting the State and Local Response and Recovery Directorate with project and program management for 15 active response, recovery, and mitigation projects and 15 standby response and recovery projects involving federal, state, and local programs.

DR-4489-IL, Chicago Public Schools

- Providing program management for the Public Assistance/Grants Management process for COVID-19 pandemic expenses.
- Team assessed eligibility of CPS-identified expenditures, created streamlined project applications, reviewed and organized cost documentation, including Force Account Labor and Force Account Equipment usage, substantiated eligibility of work completed and costs incurred, and substantiated the nexus to a public health emergency.

- Current efforts include RFI responses, FEMA appeals, project closeout, and recordkeeping.

Southwest Border Asylum Seeker Shelter Response, IDHS

- Co-managed the Southwest Border Asylum Seeker Response project for the Illinois Department of Human Services, responsible for 400+ response staff. Project services included Incident Command personnel; shelter management; coordination of health, transportation, logistical, and planning functions; financial cost tracking; and maintenance of situational awareness dashboards for agency leadership.

DR-4489-IL, Mass Vaccination for COVID

- Co-managing the Coordination for Mass Vaccination project for the Illinois Emergency Management Agency, responsible for 200+ response staff at its peak.
- Phase One of project services included planning, coordinating, and supporting mass vaccination sites and community points of dispensing (PODs) for approximately 250 sites weekly; developing and maintaining vaccination dashboards, reports, GIS tools, and analytics; logistical, operational, and planning functions such as vendor assignments, registration management, financial management, and technical advisory services; and supporting the State's Public Information Officer with external communications.
- POD operations at these equity clinics, schools, youth-based organizations, and expanded access clinics resulted in more than 200,000 vaccinations.
- Phase Two of the project involves documentation, memorialization, knowledge management, plan updates, logistical, and transition activities for all aspects of IEMA's COVID response. IEMA's EMAP experts provided significant guidance and support to assist IEMA in its re-accreditation efforts.

EMAP Support, Greater Orlando Aviation Authority

- Provide project management oversight for IEMA's EMAP expert, who reviews Emergency Management Program-related plans, policies, procedures, and other documentation in light of changing EMAP standards and advises on recommended modifications for paths to reaccreditation success.

East Central Florida Regional Planning Council

- Provides project management oversight and coordination for on-demand Incident Command System training courses taught by qualified State & Local Response and Recovery personnel.
- Provides coordination and subject-matter expertise for video production projects utilized in tabletop exercises and other emergency management purposes.

DR-4673-FL, Hurricane Ian

- Responded to Hernando County pre-landfall to advise and support the emergency management director and deputy director during their EOC activation and served as a liaison to the Florida Division of Emergency Management.
- Deployed to Southwest Florida as the Human Needs Assessment Team lead for FDEM, coordinating four teams who visited shelters, Disaster Recovery Centers, and Points of Distribution in impacted counties to identify the scope of community needs and improvements recommended for shelters.
- Deployed to Volusia County's shelter to assist in providing coordination for the Red Cross SRT and State-contracted case managers in support of the County and State.
- Deployed to the State EOC to support the FDEM Human Services Branch in coordination with MASTT teams, case management teams, and the Unmet Needs team, assisting counties in their efforts to close shelters and transition survivors to non-congregate short-term or long-term housing solutions.
- Continuing to oversee the TSA Outreach support team's efforts to address unmet needs, transition survivors from hotels to longer-term housing, and provide guidance to the Planning Section support team for Public Assistance and Individual Assistance reporting.

DR-4486-FL, Mass Vaccination for COVID

- Led the State-Based Community Vaccination Branch for the Florida Division of Emergency Management. This branch managed multiple strategies the State of Florida used to coordinate vaccination efforts, such as faith-based Points of Dispensing, 55-and-older communities, health equity sites, and support of state- and county-led missions via regional incident management teams. More than 470,000 vaccinations were provided through these efforts. Led the Pandemic Response Operations Section for the Florida Department of Health, focusing efforts on increasing COVID-19 vaccinations in minority and underserved communities. More than 80,000 vaccinations were administered, with 75% of those receiving the COVID-19 vaccine identifying as minorities. During the Delta surge, synthesized information from various databases and systems to ensure data integrity; created Daily Operational Snapshots highlighting medical equipment resource requests and expedited medical licensure activity; developed weekly Situation Reports providing overviews of State and contractor efforts; assisted in coordinating the establishment of more than two dozen monoclonal antibody infusion sites; and supported the COVID response in a variety of capacities.
- Provided applicant outreach and technical support to assist Counties, Cities, and Private Non-Profits with preparing applications for FEMA reimbursement in response to COVID-19, reviewing Project Worksheets and payables documents, and following projects throughout the Public Assistance grant program lifecycle.

Bryan County, GA

- Oversaw disaster response and recovery team who responded to EF-3 tornado strike; provided debris contracting guidance, after-action report, and advice on emergency operations and hurricane plans.

Data Analysis, VDEM

- Provided asset and personnel typing, categorization, quantification, and data analysis to the Virginia Department of Emergency Management to identify the most frequently requested resources by emergency type and region for disasters occurring between 2011 and 2021, as well as categorize the commonalities that exist. This was part of the State's efforts to ensure that procurement for frequently needed assets could be prioritized, necessary push packages could be developed, and that efficiency and effectiveness can be maximized. This project received extensions to include 2021 and 2022 data.

CARES/Coronavirus Relief Funds (CRF)

- Provided quality assurance/quality control support, reviewing documentation and identifying potential gaps for the following projects:
 - Gilchrist County, Florida
 - Prince William County, Virginia

EM-3551- FL, Hurricane Eta

- Deployed to Hernando County as part of IEM's Mini Lightning Strike Team on behalf of the Florida Division of Emergency Management in response to Hurricane Eta. Assisted Emergency Management staff with coordination and documentation of situation reports, rapid damage assessment, needed information for potential Public Assistance funding, and talking points for media interviews and social media.

Brevard County, 2005-2020

Director of Emergency Management, 2012-2020

- Managed Department, including emergency management; 800 MHZ public safety radio system; E-911 administration and address assignment. Operated in accordance with Florida Statutes, Florida Division of Emergency Management grants' scope of work, Florida Emergency Communications

E911 State Plan, Federal Communications Commission requirements, Brevard's Comprehensive Emergency Management Plan, Brevard County ordinances, and interlocal agreements.

- Deployed to Calhoun County, FL, as Planning Section Chief and Public Information Officer for Hurricane Michael. Identified potential recovery shelter in a rural county with severe hurricane damage. Educated elected officials, County and City staff on documentation requirements for FEMA reimbursement; recommended proper procurement procedures to ensure eligibility.
- Led the Brevard County Emergency Management team to first-ever national accreditation through the Emergency Management Accreditation Program.
- Led Joint Information Center as Manager in high-intensity simulation at FEMA's Emergency Management Institute, the only time in the history of the program that the scenario concluded successfully on the first attempt.
- Led response to and coordinated recovery from Hurricane Dorian (2019), Hurricane Irma (2017), and Hurricane Matthew (2016). In the latter two events, Brevard was impacted by excessive rainfall, multiple tornadoes, storm surge, and hurricane-force gusts; sustained \$40 million in damage to public infrastructure and private property; and received disaster declarations for public and individual assistance.
- Was lead advocate, project manager, and primary fundraiser for a new County Emergency Operations Center. Developed multiple funding request documents demonstrating the need for a new facility; researched "lessons learned" via other recent EOC projects; lobbied local, state, and federal elected officials and agency representatives to advocate for funding; collaborated with architectural team on design requirements; met weekly with the construction team to provide functional and financial updates; coordinated development and satisfaction of grant scope-of-work documents for funding reimbursement; and ensured County leadership's awareness of project progress.
- Partnered with 50% of Brevard municipalities on Address Assignment, providing one-location/full service for residents and developers and strengthening public safety via accurate 911 mapping.

Director of Communications/Space Coast Government TV, 2005-2012

- Served as Public Information Officer lead during Hurricane Wilma, Tropical Storm Fay, Mother's Day Fires, Iron Horse Fire, Mars Science Lab nuclear launch, and dozens of other EOC activations and exercises.
- Created/implemented communications strategies/materials, including annual reports, press releases, employee newsletters, and social media accounts; oversaw TV production and staff and County website "look and feel."
- Served as County spokesperson regarding large-scale emergencies; regularly interviewed by television, radio, and print reporters from national and local media.
- Oversaw upgrade to digital technology and replacement of \$150K in television equipment for Space Coast Government TV, as well as the addition of web-streaming video.

Brevard Community College, 1993-2005

Community Relations & Marketing Manager

- Created and implemented strategic advertising, marketing, and communications plans; served as a college spokesperson. Supervised publications design department. Coordinated and promoted special events; wrote press releases, feature articles, editorials, and speeches for college president/trustees.

City of Cocoa, Florida, 1989-1994

Public Safety Telecommunicator

- Answered/dispatched calls for 911 & non-emergency response for police, fire, & rescue; updated Florida Crime Information Center/ National Crime Information Center databases. Trained new telecommunicators in radio, telephone & computer-aided dispatch operations.

CERTIFICATIONS AND TRAININGS

- CEM: Certified Emergency Manager, International Association of Emergency Managers
- FPEM: Florida Professional Emergency Manager, Florida Emergency Preparedness Association
- FEMA Emergency Management Institute Advanced Professional Series



BENJ KORSON, CEM

Senior Project Manager

17+ YEARS OF EXPERIENCE

in Homeland Security and Emergency Management

EXPERTISE

- Certified Emergency Manager – IAEM
- Program and Project Management
- Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- Continuity of Operations / Continuity of Government (COOP/COG)
- Airport Emergency Operations
- Planning, Training, Exercises
- Workshops & Seminars

EDUCATION

B.S., Emergency Administration and Planning,
University of North Texas,
2008

PROFESSIONAL QUALIFICATIONS

Mr. Korson is an experienced senior emergency management professional with 17 years of industry experience, including projects in preparedness, response, recovery, and mitigation mission areas to address all-hazards threats in support of local, state, tribal, federal, international, non-government, private sector, and whole community stakeholders. Mr. Korson has successfully led teams ranging from 2-50 members, across multiple sectors, for over a decade, including the complete rebuilding of an emergency management program and team, as well as overhauling a deficient operational division to meet and exceed program expectations within 12 months.

RELEVANT EXPERIENCE

ITEM, 2015-Present

Mitigation and Resilience Manager, 2024-Present

State and Local Preparedness Supervisor, 2022-2024

Senior Emergency Management Specialist, 2016-2020, 2022

Junior Emergency Management Specialist, 2015-2016

- Leads the Mitigation and Resilience Division focused on technical assistance and project implementation.
- Supported the State, Local, and International Preparedness Division in developing and implementing preparedness products and services.
- Responsible for providing program oversight, establishing and maintaining project management plans, contract deliverables schedules, staff tasking and assignments, cost controls, budget tracking, resource allocation, documenting progress and performance measures, oversees quality assurance and control of products and deliverables, identifying threats to project success, and developing and implementing mitigation strategies.
- Conducts business development efforts including identifying and developing new opportunities, conference presentations and booth support, client engagement, leading proposal development, and building relationships.
- Facilitates collaboration efforts, meetings, and workshops among partners and stakeholders, including tribes, states, and federal agencies.

NC, Raleigh – Continuity of Operations Plan Update: Program Manager, 2024-Current

- Provided program oversight for the project that updated the departments and city COOP plan, conducted training, and implemented a validation tabletop exercise.

NJ, State OEM – Emergency Operations Plans Updates: Task Lead, 2024-Current

- Supported project that updated the several hundred local jurisdiction's Emergency Operations Plans across the state.

TX, Dallas – Continuity of Operations Plan Review: Subject Matter Expert, 2024-Current

- Provided subject matter expertise of the local jurisdiction for the project that reviewed and provided recommendations to the departments and city COOP plan.

MA, Boston Public Health Commission – Emergency Operations Plan Update: Program Manager, 2023-2024

- Provided program oversight for the project that updated the organization's EOP and 11 Annexes, conducted training, and implemented a validation tabletop exercise.

CA, Los Angeles - RCPGP – Supply Chain Disruption for Food, Hydration, Shelter Community Lifeline: Task Lead, 2023-Current

- Led the development of the supply chain disruption framework, supported the gap analysis, and led the seminars, training, and validation exercises.

TX, Dallas - RCPGP – Supply Chain Disruption for Food, Hydration, Shelter Community Lifeline: Subject Matter Expert, 2022-2024

- Supported the development of the supply chain disruption framework, the gap analysis, the seminars, training, and validation exercises.

NC, Centralina COG – Regional Resilience Collaborative: Project Manager, 2022-2024

- Led the project that supporting the regional council of governments in the formation of a Regional Resilience Collaborative, the development of pre-disaster recovery plans and tools, successful grant application development, and a range of workshops and resources for the local jurisdictions to utilize in building more resilience communities.

TX, College Station – Continuity of Operations Plan Update: Program Manager, 2023-2024

- Provided program oversight for the project that updated the departments and city COOP plan, conducted training, and implemented a validation tabletop exercise.

CA, San Mateo – Continuity of Operations Plan Update: Program Manager, 2023-2024

- Provided program oversight for the project that updated the departments and city COOP plan, conducted training, and implemented a validation tabletop exercise.

East West Gateway Council of Governments – St. Louis Area Regional Response System – RCPGP – Supply Chain Disruption for Health and Medical Community Lifeline: Project Manager, 2023-2024

- Led the development of the supply chain disruption framework, the gap analysis, the seminars, training, and validation exercises.

NC, Zebulon – Emergency Operation Plan Update, Training, Exercise: Program Manager, 2022-2023

- Provided program oversight for the project that updated the jurisdiction's EOP and 3 Annexes, conducted training, and implemented a validation tabletop exercise.

IL, Office of Disease Control – After Action Report – COVID-19: Program Manager, 2022-2023

- Led the research, interviews, analysis, and development of the after-action report and improvement plan.

IL, Highland Park – After Action Report – 4th of July Parade Attack: Project Manager, 2022-2023

- Led the research, interviews, analysis, and development of the after-action report and improvement plan.

TX, San Antonio - RCPGP – Supply Chain Disruption for Food, Hydration, Shelter Community Lifeline: Project Manager, 2022-2023

- Led the development of the supply chain disruption framework, the gap analysis, the seminars, training, and validation exercises.

FEMA Region 5 – Democratic National Convention Consequence Management Plan: Task Lead, 2019-2020

- Led the development of an NSSE consequence management plan, engaged stakeholders, collected data, developed the plan, and conducted a validation tabletop exercise.

FEMA Region 8 – All Hazards Response Plan: Task Lead, 2018-2019

- Led the development of a regional response plan, engaged stakeholders, collected data, developed the plan, and conducted a validation tabletop exercise.

FEMA Region 4 – New Madrid Earthquake: Task Lead, 2017-2018

- Led the development of a regional response plan, engaged stakeholders, collected data, developed the plan, and conducted a validation tabletop exercise.

FEMA Region 8 – Federal Response to Tribes Annex: Task Lead, 2016-2017

- Led the development of a regional response plan, engaged stakeholders, collected data, developed the plan, and conducted a validation tabletop exercise.

FEMA Region 10 – Federal Response to Tribes Annex: Task Lead, 2015-2016

- Supported the development of a regional response plan, engaged stakeholders, collected data, developed the plan, and conducted a validation tabletop exercise.

Department of Aviation, City of Dallas, Texas, 2020-2022

Manager of Emergency Management and Airport Operations Center

- Oversaw the Emergency Management Division and the Airport Operations Center (AOC) to establish and maintain an effective emergency preparedness program for Dallas Love Field (KDAL), Dallas Executive (KRB), and the Dallas Vertiport (49T).
- Managed two operational divisions: personnel management, budgets, reporting, policies, procedures, and plans.
- Rebuilt and developed the strategy and direction of the emergency management and continuity of operations programs for the Department through research, innovation, evaluation, and improvement processes.
- Restructured the AOC through a comprehensive process of operational analysis, equipping, training, and implementing a phased modernization strategy.
- Established the division's goals and objectives and developed appropriate initiatives to ensure timely success. Coordinated departmental emergency operations and compliance requirements.
- Employed cross-organizational initiatives to mature a culture of preparedness in daily and emergency operations.

- Managed the Airport Emergency Operations Center during activations and represented the department to local, state, and federal agencies for response coordination operations.

Michael Baker International, 2008-2015

Emergency Management Consultant

- Engaged in developing and delivering comprehensive emergency management services and products to clients nationwide in all mission areas.
- Supported the FEMA Map Modernization program through the floodplain management group, reviewing original physical maps and documenting updates in the digital flood insurance rate maps, developing letters of change, amendment, and revision, and supporting outreach to impacted communities. Was a certified floodplain manager (CFM) through the ASFPM for 6 years.
- Other mitigation projects include: supporting Hazard Mitigation Plan Updates for Missouri, Colorado, and Arizona States, as well as six county hazard mitigation plans, and one city hazard mitigation plan; supported the Hazard Mitigation Program Integration & Best Practices Task Order of Risk MAP for FEMA; led the development of the No Adverse Impact: Mitigation 'How-to-Guide' for ASFPM; supported multiple grant applications, and; was an author for the original EMI course development for HMP Best Practices.
- Supported the Recovery effort for DR-4177 through the public assistance team, specifically focused on 406 mitigation opportunities. Conducted field inspections, documented damage, and populated project worksheets.
- Utilized various engagement strategies to develop and foster partnerships with all stakeholders to encourage a whole community approach to disaster preparedness, response, recovery, and mitigation.
- Engaged stakeholders, peers, and the public on emergency management best practices at national and regional conferences.
- Developed clients, bid on RFPs and RFQs, administered contracts, financial reporting and accounting, audited deliverables, quality assurance and quality control of products, and close-out reporting.

TKOG, 2011-2015

Emergency Management Subject Matter Expert

- Assisted NGOs regarding both stateside and international disaster management-related challenges.
- Addressed issues such as non-profit preparedness to integrate response operations, improving program and project coordination, disaster exercises, and gap analysis.

FF/LMI, 2010

Lead Emergency Coordinator

- Tasked by a coalition to lead their collaborative emergency response and initial recovery operations to the catastrophic earthquake in Haiti.
- Networked and consulted with stakeholders, partners, and supporters to build a more unified approach to the community's recovery.
- Negotiated an agreement with the German Red Cross for mutual supply and triage support to reduce their primary care bottleneck issues while prioritizing critical care patients from community clinics.
- Designed and developed a food and nonperishable distribution tracking system and support tools, resulting in increased accountability and better distribution network reach.
- Planned for and initiated a shelter-to-housing program that engaged local skills and labor to increase community investment and participation in their recovery.

Transport Care Services Corp, 2007-2008

Emergency Medical Technician

- Provided patient care through lifesaving and life-sustaining medical care.
- Utilized standing orders, medical equipment, patient reports, and medical history to identify and administer appropriate care in a pre-hospital environment.

CERTIFICATIONS AND TRAININGS

- IAEM Certified Emergency Manager
- FEMA Advanced Professional Series
- Homeland Security Exercise and Evaluation Program (HSEEP)
- ICS 100, 200, 300, 400
- NIMS 700, 800

PUBLICATIONS/SPEAKING ENGAGEMENTS

- Modernizing Planning through Data-Driven Approach (1 hour), Emergency Management Association of Texas Leadership Symposium – Breakout Session, San Marcos, TX, March 5, 2024.
- Continuity During Winter Storms 2021 – Dallas Love Airport’s Success Story (45 minutes), Facilities Expo – General Session, Arlington, TX, October 5, 2022.
- The Frozen Star State – Lessons Learned from the 2021 Winter Storm Event (1 hour), Kansas Emergency Management Association Conferences – General Session, Mulvane, KS, September 15, 2021.



KEZIA SHOCKLEY, PMP

Senior Project Manager

17+ YEARS OF EXPERIENCE

in Disaster Recovery & Federal Grants Management

EXPERTISE

- CDBG-DR Program Guidelines
- Operational Processes
- Federal Grants Management
- CDBG-DR Housing Rehabilitation/Construction Services
- Project Administration
- Uniform Relocation Act (URA) Requirements
- Systems Development
- CDBG-DR Training and Development

EDUCATION

B.S., Business Management,
University of Phoenix

PROFESSIONAL QUALIFICATIONS

Mrs. Shockley has over 17 years of extensive experience in the disaster recovery industry, with a strong focus on managing CDBG-DR and CDBG-MIT programs. As the Deputy Program Manager for the Rebuild Florida Program, she oversaw the Homeowner Replacement & Repair Program daily, overseeing a budget of over \$500 million in CDBG-DR funding. She has a proven track record of developing and implementing operational processes that align with CDBG-DR and CDBG-MIT program guidelines. Her ability to assess client needs and clearly communicate project specifications has been essential in her success as a project lead, such as on the State of Louisiana's Post-Hurricane Katrina Road Home Program.

Mrs. Shockley's areas of expertise include CDBG-DR and CDBG-MIT program compliance, monitoring, and regulatory oversight. She is well-versed in the Uniform Relocation Act (URA) requirements and environmental assessments under 24 CFR Part 58. Mrs. Shockley's strong stakeholder engagement skills and data-driven approach have been instrumental in delivering effective and equitable recovery solutions.

RELEVANT EXPERIENCE

IEM, 2021-Present

Deputy Program Manager, 2021-2024

The Rebuild Florida Program (CDBG-DR)

- Assisted the Program Manager with daily oversight of operations for the Homeowner Replacement and Repair Program, which has over \$500 million in funding.
- Worked with department leaders to develop and maintain program policies and procedures in alignment with CDBG guidelines.
- Ensured completion of processing systems and develop enhancements with design requirements, as needed.
- Contributed to corporate and program strategies using accountability, communication, and reporting.

- Coordinated communications with clients and staff to ensure process development/deployment ease.

Housing Project Management Office (PMO) Manager

The Rebuild Florida Program (CDBG-DR), 2019-2021

- Worked directly with the operation department to identify the need for and develop design requirements to complete multiple system enhancements.
- Ensured system build requirements were appropriately documented and communicated with the associated client department for implementation.
- Coordinated and completed all UAT (user testing) upon completion of enhancement deployment.
- Managed system issues reported by program staff and directed to the appropriate group, providing corrective action needed via research and understanding system workflow.

Closeout System Development, Florida Commerce, 2020-2021

- Client required system capability to process and track completed projects through Closeout processing.
- Tasked with identification of all system requirements for full buildout and release of system updates through implementation.
- Attended daily/weekly meetings with client and system vendor to identify system capabilities and alignment to workflow processes.
- Provided design requirements and testing to complete new development.
- Provided Closeout Checklist design, requirements for Approval process, reporting, and dashboard creation for workflow tracking.
- Created a Closeout process with a system-designed checklist to meet Closeout compliance with CDBG regulations.
- Successfully completed over 3,000 closeout reviews and moved files through the approval process.

Construction System Development, Florida Commerce, 2020

- Client required system capability to capture Construction workflows in the System of Record. This included the transfer of data and documents to the Salesforce system.
- Tasked with identification of all system requirements for full buildout and release of system updates through implementation.
- Attended daily/weekly meetings with client and system vendor to identify system capabilities and alignment to workflow processes.
- Provided design requirements and testing to complete new development.
- Provided system logic to have the system identify construction intent.
- Designed, requirements for construction feasibility, and API development to transfer required data and documents for client approval.
- Created a Construction module within the client's system of record to capture all work completed in the HRIQ™ Construction Module.
- Completed over 3,500 program projects to include change order approvals and all other applicable workflows.

Housing Assistance Center (HAC) Manager (Miami Center), 2018-2019

The Rebuild Florida Program (CDBG-DR)

- Oversaw daily operations of the program Intake Center to accommodate applicant visits and overall inventory assignment.
- Managed a team of 10 Intake Specialists, providing production goals and training as designed by the program training department.
- Coordinated with internal and external groups to identify multiple outreach locations for program registration intake and provided weekly reporting of location, contact, assigned staff, and need for each new location.

- Attended weekly meetings with Senior Management to ensure production goals were clearly defined and promoted to assigned teams.

Hammerman & Gainer, Inc., 2009-2018

Special Projects Manager

The Road Home Program (CDBG-DR)

- Worked directly with the Program Director to identify and reduce roadblocks in case management processing and reporting of collected data.
- Facilitated updates and corrections to internal working IT systems, which assisted in ease of inventory processing.
- Served as the project lead for the State of Louisiana's Post-Hurricane Katrina Road Home Program, coordinating and deploying project deliveries for approximately \$2.5 billion in funding and creating processes to eliminate over \$200 million in recovery funds.
- Responsible for leading training efforts for Louisiana's implementation of its \$9 billion CDBG-DR program to help homeowners, tenants, landlords, developers, and local governments recover from damage sustained from Hurricane Katrina and Rita.
- Served as administrative assistant to the program director as it relates to communication with senior and technical staff.
- Collaborated efforts in the project transition from an existing contractor, including identifying and approving additional inventory.
- Worked with multiple departments and organizations to design and implement written policy and procedure updates as needed to reflect any changes required to existing processes.
- Provided direction for record system updates and oversaw testing for new system releases.

Advantage Lending, LLC, 2004-2007

Mortgage Loan Manager

- Structured the company's development and authorized the organization's financial operations, including taxation and payroll.
- Established marketing strategy for the company and services offered.
- Maintained all closed loan files per O.F.I. regulations and preparing monthly journal entry adjustments.
- Managed and supervised initial training and work for 13 Loan Officers.
- Analyzed income and expense ratios for all new loan applicants.
- Worked closely with wholesale lenders to determine the pricing and structure of loan files.
- Obtained necessary financial and personal documentation to secure loan funding.

Burgos Real Estate, LLC, 2005-2006

Property Development Coordinator

- Renovated damaged residential properties over \$3 million.
- Organized all aspects of construction and design for optimal sales capability.
- Supervised sub-contractors through bidding negotiations to supply the most efficient labor.
- Maintained over six renovation projects at the same time.
- Worked closely with owners and contractors to maintain project goals.
- Processed payroll accounting for projects.

CERTIFICATIONS AND TRAINING

- Project Management Professional (PMP)



KAMBRE SCOTT

Project Manager

15+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Public Assistance
- Grants Management
- Closeout and Reconciliation
- Disaster Recovery

EDUCATION

MBA, Master of Business Administration, University of Phoenix

B.A., Psychology
Southeastern Louisiana University

PROFESSIONAL QUALIFICATIONS

Ms. Scott has 15 years of experience in FEMA public assistance and disaster recovery. She has acquired significant experience in grants management, public assistance, problem-solving, appeals analysis, project management, disaster recovery, emergency management, cost estimating, project formulation, finance, auditing, and implementing policies and procedures. She served as a subject matter expert in FEMA Public Assistance and has demonstrated extensive knowledge and experience in 44 CFR, 2 CFR, SRIA Legislation, and ARPA. Public Assistance Program Policy Guide, and Stafford Act. She has responded to and managed over 20 federal declarations, including Hurricane Katrina, Sandy, Gustav, Irma, Florence, and Michael.

RELEVANT EXPERIENCE

IEM International, Inc., 2020-Present

Various Roles, Project Manager, 2022-Present

Disaster Recovery Specialist III, 2020-Present

- Supports IEM's State and Local Disaster Response and Recovery Team with its disaster response and recovery efforts, working hand-in-hand with state and local government and private non-profit representatives to guide them through both the response and recovery process. Participate in ARPA response guidance to municipalities.
- Participates in meetings and briefings with applicants. Provide guidance, oversight, and general programmatic assistance to the Recipient and Subrecipient.
- Assists with the performance of project validation reviews and formulation.
- Addresses any inconsistencies, special considerations, and compliance issues with management.
- Evaluate scope and cost relationships for validation, project cost reconciliation, projection, and scope separation purposes.
- Assists with developing, maintaining, and implementing plans and procedures associated with the effective and efficient delivery and monitoring of grant performance of the Public Assistance Grant Program.

Fluor, 2019-2020

Senior Project Manager, 2019-2020

- Provided a wide range of technical program support, served as a policy advisor and management to the Appeals section serving several states and disasters.
- Researched applicable statutes, regulations, and policies related to the subject matter of an eligibility determination. Interpreted and adhered to statute, regulations, and policies.
- Developed determination memos and other written products for review and signature.
- Explained findings verbally and in writing to a wide range of stakeholders, including management. Coordinated with partners to build understanding related to decision-making.

GOHSEP, 2009-2019

Various Roles, Senior Problem Resolution Officer

Disaster Recovery Specialist I & II

- Provided a wide range of technical assistance to applicants, management, and multiple disaster recovery sections, including Close-out. Served as a subject matter expert in FEMA Public Assistance.
- Worked closely with FEMA and contractors to establish processes, policies, and procedures pertaining to recovery programs.
- Conducted research in finding legal and policy decisions for determining the proper application of Public Assistance grants and closeout agreements.
- Analyzed and recommended alternatives for a wide range of program issues.
- Advised higher-level management and external stakeholders on all situations as needed.
- Attended agency coordination, planning, operational meetings, and training exercises.
- Managed the grant reimbursement process for approximately 450 project worksheets totaling \$135 million and oversaw transactions related to invoices, purchase orders, expense reports, and financial adjustments for federally funded projects essential to rebuilding critical infrastructure in Louisiana.
- Adhered to federal and state policies and government regulations, addressing applicant issues about funding and obligation.

ICF International, 2008-2009

Audit Monitoring Analyst Coordinator, 2008-2009

- Served as an auditor for the Louisiana Road Home Program.
- Responsible for auditing files to ensure compliance with all HUD and OCD homeowner regulations regarding the HMGP ACG elevation programs. Implemented policies in compliance with program procedures and followed all governing laws to prevent fraud within the program.
- Maintained a working knowledge of significant developments and trends and anticipated the changing resource needs within the organization.

CERTIFICATIONS AND TRAINING

- EMI Environmental and Historic Preservation (EHP)
- EMI Level 1 Emergency Management
- IS-100: Introduction to Incident Command
- IS-200: Basic Incident Command System for Initial Response
- IS-300: Intermediate ICS for Expanding Incidents
- IS-400: Advanced ICS – Complex Incidents
- IS-700: Intro to the National Incident Management System (NIMS)
- IS-800: National Response Framework, An Introduction

Comprehensive Disaster Recovery, Financial and Grant Management Support Including
Public Assistance / Hazard Mitigation & Grant Management Consulting Services

- IS-1000: Public Assistance Program and Eligibility
- IS-1001: Public Assistance Delivery Model Orientation
- IS-1006: Documenting Disaster Damage and Developing Project Files
- IS-1007: Detailed Damage Description and Dimensions
- IS-1008: Scope of Work Development (Scoping and Costing)
- IS-1012: Direct Administrative Costs
- IS-1017: Scope Change Requests, Time Extensions, Improved/Alternate Project Requests
- IS-1018: Determination Memorandums and Appeals



ROBERT HOBAN

Project Manager

35+ YEARS OF EXPERIENCE
in Federal Service & Emergency Management

EXPERTISE

- Individual Assistance Programs
- Disaster Housing
- Logistics Operations
- Program Management

EDUCATION

Advance Program in
Logistics and Technology,
University of North Carolina,
Kenan-Flagler Business
School

Enrolled in Emergency
Management Bachelor's
Program, American Military
University

PROFESSIONAL QUALIFICATIONS

Mr. Hoban is a former FEMA Region 3 Individual Assistance Branch Chief (2015-2022). He is an experienced IMAT Team Leader and Deputy FCO Professional with in-depth, demonstrated knowledge of the NDRF/NIMS/ICS and Disaster Response/Recovery operations supporting over 50+ Nationally declared Federal Disasters. Mr. Hoban has a proven ability to organize, manage, and direct all critical disaster Operations Management functions, including Individual Assistance (IA) Programs. He is skilled in determining requirements for program operations, including funds, spending plans, budgetary advice/projections, staffing projections, facilities, equipment supplies, and services, and preparing plans for programs supported by operational requirements.

RELEVANT EXPERIENCE

IEM, 2022-Present

***Project Manager*, 2022-Present**

- Worked on potential Florida Disaster Housing mission for Hurricane Ian.
- Developed innovative processes to enhance the delivery of Individual Assistance programs to include leaner and expedited Direct Housing missions
- Monitor and provide detailed analysis on current Major Federal Disasters implementing Individual Assistance/Direct Housing programs. Identify trends, programmatic chokeholds, inefficiencies, and best practices to incorporate in future operations.

FEMA Region 3, 2015-2022

***Individual Assistance Branch Chief*, 2015-2022**

- Managed and administered the Individual Assistance Program regionally and nationwide during disaster response and recovery.
- Managed all administrative personnel assigned to the Branch, conducted quarterly performance briefings, developed work plans and training, and developed an annual budget.

- Met with State and Federal Partners to conduct briefings on programs and training.
- Coordinated local governments' requests for technical and financial assistance from the state following a local or gubernatorial disaster declaration
- Conducted Preliminary Damage Assessments (PDAs) and disaster recovery assistance training for state, county, and local governments, voluntary organizations, and members of the general public
- Provided technical assistance to public officials regarding emergency management programs and types of available disaster assistance
- Planned, assigned, supervised, and reviewed the work of professional and technical staff.
- Ensured the quality of Disaster Recovery Plans by scheduling/conducting several types of plan testing to ensure the feasibility and adequacy of the recovery process and procedures are included in the plan.
- Administered IA programs during the Federal Presidential Disaster Declarations and Blue-Sky planning and training.

FEMA Region 3, 2008-2015

IMAT Team Leader, 2008-2015

- Routinely executed the operational aspects of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the National Response Framework (NRF), the National Disaster Recovery Framework, the National Incident Management System (NIMS), the Incident Command System (ICS), and other relevant emergency management guidance documents to coordinate and lead the delivery of Federal disaster assistance to affected communities.
- Coordinated between the Federal, State, Territory, Tribal, and local government and nongovernment processes to establish an effective operational network and foster a partnership to ensure the full spectrum of authorized assistance was provided.
- Managed and directed a large-scale, geographically dispersed organization characterized by changing environments that integrated emergency management planning, policy, and Federal, State, and local programs.
- Anticipated critical areas of concern or volatility and applied initiative, creativity, and sound judgment to resolve and diffuse issues or problems.
- Negotiated effectively under stressful conditions where the audience had conflicting interests and differing objectives and managed the media and other external relations during a disaster or crisis.
- Routinely communicated in writing, meetings, and conferences to federal, state, and local government senior levels.
- Expertly negotiated with multiple and competing stakeholders while maintaining focus.
- While Deployed:
 - Managed the mobilization and deployment of IMAT in response to actual, evolving, or potential events.
 - Established the operational capability of the IMAT Team.
 - Assisted in the development of the Unified Coordination Group (UCG).
 - Assisted in the Unified Coordination Group (UCG) of the incident objectives and operational priorities.
 - Assisted in the development of incident objectives and strategies, the management of work assignments, and the requesting of required resources.
 - Directed FEMA program leads to ensure that the delivery of programs was consistent, met customer needs, and implemented in accordance with Stafford Act requirements and FEMA policy. Interacted with other Command and General Staff personnel to ensure clarity of communication and enhance team network.
 - Served as qualified Deputy FCO within the ICS position in the incident organization.

- Served as a spokesperson for FEMA in responding to media inquiries from national, regional, and local media and provided information to broadcast, print, and online reporters on controversial or sensitive topics related to the disaster.
- Managed the operations of Federal staging areas and directed the employment of resources based on state and local requirements. Ensured that the Federal Staging Areas could provide current and projected needs. Ensured that appropriate section personnel participated in developing plans, such as the Advanced Operational Plan, Strategic Plan, functional plans, and the Continuity of Operations Plan (COOP).
- Coordinated with other federal agencies to review and approve Action Request Forms (ARFs) and Mission Assignments (MAs). Assigned, managed, and maintained visibility on Emergency Teams. Provided support to emergency teams assigned to state, tribal, territorial, and local management authorities if needed.
- Developed strategies and tactics in support of incident objectives. Led the incident action planning process in support of incident objectives. Ensured that task descriptions provided clear, concise direction and that performance expectations supported the incident objectives.

FEMA Region 3, 2007-2010

IMAT Logistics Chief, 2007-2010

- Planned, coordinated, directed, and managed complex emergency support programs for emergency readiness efforts in the Disaster Operations Directorate.
- Analyzed and identified requirements for budget, manpower, facilities, equipment, supplies, and services needed to ensure preparedness in the event of a hazard or security event of national significance.
- Coordinated essential functions, including property accountability, management and disposal, facilities management, equipment maintenance, inventory, transportation, communications, and site safety.
- Oversaw coordination of plans with other federal agencies' emergency support functions and state partners.
- Planned, developed, and prepared to implement and lead an Incident Action Plan upon report of an emergency situation and activation of field offices, staging areas, and distribution points.
- Used expert knowledge and logistics coordination over a broad range of logistics concepts, principles, practices, rules, regulations, and methods to effectively manage complex emergency supply and logistics programs.
- Organized and integrated logistics functions into the unified program to achieve the mission.
- Established and coordinated workflow, methods, and schedules to ensure the most effective and efficient plan to sustain 24/7 operations at staging areas under conditions of extreme pressure in emergency situations.
- Managed procurement process for contracts for emergency readiness equipment, supplies, and services, serving as Contracting Officer Technical Representative (COTR).
- Led, monitored, and analyzed the effectiveness, efficiency, and productivity of logistics management operations throughout the country, from preplanning through post-event activities.
- Managed and controlled inventory for the logistics support program.
- Interpreted and applied complex federal and organizational policies, procedures, regulatory requirements, and federal guidelines to the logistics support program.
- Used strong written communication skills to develop and maintain a variety of written documentation related to disaster operations.
- Interacted with a wide range of personnel, establishing and maintaining collaborative relationships to successfully accomplish disaster support program goals and objectives.
- Facilitated training exercises with government/state partners.
- Provided leadership training.

FEMA HQS, 2006-2007

Supervisory Logistics Management Specialist (Housing), 2006-2007

- Planned, directed, and managed FEMA's largest housing mission to date (Hurricane Katrina), logistically supported the delivery, maintenance, storage, deactivation, and sales of 144,00 Travel Trailers and 25,000 Mobile Homes for the HQS FEMA Emergency Housing Unit.
- Served as Field Operations Supervisor for 11+ Emergency Housing Storage Sites (EHSSs) and Distribution Centers located throughout the U.S.
- Organized and integrated all logistics functions into the unified program to develop and sustain all Emergency Housing Storage Sites (EHSS).
- Analyzed and evaluated the effectiveness and efficiency of logistical support programs.
- Managed and controlled property accountability functions
- Interpreted and applied organizational policies, procedures, and federal guidelines to the logistics support program.
- Supervised 800+ FEMA employees, contractors, and individuals from various government and non-governmental agencies to perform logistics activities and functions.
- Used exceptional oral and written communication skills to achieve logistics objectives effectively.
- Used various automated systems to manage an efficient logistics support program for the Emergency Housing Unit.

CERTIFICATIONS AND TRAINING

- Various FEMA IS and Resident Courses
- Various Emergency Management and Continuity of Operations Courses

PROFESSIONAL AFFILIATIONS

- International Association of Emergency Managers
- National Property Management Association
- Council of Supply Chain Management Professionals

MILITARY SERVICE

- U.S. Army 1983-2005; Retired, Honorable Discharge



RESHMA MANGRA

Project Accountant

20+ YEARS OF EXPERIENCE

in FEMA, DHS, and Response & Recovery

EXPERTISE

- Disaster Response
- Financial Operations and Management
- Grants Management
- Logistics
- Training & Planning
- Risk Assessment
- Mitigation
- Budgeting
- Tax
- Audit

EDUCATION

B.A., Business
Administration/Accounting,
DeVry University, 2014

Graduate Certificate in
Accounting, Keller Graduate
School of Management,
2018

Currently studying for CPA
Exam

PROFESSIONAL QUALIFICATIONS

Ms. Mangra has worked at the state, county/parish, and local levels in grants and emergency management. She is a proven leader in disaster response and recovery and has extensive FEMA (Federal Emergency Management Association) and DHS (Department of Homeland Security) (Department of Homeland Security) experience.

RELEVANT EXPERIENCE

IEM, 2022-Present

Grant Management Specialist III, 2022-Present

- Supports IEM's State and Local Disaster Response and Recovery Team with its FEMA disaster recovery efforts, working with the state /local government and private non-profit representatives to guide them through the FEMA Public Assistance process.
- Responsible for assisting applicants with implementing and managing their Federal grants (FEMA or other grant programs) and providing grants-related assistance and service for IEM's Disaster Response and Recovery management and staff.
- Application of and regulations across multiple applicants and grant programs.
- EOC Incident Management System support, process documentation, reimbursement criteria assistance in operations, and public information meetings.
- Assists Emergency Operations Plan updates for catastrophic incident component incorporation. Provide Hazard Mitigation Plan support and FEMA CRS cycle-visit updates.
- Currently a Grants Management specialist specializing in finance.
- Supporting VDEM (Virginia Department of Emergency Management) in finance, ARMICS, RFRs and closeouts.
- Provide leadership, expert technical skills, and financial and program guidance for developing VDEM's six-year and biennial financial plans for the agency's general, special, and federal fund programs.

- Interpret and apply federal and state laws, regulations, local laws, and disaster policies to forecast models.
- Prepare technical responses to questions from other government entities, elected officials, and other stakeholders on the financial plan, allocation processes, and interpretations of state and federal statutes.
- Manage the development of and provide technical and policy advice and guidance for the cash forecast.
- Provide leadership, expert technical skills, financial and program guidance, and assistance in developing VDEM's cash forecasts.
- Provide guidance in developing and applying mathematical modeling methods to forecasts.
- Forecasts project revenues, expenditures, and cash balances for disaster funds.
- Work with other stakeholders to develop financially constrained long range financial forecasts of revenue sources and allocations.
- Prepare technical oral and written responses/reports to questions on the agency cash forecasting methodology and cash position.
- Provide expert guidance in developing and applying mathematical modeling tools to enhance the cash forecast.
- Provide consultative legislative analyses and technical assistance by keeping abreast of disaster issues with policy, financial, and cash implications for the agency.
- Conduct analysis and evaluation of proposed legislation and prepare legislative and fiscal impact statements.
- Prepare technical oral and written responses to questions relative to disaster-related legislation that impacts the agency.
- Provide expert guidance in developing and applying mathematical modeling tools to forecast the six-year disaster plan.
- Prepare technical oral and written responses to various executive management reports across the VDEM Financial Management Bureau.

Port Authority of New York and New Jersey, 2013-2021

***Grant Manager*, 2013-2021**

- Grant writer with expertise in applying for competitive grant funding.
- Directed all activities associated with administering grant funds and accountability of a portfolio of projects funded by FEMA, Department of Homeland Security, totaling over \$700 million.
- Utilized the grants management and project management systems and tools to track and monitor project performance and expenditure of grant funds.
- Reviewed budget summary sheets to ensure all costs are eligible, allowable, and allocable based on Program Guidance and OMB (Office of Management and Budget) circulars.
- Provided monthly grant inventory and administration activities status reports to the Chief Financial Officer (CFO) and Project Managers receiving program funding from grants.
- Identified operational process inefficiencies and recommended necessary improvements.
- Prepared, coordinated, and reviewed certain contract or grant proposal elements for consistency, accuracy, and completeness.
- Interpreted contractual payment terms and prepared final contract and associated budget and documents.
- Analyzed utilization and capacity against performance goals.
- Executed and reported variance and gap analysis.
- Grant writer with knowledge of Investment Justification and Budgets.
- Developed project scopes and objectives, involving all relevant stakeholders and ensuring technical feasibility.
- Used appropriate verification techniques to manage changes in project scope, schedule, and costs.
- Ensured that all projects were delivered on time, within scope and budget.
- Performed risk management to minimize project risk.
- Assessed compliance with FEMA regulations and controls.
- Prepared financial statement package for reimbursable grant-eligible expenses.

- Prepared update and review internal control.
- Strong negotiation skills in managing projects and problem-solving.
- Identified and communicated accounting and auditing matters to seniors and project managers.
- Maintained all grant agreements and supporting documentation pertaining to grant awards.
- Knowledge of PRMJs, By-Law MJs and MAs.
- Logistics Chief in the Office of Emergency Management.
- Experience with project management, especially successfully creating project management programs from the ground up.
- Highly analytical, strong attention to detail, and an ability to set and meet tight deadlines.
- Strong interpersonal skills with experience in relationship-building and business partnership.
- Experience working with ambiguity demonstrates an ability to adapt to changing circumstances and deliver results.
- Ability to build trusted and mutually beneficial relationships, effectively coordinating across various stakeholders to work collaboratively.
- More than 20+ years of progressive Finance / Accounting experience with expertise in US GAAP.

Robert Half Finance & Accounting, 2010-2012

Accountant, 2010-2012

- Performed all financial activities, including P&L statements and management reports.
- Planned, directed, and coordinated all accounting operational functions, including but not limited to financial statements, general ledger, cost accounting, accounts payable, accounts receivable, budgeting, tax compliance, cost of goods sold, revenue recognition, and various special analyses.
- Completed bank reconciliations, created invoices, researched, and resolved billing and collection disputes.
- Performed month-end close functions, including data analysis, variance analysis, and reconciliations.
- Used advanced Excel functions (VLOOKUP of multiple occurrences, index match, pivot tables, arrays).
- Completed daily reports required by SOX.
- Managed the payroll.
- Worked with the leadership team to facilitate the budgeting process.
- Monitored and reported on actual vs. budgeted costs and acted proactively to ensure the budget was met.
- Worked with external audit partners to facilitate financial audits and provide requested information.
- Managed cash flow.
- Ensured compliance with all GAAP and regulatory requirements.

Kranz Accounting New York, 2002-2010

Staff Accountant, 2002-2010

- Consulted on a variety of projects, focusing on research, case review, and compliance.
- Prepared Individual Tax Returns, Corporate Tax Returns and Estate Tax Returns.
- Expertise in payroll processing and prepared forms 940, 941, and NYS 45.
- Completed and submit tax remittance forms, W-2's, 1099-misc, 1099-int, 1099R, 1098.
- Prepared budgets and financial reports, audit functions, financial strategy, planning, and forecasts and conferred with senior management teams.
- Ability to utilize multi-tasking skills to prepare invoices, post journal entries, reconcile accounts, prepare trial balance and complex financial statements, and perform account and budget analyses.

CERTIFICATIONS AND TRAINING

- Grants Management
- Risk Management
- Grant Writing

- IS-1002, IS-1004, IS-1005, IS-1006, IS-1007, IS-1008, IS-1010, IS-1012 IS-1014, IS-1015, IS-1016, IS-1017, IS-1018, IS-1019 IS-1020, IS-2000, IS-2700, IS-2900.a, IS-860.c, IS-212.b, IS-273, IS-274, IS-276.a, IS-279.a, IS-325, IS-393.b, IS-841.a,



MICHAEL CHEVERIE

Preparedness / Response / Recovery Consultant IV

20+ YEARS OF EXPERIENCE

in Local, State, and Federal Emergency Management

EXPERTISE

- Disaster Recovery
- Hazard Mitigation
- FEMA Public Assistance

EDUCATION

Masters, Emergency
Management,
Massachusetts Maritime
Academy, 2010

Bachelors, Marine
Transportation,
Massachusetts Maritime
Academy, 1996

PROFESSIONAL QUALIFICATIONS

After receiving his master's in Emergency Management, Mr. Cheverie joined the Federal Emergency Management Agency (FEMA) in the logistics cadre. He soon transferred to the Public Assistance cadre as a Project Specialist. Mr. Cheverie was deployed to multiple natural disasters from Vermont to Louisiana, writing multiple Project Work Sheets for Category A through G and identifying 406 Mitigation measures that could be used to strengthen and enhance various structures to withstand similar future events. Mr. Cheverie separated from FEMA to continue working as a contractor and disaster management specialist with various state agencies. Mr. Cheverie has worked for the New Jersey State Police Emergency Management Department as a County Liaison reviewing and approving Project Work Sheets for the state of New Jersey. Mr. Cheverie also worked as a Public Assistance Coordinator (PAC)/(PDMG) for the New York Office of Homeland Security/ Emergency Management, Specializing in Site Inspections and Writing various Category AG project worksheets.

Mr. Cheverie also worked as a Grant Management Consultant for the South Carolina Department of Transportation, specializing in Category C (roads) projects and identifying damages and mitigation opportunities for culverts and water diversion structures. Most Recently, Mr. Cheverie was deployed as a 406 Hazard Mitigation Specialist to the Department of Homeland Security/ FEMA responding to Hurricane Michael in the State of Florida. Mr. Cheverie was responsible for writing multimillion Hazard Mitigation Proposals while assigned to high-profile applicants. Mr. Cheverie was promoted to Crew Lead of the 406 Mitigation Team located at the Joint Field Office, where he was given full management rights to EMMIE and Grants Manager.

RELEVANT EXPERIENCE

IEM International, Inc., 2021-Present

***Disaster Recovery Specialist III*, 2021-Present**

- Engaged in disaster recovery using federal programs such as PA and 406 mitigation.

CDM Smith, 2018-2020

406 Mitigation Crew Lead, 2018-2020

- Crew Lead who mentored team members to evaluate PA- PA-eligible scope of work (SOW) and validated cost to determine 406 Mitigation.
- Ensured team members can facilitate and use Grants Manager effectively.
- The Site Inspector works with the applicants to resolve their program-related needs, ensuring projects are processed as efficiently and expeditiously as possible.
- Develop the list of damaged sites, schedule site inspections, summarize applicants' damages, and coordinate requests for information and questions.
- Discussed with CL/TFL the outcome of inspections, prepared site inspection reports, and entered Grants Manager for further processing.

Carney Hospital, 2017-2018

Director of Security and Emergency Management, 2017-2018

- Ensured that the structure and staffing complied with the Incident Command System (ICS).
- Ensured that subordinates are qualified to perform assigned positions.
- Responsible for scheduling and carrying out drills /exercises and ensuring all proper documentation is maintained to Joint Commission Standards.

Thompson Consulting, 2015-2016

Grant Manager Consultant, 2015-2016

- Gathered all required documentation to enable FEMA to write grants so the applicant can be returned to their Pre-Disaster condition as soon as possible.
- Tracked and communicated the progress of all projects through the entire program delivery model in coordination with the Applicant.
- The Site Inspector works with the applicants to resolve their program-related needs, ensuring projects are processed as efficiently and expeditiously as possible.
- Develop the list of damaged sites, schedule site inspections, summarize applicants' damages, and coordinate requests for information and questions.
- Authored Category C construction projects for the 30 federally declared counties in South Carolina.

CERTIFICATIONS AND TRAINING

- Pandemic Flu/Influenza Planning and Preparedness
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Incident Command System (ICS) 100, 200, 300, 400
- Program Delivery Manager Operations Course, FLOUR



PATRICK NOLAN

Preparedness / Response / Recovery Consultant IV

13+ YEARS OF EXPERIENCE

in homeland security & emergency management

EXPERTISE

- Strategic Assessment & Operations
- Risk Management/Assessment
- Stakeholder Engagement
- Exercise Design & Evaluation
- Civil Engineering
- CBRNE Emergency Response & Mass Patient Care
- Training & Training Development
- Disaster Response & Recovery
- Public Policy & Government Affairs
- Public Speaking & Briefing

EDUCATION

B.S. Civil Engineering, the
University of Texas at
Arlington

PROFESSIONAL QUALIFICATIONS

Mr. Nolan has more than 28 years of professional military service in the Texas National Guard and the Corps of Engineers, with over 13 years directly involved in emergency management and homeland security, working with the Department of Defense, U.S. Department of Homeland Security, FEMA, USACE; and the departments of emergency management in multiple states. He has acted as a designer, planner, and evaluator in numerous exercises in the CBRNE and natural disaster response, EOC management, and disaster recovery operations. As an Engineer officer in the National Guard, he has worked at every level of the National Guard Disaster Response enterprise.

He worked directly with state and local emergency response in both Hurricane Ike and Harvey. Mr. Nolan's experience includes commanding the FEMA Region VI Homeland Response Force, the Texas CBRN Task Force, and the Texas Civil Support Team. In addition, the National Guard CBRNE appointed Mr. Nolan as the Training and Doctrine Committee chairperson, overseeing the continuous improvement of the entire National Guard CBRNE response enterprise. Mr. Nolan has participated in numerous full-scale and tabletop exercises with DHS, CSEPP, and state and local partners designed to drive regional and national preparedness. He has worked directly with the Texas Department of Emergency Management and Texas DOT, exercising contra-flow evacuation plans.

RELEVANT EXPERIENCE

IEM, 2023-Present

Senior Planner, 2023-Present

- Provides support to the Chemical Stockpiles Emergency Preparedness Program (CSEPP) and other projects as directed.
- Supports the deputy and primary project managers by drawing on relevant experience and skills.
- Participated in the final planning of the Blue Grass Army Depot full-scale exercise for FY 23, and acted as an evaluator and assistant supervisor in the CSEPP full-scale exercise.

Texas Military Department, National Guard, 2023-Present

Various Roles, Director of Joint Training and Strategic Assessment

Chief of Staff, Southwest Border Operations

Chief Executive, FEMA Region VI Homeland Response Force

Deputy Director/ Chief of Operations, FEMA Region VI Homeland Response Force

Chief Executive FEMA Region VI CBRN Task Force

- Responsible for large organization and program management of major disaster response capabilities of Texas and FEMA Region VI. Played an executive role in the organization through eight major disaster and civil response events and internal transformations. Supervised large staffs managing thousands of people and budgets in the millions of dollars.
- Held various supervisory roles in the FEMA Region VI and Texas disaster and CBRNE response capability, including the Chief Executive, the Deputy Director, and the Chief Operating Officer. Directly involved with the significant disaster response planning for FEMA Region VI for eleven years (2011-2022).
- Managed an organization employing 1,700 military and civilian employees, a staff of 180 employees, and a yearly budget of up to \$6.5 million and equipment valued at over \$130 million, including specialty CBRNE response equipment tracked at the DoD/DHS level.
- Participated in detailed emergency response planning with the Texas Department of Emergency Management and counties and cities in the Austin, San Antonio, Houston, and Dallas-Fort Worth metro areas. Also participated in state and local CBRNE response planning in Oklahoma, New Mexico, Arkansas, and Louisiana.
- Maintained a large organization's Radiological and Respiratory Health Programs following applicable OSHA and NFPA guidelines.
- Served as a lead planner, exercise director, or evaluator in over 20 full-scale exercises and participated in numerous FEMA Region and national-level tabletop exercises designed to drive emergency response preparedness.
- Served for over four years as the chairperson for the Training and Doctrine Committee for the National Guard Bureau CBRNE response, overseeing the continuous improvement of preparedness, mitigation, and response.
- Acted as the deputy to the chairman of the Humanitarian Assistance and Disaster Response Committee for the State Department's bilateral partnership with the government of Chile, focusing on military exchanges related to disaster response preparedness.
- Responsible for managing executive-level personnel who conducted strategic assessments, professional education, and organizational analysis for the Texas Military Department (TMD).
- Served as the Chief of Staff for a military Joint Task Force of over 7,000 National Guard Soldiers and Airmen in security and humanitarian operations on the Southwest Border. Directly responsible to an Army National Guard General Officer, managing and synchronizing a staff of over 600 personnel. Oversaw facility threat assessments at numerous locations on the Southwest Border.
- Served in an executive role during the response to Hurricane Harvey, President George W. Bush's State Funeral, the George Floyd riots, the Texas COVID-19 response, severe winter weather, and operations on the Southwest Border

SkyDrill, 2008-2009

Verification of Benefit Quality Control Manager

- Responsible for human resources, budgets, administrative management, corporate marketing products, and corporate policies and safety protocols in this unique startup venture.
- Served as the corporate spokesman, managing the public affairs and public policy campaigns.

- Directly participated in the engineering and development of unique renewable energy systems for use in an urban environment, including a new type of vertical-axis wind turbine (VAWT) capable of delivering up to 1,000 kW of renewable energy.

Texas Military Department, National Guard, 2003-2008

Organizational Manager

- Managed over 800 military and civilian employees, overseeing the organization's day-to-day activities and operations and a staff spread across four separate locations in Texas.

Yahoo! Broadcast Services, 2000-2002

Senior Project Manager

- Primary manager for multiple business clients' Webcasting, Marketing Solution, and eLearning projects.
- Directly managed the activities of up to three project teams and fulfilled the additional role of Executive Producer on larger projects.
- Participated in the exercise of a pre-existing COOP for a backup data center during national security attacks.

StanTech, Alpha Testing, and 176th Engineer Brigade, 1994-2010

Civil Engineer

- Served as a staff civil engineer overseeing multiple geotechnical design, construction, and testing projects simultaneously.
- Completed analysis, design, and technical write-up for over 600 separate engineering projects.
- As the lead Engineer planner for the entire theater of Afghanistan 2010-2011, oversaw the planning and execution of over 300 separate construction, infrastructure, GIS mapping, and transportation projects across the country.



WILLIE WASHINGTON

Preparedness / Response / Recovery Consultant III

13+ YEARS OF EXPERIENCE

in Disaster Recovery & Emergency Management

EXPERTISE

- Hazard Mitigation
- Public Assistance Closeout
- Grants Management
- Policy Development
- Cost Estimating
- Strategic Planning
- Quality Control

EDUCATION

B.A., Social and Criminal
Justice, Minor:
Organizational
Management, Ashford
University, 2020

PROFESSIONAL QUALIFICATIONS

Mr. Washington is a highly organized analytical professional with superior goal-setting, decision-making, and motivational skills. He has a solid reputation for positively impacting both internal and external support and overall productivity, and he keeps pace with changes in various industries and evolving needs. Mr. Washington can execute strategic initiatives using a methodical approach, all while understanding and executing internal support.

RELEVANT EXPERIENCE

IEM International, Inc., 2023-Present

Various Roles, Disaster Recovery Specialist III, 2023-Present

- Provide Technical Assistance to Public Assistance Reviewers.
- Quality Control of all Large Project RFR Packets for state agencies and Private Non-profits.
- Interprets applicable laws, rules, and regulations relating to the Public Assistance Grants or the Public Assistance Closeout program.

VDEM SSR and GM DRS, VDEM, November 2023-Present

- Solely assigned to this project to step in as an on-site supervisor.
- While tasked to the Virginia Department of Emergency Management, was required to travel weekly to be on-site to assist RAMS and Specialists on their daily duties.
- Also tasked with training all newly promoted supervisors on the Quality control process.
- The project has been extended multiple times.

Hazard Mitigation Specialist II, March 2023-November 2023

- Assist in developing and reviewing mitigation strategies and viable, cost-effective mitigation actions for municipalities and private non-profits
- Responsible for working with assigned State and FEMA personnel to complete any necessary Environmental and Historic Preservation (EHP) reviews.

- Develop, update, and evaluate hazard mitigation plans and strategies in alignment with grant requirements and industry standards; proficiency in writing and revising hazard mitigation project plans, integrating the latest strategies and technologies.

CIVIX (GCR), January 2023-March 2023

Public Assistance Closeout Specialist, January 2023-March 2023

- Provided guidance, oversight, and general assistance in preparing documentation, invoices, and information to/ for assigned applicants.
- Researched details of written, approved funding, contracts, invoices, payment logs, timesheets, purchase orders, procurement, and other documentation to ensure consistency with the assigned project.
- Assessed project work status, cost, and supporting documentation against the corresponding grant's scope of work.

Fenstermaker & Associates, LLC, 2021-2023

Grants Management Specialist, 2021-2023

- Hazard Mitigation Project manager for multiple parishes.
- Assist with program management, application development and review, and program monitoring.
- Review and improve manual policies, processes, and procedures.
- Developed Cost Estimates for Hazard Mitigation.
- Interprets applicable laws, rules, and regulations relating to the Hazard Mitigation program.

Governor's Office of Homeland Security, 2017-2021

Disaster Recovery Team Lead II, 2017-2021

- Supervised a team of Disaster Recovery Specialists.
- Provided guidance and oversight to Disaster Recovery Specialists in preparing documentation, invoices, and information.
- Monitors the progress of each assigned Disaster Recovery Specialist to ensure their professional growth and technical development.
- Interprets applicable laws, rules, and regulations relating to the Public Assistance Grants or the Public Assistance Closeout program.

Governor's Office of Homeland Security, 2015-2017

Disaster Recovery Specialist 1 & 2, 2015-2017

- Provided guidance, oversight, and general assistance in preparing documentation, invoices, and information to/ for assigned applicants.
- Coordinated and worked with applicants to gather information to request eligible reimbursements.
- Monitored the progress of assigned applicants to ensure that Federal and State grant requirements were met.
- Interprets applicable laws, rules, and regulations relating to the Public Assistance Grants or the Public Assistance Closeout program.

United States Army, 2011-2014

Battalion Security Office Manager, 2011-2014

- Managed Company Security Office Managers (5).
- Evaluate tactical electronic intelligence data for operations in joint networks.
- Perform data connectivity between various networks and communication systems.
- Create Spreadsheets and served as a computer specialist.

- Initiate background checks.
- Supervise and train soldiers for deployment status.
- Arms Room Inspection Specialist and Battalion Security Manager.

CERTIFICATIONS AND TRAINING

- Secret Security Clearance
- Combat Life Savers Course (Military)
- CPR through the American Red Cross & Homeland Security
- Composite Risk Management
- Safety Handlers Training through Environmental Health Services
- Managing Storage Containers and Facilities
- Personally Identifiable Information
- Master Resilience Training
- Anti-terrorism Awareness
- Global Assessment Tool
- Army Traffic Safety Training Programs
- Bullets P2
- Resume Bullets P2

PUBLICATIONS AND SPEAKING ENGAGEMENTS

- Washington, W.J., 2022, November, Grants Management Specialist, Calcasieu Parish Town Hall Meeting, Calcasieu Parish

ACTIVITIES AND AWARDS

- GOHSEP Outstanding Performance Recognition Award
- Volunteer Service Ribbon
- Overseas Service Ribbon
- Army Service Ribbon
- Korean Service Ribbon
- Army Good Conduct Medal
- Army Motor Vehicle & Drivers Badge
- 3X Army Achievement Medal
- 1 Army Commendation Medal
- AmeriCorps Member of the Year

ADDITIONAL SKILLS AND COMPETENCIES

- Proficient in Microsoft Word, Excel, Access, Outlook, and PowerPoint
- Analytical Thinking
- Organizational Management
- Business Analysis
- Written Communication
- Financial Management
- 11 years of supervisor experience



KEVIN MAI

Preparedness / Response / Recovery Consultant III

5+ YEARS OF EXPERIENCE

in Emergency Management & Disaster Recovery

EXPERTISE

- Exercise Planning
- Single Resources and Initial Action Incident
- Data Analysis

EDUCATION

M.S., Homeland Security,
Sam Houston State
University, 2018

B.S., Criminal Justice, Sam
Houston State University,
2016

PROFESSIONAL QUALIFICATIONS

Mr. Mai is a professional with a background in emergency management and experience within the public and private sectors. He has taught in multiple settings over various topics, programs, and trainings throughout graduate school and his career. He has served in multiple positions as a team leader and member in emergency response, assisting local and state agencies and the private sector.

Mr. Mai has participated in exercises to prepare for situations that may occur and ensure that all parties involved are capable and ready to respond to incidences. He also has experience with research and statistical analysis of gathered data from closed and open sources, develops complex tools to handle emergency response efficiently and more effectively, and has experience with foreign relations, diplomacy, and interdependencies. Mr. Mai participated in statewide exercises for Texas during their annual Hurricane Charlie Exercise. He has most recently assisted Illinois in state-wide vaccination efforts.

RELEVANT EXPERIENCE

IEM, 2020-Present

Various Roles, Disaster Recovery Specialist II, Illinois EMA, 2021-Present

Proposal Specialist, 2020-2021

- Assisted with mass vaccination efforts for the Illinois Emergency Management Agency.
- Led a team of data analysts, data engineers, and data entry personnel in creating a system of metrics and tools for leadership to use in decision-making and real-time reporting needs.
- Works closely with IDPH on supplemental and surge staffing of nurses and clinic personnel for hospitals across the state.
- Assisted with planning for transitioning and mobile vaccination sites. Data collection will be used for projects with the planning team.
- Creating Smartsheet Dashboards for Clients to use during mass vaccination efforts at mass vaccination sites and community partner sites.

- Liaison officer at equity sites to report to the Illinois State Emergency Operation Center.
- Maintain data and set up systems for operations on all Illinois COVID-19 Community Partner response efforts.
- Developed proposals for the company to attain federal, state, local, and tribal government and private company contracts in the aspects of emergency management, security, risk analysis, information, public health, and related topics.
- Assisted the team in overall projects: technical writing, data collection, analysis, and research. Worked with managers, Subject Matter Experts, clients, and colleagues.

Emergency Management Planner, Illinois Department of Public Health, 2021

- Served as a planner for the Illinois Department of Public Health, updating and tracking the State's Mass Vaccination needs.
- Collected data needed to further the client's agenda and schedule.
- Wrote reports and analyzed data on vaccine dispensing points and statistics.

Memorial Hermann Health System, 2018-2019

Various Roles, Emergency Management Specialist, 2019

Security Officer II, 2018-2019

- Worked corporate for the entire Memorial Hermann healthcare system.
- Ensured that all hospital branches had enough supplies to effectively handle chemical and biological threats to protect victims, patients, visitors, and staff during times of crisis.
- Contacted all hospitals to get an accurate count of supplies and in working condition and to ensure that all personnel are trained.
- Contributed expertise in emergency management and critical infrastructure protection to major stakeholders.
- Reviewed old policies and provided revisions to these policies for a more efficient response to incidents, disasters, and catastrophes. Helped ensure that all hospital branches met criteria in response.
- Responsible for maintaining the flow of operations within the hospital.
- Evaluated exercises to witness the correct and proper procedures are followed by hospital staff.
- Trained staff for actual encounters and situations. Reviewed and discussed what went right or wrong.
- Instructor to medical staff on multiple safety topics and helped with emergency preparedness/management with one of the Memorial Hermann Health System hospitals.

U.S. Department of State, 2018

UNVIE Intern, 2018

- Internship to the U.S. Mission to the International Organization in Vienna (UNVIE), specifically to the International Atomic Energy Agency and the Comprehensive Nuclear-Test-Ban Treaty Organization.
- Represented the U.S. at security conventions and conferences, writing reports to inform the Ambassador and headquarters in D.C.
- Assisted the U.S. permanent mission. Attended meetings and conducted research for the Foreign Service officers.
- Developed diplomacy and interpersonal skills for effective communications between US diplomats and foreign counterparts.

Sam Houston State University, 2016-2018

Graduate Research Assistant, 2016-2018

- Conducted research on topics relating to terrorism, security theatre, and archetypes of extremism.
- Lectured classes and built strong professional relationships with the students and other faculty members.

CERTIFICATIONS AND TRAINING

- Certificate of Emergency Management, Sam Houston State University
- Certificate of Critical Infrastructure Protection, Sam Houston State University
- 2017 – 2019 Community Emergency Response Team, DHS
- U.S. Department of State Recognition
- FEMA Independent Study Course (Can Provide if Requested)



ADAM ROSCOE

Preparedness / Response / Recovery Consultant II

5+ YEARS OF EXPERIENCE
in Disaster Response & Recovery

EXPERTISE

- Disaster Recovery
- Public Assistance
- Grants Portal
- Disaster Survivor Assistance
- Team Building and Leadership

EDUCATION

B.S., Mechanical Engineering,
University of Massachusetts
Lowell, 2015

PROFESSIONAL QUALIFICATIONS

Mr. Roscoe gained extensive knowledge in disaster response and recovery during a 10-month federal service program called AmeriCorps NCCC FEMA Corps, which dealt with responding, rebuilding, and aiding in recovery for disaster-affected communities. By deploying to Parker City, Florida, and the U.S. Commonwealth of the Northern Mariana Islands, he gained invaluable firsthand experience where he aided and interacted with disaster survivors—Mr. Roscoe's time in Fairmont, West Virginia, and Winchester, Virginia, allowed him to see the full scope of the Public Assistance Grant application process and gain advanced experience in Grants Manager and Grants Portal.

RELEVANT EXPERIENCE

IEM, 2020-Present

Disaster Recovery Specialist I, 2023-Present

Tustin, CA Navy Hangar Fire: Navy Hangar Fire Recovery, City of Tustin, CA, 2023-Present

- Deployed onsite as the Operations Tracking Specialist as part of the Incident Management Team and project management.
- Built out the database, dashboard, and report systems and automation.
- Tracked 1,200+ debris cleanup requests and inspections in 14 divisions across the city.
- Automated dashboard updates, providing real-time tracking of team progress in the field.

CHM: Technical Manual Writing, Cooperativa Hidroelectrica de la Montana, PR, 2023

- Drafted 15-page technical manuals detailing the installation, operation, and maintenance of Hydroelectric dams, Photovoltaic solar panels on rooftops, and microgrids and batter storage for the mountainous regions of Puerto Rico that Cooperativa will be servicing.

Tarrant County: Small Business ARPA Grant, Tarrant County, TX, 2022-2023

- Served on a team of 15 and processed 6,000 Small Business Grant applications.

FDEM Unmet Needs: Hurricane Ian Unmet Needs Outreach, FDEM, FL, 2022-2023

- As part of a team of seven, called 800+ Hurricane Ian survivors and referred out over 6,700+ potential assistive services across 14 counties.
- Reviewed and organized data to support FDEM Hurricane Ian response.
- Developed an interactive Power BI dashboard for the FDEM Hurricane Ian response for the Project Manager to quickly filter, adjust, and display all desired information.

Center of Excellence: IEM, 2020-2022

- Conducted the 3-day onboarding training process and support for 75 new employees over 12 months.
- SharePoint site development and buildout for 30+ projects.
- Conducted time reporting and task tracking for invoicing purposes on 12 projects for over two years.

SCVA Reimbursement Requests: Dependent Care Reimbursement Request, Stafford County, VA, 2020-2021

- Processed 139 COVID-related dependent care reimbursement requests for four months. Quality assured document integrity and management of over 500 client folders and 5,000 client documents.

AmeriCorps NCCC, 2018

Various Roles, FEMA Corps Member and Public Assistance Specialist, 2018

Southern Region - Vicksburg, MS

- Applied leadership skills alongside written and verbal communications to ensure accountability and completion of responsibilities within a team of six to eight AmeriCorps members.
- Networked with multiple points of contact to assemble events and manage team projects using analytical thinking and research as Project Outreach Liaison.
- Managed Media output, including time-sensitive project updates and site photos.
- Strategically organized information to delegate responsibilities and achieve goals in a streamlined and team-centric manner.
- Earned Gold Service Award after the completion of 2,250 service hours.

DR - 4404: Saipan, U.S. Commonwealth of the Northern Mariana Islands

- Responded to disaster 4404 to administer Right of Entry (ROEs) forms for distributing military-grade tents for typhoon survivors by assessing damaged homes in the field while collaborating with the local Commonwealth government officials.
- Conducted and recorded Damage Assessments with American Red Cross using a form-centric application (Survey123) to determine survivor eligibility for assistance following Super Typhoon Yutu.
- Provided communities with disaster assistance information to apply for federal funding for emergency management facilities and local programs providing assistance for basic needs and related items.

DR - 4399: City of Parker – Panama City, Florida

- Registered applicants for assistance in Disaster Survivor Assistance role (DSA) within a team of 14. Working with a team of seven, interacted with 739 Hurricane Michael survivors through door-to-door outreach and registered 107 applicants for Individual Assistance program.
- In a team of three, additional information on topic points missed was provided to provide excellent customer service while using verbal and non-verbal communication to interact with survivors.

- Acted as a resource for other whole community partners, referring over 724 agencies and contacts to those in need.

DR – 4393: Durham, North Carolina

- Set up and built out a Joint Field Office while leading nine to 11 other FEMA Corps teams to complete assignments across a facility made to hold over 2,000 FEMA employees.
- As a team of three, completed and managed daily outputs of the disaster 4393 Incident Action Plan.
- Managed local data to input into Excel Products for the Planning Cadre's Resource Unit.

DR – 4359: Fairmont, West Virginia

- Instructed four sessions of Grants Portal training, teaching about the Applicant's responsibilities throughout the four stages of the Public Assistance process, over the course of two weeks for an accumulation of 35 FEMA staff and Applicants.
- Guided staff through various system processes and objectives, including team accomplishments within Grants Manager, Excel, and Adobe while acting as a Program Delivery Manager and Site Inspector Trainee.
- Attended an Exploratory Call, Recovery Scoping Meetings, the Program Delivery Manager and Site Inspector Trainings, and follow-up meetings while on disaster 4359 and before the disaster (March- Sept. 2018).
- Provided customer service to applicants within applicant meetings, site inspections, Grants Manager training, and to FEMA staff during the application and documentation processes.
- Familiarized and studied the position assists for Site Inspectors and Program Delivery Managers, manuals for Grants Managers and Grants Portal databases, and the Public Assistance Program and Policy Guide (PAPPG).

DR – 4337: Virginia Consolidated Resource Center – Winchester, Virginia

- Handled, redacted, and reported personally identifying information during the management of documents while adhering to document integrity standards and attention to detail.
- Uploaded documents to a grant processing application (EMMIE) after downloading, renaming, and re-uploading from Grants Manager while keeping project shells consistent.
- Interpersonal communication used to collaborate with a team of 19 to achieve a common goal.
- Prepared Adobe PDF documents to manage and organize information for 96 project shells.
- Used Microsoft Office and Adobe software to edit, format, and reduce the size of documents while adhering to FEMA guidelines for document handling.

DR - 4399: City of Parker – Panama City, Florida

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CERTIFICATIONS AND TRAINING

- ICS 100.b – Introduction to ICS
- IS 700.a - Introduction to NIMS
- L-0880 – Disaster Survivor Assistance
- L-0869 – Program Delivery Manager Training
- L-0865 – Site Inspector Training



KANDI KING

Preparedness / Response / Recovery Consultant II

20+ YEARS OF EXPERIENCE

In Operations, Project Management, and Logistics

EXPERTISE

- Logistics
- Special Operations
- Project Management
- Forecast Budgeting
- Contract Compliance
- Security Clearance

EDUCATION

M.S. Business and
Organization Security
Management, Webster
University, 2012

B.S. Business Administration,
Columbia College of
Missouri, 2009

PROFESSIONAL QUALIFICATIONS

Ms. King applies industry-leading practices in leading diverse teams and managing multimillion-dollar budgets. Ms. King's successful career progression includes a history of increasing levels of responsibility in various roles. She plans and executes large-scale programs while managing a staff of 200+ employees simultaneously.

RELEVANT EXPERIENCE

IEM, 2022-Present

Logistics Section Chief

Project: Tustin Hangar Incident, Ornge County, CA, 2023-Present

- Remediation Supervisor- In charge of compiling work for all workers assigned to do clearing and cleaning of the effort.
- Oversee site by site completion, to ensuring close-outs of entire divisions.
- Travel into the field setting and perform QA/QI functions and make reports based off the information discovered during the quality check.

Project: Asylum Seeker Response, Illinois Emergency Management Agency, 2022-2023

- Advises the Incident Commander on all matters related to logistics planning, facilities, equipment, supplies, food, communications and the ordering, receipt, storage, and deliveries.
- Supervises and maintains accountability for 5 Logistic Support and 2 Food Service Personnel for Unifies Area Command.
- Monitored and reviewed over 500 213s submitted into State WEBEOC
- Provides weekly inventory and Meal Delivery Reports to UAC leadership for all shelters.
- Provides communication, planning, and resources for all Intermediate housing locations for both state and city shelters.
- Orders, obtains, maintains, and accounts for over \$1 million in equipment, supplies, food, and housing for all Intermediate housing locations.

- Coordinates supplies, equipment, and meals deliveries between State Logistics and Intermediate Housing locations.
- Monitors the tracking and scheduling of laundry services for all Shelter/ Intermediate Housing locations.
- Provides daily updates of all logistics activities to UAC leadership.
- Provides the Logistics Daily activity form (214) to UAC operation sections.
- Assisted COVID Transition team with the inventory of 10,000 expired pallets worth over 3 million dollars.
- Assisted COVID Transition team account for over 300,000 sq ft of equipment located between 3 warehouses through Illinois worth over 1 billion dollars.

Fort Gordon Youth Challenge Academy, 2017-2022

Deputy Director, 2019-2022

- Managed the budget, planning, staff, and operations of the Fort Gordon Youth Challenge Academy, coordinated program design, implementation, and daily administration activities.
- Reviewed all program initiatives to align with the agency's mission, assess programs, and implemented new policies, procedures, and rule changes.
- Coordinated service delivery processes and conducted special projects, including program reports and plans.
- Responsible for staff accountability, supervision, health, safety, recruitment, retention, and post-program monitoring of cadets.
- Coordinated with cross-functional departments Human Resources, Training/Education, Procurement, and Counseling to support the cadets during and post-program completion.
- Provided daily coaching and feedback to staff to foster employee growth and career development.
- Built strong relationships with local community organizations that support youth to assist with post-program planning and cadet success.
- Supervised budgetary resources up to \$2.8M supporting 500 graduates per year.

Fellowship/Volunteer, 2017-2019

- Delivered training and supervision in a quasi-military style program of physical training, character development, and education.
- Monitored the training and disciplinary actions of cadets, and provided counseling and on-site crisis intervention.
- Documented cadet progress to professional standards and informed Case Manager of issues in cadet's life.
- Managed monthly contacts with cadets in person, by phone, or on social media during post program completion phase and assisted with placement plans and goal setting.
- Ensured all cadets and mentors adhered to Academy policies and guidelines and reported any infractions to the appropriate Case Manager or Mentor Coordinator.
- Supported community events and service projects during cadet off times and built team-building activities to impact the program positively.

U.S. Army Military Police Headquarters, 2014-2015

Deputy Director

- Directed criminal investigative services for the Criminal Investigation Division Headquarters; consisting of five Military Police Criminal Investigation Divisions located throughout 3 states.
- Assisted in providing administrative, logistics, and training support to all subordinate companies.
- Supervised and coordinated the Organizational Inspection Program; evaluating the Executive Director's performance and associated functional areas.
- Provided oversight and direction to department leaders regarding expenditures used to support project objectives and assisted in the development of standards and procedures controlling the logistics channel.
- Planned and coordinated procurement assignments for all standard/non-standard equipment.

- Coordinated the maintenance of logistics equipment within the company and maintained records of documented work activities.
- Submitted and executed operations for several purchased contracts totaling \$210K and three Defense Logistics Agency (DLA) purchases of \$313K.
- Redesigned the equipment requisition purchase procedures to improve the division's ability to execute the investigation operation.
- Managed a \$1.5M budget to carry out operational orders received from the Division Executive Director.

U.S. Army Intelligence Operations Center, 2013-2014

Intelligence Operations Officer

- Orchestrated overall support for 13,000 personnel located at Fort Bragg, Iraq, Egypt, Saudi Arabia, and Afghanistan: providing intelligence, antiterrorism/force protection, and logistics sustainment operations.
- Collaborated with Division colleagues in planning, organizing, supervising, and coordinating intelligence strategies to provide safe operations for the workforce.
- Directed the distribution of security personnel to various locations.
- Facilitated material readiness, including positioning company property and personnel to execute forward projects.
- Coordinated deployment/redeployment plans with civilian agencies to assist in transportation arrangements.
- Constantly recognized for timely and effective response; acquired reputation for prompt and dependable service with accurate problem resolution.
- Collected and organized large amounts of diversely formatted data drawn from a wide variety of sources to assist program operations and applied analytical/evaluative techniques to identify potential security threats.

U.S. Army CETCOM, 2010-2013

Logistics Sustainment Executive Officer

- Monitored all phases from project development to project completion and participated in the negotiation of contracted services necessary for forward deployment services.
- Oversaw logistics sustainment including human resources, finance management, and transportation.
- Advised the Commanding Adjunct General on all matters pertaining to life cycle logistics projects on a strategic level: transporting bulk fuel, boats, tactical vehicles, information technology equipment, storage containers, personnel, and associated supplies.
- Maintained accountability of \$3M in sustainment equipment and cleared over \$18M in open Purchase Request/Commitment (PR&C) documents and supervised equipment fielding of 1,411 items valued at \$3M.
- Managed the division's property book worth \$44M and monitored the equipment transfer of \$20M.
- Executed the division's year-end spending plan, which exceeded \$700K.

U.S. Army Military Police Division, 2008-2010

Logistics Operations Officer

- Facilitated the overall coordination of procurement logistics and delivery programs.
- Established requirements for acquisition and delivery of equipment to subordinate departments.
- Directed the use of all equipment, supplies, and inventory for the entire company and developed methods and procedures for scheduling inventory requests according to the priority of end-user demand.
- Supervised the management of customer service activities: equipment request entry, order fulfillment, and transportation system management.
- Coordinated integration planning with finance officers, property officers, and senior transportation managers.
- Managed over \$35M in civil capacity and infrastructure project funds for the FY09 budget to maintain security and stability in Anbar Province, Iraq.
- Successfully executed a railroad support, water improvement, and sewer project with a \$4.7M budget.

- Initiated an electrical engineering program for Anbar University in the Anbar Province.

U.S. Army Detention Camp, 2007-2008

Program Manager

- Oversaw the installation's physical security and terrorist prevention program and developed/updated the physical security plan for the detention facility.
- Tailored Standard Operating Procedures for specific detainees according to threat levels and participated in the development of plans and strategies for facility security protocols.
- Evaluated security systems and identified areas for improvement: vehicle barrier systems, closed circuit surveillance, and perimeter security.
- Inspected 4 supply room areas, including the property book and hand receipts, and managed a logistics support network with a budget of \$1M.
- Administered several high-risk projects for 467 personnel located at Guantanamo Bay Detention Camp.
- Accounted for \$3K in custody property with zero loss and led 2 high-temp detainee movement operations, resulting in no accidents/incidents.

CERTIFICATIONS AND TRAININGS

- Life Coaching Certification
- Master Life Coaching Certification
- Supervisor Training Conflict Resolution Training
- Antiterrorism Program Manager Course, Security Managers Course
- Department of Defense Government Purchase Card Training
- Conventional Physical Security Course, Personnel Management Training
- Management Essential Course
- Primary Leadership Development
- Military Police Captains Career Course, Military Police Advanced Leadership Course
- Military Police Basic Officer Leader's Course
- Military Police Investigators Course
- Special Reaction Team Training Phase I, II
- Accurate Report Writing Training
- Interviewing Training
- Patrolling Procedures Training
- Basic Military Police Course
- Basic Correction Specialist Course, Domestic Violence Intervention Training
- Child Abuse Prevention Investigative Technician Course
- Composite Risk Management Course
- Warrior Leadership Course
- Various FEMA Courses



SABINE WHITE

Preparedness / Response / Recovery Consultant I

11+ YEARS OF EXPERIENCE

in CDBG-DR, Project Management, Appeals

EXPERTISE

- Multilingual (Spanish, French, Haitian Creole)
- Rapid Response and Stakeholder/Applicant Engagement
- Verification of Benefits
- Eligibility Reviews
- QA/QC
- CDBG-DR Policy and Procedure Training

EDUCATION

B.A., Criminal Justice, Molloy College

PROFESSIONAL QUALIFICATIONS

Ms. White is a seasoned project manager and administrative service provider with over 10 years of progressive experience working on CDBG-DR programs. She began her CDBG-DR career in 2013 with the New York Rising program and has since developed deep expertise in CDBG-DR program requirements, as well as state and local regulations, the Davis-Bacon Act, Section 3 construction/engineering project guidelines, Uniform Relocation Act (URA) policies, and 24 CFR Part 58 compliance.

From 2017 to 2018, she served as the Verification and Benefits Manager for the Restore Louisiana Homeowner Assistance Program, where she managed a team of 55 Eligibility and Duplication of Benefits Specialists. She then went on to become the Verification and Benefits Manager for the Rebuild North Carolina Program in 2018, training and leading a team of over 50 Verification of Benefits (VOB) specialists to ensure adherence to CDBG-DR program policies and procedures. In her roles, Ms. White has demonstrated exceptional project management skills, staff supervision and training capabilities, and adept document management.

RELEVANT EXPERIENCE

IEM, 2021-Present

Rapid Response Manager, 2021-2024

- Reviewed incoming inquiries, escalated issues, and complaints to coordinate with multiple program departments to resolve the issues presented and provide responses to applicants and stakeholders regarding project status and resolution.
- Developed procedures and wrote up Standard Operating Procedures (SOP) to help facilitate the processing of the issues for each project from start to finish to bring the file to a resolution.
- Provided strategic recommendations to the client.
- Reviewed and updated the systems of record for updates (Salesforce, HRIQ™, QuickBase)

- Reviewed building department permitting portals, engineering reports, construction plans, and scopes of work to educate the applicants on the program and municipality requirements and ensure that contractors follow all applicable policies and guidelines to bring the homeowners to a decent, safe, and sanitary home.
- Developed and enforced a process for non-compliant applicants, including communication, offers for resolution within program guidelines and capabilities, and, as a final resort, removal from the active population if there is no resolution.

Quality Control, Rebuild Florida Program, 2021-Present

- Works with Temporary Housing Assistance Benefit team completing quality control reviews of lodging charges for submission and invoicing.
- Completes outreach to lodging locations to receive outstanding folios and document eligible charges.

BIOGEN, 2020-2021

Patient Services Coordinator

- Assisted management with training on navigating agDispatch, an Adverse Event reporting software, and Salesforce.
- Provided great insight into the importance of proper call logging and what constitutes proper call logging.
- Worked with a small group assigned to review, update, and provide feedback on call logs in CCS, assessing them for correct call topic, formatting, and link to the correct account.
- Assisted with updating various Departmental Procedures for troubleshooting phones and logging calls.
- Volunteered to work on the MS Therapies, which involved boot camp training on the 5 Multiple Sclerosis (MS) therapies and each of their procedures and assisting with high call volumes.
- Maintained high call quality throughout the entire time, working on phones on both the Alzheimer's side and the MS side of the company.

IEM, 2013-2019

Awards Specialist/Appeals Manager, Rebuild NC Program, 2018-2019

- Completed comprehensive reviews of applicant files that were ready for award to ensure full compliance with all CDBG-DR program policy requirements.
- Created detailed award records in Salesforce, the program's system of record, and manually calculated award amounts to verify accuracy.
- Drafted and delivered award letters to applicants via mail or email, maintaining regular contact as needed.
- Developed the appeals SOP and trained the appeals team on all relevant CDBG-DR policies and procedures.
- Thoroughly reviewed appeals submitted to the program and provided applicants with prompt status updates.
- Escalated appeals to the department manager, oversaw the issues being appealed and requesting recommendations.
- Recorded appeals in Salesforce, updating the records as the process progressed.
- Analyzed the manager's recommendations and prepared comprehensive summaries for the appeals board to review and vote on.
- Drafted and distributed the final appeal determinations once approved by the board.
- Created and maintained a detailed appeals tracking system using Microsoft Excel.

Verification and Benefits Manager, Rebuild NC Program, 2018

- Trained and managed a team of 55 Verification of Benefits (VOB) specialists to ensure adherence to CDBG-DR program policies and procedures.
- Kept the team up-to-date on the latest program requirements by consistently updating and publishing the SOP Manual.

- Identified areas for improvement in the review process and presented the issues to the state for resolution.
- Made timely adjustments to the SOP Manual as new CDBG-DR policies and procedures were approved.
- Conducted weekly training sessions with the team to reinforce comprehension of all applicable policies and procedures.

Verification and Benefits Manager, Restore Louisiana Homeowner Assistance Program, 2017-2018

- Managed a team of 55 Eligibility and Duplication of Benefits Specialists.
- Completed over 5,500 income and eligibility reviews.
- Conducted program-wide training and developed job aids to ensure high-quality files were submitted to the State Quality Control team.
- Drove consistent and accurate production of eligibility and Duplication of Benefits analysis results to the state queue.
- Ensured the Verification of Benefits team, as well as other team members, were kept up-to-date on all policy changes.
- Identified areas needing improvement and presented the issues to the State for approval.
- Conducted audits of file reviews to ensure accuracy.
- Held weekly meetings with the State's QC representative to resolve problem files.
- Provided assistance to other department heads as needed.

Interim Mortgage Assistance Specialist, New York Rising Program, 2016-2017

- Ensured quality and completeness of all applications submitted to GOSR by confirming all documents and pages in IntelliGrants were accurate and updated.
- Maintained compliance with the most current Closeout Review guidance issued by GOSR.
- Ensured that all IMA case managers have submitted the required documentation for the applicant to progress through closeout. Verifies documentation is valid and present in IntelliGrants.
- Promoted expeditious corrections of closeout observations as requested by GOSR.
- Performed regular communication with GOSR regarding all closeout observations from level 2 and level 3, reconciling all closeout discrepancies as needed and ensuring cases were pushed through the closeout process.
- Worked with the case management team and project manager on improving the quality of draw submissions and grant agreements while decreasing the number of observations from GOSR QC
- Attended all GOSR-sponsored events (meetings, training, etc.) related to closeout policy and procedure; ensured familiarity with all procedures and policies from the Program
- Coached and guided IMA team members to understand and interpret specific processes and information related to IMA closeout guidance.
- Identified areas of improvement in the closeout process and worked with the Project Manager and GOSR to implement any necessary changes, including process flow, closeout guidance, IntelliGrants, or procedural changes.
- Maintained accurate information and regularly updated the SharePoint tracker and individual QC status tracker to manage closeouts; ensured IntelliGrants fields were complete and accurate.

Case Manager, New York Rising Program, 2013-2016

- Oversaw the Community Development Block Grants distribution to over 200 homeowners affected by Hurricane Sandy.
- Informed applicants of their application statuses.
- Monitored and tracked key program metrics.
- Organized and filed program data.
- Communicated with applicants regarding program policies.

Comprehensive Disaster Recovery, Financial and Grant Management Support Including
Public Assistance / Hazard Mitigation & Grant Management Consulting Services

- Ensured that applications were compliant with program policies.
- Assisted in auditing the program's financial accounts; distribute and track checks.
- Performed random applicant file audits.
- Trained and mentored new employees in the areas of applicant servicing, program policy adherence, and financial compliance.



JESSICA COOPER

Administrator

7+ YEARS OF EXPERIENCE
in Disaster Response & Recovery

EXPERTISE

- Leadership
- Administration
- Communication
- Training

EDUCATION

Associate in Information
Technology, Delta Tech,
2010

PROFESSIONAL QUALIFICATIONS

Jessica Cooper is a versatile, results-oriented, and highly organized professional with exceptional qualifications to support daily business operations, cross-functional department collaborations, project/program management, IT/software, team mentoring/training, customer service, and all other administrative support activities. She is recognized for her strong decision-making, prioritization, and time management skills and for excelling at managing responsibilities and delivering excellent results. Jessica possesses exceptional training, research, analytical, and writing skills, surrounded by relationship-building and case-management abilities. She can empathize, educate, and connect with program or project participants while following organization and program guidelines and procedures.

Her advanced technology and computer knowledge assist with her proven track record of implementing processes to improve efficiency and productivity. Jessica has demonstrated experience with Appian Software, including testing and documentation. She is detail-oriented, has demonstrated creative thinking skills, rises to any challenge, and solves complex problems using a unique combination of resourceful and innovative abilities. Jessica can prioritize efficiently while juggling multiple competing tasks to drive top performance and is flexible to work remotely, hybrid, and onsite.

RELEVANT EXPERIENCE

IEM, 2017-Present

Various Roles, Disaster Recovery Apprentice, State and Local Response and Recovery, 2023-Present

- Assist with personnel needs, project management needs, and team needs.
- Utilize and maintain software that organizes and houses all data that runs through the division in our SharePoint site. It provides team resources, management resources, and client sites to our teams and their projects.
- Provide essential training to new hires, create task description and time reconciliation reports, resolve help tickets and edit them, collaborate with project accountants and management on process improvement suggestions, and maintain program/project/center resource documents.

- Utilize experience and logic to create essential questions for IEM Learn Videos and Courses using MS Word and MS Forms to ensure material is presented in a straightforward, easy-to-digest format.
- Create and manage SharePoint Client Sites
- Conduct Onboarding and offboarding for SLRR staff for SLRR staff ensuring compliance with company policies and procedures.
- Coordinate training for new hires and transfers.
- Request IEM Learn access for new hires and transfers.
- Create and conduct training on SOPs.
- Manage training matrix.
- Create project DARRTT/ADP Reconciliation Reports that assist with project accounting invoices, collaborate with staff to reconcile individual discrepancies, submit entry corrections to accounting, and forward reconciled reports to managers, project managers, and project accountants for invoicing.

IEM, 2017-Present

Software Tester/Procedure Clerk, HRIQ, 2021-2022

- Tested Appian Software for various HAF programs.
- Wrote instructional and procedural material based on Appian testing for projects and software usage.
- Gained knowledge of federal program processes by testing new software applications for federal programs.

IEM, 2020-Present

Solution 1 Construction Case Manager/Liaison, Restore Louisiana, 2020-Present

- Liaison and case manager for rehabilitation and reconstruction, warranty claim processor, inspection assistant, draw requests, reviewed Scope of Work, and tracked construction progress.
- Researched, vetted, and hired subcontractors per company and program guidelines.
- Managed the database and case files to document warranty claims status and monitor program contractors.
- Communicated with subcontractors to ensure they adhered to program guidelines and established deadlines for time-sensitive information and Contract Deliverables.
- Assisted C-Level staffing and the organization's legal team with arbitration proceedings.
- To find construction subcontractors to complete warranty work, I researched contractors in Louisiana and ensured contract compliance. This included obtaining and validating current SAM registration, LA SoS, and insurance requirements and ensuring these subcontractors were correctly set up in IEM's system by getting their W-9 and ACH information.

IEM, 2018-2020

Closeout Lead, Restore Louisiana, 2018-2020

- Developed knowledge of multiple aspects of the program from pre/post-closing, compliance reviews, SBA requirements, and environmental reviews. Utilized this knowledge to achieve program goals and objectives while attempting to mitigate any risk.
- Verified program eligibility and construction-related documentation to ensure program compliance by applying detailed program policies and procedures to ensure all files were current and contained all required documentation.
- Relied on attention to detail and created and maintained trackers for legal cases, warranty work, OCD-managed files, and Close-out Data, among other things.

IEM, 2017-2018

Call Center Deputy Manager, Restore Louisiana, 2017-2018

- Trained new hires on call center procedures.
- Coached staff on monitored calls.
- Managed the Incoming and outgoing calls in the call center to ensure efficient and effective operations and applicant satisfaction.
- Successfully handled phone calls from upset applicants through empathy and explanation of program guidelines.

IEM, 2017

Pilot Case Manager, Restore Louisiana, 2017

- Worked with a select group of applicants to test out the early policy and procedures of the Restore Louisiana Program.
- Trained staff on Outreach procedures while in the field.
- Met with homeowners in their homes or their local community to assist with paper applications and collect documentation.
- Jessica's applicant was the first applicant to get reimbursed in the pilot program, and Governor John Bell Edwards issued the first payment.

Aecom, 2016-2017

Disaster Response Program Support Administrator, Shelter at Home, 2016-2017

- Served as a team member that became fully operational within 72 hours, the fastest start-up in history.
- Onboarded new hires.
- Attended high-priority meetings, documented minutes and notes of the meeting, and created memos and communications for management and other program staff or participants.
- Created publications for program awareness and outreach.
- Led in-house applicant complaints and completed in-person issue resolution.
- Functioned as an Intake Center specialist, where I received and processed applicant documents.
- Supported program management with tracking by managing spreadsheets, scheduling office appointments and site visits, monitoring documents for the program, communicating with the Governor's Office of Homeland Security and Emergency Preparedness, assisting with invoicing for contractors and the office, tracking hours charged to the program, gathering and recording program sensitive information, collecting demographic information on staff, managing the organizational chart and staffing roster, handling timesheets and daily logs for the call center and case managers, processing mail, and assisting with team building exercises for program staff.

Department of Children & Family Services Xerox – ACS, 2015-2016

Customer Service Representative, 2015-2016

- Assisted clients with their Louisiana Department of Children and Family Services SNAP and Child Support Cases.
 - SNAP: Received calls, performed data intake, issued payment cards, educated clients on the guidelines of the benefits and programs, notated cases for case management, contacted supervisors for clients when needed, mailed out documents to clients that pertained to the case, directed clients to other

programs that could assist their needs, assisted with disaster recovery, worked phone lines processing disaster applications and forwarded feedback left by case management to clients.

- Child Support: Received calls, performed data intake, contacted supervisors for clients when needed, provided case status, requested income documents and wage garnishments, and updated arrears.

Southwest Call Center, 2013-2015

Call Center Shift Lead, 2013-2015

- Supervised evening shifts and trained new employees.
- Wrote daily reports for management, documented and resolved client complaints, and administered disciplinary actions as directed by management.
- Received and processed calls for industrial, medical, and government offices.
- Followed HIPPA guidelines and contacted on-call staff when needed for after-hour services.

Calcasieu Parish District Attorney's Office, 2010-2013

Various Roles, IT Intern, 2010

- Assisted the IT Department Director with installing and relocating new workstations, installed new user profiles on the network, and managed the network and drive systems.
- Duplicating crime scene and body cam footage for opposing counsel.
- Running weekly routines of pulling dash cam footage for offsite storage.
- Set up equipment at outreach and press conferences.

Calcasieu Parish District Attorney's Office, 2010-2013

Secretary & Court Assist, Traffic & Misdemeanor, 2010-2013

- Completed office and clerical tasks: data entry, scheduling court dates, collecting payments, offering assistance through Intervention or Diversion Programs on citations and misdemeanors, processing criminal files, creating bills, processing worthless checks, and suspending driver's licenses.
- Courtroom and trial secretary assistant: Issued warrants, recalled warrants in open court, filed bills in court, and assisted with misdemeanor court hearings and trials.
- Communicating and tracking communication with other law offices and attorneys for legal matters.
- Managed notes and minutekeeping of meetings and hearings.

CERTIFICATIONS AND TRAINING

- Various FEMA IS Courses



GARY SCRONCE

Senior Subject Matter Expert

28+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Exercise Coordination & Evaluation
- Scenario Development
- Workshops & Training
- Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- Continuity of Operations / Continuity of Government (COOP/COG)

EDUCATION

M.S., Nuclear Engineering,
Kansas State University, 1987

B.S., Nuclear Engineering,
Kansas State University, 1984

PROFESSIONAL QUALIFICATIONS

Mr. Scronce has had a role in approving the design of almost every exercise performed by IEM since 2005, providing continuity of service to our exercise clients by sharing lessons learned with project teams. In this capacity, Mr. Scronce directed IEM exercise support to FEMA's Universal Adversary Program (UAP) under the Protection and National Preparedness Directorate, Office of Counterterrorism and Security Preparedness. More recently, he was part of IEM's team supporting a Complex Coordinated Terrorist Attack TTX for the Dallas region.

Mr. Scronce has provided emergency preparedness support for both natural and man-made hazards in more than 100 state and local jurisdictions. Scronce has more than 28 years of emergency management and homeland security experience, including eight years as a member of the River Bend nuclear power plant's emergency response organization. In 2006, he managed the review of emergency plans in 65 state and local jurisdictions for the Department of Homeland Security's (DHS) Nationwide Plan Review. This work resulted in the largest repository of knowledge on the current state of U.S. catastrophic preparedness.

Drawing on his 12.5 years of nuclear power plant experience, he has overseen work with multiple electric utilities, including Progress Energy, Southern Companies, Texas Utilities, Arizona Public Service, and Dominion Virginia Power. His critical infrastructure security-related work includes overseeing the development of Risk Management/Mitigation Plans and Trade Resumption/Resiliency Plans for 15 U.S. Ports, including the Port of Charleston and Port of Los Angeles.

RELEVANT EXPERIENCE

IEM, 1998-Present

Various Roles, Director, Preparedness Programs, 2005-Present

Acting Vice President, Homeland Security and Emergency Management, 2016-2017

Manager, Crisis and Consequence Management Division, 2002-2005

Risk Analyst and Project Manager, 1998-2002

- Overseen support in all aspects of preparedness, including security exercise projects and disaster prevention, protection, mitigation, response, and recovery, to international, federal, state, territorial, tribal, local, and private sector customers.
- Supported clients with exercises, planning, training, preparedness/security grants management, and readiness assessments. This also includes more than nine years' oversight of IEM's critical infrastructure HLS/EM support to ports/maritime, mass transit agencies, and nuclear power plants.
- Currently supervising two managers and a staff of 20 emergency managers. Has supervised up to 30 staff at various times.
- Has provided oversight of project integration, scope, time, cost, quality, human resources, communications, risk, and procurement management. Responsible for review and approval of project design before execution.

Paso Del Norte Region Training and HSEEP Exercise Development, 2022-2023

- Served IEM's exercise support team for delivery of the regional Functional Exercise, Operation Rolling Thunder, in August 2023 as an evaluator in the El Paso County EOC. Also provided logistics support as the IEM's on-site management team representative.

Berkshire Hathaway Energy Master Professional Services Consulting, 2021-Present

- Served as an official EOC observer for BHE participation in the 2021 GridEx national exercise in November 2021. Summarized and provided written observations about what went well and potential areas of improvement with respect to exercise play over two days. Also provide written feedback regarding what went well and potential areas of improvement with respect to BHEs exercise planning and facilitation.

FEMA NED National Exercise Program (NEP) Support, 2009-2011

- As a sub to Leidos, directed a wide range of IEM exercise design, facilitation, control/ evaluation, and SimCell support to a variety of NEP exercises, including the 2014 and 2016 Capstone exercises.
- Other NEP support included the Silver Phoenix Recovery TTX, Bakken Oil Exercise Series, Southern Exposure Radiological Preparedness FSE, Mohawk Cresting Functional Exercise, and Vigilant Guard FSE.

FEMA Technical Assistance (TA) Program Support

- Directed IEM exercise support to FEMA's Universal Adversary Program (UAP) under the Protection and National Preparedness Directorate, Office of Counterterrorism and Security Preparedness. IEM also provided program management, red team planning support, and prevention and protection guide planning support.
- Participated as an SME and project manager and provided corporate oversight for FEMA's Technical Assistance Programs continuously from 2004–2014. In total, IEM's TA support encompassed the development of more than 600 TA products (information resources, models, templates, samples, and briefings). It used these products to provide more than 290 Level 3 TA deliveries (on-site workshops).
- Supported the development of FEMA's Comprehensive Preparedness Guide (CPG) 101 and many other CPGs as a contributor or reviewer. Managed the initial incorporation of the National Incident Management System into planning guidance for federal preparedness programs.
- As part of the corporate oversight function on this work, was responsible for the review and approval of IEM-internal design for development and delivery to support TA Requestor needs in accordance with IEM's Task Management Process.

- Areas of TA have included grants management; mass fatalities planning; mass casualty planning; H1N1 and general pandemic hazard-specific planning; chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) hazard-specific planning; COOP/COG planning; EOPs; evacuation planning; mass care and sheltering planning; recovery planning; debris management planning; logistics and resource management planning; volunteer and donations management planning; regional planning and assessment; terrorism prevention; terrorism incident annex development planning; mass transit emergency planning; critical infrastructure mitigation; hazard characterization; EOC support; and prevention collaboration strategy development.

FEMA Southeast Louisiana Catastrophic Hurricane Planning Project

- Technical Manager for FEMA's first catastrophic planning effort, consisting of a series of exercises and workshops to develop a response and recovery plan for a catastrophic hurricane affecting Louisiana.
- Assembled a team of more than 30 employees and subcontractors to perform consequence analyses, develop scenarios, facilitate workshop sessions, and document workshop activity.
- Coordinated this work closely with the Louisiana Office of Homeland Security and Emergency Preparedness, FEMA Headquarters, FEMA Region VI staff, and emergency managers from 13 parishes.

Other Representative Experience

- Served as an exercise evaluator in the Estill County EOC for the 2024 Blue Grass Army Depot Chemical Stockpile Emergency Preparedness Program (CSEPP) Full-Scale Exercise.
- Managed IEM's support to the State of Oregon for CSEPP exercises for two years, coordinating technical support, including developing the exercise scenario, the Master Scenario Events List for all Oregon jurisdictions, and an exercise evaluation plan.
- Led a review of emergency preparedness in areas surrounding the Indian Point and Millstone nuclear power plants in New York and Connecticut.
- Coordinated the production of a large-scale report commissioned by the Governor of the State of New York and served as an evaluator for both Indian Point radiological preparedness exercises.
- Directed IEM's security and preparedness consulting support to mass transit clients, including Amtrak, New Jersey Transit (NJT), Washington Metropolitan Area Transit Authority (WMATA), Dallas Area Rapid Transit (DART), Houston METRO, VIA Transit (San Antonio), North County Transit (San Diego), Pennsylvania Area Regional Transit Security Working Group (PARTSWG) and others.
- This work has entailed the development of Emergency Operations Plans and Procedures, COOP plans, exercise design and delivery to test plans, security capability assessments, security strategic planning, and development and delivery of employee training such as CBRNE Awareness.
- Assisted the Chemical Stockpile Emergency Preparedness Program (CSEPP) office in complying with requirements of the Government Performance and Results Act of 1993 by drafting performance metrics for the program and facilitating the development of program office goals to align with overall program goals.
- Managed IEM's support to the California Office of Emergency Services for developing a baseline level of preparedness and response to a catastrophic disaster within the State of California based on reproducible metrics. This project also established a desired endpoint, which defines the State as being fully prepared for any event; established a tool that objectively quantified the metric; identified a methodology for creating public policies; and developed proposed policies to close identified gaps.
- Directed statewide homeland security capability assessments for the States of Utah, Arizona, Arkansas, Houston Regional Catastrophic Planning Grant Initiative area, and 14 counties in New Jersey under various contracts.

- Directed IEM port security planning support to San Francisco Bay Area ports, Ports of Los Angeles and Long Beach, Port of San Diego, Port of Lake Charles, Port Fourchon and LOOP, Port of St. Louis, Port of Nashville, Port of Louisville, Port of Pittsburgh, and Port of Charleston. Managed port security assessment for the Port of Plaquemines.
- Directed homeland security strategic planning and grant support to the U.S. Virgin Islands, West Virginia, Florida, Utah, Houston METRO, and Philadelphia Area Regional Transportation Security Working Group. Directed IEM's Grants Management Technical Assistance delivery as a FEMA contractor to jurisdictions across the United States.
- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazards.

Entergy Operations Inc., 1994-1998

Various Roles, Fuel Fabrication Coordinator (Senior Lead Engineer), 1997-1998

Fuel Fabrication Coordinator (Senior Engineer), 1994-1997

- Responsible for creating interdisciplinary teams to accomplish all projects related to nuclear fuel at the plant, including fuel design, safety analysis, fuel fabrication, fuel delivery, and operating analyses to support plant operations; served as the contract manager for the River Bend Station Fuel Fabrication contract, as well as project manager and owner of the River Bend Station reload process.
- Effectively managed Fuel Fabrication Contract project teams using total-quality principles.
- Trained for and served as an Emergency Response Organization (ERO) member in the Emergency Operations Facility (EOF) during numerous NRC-evaluated and utility-evaluated REP exercises.
- Efforts and leadership resulted in a \$2 million savings during Cycle 6 as well as an expected \$43 million savings in total fuel cycle costs over a five- to six-year period.

Gulf States Utilities, 1986-1994

Various Roles, Senior Nuclear Fuels Engineer, 1991-1994

Nuclear Fuels Engineer, 1988-1991

Design Systems Engineer, 1986-1988

- Involved in core model and slow-transient methodology development and benchmarking for the River Bend Steady State Physics Methods topical report.
- Developed major purchase specifications (for goods such as control rods and nuclear fuel) and evaluated technical bids.
- Routinely conducted 10 CFR 50.59 safety evaluations and screenings for plant modifications ranging from small NSS system changes to major plant safety analyses such as increased core flow.
- Routinely responsible for developing technical responses to Nuclear Regulatory Commission Information Notices and Bulletins as well as Significant Event Reports and Significant Operating Event Reports for the Institute for Nuclear Power Operations.
- Trained for and served as an Emergency Response Organization (ERO) member in the Technical Support Center (TSC) during numerous NRC-evaluated and utility-evaluated REP exercises.

CERTIFICATIONS AND TRAINING

- Homeland Security Exercise and Evaluation Program (HSEEP) Trained
- IS-139, Exercise Design
- IS-195, Basic Incident Command System
- Supervisory Program

- Auditor/Lead Auditor Training
- Online Introduction to Mass Fatalities, National Mass Fatalities Institute
- Radiological Consequences Assessment, Louisiana State University
- 10 CFR 50.59 Safety Evaluations (GE)
- CSEPP Medical Breakout Session, 2000 CSEPP National Conference
- Price To Win, Shipley Associates, 2007
- Fundamentals of Project Management, IEM, 2012 (36 hours)
- BR Business Report's Executive Leadership Academy, April 2022 (32 hours)
- Entergy Operations, Inc.
 - Professional Supervisory Program
 - Auditor/Lead Auditor Training
 - Quality Practices and Principles
- FEMA Emergency Management Institute (FEMA SID #0001371799)
 - DHS Homeland Security Exercise Evaluation Program, State of Alabama
 - G-318, Mitigation Planning for Local Government, 2003 National Hurricane Conference
 - Recovery from Disaster: The Local Government Role Workshop, 2004 National Hurricane Conference
 - Hurricane Readiness for Inland Communities, 2008 National Hurricane Conference
 - Emergency Response to Terrorism, National Fire Academy, 1999
 - G402 - ICS Overview for Senior Officials, four hrs., March 2023, Nevada Emergency Prep Assoc. Summit
 - IS-001, Emergency Program Manager
 - IS-003, Radiological Emergency Management
 - IS-007, A Citizen's Guide to Disaster Assistance
 - IS-015, Special Events Contingency Planning
 - IS-022, Are you Ready? An In-Depth Guide to Citizen Preparedness
 - IS-100, Introduction to the Incident Command System
 - IS-111.a, Livestock In Disasters
 - IS-120a, An Introduction to Exercises
 - IS-130.a: How to be an Exercise Evaluator, August 2023 (
 - IS-139, Exercise Design
 - IS-195, Basic Incident Command System
 - IS-200a, ICS for Single Resources and Initial Action Incidents
 - IS-230.a, Fundamentals of Emergency Management
 - IS-235, Emergency Planning
 - IS-238, Critical Concepts of Supply Chain Flow and Resilience, 2022 (.2 IACET CEU)
 - IS-240, Leadership and Influence
 - IS-241, Decision Making and Problem Solving
 - IS-242, Effective Communication
 - IS-244, Developing and Managing Volunteers
 - IS-245.a, Introduction to the Defense Priorities and Allocation System
 - IS-246.a, Implementing the Defense Priorities and Allocation System
 - IS-253.a, Overview of FEMA Environmental and Historic Preservation Review Responsibilities
 - IS-265, Basic Instructional Skills
 - IS-275, Role of the Emergency Operations Center
 - IS-288, Role of Voluntary Agencies in Emergency Management
 - IS-301, Radiological Emergency Management
 - IS-346, Hazardous Materials for Medical Personnel
 - IS-393, Introduction to Mitigation

- IS-513, Professional in Emergency Management
- IS-546.a, Continuity of Operations Awareness
- IS-547.a, Introduction to Continuity of Operations
- IS-548, Continuity Program Manager
- IS-551, Devolution Planning
- IS-632.a, Introduction to Debris Operations
- IS-634, Introduction to FEMA's Public Assistance Program
- IS-650.a, Building Partnerships with Tribal Governments
- IS-660, Introduction to Public Private Partnerships
- IS-700.a, National Incident Management System (NIMS) – An Introduction, 3 hrs., May 2016
- IS-800.b, National Response Framework, An Introduction, 3 hrs., May 2016
- IS-860, Introduction to the National Infrastructure Protection Plan
- IS-912, Retail Security Awareness – Understanding the Hidden Hazards, 1 hr., March 2016
- IS-1000, Public Assistance Program and Eligibility, 8 hrs., September 2019
- IS-2901, Introduction to Community Lifelines, 1 hr., January 2021
- National Center for Disaster Preparedness, Columbia University
 - PSY 2902, State of the Science: The Health and Mental Health Consequences of Catastrophic Events
 - AWR-357, Principles of Community Economic Recovery, 2021
 - PER-376W, Preparedness Actions to Promote Economic Resilience and Recovery, 2021
 - AWR-371: ADDRESSING GAPS IN DISASTER HOUSING RECOVERY: PRE-DISASTER PLANNING, 2021
- CTOS Center for Radiological/Nuclear Training, UNLV
 - AWR-140-W, WMD Rad/Nuc Awareness, 2013
 - AWR-160, CBRNE Standardized Awareness Training, 2013
- Rural Domestic Preparedness Consortium
 - MGT403/TS26, Response Planning for People with Access and Functional Needs in Rural America, 2022 (8 hours, Florida Governor's Hurricane Conf.)
- Florida Governor's Hurricane Conference
 - TS4 Integrated Preparedness Planning (IPP/IPPW), 4 hrs., 2024
 - TS18 Public Speaking, Media and Presentation Training, 6 hrs., 2024
- LSU NCBRT
 - MGT 323 Instructor Development Workshop, 24 hrs., 2024
- TEEX
 - MGT 481 Disaster Recovery: A Strategic Overview of the Public Assistance Process, 4 hrs., 2023
 - AWR 136 Essentials of Community Cybersecurity, 4hrs., 2023
 - AWR 376 Understanding Targeted Cyber Attacks, 8 hrs., 2023
 - AWR 174 Cyber Ethics, 13 hrs., 2023
- Florida Hospital Association
 - Health Care Emergency Management, 16 hrs., 2023 FEPA Conference
- CHDS/NPS
 - Nevada Preparedness Summit 2023, Toward More Resilient Futures: An Exercise in Foresight, 4 hrs.
- National Council for Mental Wellbeing

- Adult Mental Health First Aid USA, 8 hours, June 2023

SPEAKING ENGAGEMENTS

- Workshop Presenter – “Understanding Radiological Hazards-Ask A Nuclear Engineer”, 2024 Texas Emergency Management Conference · May 2024
- Workshop Organizer and Moderator – “Working Effectively with Elected Officials in Hurricane Preparedness, Response and Recovery,” 2024 Florida Governor’s Hurricane Conference, May 2024
- Workshop Presenter – “Leading and Managing People: Lessons Learned,” 2024 Coastal Bend Hurricane Conference, May 2024
- Workshop Presenter – “Understanding Radiological Hazards-Ask A Nuclear Engineer”, 2024 New Jersey Emergency Preparedness Association Conference · April 2024
- Workshop Organizer and Moderator – “Working Effectively with Elected Officials in Hurricane Preparedness, Response and Recovery,” 2024 National Hurricane Conference, March 2024
- Workshop Presenter – “Leading and Managing People: Lessons Learned,” 2024 Nevada Emergency Preparedness Summit, February 2024
- Workshop Presenter – “Navigating EM Procurement Planning To Your Advantage,” 2023 Keystone Emergency Management Association Conference · Oct 2023
- Workshop Presenter – “Understanding Radiological Hazards-Ask A Nuclear Engineer”, 2023 Keystone Emergency Management Association Conference · Oct 2023
- Luncheon Speaker – “Business Continuity Planning and Individual Emergency Preparedness”, Rotary Club of Gonzales, LA, Mar 2023
- Workshop Presenter – “Navigating EM Procurement Planning To Your Advantage,” 2023 Nevada Emergency Preparedness Summit · Mar 2023
- Workshop Organizer and Moderator – “Strengthening the Emergency Management and Community Health Center Partnership,” 2023 Florida Emergency Preparedness Association Conference · Feb 2023
- Workshop Presenter – “Business Continuity Planning: A tool to enhance Community Health Center Resiliency,” 2022 Louisiana Primary Care Association Conference · Dec 2022
- Workshop Organizer and Facilitator – “Improving Coordination with Energy Providers,” 2022 Florida Governor’s Hurricane Conference · May 2022
- Workshop Presenter – “Navigating Procurement Planning To Your Advantage,” 2022 Virginia Emergency Management Symposium · Mar 2022

PUBLICATIONS

- “The Rising Tide of Renters – A Vulnerable Population”, IAEM Bulletin, Vol. 34 No. 6 · Jun 1, 2017
- “Every Disaster Has Public Health Consequences: Plan for Them”, IAEM Bulletin, Vol. 32 No. 4, pages 21-22 · Apr 1, 2015
- “Quantitative Assessment of Emergency Preparedness and Response Using QEM-World™,” Transactions of ANS 2003 Annual Meeting



LEIGH DESKINS, CEM

Senior Project Manager

14+ YEARS OF EXPERIENCE
in Disaster Response & Recovery

EXPERTISE

- Emergency Operation Centers
- Disaster Response & Recovery
- Business Continuity Planning
- Incident Command System
- All-Hazards Incident Management Teams
- Public Assistance
- American Rescue Plan Act
- All-Hazards Incident Management Teams

EDUCATION

MBA, Master of Business Administration, University of South Florida, 2020

M.A., Emergency Management, University of South Florida, 2016

B.A., Environmental Policy & Planning, University of North Carolina at Wilmington, 2008

B.A., Applied Geography, University of North Carolina at Wilmington, 2008

PROFESSIONAL QUALIFICATIONS

Ms. Deskins began her career as an officer in the NOAA Commissioned Officer Corps, where she regularly interfaced with the Departments of Defense, Commerce, and Homeland Security. During multiple disasters and the EMAP Accreditation process, Ms. Deskins gained comprehensive emergency management leadership experience with Pasco County, Florida's Emergency Management department. She honed her ability to engage intergovernmental partners supporting New York City Emergency Management, Prince William County, the Virginia Department of Emergency Management, the Illinois Emergency Management Agency, and the Florida Division of Emergency Management in response to COVID-19.

Throughout her Emergency Management career, Ms. Deskins introduced and implemented emergency preparedness, response, and recovery efforts, including Business Continuity Planning, Incident Command System training, All-Hazards Disaster Response Teams, and proactive financial recovery and grants management processes, engaging key stakeholders at the local, state, and federal levels. Her experience as an end-user throughout multiple states and localities provides a unique perspective widely applicable to program and process improvement.

RELEVANT EXPERIENCE

IEM, 2019-Present

Manager of State and Local Disaster Response and Recovery, 2019-Present

- Assists Directorate with strategic and tactical Project and Program Management for 14 active projects involving Federal, state, and local programs.
- Leads the Virginia Department of Emergency Management Cost Recovery project for several active disasters.
- Leads the COVID-19 Cost Recovery efforts for the City of Chicago, Los Angeles County, Orange County, California, and Stafford County, Virginia.
- Leads American Rescue Plan Act (ARPA) Technical Assistance projects for Bloomberg Philanthropies and Stafford County, Virginia.

- Led American Rescue Plan Act (ARPA) Technical Assistance projects for Bloomberg Philanthropies and Stafford County, Virginia.
- Provided onsite Project Executive Management support and managed data visualization and reporting process using ArcGIS data dashboards for the Virginia Department of Emergency Management for COVID-19.
- Provided onsite Program Executive Management support to Prince William County, Virginia, during COVID-19, 2020 Winter Storms, 2021 Presidential Inauguration, and civil unrest incidents.
- Managed executive-level issue tracking and assisted with COVID-19 public messaging and Community Engagement efforts.
- Managed multiple deployment teams to the Florida Division of Emergency Management to provide onsite Project Executive Management support during COVID-19 and Hurricanes Isaias, Laura, Ian, and Idalia.
- Provided daily briefings and data analysis to the New York City Emergency Management Commissioner in conjunction with the Senior Leadership Brief using data visualization tools. Provided onsite staff augmentation support for New York City Emergency Management's Executive Leadership Team, Medical Surge Hotels Team, and Health and Medical Team during the COVID-19 response effort.
- Managed and developed a Small Business Program utilizing CARES Act Funding for Gilchrist County, Florida. Developed an online Wufoo application and coordinated the implementation process between the Wufoo form, Gilchrist County webpage, and IEM SharePoint Portal. Developed online and printed informational materials, ensuring 508 compliance.

Century Ambulance Service, 2018-2019

Various Roles, Logistics & Support Services Director, 2019

Special Projects Manager, 2018-2019

- Lead Dispatch, Crew Scheduling, Medical Supply, Safety & Risk Management, and Information Technology departments: 25 administrative employees serving more than 450 field employees throughout Florida.
- Implemented effective safety initiatives through automated incident reporting, monthly safety meetings, and employee training.
- Reduced operational errors by 20%, improved internal and external customer service, and increased colleague engagement through more frequent, efficient, and effective communications.
- Increased decision-making effectiveness by introducing appropriate data analytics.
- Introduced and implemented emergency preparedness, response, and recovery efforts, including Business Continuity Planning, Incident Command System training, All-Hazards Disaster Response Team, and proactive financial recovery process.
- Developed/delivered the first company-wide leadership development program.
- Coordinated Commission on Accreditation of Ambulance Services (CAAS) effort.

Pasco County Board of County Commissioners, 2016-2018

Various Roles, Public Safety Program Administrator, 2017-2018

Emergency Management Coordinator, 2016-2017

- Assisted with effectively managing/optimizing 850 employees and approximately a \$100 million budget for Fire Rescue, Emergency Management, Emergency Communications (911), and Misdemeanor Probation.
- Coordinated with FEMA field teams following multiple hurricanes in Pasco County and the Joint Field Office in Orlando, Florida.
- Effectively and regularly engaged with elected officials and County Administrator on behalf of the Public Safety Assistant County Administrator and Incident Commander as the region's only State of Florida qualified Liaiso Officer.

- Completed Pasco County 017 Leadership Development Program; only member requested to mentor 2018 class.
- Attended Emergency Management Accreditation Program & Assessor training. Initiated the process and facilitated workshops and workgroups for the County's Emergency Management Accreditation Program.
- Administered the State of Florida West Central Region All Hazards Incident Management Team (AHIMT) for deployments, training, and meetings; expanded AHIMT from ten to 120 active members in two years through consistent, effective training and deployment opportunities.
- Served as State Steering Committee representative by proxy.
- Provided innovative disaster response solutions for 215 healthcare facilities' comprehensive emergency plans, including self-sufficient transportation and sheltering alternatives.
- Established and maintained an internship program to extend departmental capabilities at no extra cost; led and developed three future employees from the program.
- Conducted 25 hazardous material site reviews for compliance under the State of Florida Division of Emergency Management grant program and responded to HAZMAT spills approximately twice a month.
- Coordinated public outreach events and an ongoing social media campaign to help 500,000 residents proactively prepare for all hazards, resulting in more lives and property.

Pinellas County Board of County Commissioners, 2015

Emergency Management Intern, 2015

- Completed numerous online and in-class trainings, including FEMA Professional Development Series, Social Media, Recovery, Damage Assessment, and Logistics training.
- Assist with exercises and updating existing checklists and guides.
- Served as a liaison between County Commissioners and Pinellas County Emergency Management.

Northeast Presbyterian Church, 2013-2016

Office Administrator, 2013-2016

- Coordinated volunteer and donation efforts in a non-profit setting.
- Wrote and implemented all disaster response plans and disseminated public information regarding hurricanes and flooding to the congregation.
- Led response to Tropical Storm Colin to ensure the safety of church personnel and congregation before the storm and during debris removal operations.

National Oceanic and Atmospheric Administration (NOAA) Commissioned Officer Corps, 2011-2013

Various Roles, National Marine Fisheries Service, Reef Fish Scientist & GIS Analyst, 2011-2013

- Conducted fisheries habitat mapping and prepared data for analysis from the Gulf of Mexico and the Southeast Atlantic Ocean.
- Gained additional Nitrox certification to extend technical dive times.
- Served as the Assistant Vessel Operations Coordinator to review and approve daily float plans of lab personnel. Ensured all personnel and vessels followed float plans and operated safely.
- Coordinated operational and response efforts with the United States Navy and area hospitals regarding working dives.

NOAA Ship FAIRWEATHER, 2009-2011

Junior Deck Officer, 2009-2011

- Coordinated operational and response efforts with the United States Coast Guard and area hospitals regarding working dives.
- Assisted with Damage Control drills and response.
- Liaisoned with the United States Coast Guard for oil spill prevention and response.
- Officer of the Deck Underway and Inport in charge of the safe operation of the ship as the Commanding Officer's representative.
- Port Logistics Officer.

CERTIFICATIONS AND TRAINING

- Certified Emergency Manager
- Geographic Information Systems
- Virginia Professional Emergency Manager



MICHELE JONES, CEM

Senior Project Manager

14+ YEARS OF EXPERIENCE
in Disaster Response & Recovery

EXPERTISE

- Federal Funds Management
- Disaster Response
- Program Development & Management
- Strategic Planning
- Mass Care
- Community Education

EDUCATION

MPA, Master of Public Administration, University of Central Florida, 2014

B.A., Public Administration, University of Central Florida, 2011

B.A., Interpersonal and Organizational Communication, University of Central Florida, 2011

PROFESSIONAL QUALIFICATIONS

Ms. Jones is a seasoned emergency management professional with a wealth of knowledge and hands-on experience in federal funds management from the local and state perspective, as well as emergency management response and recovery at the state and local levels. Ms. Jones' technical expertise spans programs like the Coronavirus Relief Fund, American Rescue Plan Act, and FEMA Public Assistance, and she has led projects wherein over \$2.9B in federal funds have been managed through her support of state and county agencies in Nevada, Florida, and Virginia.

Ms. Jones has earned her Certified Emergency Manager (CEM), Florida Professional Emergency Manager (FPEM), and Master Exercise Practitioner (MEP) designation. She has also served as the 2022 Florida Emergency Preparedness Association (FEPA) President. She has been awarded the prestigious FEPA Chad Reed - Emergency Management Professional of the Year in 2020, the University of Central Florida's Alumni Achievement Award in 2019, and UCF's 30 under 30 Award in 2018.

RELEVANT EXPERIENCE

IEM, 2020-Present

Various Roles, Manager, State and Local Response and Recovery, 2022-Present

Project Manager, 2021-2022

Senior Disaster Recovery Specialist, 2020-2021

- Assists the Directorate with Project and Program Management for twelve active and six standby response and recovery projects involving Federal, State, and Local programs. Works with the assigned Project Manager to develop strategies for achieving goals and objectives; maintains project work plans, including budgets and schedules.
- Manages the Center of Excellence as a policy and procedure information dissemination hub while actively identifying and implementing process improvement initiatives to enhance operational efficiencies and streamline workflows.

American Rescue Plan Act, Prince William County, VA; Sacramento County, CA; Nevada Governor's Finance Office, NV

- Supports clients through application and award management, training, project review and eligibility determinations, and development of evidence-based program establishment to ensure compliance with U.S. Treasury reporting guidelines.
- Conducts federal funds management, recipient and subrecipient monitoring, and development of evidence-based program establishment to ensure compliance with U.S. Treasury reporting guidelines.

CARES/Coronavirus Relief Funds (CRF), Prince William County, VA; Stafford County, VA

- Supports clients through process development and review for all CARES Act transactions, reviewing documentation and identifying potential gaps.
- Established electronic document control and file retention systems and standardized data management processes to ensure disaster records are complete, ready for audit, and prepared for future federally declared disasters.
- Answers complex eligibility questions regarding the CARES Act/Coronavirus Relief Fund, ranging from procurement and contracting concerns.
- Conducts market analyses to ensure cost-reasonableness of infrastructure purchases in short timeframes to meet federal audit requirements.
- Advises on grant certification documentation for compliance to support non-profit programs and develops a dependent care reimbursement program to support community needs.

FEMA Public Assistance – COVID-19, Prince William County, VA (DR-4512); Florida Division of Emergency Management (DR-4486); Sumter County School Board, FL (DR-4486)

- Coordinates with clients to evaluate transactions to determine potential Public Assistance eligibility. For identified eligible expenditures, formulates and processes projects through FEMA's Public Assistance grant program, serving as the liaison between the county and FEMA's representatives and monitoring projects throughout the grant program lifecycle.
- Assists Counties, Cities, and Private Non-Profits with processing subgrant agreements with the Florida Division of Emergency Management, reviewing applications for FEMA reimbursement in response to COVID-19, providing eligibility guidance, and following projects throughout the Public Assistance grant program lifecycle, including payables processing.

FEMA Public Assistance, FDEM (DR-4399)

- IEM provides engineering, cost estimating, project formulation, and other technical support to FDEM for some of the state's most complex Public Assistance Alternative Procedures Projects under Section 428 of the Stafford Act and projects requiring 406 mitigation resiliency measures.

Internal Response Coordination | Hurricane Nicole (DR-4680), Hurricane Idalia (DR-4734), Hurricane Ian (DR-4673), Tustin Navy Hangar Incident

- Coordinated internal response operations to disaster situations, ensuring quick staff mobilization to designated locations while prioritizing client satisfaction and mission completion. Ensured staff were traveling within four hours to provide response and recovery support and supported staff logistics throughout the event.

Response Operations, Hurricane Elsa (EM-3561), Hurricane Eta (EM-3551), Hurricane Isaias (EM-3533)

- Deployed to Hernando County on behalf of the Florida Division of Emergency Management in response to Hurricane Elsa's and Hurricane Eta's potential landfall; assisted the Acting Emergency Management Director and the Planning Chief with coordination and documentation of situation reports, rapid damage assessment, needed information for potential Public Assistance funding, as well as talking points for media and social media interviews.
- Deployed to Palm Beach County on behalf of the Florida Division of Emergency Management in response to Hurricane Isaias; served as the shelter manager for the COVID-19 non-congregate hurricane shelter and liaison to the Emergency Operations Center and confirmed the readiness of facility and meals, supervised medical and security staff on-site, and ensured CDC public health guidelines were followed.

Martin County Board of County Commissioners, 2018-2020

Emergency Management Director, 2018-2020

- Served as a division hiring manager to recruit, interview, select, and train applicants, supervising 20 FTEs, providing direction and guidance in areas in all aspects of emergency management and the communications division, including, but not limited to, mass care, special needs planning, the Radiological Emergency Preparedness Program, mass notification, and public alerting and warning.
- Monitored and prepared annual \$1.59M budget, which includes general fund, federal grants, and contracts; compiled and submitted grant documentation for reimbursement.
- Liaised with municipal emergency management coordinators, law enforcement and fire rescue representatives, business and industry counterparts, federal partners, foreign government consulates, and public safety and intelligence contacts.
- Successfully initiated procurement of needed Personal Protective Equipment, implementation of multiple community testing sites, coordination of reliable public information, non-congregate sheltering options, and provided presentations for County management regarding the ongoing response operations.
- Developed strong partnership with the Martin County School District, resulting in an agreement to provide shelter staffing from both agencies, incorporate all under one training methodology, and the identification of the county's first pet-friendly shelter.
- Created the Public Assistance and Information Documentation (PAID) team and co-developed guidance, providing all county departments with a guidance document for the public assistance reimbursement process and creating three uniform county-wide emergency-specific time-tracking work forms.
- Developed numerous planning and policy documents while ensuring compliance with state and federal regulations, including the Comprehensive Emergency Management Plan and Local Mitigation Strategy.
- Led the development, coordination, and facilitation of numerous exercises and trainings across Martin County, providing multi-jurisdictional, multi-agency drills, tabletop, functional, and full-scale exercises with 200+ participants.
- Co-developed and implemented the Florida Emergency Preparedness Association (FEPA) Mentorship Program, a statewide emergency management resource to connect and encourage the growth of strong, collaborative relationships at all career phases.
- Led the Martin County Emergency Operations Center (EOC) Manager through the 2020 Martin County Flooding, COVID-19, and Hurricane Dorian, regularly coordinating with Florida Division of Emergency Management and Florida Department of Health personnel, County and city staff, Non-Governmental Organizations, the business community, and stakeholders.

FL Emergency Management, 2014-2018

Various Roles, Senior Emergency Management Coordinator, 2015-2018

Homeland Security Coordinator, 2014-2015

Operations Planner for Emergency Management, 2014

- Trained staff on all aspects of emergency management operations, including current issues and concepts of emergency management, areas of responsibility, division's goals and objectives as outlined in the strategic plan, and standard operating procedures.
- Served as deputy director of emergency management operations during emergency activations, such as Hurricanes Irma and Matthew, and was responsible for planning and real-time coordination of response and recovery for Brevard and its geopolitical jurisdiction.
- Supervised four FTE Emergency Management Coordinators, providing direction and guidance in areas in all aspects of emergency management including, but not limited to, mass care, special needs planning, the Radiological Emergency Preparedness Program, mass notification, and public alerting and warning; directs and appraises work of personnel and ensures goals are aligned with division Strategic Plan.
- Trained staff on all aspects of emergency management operations, including current issues and concepts of emergency management, areas of responsibility, division's goals and objectives as outlined in the strategic plan, and standard operating procedures.
- Monitored and prepared annual Division budget, which includes general fund, federal grants, and contracts; compiled and submitted grant documentation for reimbursement.
- Liaised with municipal emergency management coordinators, law enforcement and fire rescue representatives, business and industry counterparts, federal partners, foreign government consulates, and public safety and intelligence contacts.
- Provided public education and information to residents throughout the year; co-developed the All-Hazards Preparedness Guide, Pathways to Preparedness, and supporting community presentations.
- Served as Team Lead for the Shelter Worker Lean Six Sigma Project, developed statistical and technical documentation, and earned the Green Belt designation.
- Co-developed and implemented the Brevard Emergency Support Team (BEST) Program, which serves as the instrument for training, managing, and tasking all county employees to serve as disaster workers, and created a comprehensive internal sheltering program.
- Directed assessment by the Emergency Management Accreditation Program as accreditation manager; led team to successful compliance in all standard areas and program accreditation from 2016-2021.
- Implemented monthly conference calls with Municipal Emergency Management Coordinators to increase collaboration opportunities, which transitioned into twice daily disaster calls; noted as key to successful response during Hurricanes Irma and Matthew.
- Coordinated Comprehensive Emergency Management Plan (CEMP) compliance with state regulations and completed quadrennial update of plan.
- Developed and implemented 2016-2018 Strategic Plan for the Operations division.
- Established the Emergency Management Internship Program and supervised the implementation process through onboarding and coaching an intern.
- Led the development, coordination, and facilitation of seven Brevard County hurricane exercises, with over 230 participants and 60 organizations in attendance.
- Coordinated and developed a multi-jurisdictional, multi-agency Infectious Disease Full Scale Exercise involving fire, law enforcement, emergency medical service (EMS), and local hospital, which was used to develop a video for Ebola awareness training.
- Developed and produced several planning documents, including the ESF #18 – Business and Industry Plan and the Functional and Access Needs Strategic Plan.

- Responsible for all mass care coordination, to include sheltering operations for cold night, evacuation, and post-impact facilities and feeding activities.
- Coordinated training opportunities and updated annual Multi-Year Training and Exercise Plan (MYTEP).
- Initiated and completed updates to the Brevard County Comprehensive Emergency Management Plan (CEMP) to ensure compliance with state standards.
- Co-developed the Brevard Operations Base SharePoint as a tool to provide situational awareness and a common operating picture for response operations to integrate response coordination across jurisdictional boundaries.
- Coordinated the FEMA Integrated Public Alert Warning System (IPAWS) memorandum of agreement for Brevard County to be designated an IPAWS Alert Authorized User.
- Implemented and transitioned mass notification program from FirstCall to CodeRed to Everbridge.

American Red Cross, 2011-2014

Various Roles, Emergency Services Officer, 2013-2014

Emergency Services Officer Assistant, 2011-2013

- Managed and led over 190 volunteers to provide preparedness, response, and recovery services to Brevard and Osceola counties and increased membership in Osceola County from zero to 11 actively engaged volunteers.
- Established staffing matrix to determine the number needed to staff Brevard Evacuation Shelters, designated assigned volunteers to staff 90% of primary shelters.
- Increased disaster feeding capacity by 5,000 meals per day in Brevard County.
- Produced key communications materials, including press releases, print advertisements, and marketing materials.
- Co-developed the Brevard Shelter Book and solely developed the Osceola Shelter Book.

Seminole County Fire Department, 2010

Seminole County Fire Department, 2010

- Aided the Assistant Chief of Operations in handling, maintaining, and balancing grant-related budget issues and researching and articulating grant requests, particularly concerning the Urban Area Security Initiative (UASI) and State Homeland Security Grant Program (SHSGP).

CERTIFICATIONS AND TRAINING

- Graduate Certificate, Emergency Management and Homeland Security, UCF, 2014
- Undergraduate Certificate, Emergency Management and Homeland Security, UCF, 2011
- Project Management Professional, Project Management Institute, 2024
- Certified Emergency Manager, International Association of Emergency Managers, 2021
- Florida Professional Emergency Manager, Florida Emergency Preparedness Association, 2016
- Lean Six Sigma, Green Belt, 2017
- Master Exercise Practitioner, FEMA Emergency Management Institute, 2015
- Over 250 hours of FEMA courses, to include IS-100, IS-200, G-300, G-400, IS-700, and IS-800.



JEANNE BUNTING

Project Manager

15+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Hazard Mitigation Planning and Projects
- Mitigation Programs
- Project Management

EDUCATION

M.S., Liberal Arts, Baker University, 2013

B.A., Business Administration, Baker University, 2010

AA of Logistics and Finance, CCAF, 2009.

PROFESSIONAL QUALIFICATIONS

Ms. Bunting has more than 14 years of experience in Hazard Mitigation and Planning. Her expertise includes managing, developing, and reviewing a variety of projects, as well as ensuring that the scope of work is fulfilled and that projects are proceeding according to grant requirements. Ms. Bunting is adept in HMGP, BRIC/FMA, and all other HMA programs, including the platforms for each. She has reviewed, audited, and processed FEMA award applications for Mitigation Programs with solid coordination with State and Federal partners and stakeholders. She has led state and local hazard mitigation planning initiatives across the country, including engaging with a variety of local, state, and federal stakeholders both in-person and virtually.

RELEVANT EXPERIENCE

IEM, 2022-Present

***Hazard Mitigation Specialist III*, 2022-Present**

- Lead in the application development of Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA) grants for VDEM.
- Led the Tennessee State Hazard Mitigation Plan update, which received positive feedback from FEMA Region 4.
- Led the development of a BRIC scoping project for North Carolina via Centralina, culminating in grant approval.
- Participated in drafting the following mitigation plans: Washington County Oregon Jurisdictional Annexes, the Alabama State Hazard Mitigation Plan, and the Delaware State Hazard Mitigation Plan.
- Project Manager in developing TN SHMP, Washoe County, NV MJHMP, San Patricio MJHMAP, Rensselaer County, NY MJHMP.
- HMA lead for the Utah DTA project and tasks 1 – 3 of the MT project.
- HMA lead for Galveston County BRIC/FMA FY23 cycle.
- Performed Planning Section Chief duties for IEM during Hurricane Fiona to support our PR team.

- Participated in many proposals on behalf of IEM, of which many were successfully awarded. Sole author of TN SHMP and Orange County, NY proposals.
- Excel in training individuals for mitigation activities, including planning and projects and awareness of project budgeting and how people are affected.

Kansas Division of Emergency Management, 2009-2022

Various Roles, State Hazard Mitigation Officer, 2019-2022

- Managed various projects, including the project, team, budget, and presentations.
- Managed the Kansas State Hazard Mitigation Office, developing and reviewing projects per Section 406 of the 44 CFR.
- Performed Benefit-Cost Analysis.
- Proficient at writing Regional Mitigation Plans and State Hazard Mitigation Plans.
- Proficient in HMGP, BRIC, and PDM applications.
- Reviewed, audited, and processed FEMA grant Applications for Mitigation Programs.
- Reviewed, audited, and processed payments.
- Reviewed, audited, processed, and managed the budget for the Mitigation Program.
- Reviewed trend analysis for program improvement.
- Advised applicants on guidance in the 44CFR to ensure grant applications meet standards.
- Member of the Governor's Task Force for Wildfires
- Succeeded in implementing the Regional plan initiative and the Sunflower Safe Residential Safe Room program. The planning initiative saved the state approximately \$4 million.
- Strong coordination with State and Federal partners and stakeholders.
- Planning Section Chief in the State Emergency Operations Center.
- Deployed in support of the Kilauea Volcano Response.

Mitigation Planner, 2012-2019

- Served as the Project Manager for Regional Mitigation Plans for the State of Kansas, saving 3.7 million dollars.
- Author of the State Hazard Mitigation Plan and the Regional Mitigation Plan for Leavenworth, Johnson, and Wyandotte Counties, saving the counties approximately \$300,000.
- Reviewed, audited, and submitted county/regional plans to FEMA for approval.
- Oversaw contractor(s) while writing the Regional Mitigation Plans.
- Trend analysis of data for mitigation plans.
- Reviewed County Emergency Operations Plans (CEOP) for accuracy and to ensure the Kansas Planning Standards are met when tasked.
- Ensured all 22 identified hazards were incorporated into the plan, including all health markers, trends, and analysis.
- Educated, presented, and instructed in all subjects relating to mitigation.
- Plans Chief during Wolf Creek exercises and state emergencies and disasters in the state emergency operations center (SEOC).

Mitigation Program Specialist, 2009-2012

- Reviewed, audited, and processed FEMA grant Applications for Mitigation.
- Reviewed, audited, and processed payments.
- Trend analysis for program improvement.
- Advised applicants on guidance in the 44CFR to ensure grant applications meet standards.

- Ensured the Scope of Work was met and projects were progressing on time in accordance with grant requirements.
- Reviewed Emergency Operations Plans for accuracy and inclusion of the Kansas Planning Standards.
- Plans Chief during Wolf Creek exercises and state emergencies and disasters in the state emergency operations center (SEOC).
- Instructed and presented mitigation plans and projects.

Kansas Air National Guard, 1995-2009

Various Roles, Financial Superintendent, 1998-2000/2003-2009

- Established and implemented revised accounting and finance systems, policies, and procedures to ensure compliance with Department of Defense Directives.
- Coordinated with the National Guard Bureau and all base organizations to ensure regulatory guidance was followed on entitlements and benefits. Trained base personnel on program changes, including entitlements, benefits, and financial system programs.
- Audited travel, pay, and accounting records per regulation and guidance.
- Trained, advised, and guided base personnel on program changes and implementations. This included all subject matter areas: travel, military pay, civilian pay, accounting, and budget.
- Managed resources to include people, time, and money.
- Formulated and implemented long-range plans to comply with DOD and in accordance with higher headquarters tasks and mission changes as they pertained to finance. This included, but was not limited to, all subject matter areas within the Finance arena to meet deadlines for system changes.
- Taught, trained, instructed, and presented on all financial matters, including new systems.
- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazards.

Resource Advisor/Budget Analyst, 2000-2003

- Responsible for cost and trend analysis to advise the Commander on shortfalls and programs that were working.
- Managed program objectives related to workdays and money, Formulated Budget, and Workdays for current and future years.
- Provided extensive training on a workday and budget management to ensure compliance with the Anti-Deficiency Act.
- Ensured obligation of money did not exceed limitations.
- Reviewed, audited, and analyzed programs for errors and inconsistencies and implemented process improvements.
- Initialized and managed the decentralization of Operations and Maintenance money and workdays to ensure accountability.
- Instrumental in ensuring the President's Budget maintained its integrity regarding Depot Level Repairable (DLR).
- Formulated and executed long-range plans and programs as they pertained to Finance, in accordance with visions and mission changes set forth.

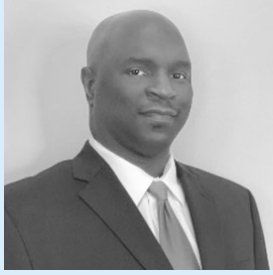
Budget Analyst, 1995-1998

- Formulated budgets and ensured the propriety of funds.

- Executed, administered, monitored, and managed a 40-million-dollar budget for Forbes, ensuring compliance with the Anti-Deficiency Act.
- Monitored higher headquarters tasking and guidance, ensuring compliance at the base level.
- Submitted and audited various reports.
- Provided guidance and training to all levels of the base populace on all Finance programs and regulations.

CERTIFICATIONS AND TRAINING

- IS-2200
- G-400
- IS-1100
- IS-909
- IS-029
- G-318
- G-300
- IS-551
- IS-913
- IS-328
- IS-350
- IS-393
- IS-794
- IS-453
- IS-329
- Holds a secret clearance, which is maintained through IEM.



HERNANDO GEE

Project Manager

15+ YEARS OF EXPERIENCE

in Homeland Security and Emergency Management

EXPERTISE

- Public Assistance
- EMGrants
- Hazard Mitigation

EDUCATION

B.S., Business Management,
McNeese State University,
2003

PROFESSIONAL QUALIFICATIONS

Mr. Gee is a seasoned emergency management professional with 14 years of experience, three years specifically as a Closeout Specialist. He has experience assisting team members and agencies in determining a grant's readiness for final review and closeout providing subject-matter expertise to subrecipients. He previously served in a customer service role representing GOHSEP to applicants, state agencies, and FEMA. Mr. Gee has extensive experience coordinating with sub-grantees to ensure compliance with all Hazard Mitigation and Public Assistance program requirements and timely project closeouts. He has also served as the EMGrants Pro site administrator on several projects.

RELEVANT EXPERIENCE

IEM, 2015-Present

***Project Manager*, 2022-Present**

***Disaster Recovery Specialist III*, 2020-2022**

***EMGrants Pro System Administrator*, 2015-2020**

- Maintains up-to-date knowledge of the Disaster Mitigation Act of 2000 as part of the Stafford Act, including requirements for pre-disaster and post-disaster grant programs.
- Review documents and receipts to ensure compliance with the HMGP program and FEMA regulations.
- Serves as the EMGrants Pro site administrator, granting user access to all EMGrants Pro users, including Hazard Mitigation employees and applicants.

GCR, Inc., 2015-2019

***Disaster Recovery Specialist/Training Coordinator*, 2018-2019**

***Closeout Specialist*, 2015-2018**

- Coordinated with Closeout Specialists to ensure compliance with all Public Assistance program requirements and timely project closeouts.
- Consulted with sub-recipients during each phase of the grant process to monitor progress toward the approved POP while maintaining good communication with the state and FEMA.
- Served in a customer service role in representing the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) to applicants, state agencies, and FEMA.
- Resolved program issues raised by FEMA or the sub-grantee and identified and resolved all grant deficiencies.
- Assessed project work status, costs, and supporting documentation against the corresponding grant's scope of work (SOW).
- Assisted team members and agencies in determining a grant's readiness for final review and closeout.
- Guided team members and agencies in reconciling a grant's approved SOW with the agency's completed SOW and lining up actual costs with the completed, approved grant SOW.
- Researched the details of written, approved grants, contracts, invoices, payment logs, timesheets, and other documentation to help resolve eligible cost inconsistencies in a grant.

Independent Contractor (IEM), 2013-2014

***EMGrants Pro System Administrator*, 2014-2015**

***HMGP Quality Assurance (QA)/Quality Control (QC) Specialist*, 2013-2014**

- Established and maintained data processing and filing operations.
- Ensured that all security protocols and chain of custody requirements are met. Such as Maintenance Agreements, Drug-Free Workplace, and 404 Agreements.
- Reviewed documents and receipts to ensure compliance with the HMGP program and FEMA regulations.
- Maintained up-to-date knowledge of the Disaster Mitigation Act of 2000 as part of the Stafford Act, including the requirements for pre-disaster and post-disaster grant programs.
- Served as the EMGrants Pro site administrator.

Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), 2008-2013

***EMGrants Pro System Administrator*, 2009-2013**

***Disaster Recovery Specialist*, 2008-2009**

- Coordinated with sub-grantees to ensure compliance with all Public Assistance program requirements and timely project closeouts.
- Reviewed grant documentation, information, and financial reports for completeness and compliance with federal and state guidelines.
- Resolved program issues raised by FEMA or the sub-grantee.
- Consulted with sub-grantees during each phase of the grant process while maintaining good Communication with the state and FEMA.
- Identified and resolved all grant deficiencies.
- Serve as the EMGrants Pro site administrator.

CERTIFICATIONS AND TRAINING

- Use of Public Dollars, State of Louisiana Office of the Legislative Auditor
- Operational Value of Threat, Risk, & Vulnerability Assessment Training
- IS-0130A-How to be an Exercise Evaluator
- IS-0139A-Exercise Design & Development
- IS-0208-State Disaster Management
- IS-0230-Principles of Emergency Management
- IS-0235-Emergency Planning
- IS-0630-Public Assistance Operations I
- IS-0700A-National Incident Management System (NIMS)
- IS-1001-The Public Assistance Delivery Model
- Performed Planning Section Chief duties for IEM during Hurricane Fiona to support our PR team.
- Participated in many proposals on behalf of IEM, of which many were successfully awarded. Sole author of TN SHMP and Orange County, NY proposals.
- Excel in training individuals for mitigation activities, including planning and projects and awareness of project budgeting and how people are affected.

Kansas Division of Emergency Management, 2009-2022

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- Ensured all 22 identified hazards were incorporated into the plan, including all health markers, trends, and analysis.
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Kansas Air National Guard, 1995-2009

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- Established and implemented revised accounting and finance systems, policies, and procedures to ensure compliance with Department of Defense Directives.
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- Managed resources to include people, time, and money.
- Formulated and implemented long-range plans to comply with DOD and in accordance with higher headquarters tasks and mission changes as they pertained to finance. This included, but was not limited to, all subject matter areas within the Finance arena to meet deadlines for system changes.
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- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazards.

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- Responsible for cost and trend analysis to advise the Commander on shortfalls and programs that were working.
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- Provided extensive training on a workday and budget management to ensure compliance with the Anti-Deficiency Act.
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- Formulated and executed long-range plans and programs as they pertained to Finance, in accordance with visions and mission changes set forth.

Budget Analyst, 1995-1998

- Formulated budgets and ensured the propriety of funds.
- Executed, administered, monitored, and managed a 40-million-dollar budget for Forbes, ensuring compliance with the Anti-Deficiency Act.
- Monitored higher headquarters tasking and guidance, ensuring compliance at the base level.
- Submitted and audited various reports.
- Provided guidance and training to all levels of the base populace on all Finance programs and regulations.

CERTIFICATIONS AND TRAINING

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- IS-029
- G-318
- G-300
- IS-551
- IS-913
- IS-328
- IS-350
- IS-393
- IS-794
- IS-453
- IS-329
- Holds a secret clearance, which is maintained through IEM.



MEGAN BOND, PHD

Senior Project Manager

13+ YEARS OF EXPERIENCE
in Planning & Emergency Management

EXPERTISE

- Individual Assistance (IA)
- Disaster Recovery
- Human Services
- Older Adults and Disasters
- Access and Functional Needs
- Disaster Housing
- Population and Demographic Research
- Project Management

EDUCATION

Ph.D., Urban and Regional Planning, Florida State University

MSP, Master of Science in Planning, Urban and Regional Planning, Florida State University

B.A., International Affairs, Florida State University

PROFESSIONAL QUALIFICATIONS

Dr. Megan Bond, Program Manager of Individual Assistance and Disaster Housing, has over 13 years of professional experience in disaster research and practice, focusing on neighborhood and community recovery. She is a former State Individual Assistance Officer in Florida and Deputy Human Services Branch Director with the Florida Division of Emergency Management. In her tenure at FDEM, Dr. Bond worked on numerous Florida disasters and field deployments to coordinate state-level, survivor-focused assistance and support local-level recovery efforts.

Dr. Bond coordinated developing a survivor assistance training program to empower counties to provide recovery assistance, Voluntary Organizations Active in Disaster (VOAD) support, and disaster casework for survivors. Throughout her career, she has supported disaster housing strategy updates, helped survivors obtain stable housing post-disaster, and provided technical assistance to state and local government partners regarding disaster housing across the United States. Dr. Bond strives to deliver superior service to clients, empower disaster survivors to successful recovery, and promote sound disaster recovery policies.

RELEVANT EXPERIENCE

IEM, 2022-Present

Program Manager, Individual Assistance and Disaster Housing Division

Works alongside the division director to:

- Lead the company's strategic and tactical disaster recovery for individual assistance and disaster housing.
- Utilize her state-level and research experience in disaster recovery to spearhead IEM's expanding capabilities nationwide.
- Support clients and staff to promote efficient and effective disaster recovery for individuals and households.

Vermont Non-Congregate Sheltering for Disaster-Impacted Households, October 2023-April 2024

- Provided subject matter expertise and coordination to support Non-Congregate Sheltering for households displaced by the July 2023 flooding in the state of Vermont.
- Led the project team to provide strategic direction on intake, active sheltering, casework, and program discharge.
- Ensured compliance with FEMA program rules for reimbursement and closeout.
- Provide technical assistance to State Individual Assistance staff in a collaborative work environment.

HUD Technical Assistance to Public Housing Authorities, June-July 2023

- Provided subject matter expertise and training to Public Housing Authority (PHA) leaders to promote disaster preparedness and increased awareness of FEMA Individual Assistance programs for PHA residents.

Colorado Department of Public Safety, Emergency Management Division – Strategic Action Planning for FEMA Individual Assistance, May-June 2023

- Program and project manager and primary point of contact for clients, maintaining project schedule, deliverables, and variances on a tight budget and truncated timeframe.
- Developed a Strategic Action Plan to identify critical steps Colorado must take to support federal Individual Assistance programs and meet state responsibilities for a State Disaster Individual Assistance Program during declared and non-declared disasters under C.R.S. 24-33.5-1106.
- Conducted two stakeholder engagement facilitations for a total of 20 attendees to support the development of a state Disaster Survivor Damage Portal Facilitation.
- Analyzed responses and provided technical assistance regarding portal inputs and future actions to ensure successful damage reporting by residents.
- Led the project team to facilitate a Roadmap to Individual Assistance Workshop for 16 participants from five state agencies.
- Analyzed workshop responses and developed a summary roadmap to support essential actions the state can take to prepare for disaster Individual Assistance operations.

Washington Military Department, Emergency Management Division – State Individual Assistance Program Development, August 2022-May 2023

- Program and project manager and primary point of contact for client, maintaining project schedule, deliverables, and variances.
- Developed a comprehensive state individual assistance program for disaster survivors in Washington state to receive assistance in non-federally declared disasters under RCW 38.52.030(9).
- The collaborative planning approach ensures that state and local voices are represented in the final plan.
- Conducted extensive outreach to local stakeholders, including conference engagement, survey design, delivery, analysis, and listening sessions.

Catastrophic Housing Plan - Idaho Office of Emergency Management, 2022

- Served as subject matter expert to inform planning processes and considerations of the built environment.
- Co-facilitator for stakeholder planning meetings to identify local risks and needs surrounding disaster housing.
- Support team and client as needed.

THIRA Analysis – Duval County, FL, September 2022

- Served as subject matter expert to the project team.
- Analyzed HAZUS model runs for catastrophic events to determine accurate counts of evacuees and displaced survivors needing temporary housing and long-term accommodations.

Florida Division of Emergency Management, 2020-2022

State Individual Assistance Officer

- As Project Manager, led strategic updates to the State of Florida Disaster Housing Strategy, modernizing goals to reflect the current state of disaster recovery.
- Served as State Individual Assistance Officer and Program Manager for FEMA Individual Assistance and SBA Disaster Loan programs statewide; provided technical assistance to all 67 Florida counties.
- Engaged with local emergency officials and supported FEMA IA programs, resulting in \$177.5 million in disaster assistance to 33,552 individuals and households in two years.
- Built a team of disaster specialists in nine months across the areas of Individual Assistance, Disaster Housing, and Disaster Mental Health.
- Developed and managed Florida's direct COVID-19 vaccination outreach campaign team of 25 leads and 1,452 personnel.
- Managed the 2022 update to the State of Florida Disaster Housing Strategy.
- Coordinated developing a survivor assistance training program to empower counties to provide recovery assistance, VOAD support, and disaster case management (DCM) for all events.
- Served as Deputy Human Services Branch Director, overseeing ESF-6 Mass Care; ESF-11 Food, Water, and Ice, ESF-15 Volunteers and Donations; and ESF-17, Animals and Agricultural Issues for Florida's State Emergency Response Team (2021-2022).
- Provided technical assistance to local emergency management regarding disaster housing programs (financial and direct housing assistance) for declared and non-declared events.
- Engaged with county and VOAD organizations to establish foundations for DCM partnerships.

Florida Department of Elder Affairs, 2019-2020

Community Assistance Consultant and Emergency Coordinating Officer

- Project manager for a grant-funded pilot project to help older Floridians enhance their individual disaster preparedness based on access, functional needs, and community living situations.
- Developed an interagency work session for Florida's aging network and State Emergency Response Team to improve disaster planning practices for older Floridians.
- Promoted state-level interagency partnerships to enhance disaster resiliency for Florida's older adults.
- Served as one of two Emergency Coordinating Officers during the COVID-19 pandemic, supporting feeding, sheltering, providing personal protective equipment (PPE), testing, and vaccination operations to Florida's homebound older adult population.
- Created nearly 1,000 static and interactive maps in seven months for disaster preparedness and planning purposes, prioritizing those in high-risk locations for pre-storm call-downs, wellness checks, and program enhancement.

Florida State University, 2012-2019

Researcher and Adjunct Instructor

- Served as a Project Manager and developed a rigorous research protocol to evaluate the role of neighborhood social networks for community-dwelling older adults recovering from disaster.
- Conducted a post-disaster housing capacity analysis and made strategic recommendations for a regional sample of Florida counties.
- Utilized surveys and statistical analysis techniques to identify gaps in three disaster recovery areas, yielding policy recommendations to enhance local-level programs in service-deprived areas.
- Evaluated nearly 7,000 public records to assess public confidence and satisfaction in local government crisis response in Florida, transferring findings into measurable indicators for sentiments.
- Served as primary instructor to over 400 students in six years; saw four students on to successful graduate study.
- Promoted active learning and critical thinking for students through lectures, applied site visits, and engaging real-world assignments.
- Monitored student progress, encouraged personal responsibility over research, and provided guidance to students on projects, assignments, and exams, ensuring that course objectives were met.

NOTABLE PROJECTS

The Ties that Bind: An Examination of the Role of Neighborhood Social Relationships for Older Adults in Post-Katrina New Orleans, Louisiana (5 years)

- Conducted a rigorous research evaluation of the role of neighborhood networks in disaster recovery for older adults in a dense urban city. This project included GIS analysis and critical stakeholder outreach with diverse community leaders, trusted agents, and older survivors of Hurricane Katrina.

State of Florida Disaster Recovery Mental Health

- Managed the first two Disaster Recovery Mental Health Coordinators in Florida's history.
- This program helped to provide critical incident stress management, psychological first aid, crisis counseling, survivor navigation services, and responder resiliency during events such as the Surfside Building Collapse (2021), Hurricane Sally (2020), and staff transition from the COVID-19 Pandemic workloads (2021-2022).

State of Florida Disaster Housing Strategy Updates (2 years)

- Led a two-year strategic update to the State of Florida Disaster Housing Strategy, modernizing goals to reflect the current state of disaster recovery.

Disaster Housing Technical Assistance (2 years)

- Advised local emergency managers on disaster housing issues, policies like inclusive development codes, expedited permitting, strategic partnerships, planning and building departments, and local leaders.

Post-Disaster Housing Capacity Analysis (3-month intensive)

- Project team leader to estimate a dense urban area's capacity to house displaced disaster survivors based on available water, sewer, and other infrastructure capacity; provided recommendations and best practices.

Older Adult Disaster Preparedness Assessment (2 years)

- Project manager for a grant-funded pilot project to help older Floridians enhance their individual disaster preparedness based on access and functional needs and their community living situations. Developed an interagency work session for Florida's Aging Network and State Emergency Response Team to improve disaster planning practices for older Floridians.

Statewide Community Outreach, Federal Vaccination Campaign, COVID-19

- Developed and managed Florida's COVID-19 vaccination outreach team of 25 leads and 1,452 personnel.

LICENSURE, CERTIFICATIONS, AND TRAINING

- Certified Emergency Manager®
- Licensed Amateur Radio Operator, General Class
- MGT472: Planning for Transitional and Long-Term Housing After a Major Disaster
- MGT464: Addressing Gaps in Housing Disaster Recovery: A Training Program for the Whole Community
- AWR-372W: Addressing Gaps in Housing Disaster Recovery: Post-Disaster Planning
- AWR-371: Addressing Gaps in Disaster Housing Recovery: Pre-Disaster Planning
- AWR-370W: Addressing Gaps in Disaster Housing Recovery: Conducting Impact Assessments

PUBLICATIONS/SPEAKING ENGAGEMENTS

- National Hurricane Conference (NHC)
- Washington State Emergency Management Association (WSEMA)
- South Carolina Emergency Management Association (SCEMA)
- American Planning Association, South Carolina Chapter (SCAPA)
- Nevada Emergency Preparedness Association (NEPA)

ADDITIONAL INFORMATION

- Vermont Severe Storms, Flooding, Landslides, and Mudslides (DR-4720-VT) – 2023 (Contractor, Individual Assistance)
- Florida Chipola Fire Complex (FM-5426-FL) – 2022 (Human Services Branch Director)
- Surfside Building Collapse (EM-3560-FL) – 2021 (IABD)
- Hurricane Sally (DR-4564-FL) – 2020 (Deputy IABD, DSA BD)
- COVID-19 Pandemic (DR-4486-FL) – 2020-2021 (ECO, Mass Care)
- Hurricane Michael (DR-4399-FL) – 2020-2021 (Closeout, Housing and DCM)
- Hurricane Ivan (DR-1551-FL) – 2004 (Shelter Volunteer)
- Hurricane Dorian (DR-4468-FL) – (Agency Support)
- Tropical Storm Elsa (SBA, FL-00168) (State IA Officer)
- Taylor County Flooding (SBA, FL-00169) (State IA Officer)
- Citrus County Flooding (SBA, FL-00170) (State IA Officer)
- Lee County Tornado (SBA, FL-00171) (State IA Officer)
- Marion County Tornado (SBA, FL-00173) (State IA Officer)

PROFESSIONAL MEMBERSHIPS

- American Planning Association
- International Association of Emergency Managers
- Gerontological Society of America

ACCOMPLISHMENTS

- Certificate of Appreciation, Southwest Florida Tornadoes, 2022
- Certificate of Appreciation, Surfside Building Collapse, 2021
- Extreme Ownership Award, Florida Division of Emergency Management, 2021
- Bell Fellowship for Aging Research, 2016
- Doctoral Research Fellow, Center for Accessibility for an Aging Population, 2015



SHELBY RUSHING, MGIS, PMP, GISP

Senior Project Manager

17+ YEARS OF EXPERIENCE

in Geographic Information Systems & Data Analysis

EXPERTISE

- Geographic Information Systems (GIS)
- Data Analysis
- CDBG-DR Program Support
- Advanced Research
- ArcGIS Online Web Mapping

EDUCATION

Master of Geographic Information Systems (MGIS),
Pennsylvania State University, 2015

B.A., Mass Communication,
Louisiana State University,
2003

PROFESSIONAL QUALIFICATIONS

Mr. Rushing, IEM's Deputy Manager of Geospatial Programs, has over 17 years of experience in geographic information systems (GIS), data analysis, and project management within the field of emergency management. He oversees the production of geospatial data visualization, analysis, modeling, reporting, and dashboarding for IEM's Enterprise Geospatial Services division. In addition to GIS and data, his varied background includes emergency planning, operations support, aviation support, recovery/mitigation, hazard modeling, scenario development, and technical writing and editing.

He has led teams across a variety of disciplines to support IEM's customers with the delivery of geospatial products and emergency management outcomes, including exercises, after-action reviews, emergency operations plans, community lifelines assessments, HMGP and CDBG-DR application and project development, interactive web maps, data models, and many other solutions. As a Project Management Professional (PMP) and Geographic Information Systems Professional (GISP), Mr. Rushing is a dedicated contributor to the field of geospatial services and works to develop the next generation of leaders in this dynamic industry.

RELEVANT EXPERIENCE

IEM, 2006-Present

Emergency Management Specialist, 2015-Present

Emergency Management Associate, 2008-2015

Technical Writer/Editor, 2006-2008

- Currently serving as project manager for Complex Coordinated Terrorist Attack planning efforts in Tennessee Homeland Security District 2, centered in Knoxville.

- Tasks include the development of a Regional Tactical Interoperable Communications Plan (TICP), a Rescue Task Force Functional Exercise and Drill, a Regional CCTA Plan with 16 county-level job aids, Resource Awareness training, Area Command training, a Family Assistance Center plan, and a Lessons Learned conference. Managed all aspects of the project, including client interface, budget, reporting, staff management, and in-person meetings and events.
- Provided GIS support for the statewide Distribution Management Plan developed for the Idaho Office of Emergency Management. Developed static and interactive maps of infrastructure elements, including airports, highways, rail lines, and ports, and a Social Vulnerability Index data for the state.
- Created a SharePoint site for Atlanta UASI training and exercises, including multiple document libraries, calendars, maps, graphics, and pages. Configured user groups and permissions. Worked with the client to identify needs and objectives and provided a site demonstration to the larger UASI group.
- Developed a Story Map for the Puerto Rico Electric Power Authority (PREPA) to showcase the Hazard Mitigation Grant Program (HMGP) 404 projects and FEMA Public Assistance Permanent Work 428 projects to be undertaken following the devastation wrought by Hurricane Maria in 2017. This interactive story map provides a comprehensive view of PREPA's infrastructure, damages, projects, and costs by presenting GIS data layers, images, narrative text, and related documents.
- Developed an ArcGIS Online web mapping application for the State of Illinois to assist decision-makers in analyzing FEMA Public Assistance application data from across the state for its COVID-19 disaster declaration (DR-4489). Provided regular updates by processing data linked from the state's online grant management system.
- Created an interactive ArcGIS Online Map Journal for the Florida Division of Emergency Management (FDEM) to help decision-makers track the status of FEMA Public Assistance applications and grants related to the state's COVID-19 declaration (DR-4486) through multiple workflows. This tool is regularly updated based on data linked from FDEM's grant management system.
- Created an interactive ArcGIS Online Map Journal for the Virginia Department of Emergency Management (VDEM) to help decision-makers track the status of FEMA Public Assistance applications and grants related to the state's COVID-19 declaration (DR-4512). This tool will be regularly updated based on data from the FEMA Grants Portal and provided by VDEM staff.
- Supported the San Mateo Recovery Initiative, attending committee meetings, taking notes, facilitating discussions, developing documentation, and participating in planning to support the county's recovery efforts from the COVID-19 pandemic. Served as primary contract support for the Economic Recovery and Community Infrastructure committees.
- Conducted a Community Lifelines Assessment for the City of San Marcos, Texas, to identify vulnerabilities and dependencies among the city's lifelines. Interviewed dozens of personnel across all seven lifelines and developed a written report examining the most vulnerable lifelines to allow the city to prioritize restoration and enhance its overall resilience.
- Provided GIS support for the Mississippi Emergency Management Agency (MEMA) District 3 Hazard Mitigation Plan. Created maps for the nine-county district and performed Hazus-MH modeling.
- Provided GIS support to Rebuild Florida, which focused on recovery from Hurricane Irma. Created a web map displaying flood zones across the state, mobile home parks, and other relevant layers to assist project specialists in identifying potential applicants for the program.
- Served as project manager for an effort to review and update Emergency Operations Plans (EOPs) for 14 sites selected by PANYNJ, conduct a crosswalk of existing plans to identify commonalities, and develop an agency-wide All-Hazards EOP, a Corporate Crisis Communications Plan, and a COVID-19 Response Standard Operating Guide (SOG).
- Led a team of planners, subject matter experts, and emergency managers to fulfill project objectives and ensure customer satisfaction. Developed project budget, schedule, project management plan, staffing, project

design, and work assignments. Created weekly project reports, led internal team meetings, and interfaced with Port Authority personnel on a regular basis.

- Led an after-action review (AAR) for a false alarm bomb threat at Newark International Airport in September 2019 that caused a mass self-evacuation. Coordinated a team of aviation and emergency management subject matter experts to deliver an in-person meeting with EWR and Port Authority personnel and develop a written After-Action Review discussing findings and conclusions.
- Provided GIS support to Rebuild North Carolina, which focused on recovery from Hurricane Matthew. Identified flood zones; Repetitive Loss and Severe Repetitive Loss properties; HMGP-funded acquisition, elevation, and reconstruction projects and unmet needs; eligible and awarded properties; and properties impacted by hurricanes Matthew and Florence. Using these and other layers, created a webmap with unique symbology to assist project specialists in identifying areas of greatest need and potential candidates for buyouts.
- Provided GIS support to a scenario planning effort and capability assessment for the Dallas/Fort Worth Area to increase preparedness for a complex coordinated terrorist attack.
- Developed disaster scenarios to drive mass fatality planning in the 15-county Central Region of Ohio, including Franklin County and the City of Columbus. Scenarios included tornado, flooding, pandemic, terrorism, and an aircraft incident. Utilized GIS tools, including Hazus-MH, to model the impacts of these scenarios on the region and assessed the ability of local responders to provide mass fatality support. Created maps to illustrate scenario impacts and available resources.
- Served as project coordinator for the 2019 New York State Hazard Mitigation Plan in a dynamic, interactive website. Led a team of mitigation specialists and coordinated with GIS personnel, web developers, and state employees to analyze FEMA plan requirements, organize a work plan, and break up the work into individual assignments and work packages to ensure project completion by the submission deadline. The plan was approved by FEMA and adopted by the State of New York in December 2018.
- Provided project support to Incident Command System Training for Port Authority facilities. Assisted in developing training modules and documents, attended training sessions, produced meeting notes, and linked findings to updated planning processes.
- Served as Task Lead to conduct an After-Action Review of a severe winter weather event that impacted John F. Kennedy Airport in January 2018. Coordinated a team of aviation and emergency management subject matter experts and facilitators to produce a well-received in-person meeting with Port Authority personnel, meeting materials, and a written After-Action Review discussing findings and conclusions.
- Developed disaster scenarios and provided modeling and analysis for Prince William County, Virginia. Worked with a team of analysts to develop scenarios for Extreme Rainfall and Flooding, Armed Assailant/Complex Coordinated Attack, and Passenger Rail Incident and project their consequences in the social, natural, built, economic, and political environments. The analysis included Hazus flood modeling and the creation of relevant maps and data tables. The scenarios and analysis will help drive planning and exercises and will be included in the county's Threat and Hazard Identification and Risk Assessment (THIRA).
- Served as Natural and Built Environmental Modelling Lead for this project to identify and analyze the context and intersections of hazards, people, and the built environment in Washington, DC, and establish a uniform foundation and structure of data for evaluating future emergency planning efforts. Conducted Ward-level analysis of infrastructure and vulnerabilities to produce a community risk assessment for the District.
- Collected relevant datasets, developed disaster scenarios, and developed projected consequences and analysis for a total of 13 threat/hazard scenarios—an armed assailant/complex coordinated attack, a cyberattack, an explosives attack, a hurricane, a pandemic, a transportation incident, severe weather, extreme temperatures (heat), winter storm, IT systems failure, infrastructure collapse, civil unrest, and utility failure—to help drive planning and exercises in the District.
- Developed an interactive ArcGIS web mapping application to display the results of aerial surveys of infrastructure owned by the Fayetteville, North Carolina, Public Works Commission (PWC), including sewer

and electrical rights-of-way, electrical sub-stations, dams, water towers, and water and wastewater treatment plants.

- Coordinated with drone operators to capture video and imagery data of PWC's utility infrastructure and worked with PWC information technology and GIS personnel data to upload the data to a PWC server and create the web mapping application to enable PWC employees to navigate through the files and get a sense of their spatial orientation throughout the city.
- This web map serves as a spatially-arranged entry point into the photos, videos, and other data collected during the sUAS survey. Users can pan and zoom around the map or use the search bar to find individual features such as rights-of-way, PWC-owned properties, or other points of interest. Clicking on a feature brings up a pop-up window with information on that feature, such as name, location, damage/impact information, and links to the photos and videos collected for that site.
- Provided additional support to update the web map with new imagery/video collected after Hurricane Florence.
- Provided GIS support to ReLA leadership, including mining U.S. Census and FEMA applicant data to better understand demographic and income trends affecting eligibility for households impacted by the March and August 2016 flooding events across the state of Louisiana. Created static maps and interactive online maps with Census tract-level analysis. Compiled data from multiple sources to create a state-wide flood layer for visualization and analysis.
- Contributed maps and analysis to the updated Herkimer County (New York) Herkimer County Multi-Jurisdictional Hazard Mitigation Plan. Collected relevant datasets from various sources, including county and jurisdictional officials, public sources, and others, to create a portrait of the county's circumstances and risks for hazard mitigation and future planning efforts.
- Served as Task Lead for a scenario development project with the City and County of San Francisco. Aggregated existing plans, datasets, and other documentation into dynamic Geographic Information System (GIS) layers and applied scientific modeling (including Hazus-MH), simulation, and validation to provide San Francisco with a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.
- Created choropleth maps of New York City Public Use Microdata Areas (PUMAs) to help visualize the projected impacts of coastal storms, radiological detonation devices (RDD), improvised explosive devices (IED), and improvised nuclear devices (IND) scenarios.
- Developed disaster scenarios and maps for a Vulnerability Atlas of the Gulf Cooperation Council to help member countries (Saudi Arabia, Kuwait, Bahrain, Oman, UAE, Qatar) enhance their scenario-based planning and regional response capabilities.
- Compiled data from governmental, international, and private sector sources to produce maps detailing demographic information, critical infrastructure, and the natural and built environment of the region.
- Conducted GIS analysis using tools including ArcGIS and HAZUS-MH to develop disaster scenarios intended to drive regional planning and resource allocation. Scenarios reflected the priorities of the GCC for hazards that would have the greatest impact on the region and included chemical release, tropical cyclones, hazard materials incidents (i.e., oil spills), earthquakes, regional flooding, and epidemic outbreaks.
- Analyzed and organized State data on 2,466 letters of intent from potential HMGP sub-applicants. Produced reports for the State Governor's Office, including daily status reports, tables, pie charts, histograms, and GIS maps summarizing the outreach activities of regional field teams.
- Participated in project design meetings to help organize the activities of 150 field staff assigned to the project, working with project management to design efficient systems for accomplishing the review of 1,266 submitted applications in an extremely compressed timeframe. Contributed written and graphic design elements that were implemented to accomplish project goals.

- Designed a project database and reporting system that incorporated inputs from field staff, application reviewers, benefit-cost analysis (BCA) teams, and decisions from project leadership while ensuring document control and data integrity.
- Developed a standard operating procedure (SOP) and coordinated the activities of 20 staff to produce 660 printed applications for delivery to the Federal Emergency Management Agency (FEMA) in a 30-day timeframe. The total page count was over 200,000.
- Provided GIS support to a pilot program of a statewide survey and hazard analysis of the roughly 20,000 buildings the state owns or occupies to help fix gaps and errors in existing state databases and provide a wealth of new information on hazard vulnerability and resiliency. Worked with the project lead to organize pilot data and symbolize surveyed buildings on static and interactive maps according to their resiliency, vulnerability to various risks, and other characteristics to help the state better understand the spatial patterns the surveys revealed.
- Provided mapping support for the RCPT's Public Health Hazard Vulnerability Analysis project, creating a total of 90 maps. Created choropleth maps of New York City area Public Use Microdata Areas (PUMAs) to help visualize the projected impacts of coastal storms, radiological detonation device (RDD), improvised explosive device (IED), and improvised nuclear device (IND) scenarios. Automated aspects of map creation using a Python script. Also created neighborhood profile maps of the most highly impacted PUMAs throughout New York City.
- Provided continued assistance under a follow-on contract with the NYC Department of Health and Mental Hygiene (DOHMH). Refined mapping products and worked with the task lead to coordinate the development of a final report.
- Led the effort to develop a Disabilities and Access and Functional Needs EOC Toolkit for the use of jurisdictions in the greater NYC area. Facilitated meetings with SMEs and local responders to gather input and produced a final product that included job action sheets and templates.
- Created a companion Plan Review Support Tool for the Promising Practices and a Guidebook with Support Tools for Access and Functional Needs Integration in Emergency Management to assist jurisdictions in implementing the guidebook's suggestions on integrating individuals with disabilities and others with access and functional needs into their plans.
- Served as Task Lead for developing Post-Disaster Reunification of Children: A Nationwide Approach, which describes how the country responds to the needs of children separated from their families following a disaster. This document intends to assist jurisdictions in developing their reunification plans by illustrating best practices from across the country.
- Worked with RCPT members and federal agency representatives to collect information to aid the development of a series of Federal Integration Plans (FIPs) in the functional areas of infrastructure protection, radiological dispersal devices (RDDs), logistics, sheltering, disaster housing, mass fatality, and debris with a focus on integrating federal support into catastrophic incident response in the region.
- Created maps for emergency planning zones surrounding U.S. chemical stockpile sites, including critical facilities maps, risk contour maps, and maps of program sites and local businesses.
- Served as Task Lead for an update to the parish EOP for St. Tammany Parish, Louisiana. Assisted in updating the EOP to meet the requirements of new state guidance within a compressed timeframe and with a limited budget.
- Coordinated a team of researchers, exercise personnel, and analysts to bring the parish's EOP into compliance with state guidelines and exercise the plan with relevant parish stakeholders.
- Created chemical flow maps for New Castle County to help planners visualize the dangers of the top 10 hazardous materials traveling through the state; the maps compared the relative volumes of chemicals along major transportation routes.
- Produced maps for an interactive multimedia tool to be used by HHS decision-makers in exercises designed to model the response to a nationwide smallpox epidemic.

- Created chemical flow maps displaying hazardous chemical transport throughout North Carolina; also created profile maps for 21 counties to help planners visualize the state's chemical facilities in the context of schools, police and fire stations, hospitals, nuclear plants, and pipelines.
- Served as Co-Task Lead for a reception planning effort in the Los Angeles County Operation Area (LACOA). Worked with stakeholders from the Los Angeles Alliance to develop a reception guidance document and template for the 88 cities and municipalities within the LACOA to develop reception annexes and plans using best practices and fostering an integrated response operation.
- Delivered three workshops in Los Angeles to assist in developing the guidance document and template, working with stakeholders to refine these products and customize them to the jurisdiction's needs. Assisted with meeting facilitation, walking participants through the various topic areas to increase understanding and improve the documents.
- Deployed to MSY prior to Hurricane Gustav in 2008 to support the pre-storm movement of CTNs evacuees out of the city. Using first-hand knowledge of the evacuation operation outlined in the Federal Support Plan, briefed colleagues on the operation and assisted FEMA and the Department of Defense (DOD) with various tasks, including developing flight-tracking spreadsheets and situation reports.
- During Hurricane Ike, deployed first to FEMA Region VI in Denton, Texas, and later to the Texas State EOC in Austin in support of FEMA Region VI's Air Operations Branch. Synthesized air operations information from a variety of sources to provide situational awareness to federal entities stationed at the regional, state, and local levels.
- Created a web map of surveyed airports across the U.S. using the ArcGIS Online platform. The map links relevant data points on each airport survey to their physical locations.
- Assisted states and local jurisdictions with emergency plans to incorporate federal support into all aspects of emergency management as a core team member of FEMA's Mass Evacuation and Transportation Planning (METP) project.
- Helped develop a federal support plan template, an aviation branch manual, the State and Local Aviation Planning guide, and many other documents; also analyzed policy and transportation-related documents received from clients.
- Led a project to analyze the capacity of the Union Passenger Terminal in New Orleans to process transportation-dependent citizens during an evacuation and suggested ways to improve the process.
- Played an integral role in facilitating rail debarkation planning efforts in Memphis, Tennessee, which was the destination for evacuees leaving New Orleans by federally-contracted rail during a hurricane; worked closely with officials from Louisiana and Tennessee as well as Amtrak and other participating entities to coordinate rail evacuation efforts and ensure the success of the operation.
- Communicated with all of the federal, state, local, nongovernmental, and private sector entities with a role in a potential evacuation, assessed the existing processes, and communicated these to transportation modelers, who developed computer-based assessments of the process; developed a report that suggested ways the process could be improved based on results.
- Developing the evacuation and transportation portal—a resource for team members, clients, and others to share documents and information in a SharePoint environment.
- Supported IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA RCPT/ Regional Logistics Program (RLP); produced maps for the logistics guide, which depict the locations of airports, intermodal rail terminals, and waterway terminals, as well as major transportation routes and other relevant features in the region.

CERTIFICATIONS AND TRAINING

- Project Management Professional (PMP)
- Geographic Information Systems Professional (GISP)
- Hazus Practitioner/Hazus Trained Professional

Comprehensive Disaster Recovery, Financial and Grant Management Support Including
Public Assistance / Hazard Mitigation & Grant Management Consulting Services

- SECRET Clearance
- COVID-19 Contact Tracing Course – Johns Hopkins University
- FEMA IS-2901: Intro to Community Lifelines



BRUCE LOCKWOOD, CEM

Senior Project Manager

41+ YEARS OF EXPERIENCE

in Public Safety & Emergency Management

EXPERTISE

- Incident Management
- Exercise Development & Execution
- Stakeholder Engagement
- Utilities Industry Exercises
- Disaster Response Planning
- Training

PROFESSIONAL QUALIFICATIONS

Mr. Lockwood has 41+ years of experience in public safety service, including Emergency Management, Emergency Medical Services, Fire Service, Hazardous Materials, and Fire Marshal. As the Chair of the Connecticut Capitol Region Emergency Planning Council from 2013-2016, he managed \$4,100,000 in grant funds. While there, Mr. Lockwood rolled out HSEEP training to the state, delivering a series of three-day training courses on how to run exercises.

Mr. Lockwood previously served as Deputy Director of Emergency Management for the Town of New Hartford, the Director of Emergency Management and Fire Marshal for the Town of Canton, and the Emergency Response Coordinator for the Bristol Burlington Health District. Speaker of the House Nancy Pelosi appointed Mr. Lockwood to the 10-member National Commission on Children in Disasters. Lockwood chaired the sub-committee on Evacuation, Transportation, and Housing in this position, delivering two reports to the President and Congress. In 2014, Mr. Lockwood served as President of the IAEM U.S. Council.

RELEVANT EXPERIENCE

ITEM, 2017-Present

*Various Roles, Manager, Special Projects
Senior Advisor Emergency Management*

- Serves as Project Manager for Erie County PA, COVID-19 AAR, Montgomery County Hurricane IDA AAR, LUMA Juan PR, and Hurricane Fiona AAR.
- Provides COVID-19 operational support for the vaccination mission throughout the state of Illinois. Project manager for IDPH Office of Preparedness and Response COVID-19 Vaccine logistics.
- Led the Santa Clara County COVID-19 recovery effort by conducting surveys and virtual individual and group interview sessions for a report identifying the counties' needs for a recovery plan.
- Serves as lead training and exercise facilitator for several clients, including Fayetteville Public Works Commission and the Port Authority of New York and New Jersey.

- Provides consulting services to many clients, including project management, plan development, benchmarking, program auditing, training and exercise development, and delivery.
- Managed a cadre of personnel to deploy to disaster areas in differing areas of subject matter expertise to assist clients in responding to and recovering from disasters.
- Developed and delivered multiple trainings and tabletop exercises to a large east-coast quasi-government transit agency, the Raleigh-Durham International Airport, the Fayetteville Public Works Commission, and the Chemical Stockpile Emergency Preparedness Program, a partnership between FEMA and the U.S. Department of Army.
- Works with the recruiting team to identify needs and assign individuals based on skills to different projects in several locations nationwide.
- Served as the project lead for the Port Authority of New York and New Jersey development of a COVID-19 Standard Operating Guide.
- Served as the Emergency Management SME for the Port Authority of New York and New Jersey as IEM benchmarked the program to EMAP, NFPA 1600, and other industry standards and best practices.
- Developed and delivered two tabletop exercises for the City of Fayetteville, NC, Public Works Commission (PWC), with each TTX delivered twice in each of the two years.
- Delivered 14 Incident Command Scenario (ICS) based, facility-specific TTXs for the Port Authority of New York and New Jersey.
- Served at the Incident Commander/Project Manager for the Navy Hangar Fire and Environmental Remediation Recovery Project In Tustin, CA, November 2023, project is still ongoing.

Texas A&M University Engineering Extension Service, 2013-2022

Course Content Expert/Adjunct, 2013-2022

- As part of a six-member SME team, developed a pediatric disaster course for the Department of Homeland Security. This class was 16 contact hours, providing critical priorities in planning for children and families during and after a disaster.
- The course included best practices and direction based on the National Commission on Children and Disasters recommendation.

Volunteer Fire and EMS Department, Town of Canton, 2019-2021

Department Chief, 2019-2021

- Managed a 60-member department that responded to 1500 annual calls for service.
- Developed and managed the department's annual budget and revenue streams.
- Oversaw the development of the Department's first formal strategic plan.

4 Phases Consulting, Canton, CT, 2007-2017

Owner, 2007-2017

- Designed and conducted exercises for the Bristol Burlington Health District, the Department of Public Health, and the Department of Administrative Services. Exercises included Operation SURGE, a full-scale exercise for the City of Bristol, Town of Burlington, and Bristol Hospital, and Operation Conn Coop Ops, a functional exercise of the State of Connecticut's Continuity of Operations Plans for 71 state agencies.
- Served as the primary instructor in Connecticut's rollout of the Homeland Security Exercise Evaluation Program (HSEEP) and provided plan development services for the Department of Public Health and the Bristol Burlington Health District, Farmington Valley Health District, MDA 6.

- Conducted four no-notice assembly exercises for CT DPH to meet CDC PHED grant requirements.
- Delivered ten instances of a three-day training course on how to run an exercise.
- Responsible for the Technical Assistance Reports (TAR) and the Operational Readiness Reports (ORR) for the Bristol Burlington Heath District and the Farmington Valley Health District.

Capital Region Emergency Planning Council, 2013-2016

Chair, 2013-2016

- Managed \$4,100,000.00 in grant funds. All staff and ESF Chairs were directed to create and provide an operational budget that supported sustainment not dependent on grant funds.
- Formed an accreditation team, and CREPC had a baseline assessment for accreditation conducted by the Emergency Management Accreditation Program in June 2014. In October 2014, CREPC received conditional accreditation, the first for a regional program in the country. CREPC is the only program of its type that receives conditional accreditation from EMAP.
- Conducted four no-notice assembly exercises to meet CDC PHED grant requirements.

Emergency Management, Town of East Hartford, 2014-2016

Acting Captain, 2014-2016

- Managed all aspects of the Town of East Hartford's emergency management program.
- Designed and delivered full-scale exercises for East Hartford to prepare for possibly Ebola response
- Supervised a 100-member Citizen Emergency Response Team (CERT). Restructured the team into eight mission areas to increase KSA and increase leadership opportunities for team members.
- Worked with EMI to conduct the Integrated Emergency Management Course – Community Specific (field delivered) to assist community team members in understanding the strengths and areas of improvement to enhance collaboration.
- Established Mission Ready Packaging (MRP) for sheltering supplies and host town supplies for the REP program. All supplies are packaged in mobile carts, requiring no more than two people to deploy them to mission sites.

Bristol-Burlington Health District, 2007-2009

Emergency Response Coordinator, 2007-2009

- Planned and coordinated the local health district response to public health emergencies, including those that result from terrorist acts.
- Participated in established municipal emergency planning committees and supported the process, responsible for all operational aspects of the District's 2009 H1N1 response. The position reported directly to the Director of Health.

Town of Canton, 1993-2007

Fire Marshal/Director of Emergency Management, 1993-2007

- Responsible for setting administrative policy, reviewing town regulations and ordinances pertaining to fire service, and Supervising deputy fire marshals and clerical staff.
- Responsible for developing and reviewing town Emergency Operations Planning, Continuity of Government Planning, Contingency Planning, and Communications plans.
- Budget preparation, administration, and review.

- Perform/supervise inspections and plan reviews for fire code/zoning/planning, investigations, and prevention education.
- Chairman of Canton Schools All-Hazard Planning Committee.
- Continued as LEPC Chairman until Canton joined the Capital Region Emergency Planning Committee (2002).
- Performed inspections, plan reviews, investigations, and prevention education under the supervision of the Fire Marshal, Open burn official, supervision of fire inspectors, served as Acting Fire Marshal in the absence of the Fire Marshal, and was appointed as Chairman of (LEPC) Local Emergency Planning Committee.

CERTIFICATIONS AND TRAINING

- HSEEP Trained
- Certified Emergency Manager® (CEM) – International Association of Emergency Managers, 2007-Present
- Emergency Management Accreditation Program (EMAP)
- Associate Business Continuity Professional - DRII
- Certified Business Continuity Lead Auditor – DRII
- FEMA Emergency Management Executive Academy
- FEMA Independent Studies



RODRIGO GONCALVES, PMP

Senior Project Manager

20+ YEARS OF EXPERIENCE
in Engineering & Project Management

EXPERTISE

- Public Assistance
- Grant Programs
- Disaster Recovery
- Grants Management
- Sidebar Bullets

EDUCATION

B.S., Electrical Engineering,
Universidade Federal de
Mato Grosso do Sul, Brazil,
1997

PROFESSIONAL QUALIFICATIONS

Mr. Goncalves brings to the table a wealth of experience spanning over 20 years in the fields of engineering and project management. His expertise extends to Public Assistance, grant programs, and disaster recovery. Mr. Goncalves has played pivotal roles in various projects across different organizations, demonstrating his versatility and adaptability.

RELEVANT EXPERIENCE (RESUME HEADING 1)

IEM, 2024-Present

Manager, Response and Recovery, 2024-Present

- Preliminary Damage Assessment.
- Project Formulation.
- Grant Management.
- Closeout.
- Compliance.
- Identification of 406 Mitigation Resiliency Measures.
- Appeals, Arbitration, Resolution of Audit Findings and Recommendations, Dispute Resolution.
- Recovery Planning.

Ernst & Young, LLP, 2021-2024

Various Roles, 2021-2024

California Office of Emergency Services (Cal OES), 2022-2024

Manager, 2022-2024

- Assisted the State of California in reviewing COVID-19-related expenditures, contracts, and procurements from various state agencies, including Cal OES, local governments, and private non-profit organizations.
- Worked to evaluate expenses for accuracy and reasonableness, consider duplication of benefits/programs, and identify the cost recovery opportunities for Cal OES to pursue with sub-recipients.

- The scope of the analysis included the evaluation of expenditures for COVID-19 testing, medical care staff and equipment, PPE, facility agreements, and other ancillary costs from January 2020 through the end of the incident period.
 - As determined by the Federal Emergency Management Agency (FEMA).
 - End of the performance period as agreed between EY and Cal OES across various State Agencies.
- Assisted Cal OES in auditing the debris removal procurement process following the 2018 wildfires in California.
- Recovery efforts for debris removal amounted to approximately \$2 billion in contracts.
- The scope of work included reviewing the procurement of debris removal and debris monitoring companies, their processes, internal controls, and overall compliance with the contracts.
- Assisted the Cal OES with reviewing, analyzing, and testing the debris removal and monitoring invoices for proper documentation, calculations, and scope of work performed in compliance with contracts.

Emanate Health, California, 2021-2024

Manager, 2021-2024

- Assisted a non-profit hospital in California with financial recovery from the COVID-19 pandemic through multiple funding sources, including the FEMA PA Program and CARES Act.
- Supported the client with compiling documentation, organizing claim summaries, instructing the client about federal grant applications, and analyzing incurred costs documentation for eligibility, accuracy, and completeness.
- Supported the client with collecting and organizing information for the CARES Act reporting, including support for general and administrative expenses, healthcare-related expenses, and lost revenue.

Deloitte, 2017-2021

Various Roles, Senior Consultant/Manager, Governor's Office of Homeland Security and Emergency Preparedness, State of Louisiana, 2018-2021

- Supported the State of Louisiana's closeout efforts for Hurricanes Katrina, Rita, Ike, Isaac, and Laura.
- Strike team (2018-2020).
- Closeout Team Supervisor (2020-2021).
- Supported GOHSEP with analyzing and reconciling projects to prepare subrecipients for closeout while maximizing grant funding.

Deloitte, 2017-2020

Manager, City of Moore, Oklahoma, 2017-2020

- Performed quarterly reviews and compliance analyses for the City of Moore CDBG-DR internal audit process.
- Performed risk assessments of the HUD CDBG-DR program and grant management processes to recommend internal control improvements.
- Provided structuring of the City's Grant Management Program to meet its federal compliance requirements.

Deloitte, 2017-2020

Senior Consultant, City of San Marcos, Texas, 2017-2020

- Audited the City of San Marcos CDBG-DR internal audit process on an "as needed" basis.
- Audited the City's procurement procedures, assessing compliance with 24 CFR and 2 CFR200.

Deloitte, 2017

Senior Consultant, Grants Management, 2017

- Served as part of the internal audit team that assessed the performance of Freeport/Cerro Verde's social investment processes and grant management in Peru.
- Interviewed employees, reconciled financials, and prepared the final social deliverable for the social corporate programs.
- The parent company in the United States used the deliverable to streamline funding and maximize results while supporting the community affected by mining excavation.

Deloitte, February 2017-September 2017

Senior Consultant, Archiving / Internal Closeout, February 2017-September 2017

- Worked with the Grants Compliance team in Joplin, MO, focused on 2CFR200 compliance procedures.
- In an internal role with Deloitte, he reviewed the archiving and closeout procedures, assuring deliverables were contract-compliant and following the internal approval process.

CERTIFICATIONS AND TRAINING

- Project Management Professional



KRISTA HOUK

Senior Project Manager

21+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Exercise Planning & Oversight
- Stakeholder Coordination
- After-Action Reports
- Training
- Program Management
- Project Management
- Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- Continuity of Operations/Continuity of Government (COOP/COG)
- Threat and Hazard Identification and Risk Assessment

EDUCATION

M.S., Public Administration and Community Development, Illinois State University, 2003

B.A., Organizational Communications and Business, Juniata College, 1996

PROFESSIONAL QUALIFICATIONS

Ms. Houk is an accomplished Program Manager, leading large project teams for diverse and complex projects and consistently delivering projects on time and within budget. Ms. Houk has 21 years of emergency management experience, including more than eight years serving as an emergency manager at the local level. She started her career as the Director of Madison County Emergency Management Agency, Ohio, before taking the position as Emergency Services Manager for the City and County of San Francisco (CCSF), California. Ms. Houk joined IEM in 2014 and currently serves as Manager of the State and Local Preparedness Division.

She has served as project manager and led diverse and complex projects such as New York-New Jersey-Connecticut-Pennsylvania Regional Catastrophic Planning Team (RCPT) Access and Functional Needs Projects, County of San Diego Terrorism and Recovery Planning Projects, Los Angeles County Recovery Planning, and Franklin County/Central Ohio Regional Fatality Management Regional Planning; City of Boston COVID Operational Planning; Los Angeles International Airport (LAX) Continuity of Operations Planning; El Paso/Paso del Norte Regional Supply Chain Planning, San Antonio Supply Chain, and Atlanta Urban Area Security Initiative (UASI).

Ms. Houk has served as Program Manager for multiple COVID AAR/IP and planning initiatives, including Franklin County, Ohio; Jackson County, Oregon; Tarrant County, Texas; Prince William County, Virginia; and the States of Alaska, Iowa, Idaho, Illinois, Mississippi, Tennessee, and Vermont. She is committed to continuing her track record of delivering the highest-quality products on time and within budget to meet and exceed client expectations.

RELEVANT EXPERIENCE

IEM, 2014-Present

Manager of State and Local Programs, 2014-Present

- Provides oversight and direction to IEM projects for local and state clients, managing a team of 13 staff and ensuring compliance with all project contractual obligations.

- Currently serving as the Program Manager for multiple COVID-19 planning efforts, including San Mateo COVID-19 Long-term Strategic Planning Project, Prince William County COVID-19 AAR, and City of Boston COVID-19 Public Health Technical Assistance.
- Currently serving as Program Manager for Grand Rapids, Michigan THIRA and recently supported 2023 Denver UASI THIRA and City of Jacksonville (FL) THIRA.
- Program Manager for multiple supply chain regional planning projects, including the City of Dallas, San Antonio, El Paso, St. Louis, and the City of Los Angeles.
- Program Manager for Dallas/Fort Worth/Arlington Complex Coordinated Terrorist Attack Planning and Exercises, which included a Regional Senior Leaders TTX with TTX, which included 138 participants from 29 organizations, and a comprehensive AAR.
- Served as Project Manager for many high-level efforts, including developing a Reunification Plan, Financial Donations Management Plan, and Commodities Management Plan to support the County of San Diego in managing response and recovery operations for terrorist incidents.
- Led development of Los Angeles World Airports (LAWA) system-wide risk assessment and developed scenarios and consequence analysis for LAWA's ten top risks and their COOP Planning Initiative.
- Supported Orange County Transportation Authority (OCTA) in the development of THIRA, Business Impact Analysis (BIA), Continuity of Operations (COOP), and Emergency Operations Plan (EOP) development, EOP Training, and exercise planning and delivery.
- Served as Project manager for Phases I and II for the development of Los Angeles County's Recovery Plan.
- Served as Project Manager for completing the Airport Cooperative Research Program 04-21: Emergency Communication Models for Persons with Disabilities and Non-English Speakers.
- Supported a risk assessment for the City and County of San Francisco, including developing response actions for 24 and 72 hours following an incident and long-term recovery actions related to four analyzed scenarios involving floods, explosive devices, chemical releases, and cyber-attacks.
- Developed the EOP and Position Checklists for the Raleigh-Durham International Airport (RDU) EOC and developed an accompanying training program for airport staff.
- Created an EAP Development Guide for Amtrak to use as a basis for developing or updating emergency plans for key facilities and supported Amtrak to develop EAPs for seven facilities nationwide.
- Supported 2014 NIMS update and development of FEMA TA training documents for catastrophic planning.
- Served as Project Manager to integrate planning PWD/AFN into emergency plans for the New York-New Jersey-Connecticut-Pennsylvania RCPT.
- Managed the development of a guidebook for emergency communications for PWD/AFN, recently published under the Airport Cooperative Research Program.
- Lead for development of a THIRA for Prince George's County, MD.
- Provided training on developing EOPs to the Southern California Tribal Nation through the FEMA Technical Assistance (TA) Program; helped develop FEMA's TA training documents for catastrophic planning.

Armada, LTD, 2010-2014

Senior Planner, 2010-2014

- Managed an Integrated Risk Management Project for Franklin County, Ohio, which included the implementation of Presidential Policy Directive-8 and the National Preparedness System locally.
- Managed a three-year project to develop and implement the Franklin County Regional Training and Exercise Strategy, which included using the Department of Homeland Security Strategic Planning Process.
- Enhanced the Connecticut Training and Exercise Program and supported Connecticut's pursuit of an EMAP through plan review.

City and County of San Francisco, California, 2008-2010

Emergency Services Manager, 2008-2010

- Implemented a comprehensive EOC training program for the City and County of San Francisco and served as the EOC Manager for the City's EOC during exercises, emergency incidents, and special events.
- Served as EOC Manager for the Dubai Star Oil Spill 2010, Silver Sentinel 2008 Functional Exercise, and Beijing Olympic Torch Run 2008; and served as Logistics Coach for the Golden Guardian 2010 Full-Scale Exercise, Operations SF DOC Terrorism Functional Exercise, and Earthquake 2008 Functional Exercise.
- Co-chaired the City's Disaster Preparedness Coordinators committee, which tackled important planning issues related to the City's ability to respond and recover from a disaster.
- Developed relationships with state and federal representatives, other City departments, non-profits, and local businesses to develop a comprehensive emergency management program.
- Managed the implementation of projects and programs related to the Division and supervised a staff 12.
- Managed \$5 million in federal grant programs and participated in the budget-making process for the entire Department.
- Coordinated city-wide emergency logistics functions under the NIMS, with over 65 departments and 27,000 employees.
- Served as the City's EMAP Program Manager, establishing compliance programs for city-wide emergency response management functions.
- Managed the City's EOP revision and development of 15 Emergency Support Function Annexes, including the City's recovery annex.
- Managed the City's 2008 City and County of San Francisco Hazard Mitigation Plan update and coordinated the HMP implementation strategy.
- Coordinated the implementation of the City's All-Hazard Strategic Plan.
- Wrote policies and procedures for the Division.

Madison County Emergency Management Agency, 2002-2008

Director, 2002-2008

- Served as the Director of MCEMA, promoting emergency management and preparedness throughout the Madison County community.
- Coordinated the Madison County Local Emergency Planning Committee (LEPC), managed the SARA Title III funding, and supported the Community-Right-To-Know program within the County.
- Developed tabletop, functional, and full-scale exercises to meet annual LEPC requirements.
- Directed emergency response during disasters and other emergency situations in accordance with approved plans.
- Prepared and coordinated disaster assistance applications for multiple declared disasters; managed over \$800,000 in state and federal grant funding; and applied for grants to fund agency programs and maintain and expand emergency preparedness.
- Wrote and prepared emergency management and operations plans in accordance with federal and state government standards and requirements.
- Wrote the County's 2004 Multi-Hazard Mitigation Plan based on FEMA's Multi-Hazard Mitigation Planning Guidance under the Disaster Mitigation Act of 2000 and completed HMGP applications based on identified mitigation projects
- Implemented a CERT program, training more than 800 residents over a three-year period.
- Developed the County's EOC and coordinated emergency recovery activities; and worked with local fire and law enforcement agencies, hospitals, emergency medical technicians, and others during and following an emergency.

- Enhanced public outreach by coordinating speaking engagements for schools, civic groups, and others regarding emergency management issues and plans, including winter safety, tornadoes, flooding awareness, and other issues; and maintaining a good working relationship with news media to promote awareness and to distribute public information during emergencies.

CERTIFICATIONS AND TRAINING

- HSEEP Trained
- ICS-100: Intro to ICS
- ICS-200: ICS for Single Resources and Initial Action Incidents
- ICS-703: NIMS Resource Management
- G775/IS775: EOC Management/Operations
- G191: ICS/EOC Interface
- G250.7: Rapid Assessment Workshop
- G270.4: Recovery from Disaster, the Local Government Role
- G393: Mitigation for Emergency Managers
- G110: Emergency Management Operations
- MGT-346: EOC Operations/Planning
- MGT-310: Threat and Risk Assessment
- MGT-312: Senior Officials Workshop for All-Hazards Preparedness
- MGT-314: Enhanced All-Hazards Incident Management / Unified Command
- MGT-315: Enhanced Threat and Risk Assessment



DIANA ROTHE-SMITH, CEM

Senior Project Manager

18+ YEARS OF EXPERIENCE

in Emergency Management & Community-Based Recovery

EXPERTISE

- Certified Emergency Manager
- Project Management
- Partner Engagement
- National Programs
- Whole Community
- Communications
- International Event Management
- Volunteer Management

EDUCATION

M.A., Organizational Leadership
with Concentration in Civic
Engagement and Social Impact,
Claremont Lincoln University

Emergency Management
Institute, National Emergency
Manager Executive and
Advanced Academies

Graduate Certificate in
Emergency Management and
Organizational Continuity,
Boston University Metropolitan
College

B.A., Business Administration
and Behavioral Science,
Oglethorpe University

PROFESSIONAL QUALIFICATIONS

Diana Rothe-Smith has been applying a whole-community approach to disaster for nearly twenty years at the local, state, and national levels in the government, nonprofit, and private sectors. Diana was the executive director of the National Voluntary Organizations Active in Disaster during Hurricanes Katrina (2005), Gustav and Ike (2008), the Deep Water Horizon (2009), Yukon River Ice Jams (2009), the American Samoa Tsunami (2009), the Haitian Earthquake (2010), and many floods and tornadoes. Diana was the FEMA Acting Section Chief for Voluntary Agency Coordination during the continued long-term recovery from Hurricane Maria (2017), the 2020 Puerto Rico earthquake, the COVID-19 national emergency (2020- 2022), unaccompanied migrant children (ongoing), and Hurricanes Laura (2020), and Ida (2021).

RELEVANT EXPERIENCE

IEM, 2022-Present

Program Manager, Individual Assistance, 2022-Present

- Implements innovative approaches to disaster case management with whole community resource alignment.
- Establishes solutions to individual assistance housing and wrap-around services for better service delivery to survivors.
- Works with states to utilize federal statutory authorities, state coordination, and nongovernmental resources for survivors.
- Montana Disaster Case Management Program Management for 2022 Floods.
- Hurricane Ian, 2022- Florida Division of Emergency Management Individual Assistance and Recovery Technical Advisor.

Federal Emergency Management Agency, 2018-2022

Voluntary Agency Coordination, Individual Assistance, 2018-2022

- Worked directly with nonprofit, philanthropic, and corporate partners to increase unity of effort

- Coordinated non-governmental resources to identify and fill gaps for Stafford and non-Stafford events, including the COVID-19 Global Pandemic, earthquakes, wildfires, hurricanes, tornadoes, floods, and humanitarian crises.
- Developed a mechanism to integrate in-kind donation offers from the private sector in fulfilling needs requested by states, territories, and tribes and other unmet needs expressed by local communities and voluntary organizations.
- Technical guidance to National Business Emergency Operation Center (NBEOC) members and stakeholders.

Volunteer Fairfax, 2017-2018, 2005-2006

Senior Program Manager, Emergency Management, 2017-2018, 2005-2006

- Fairfax Emergency Operation Center Volunteer and Donations lead.
- Created and managed a resiliency program that integrated community businesses, houses of worship, homeowner associations, and others into the local response efforts.
- Led multi-agency effort for spontaneous unaffiliated volunteer management plan across the National Capital Region for its 2004 *Urban Area Security Initiative* DHS grant as part of a \$2 million volunteer and non-profit planning deliverable.

International Association of Fire Chiefs (IAFC), 2014-2017

Program Manager, Community Solutions, 2014-2017

- Firefighter Safety Through Advanced Research (FSTAR) Health, 2017: Created a marketing campaign and online toolkit for this wellness and fitness initiative funded by a FEMA Fire Prevention and Safety Grant.
- National Volunteer Workforce Solutions, 2015 – 2017: Project Lead on this national multi-million-dollar federal SAFER grant.
- Whole Community Planning for Disaster, 2014- 2016: Developed course for FEMA National Training and Exercise Division
- World Police and Fire Games, Fairfax 2015, Director of Volunteer Workforce: Successfully recruited, trained, outfitted, and supervised over 4,000 volunteers for 61 sports and 10,000 athletes.

National Voluntary Organizations Active in Disaster (NVOAD), 2007-2010

Executive Director, 2007-2010

- Appointed by FEMA Administrator to National Advisory Council, served three years.
- Testified before the United States Congress on three occasions.
- Created strategic plan, membership criteria, and direct service standards of care.
- Served on policy committees for disaster housing, donations management, volunteer management, multi-agency coordination, public/ private partnerships, supply chain management, disaster case management, mass care, mass feeding, shelter operations, emotional and spiritual care, long term recovery, children's needs, and philanthropic coordination.
- Keynote speaker for state & national level conferences, including televised events.
- Non-profit coordination for over 20 national disasters.

Points of Light Foundation, 2006-2007

National Program Director, 2006-2007

- National Support to Long Term Recovery and Volunteer Management 2005 Hurricane Katrina- Louisiana, Mississippi, Alabama, 2005 Hurricane Rita- Texas, Louisiana, 2005 Hurricane Wilma- Florida, 2004 Hurricane Charley, Frances, Ivan, Jeanne - Florida
- Served as training and technical assistance advisor to corporations, nonprofits, national service members, 318 volunteer centers, and the Corporation for National and Community Service (Now AmeriCorps).
- Chaired National VOAD Volunteer Management Committee & Citizen Corps Volunteer Committee.

Greater DC Cares (Points of Light Affiliate), 2003-2005

AmeriCorps VISTA Member, 2003-2005

- Community-based emergency preparedness for low-income families and individuals with differing abilities
- Supported region-wide volunteer management, human services, and disaster non-profit coordination components of the 2003 National Capital Region Urban Area Security Initiative DHS grant.

Hands On Atlanta (Points of Light Affiliate), 2002-2003

Special Event Project Manager and Trainer, 2002-2003

- Created a six-week training curriculum for 300 volunteer project leaders who completed 500 large-scale projects across 15 days of service.

International Event Services, 1995-2002

Project Manager, 1995-2002

- 2002 Olympic Winter Games, Salt Lake City, Utah and 2000 Olympic Games, Sydney, Australia: planned and implemented systems, each with 500 vehicles, 450 staff, and five motor pools, at 20 venues and 40 accommodation sites, for 4,000 NBC broadcast employees, within a \$5 million budget.
- 2001 World Special Olympics, Anchorage, Alaska: conducted transport operations for 5,000 athletes, officials, media, and spectators to/from the Snowshoe and Cross-Country Skiing Venue.
- 1998 Goodwill Games: project manager to recruit, train, and supervise 1,500 transportation volunteers and 50 paid supervisors for the production of Time-Warner broadcast.
- 1996 Olympic Games, Atlanta, Georgia: personnel management and human resources coordination for 300 staff.

Pallotta Teamworks, 1998-2000

Avon Breast Cancer 3-Day Volunteer Manager, 1998-2000

- Recruited, trained, and supervised 1,500 volunteers for the 60-mile fundraising walk, netting \$3 million.



EMILY DWYER, CEM, PMP

Project Manager

8+ YEARS OF EXPERIENCE
in Project and Emergency Management

EXPERTISE

- Incident Command Systems
- Public Assistance- Project Formulation
- Exercise Design and Facilitation

EDUCATION

M.S., Fire and Emergency Sciences, University of Florida, 2021

B.A., Political Science, University of Florida, 2019

PROFESSIONAL QUALIFICATIONS

Emily Dwyer is an emergency manager specializing in Project Management and Response operations. She brings in years of experience from her time in the Florida Army National Guard, local government, and private sector. Ms. Dwyer has served clients nationwide, including implementing Incident Command Structure principles and doctrine as an Operations and Planning Section Chief for state-level operations in Florida and Oregon.

Ms. Dwyer's experience also includes formulating large and small projects for state and county agencies responding to COVID-19 and hurricanes, updating and revising state Emergency Plans, managing American Rescue Plan Act (ARPA) funds, and designing and facilitating tabletop and full-scale exercises. Ms. Dwyer utilizes a servant leadership approach where she empowers her team to identify steps and actions to improve the project and uses an adaptive methodology to ensure project success.

RELEVANT EXPERIENCE

IEM, 2022-Present

Project Manager, BEACON, University of Florida, June 2024-Present

- Spearheaded the development of a comprehensive playbook for statewide implementation of the BEACON application, establishing standardized processes and procedures.
- Coordinated cross-functional collaboration with the Florida Division of Emergency Management (FDEM), counties, WUFT, and Everbridge to seamlessly operationalize the BEACON application across the state.
- Designed and delivered a robust training program to ensure the effective rollout and adoption of the BEACON application by end-users, enhancing the overall implementation process.

Project Manager, EMAP, Colorado Division of Homeland Security and Emergency Management, April 2024-May 2024

- Led a team of subject matter experts in Emergency Management Accreditation Program (EMAP) standards to guide the State's successful recertification process.
- Developed a comprehensive PowerBI dashboard to meticulously track project progress, enabling the seamless sharing of updates on each EMAP standard with stakeholders.
- Facilitated productive meetings between the client and cross-functional project team, fostering effective collaboration and communication throughout the recertification effort.

Project Manager, DR4734, ESF6, Florida Division of Emergency Management, August 2023-November 2023

- Coordinated on-site staff augmentation to provide crucial assistance to FDEM in various areas, including the Finance Section, ESF 6, Individual Assistance, and Infrastructure Branch.
- Led a team responsible for conducting shelter evaluations in affected counties, ensuring the safety and well-being of displaced individuals in the aftermath of Hurricane Idalia.
- Managed the remote Unmet Needs team for ESF 6 and FDEM Individual Assistance Branch, providing FEMA appeal guidance, individual assistance program explanations, and support to 970 Hurricane Idalia survivors.
- Utilized a call center software system to remotely assist survivors, addressing their needs and providing necessary information and guidance.
- Implemented a Smartsheet system to track and manage the status of survivors and outreach times and identified unmet needs, enabling data compilation to assess trends in survivor needs based on demographics.
- Operated under both Level 1 and Level 2 EOC activations, ensuring effective coordination with relevant stakeholders and seamless communication throughout the response and recovery operations.
- Demonstrated a collaborative approach, working closely with FDEM and other stakeholders to address challenges posed by the disaster and contribute to the overall success of the response and recovery efforts for Hurricane Idalia.

Project Manager, DR4673 and DR4680, Public Assistance, City of Flagler Beach, July 2023-Present

- Managed the formulation of 23 small projects totaling \$750,000 in damages incurred from Hurricanes Ian and Nicole as the Project Manager for the City of Flagler Beach.
- Led a team of public assistance specialists, providing guidance and support throughout the project lifecycle.
- Conducted weekly progress meetings, both in person and via Teams, to ensure efficient project execution and timely completion of deliverables.
- Collaborated with the client to respond to FEMA (Federal Emergency Management Agency) RFIs (Requests for Information) with a 100% success rate, ensuring compliance with regulatory requirements and securing necessary funding.

Project Manager, Nevada ARPA, May 2023-Present

- Project Manager for State of Nevada's ARPA reporting requirements, overseeing tracking of state agency expenditures for a \$2.7 billion award spanning 2021-2027.
- Designed and implemented a streamlined reporting system using Smartsheet, increasing efficiency and accuracy in tracking state agency expenditures.
- Developed comprehensive guidelines and instructional videos to ensure consistent and straightforward reporting processes across all state agencies.

- Led a team responsible for analyzing award usage data, proactively preventing de-obligation of funds, and ensuring compliance with funding guidelines.
- Collaborated with state agencies to provide guidance and support, fostering effective communication and cooperation throughout the reporting process.
- Successfully met all reporting deadlines, ensuring timely and accurate submissions to meet federal requirements.
- Conducted regular progress meetings with stakeholders to discuss project status, address challenges, and implement improvements.
- Implemented quality control measures to validate data accuracy and identify discrepancies, ensuring reliable and error-free reporting.
- Provided regular updates and reports to higher management and government officials, enabling informed decision-making and resource allocation.

Project Manager, DR4673 and DR4680, ESF6, Florida Division of Emergency Management, September 2022-June 2023

- Oversaw the intake, analysis, and resolution of unmet needs cases as the FDEM Hurricane Ian Response project manager, supporting the ESF-6 Branch with a team of 15 case workers from October 2022 to June 2023.
- Led and coordinated mobile outreach operations across the state of Florida in conjunction with FEMA, managing the state team as part of the FDEM Hurricane Ian Response for the ESF-6 Branch from January to June 2023.
- Conducted After Action Review (AAR) for FDEM ESF-6 unmet needs operations, analyzing the period from October 2022 to March 2023, facilitating productive discussions with stakeholders, and providing detailed content for the AAR report.
- Played a key role in aligning response activities with previous disaster management methods, utilizing historical comparison to inform decision-making and improve future response strategies.
- Demonstrated proficiency in utilizing the Unite Us online platform to efficiently receive and track unmet needs cases submitted by affected individuals in Florida.
- Assisted with data transfer from Unite Us to the National VOAD platform, Vision Link, ensuring continuity and accessibility of critical information for ongoing response efforts.
- Collaborated with FDEM ESF-6 Branch and FEMA to develop and implement strategies for managing unmet needs cases, ensuring timely and appropriate assistance to impacted communities.
- Provided mentorship, training, and guidance to the team of 15 caseworkers, fostering a collaborative and high-performing work environment during the FDEM Hurricane Ian Response.

AC Disaster Consulting, 2020-2022

Various Roles, Emergency Management Consultant, 2020-2022

Project Manager, COVID-19 Recovery, Sarasota Memorial Hospital

- Formulated COVID-19 expenses according to FEMA policy to submit for reimbursement, successfully recouping 90% of costs.
- Developed and maintained a project management plan during the project lifecycle.
- Identifying process improvement opportunities to increase efficiency in managing 3,500 by migrating to Salesforce.
- Managed contracts between clients and facilitated weekly status meetings to maintain project transparency.
- Utilized Salesforce for invoice control.

Exercise Manager, University of Texas – Arlington

- Developed a tornado scenario for university departments in a response exercise in accordance with Homeland Security Exercise Evaluation Program policy.
- Evaluated and conducted an After-Action Review to improve University preparedness.

Planning Section Chief, COVID-19 Response, Oregon Health Authority

- Facilitated meetings of over 50 attendees between cross-functional teams to achieve a unified goal of managing a healthcare capacity crisis.
- Coordinated use and sharing of resources across government agencies to support healthcare agencies.
- Developed and maintained the Incident Action Plan and Situation Reports that were sent to 300 team members, including executive stakeholders.
- Utilized lean methodology to create a proactive emergency response plan to adapt to a highly ambiguous disaster.
- Utilized Smartsheet, SharePoint, and Microsoft Teams for planning and communication.

Planner, North Dakota Department of Emergency Services

- Worked closely with NDDDES and HLS staff, state agencies, and stakeholders to conduct an organizational study of NDDDES and HLS.
- Provided agency assessment and recommendations for staff resourcing, organization, and Director role and responsibilities.

SERT Staff Augmentation, 3560-EM-FL Surfside Building Collapse, Florida Division of Emergency Management

- Deployed to the Surfside Building Collapse as part of the State's Incident Management Team.
- Supported on-scene scene planning, recovery, cost, and time-tracking activities and liaised with the Family Assistance Center.

Various Roles, COVID-19 Mobile Vaccination Sites, Florida Division of Emergency Management

- Led over ten teams varying between 3-15 medical staff across the State of Florida as an Incident Commander to support FDEM's effort to vaccinate populations with high SVI scores.
- Served as a State liaison and performed audits on the safety and performance of the mobile sites, per CDC, FDEM, and OSHA guidance.
- Supported demobilization efforts by creating the field demobilization SOP and coordinated equipment collection with the SEOC logistics team.

Team Lead, Safer-FL, COVID-19 Response, Florida Division of Emergency Management

- Assisted in developing the Safer-FL Call-Center system to establish Non-Congregate Sheltering programs for the 2020 hurricane season during COVID-19.
- Created training and led a full-scale exercise before the program went live to the public.
- Participated in hotelier and county emergency management outreach to secure program participation from relevant stakeholders.

Invoice Review Team Lead, COVID-19 Response, Florida Division of Emergency Management

- Managed contracts of over 15 healthcare vendors hired by FDEM to comply with Federal reimbursement policy.
- Led a team of 18 invoice reviewers to ensure quality control/quality assurance that reviewed over 2 million invoices in 16 months, totaling over \$100 million, before submitting them to the FDEM Finance Section for payment.
- Utilized WebEOC, Salesforce, and SharePoint for operations.

Project Formulation Team Lead, COVID-19 Recovery, Florida Division of Emergency Management

- FEMA PA Project Formulation team lead.
- Responsible for providing FEMA Public Assistance guidance and advisory services.
- Gathered, reviewed, and reconciled expenses incurred by FDEM.
- Assisted in formulating and submitting expedited and standard lane PWs for CAT B.
- Responded to requests for information from FEMA.
- Ensured accuracy of information, compliance with all federal regulations, all new or updated FEMA policies pertaining to COVID-19, and any internal controls and processes.
- Conducted internal training on financial requirements for public assistance reimbursement.
- Utilized the FEMA Grants Portal, Florida PA, WebEOC, Salesforce, and My Florida Marketplace.

Florida Army National Guard, 2015-2021

Logistics and Supply Specialist, 2015-2021

- Supervised and performed duties involving requests, receipts, storage, issues, and accountability of expendable and sensitive equipment and supplies.
- JRSOI Squad Leader for DR4337 Hurricane Irma.
- Route Clearance Squad Leader for DR4399 Hurricane Michael State Active Duty in Bay County, Florida.
- OIC for Logistic Staging Area in Lake City in preparation for DR4468 Hurricane Dorian.
- Deputy Logistics OIC for rear party operations in demobilizing 53rd BCT from XCTC exercise conducted at Ft. Shelby, Mississippi.
- FLARNG Liaison (LNO) for Florida Regions 1, 2, and 3 in IMT supporting COVID-19 testing operations.

Leon County Department of Emergency Management, 2020

Intern, 2020

- Exercise observer for Tallahassee International Airport full-scale exercise.
- Updated Leon County COOP.
- Supported County IMT logistics section for COVID-19 initial response.

CERTIFICATIONS AND TRAINING

- Project Management Professional (PMP)
- Certified Emergency Manager (CEM)
- Florida Professional Emergency Manager (FPEM)
- Master Exercise Practitioner (MEP)
- Lean Six Sigma Black Belt
- G-400

Comprehensive Disaster Recovery, Financial and Grant Management Support Including
Public Assistance / Hazard Mitigation & Grant Management Consulting Services

- G-393
- FEMA PDS
- G-2300
- L-449



JESSICA GARDNER

Project Accountant

12+ YEARS OF EXPERIENCE

in Diverse Grants, Procurement, Reporting, and Budgeting

EXPERTISE

- EMPA, EMPG, EMPG-S, HMGP, SHSGP, HLMP
- Construction Grants on State and Federal levels
- Grant Management
- Grant Documentation
- Compliance
- Closeouts

EDUCATION

M.S., Accounting, Kaplan University, 2013

B.S., Accounting, University of Phoenix, 2007

A.S., Office Systems Technology, 1995

PROFESSIONAL QUALIFICATIONS

Ms. Gardner is a detail-oriented finance/accounting manager with over twelve years of diverse grants, procurement, reporting, and budgeting expertise. She achieves organizational goals while displaying excellent analytical proficiency and developing sound ethical solutions. She is adept at interdepartmental coordination and communication, with the flexibility to adapt in completing project tasks with competing priorities and supporting team deliverables. Ms. Gardner has grant experience with EMPA, EMPG, EMPG-S, HMGP, SHSGP, HLMP, ARPA, and construction grants for state and federal levels. Ms. Gardner has experience with grant documentation, compliance, reimbursements, closeouts, and FEMA PA and CARES ACT documentation and reclassifications.

RELEVANT EXPERIENCE

IEM, 2021-Present

***Grants Management Specialist III*, 2021-Present**

- Provides cost documentation and organization support to Prince William County, Virginia, to ensure the County can answer audit-related inquiries.
- Supports via transaction reviews to determine Public Assistance and CARES eligibility and gathers appropriate support documentation for justification.
- Functioned as finance staff support as needed by assisting in processing JEs and reclasses as determined by the client's needs.
- Supports clients at the county level with CARES, Public Assistance, and ARPA grants management.
- Retrieves documentation to meet reimbursement requirements under the CARES ACT and PA Federal Programs.
- Compile and submit required reports and backup documentation for grant reimbursements.
- Tracks and ensures compliance with Federally funded subrecipient grant funds.
- Reviews and analyzes grant expenditures to ensure appropriate purchases are charged to correct grants.
- Provides guidance on the eligibility of expenditures from various federal funding sources.

Prince William County, Virginia – Comprehensive Grants Management, March 2021-Present

- Assist Prince William County with CARES ACT, FEMA PA, and ARPA fund guidance, use of funds, and grants management documentation, reimbursements, and closeouts.
- Created and submitted quarterly FEMA PA reports, created and analyzed quarterly ARPA reports, and prepared for submission, assembling and pulling documentation for auditor review.
- Analyze over 30 County project's financials for ARPA report preparation.
- Created and maintained multiple spreadsheets to document, in detail, the financials associated with each ARPA project to report to the Local County Commission and the Federal Government
- Efforts resulted in a faster and more efficient review of ARPA reports for the County Leadership

Reference: *Terri Whitt, Comptroller, PWC, 703.792.6905, twhitt@pwcgv.org*

Brevard County Emergency Management, 2017-2021

Finance & Grants Coordinator, 2017-2021

- Established and maintained a \$15 Million budget, accounts payable, accounts receivable, credit card reconciliations, and financial reporting of revenue and expenses.
- Managed all aspects of EMPA, EMPG, HMGP, SHSGP, HLMP, and construction grants, including all necessary reports and documentation for reimbursements.
- Advised department directors and division managers on the status of their revenue and expenses.
- Tracked Grant requirements to ensure they were met and documented, identified, and rectified discrepancies in procedures and allocations in accounts.
- Request and establish purchase orders for operational and capital improvement project expenses.
- Establish individual cost centers to track revenue and expenses for each grant accurately.
- Review expenses to ensure appropriate purchases are charged to the correct grant.
- Maintain project spreadsheets for projects with multiple grant funding sources.
- Review, analyze, and approve invoices, change orders, budget documents, purchase orders, and billings to ensure compliance with fiscal reporting and County Administrative Orders.
- Monitor budget activity, revenue activity, and purchase order activity to adjust as needed.
- Coordinate with contractors, vendors, other departments, and Florida Division of Emergency Management staff to ensure project steps are completed timely and documented accurately.
- Create and post journal entries as needed throughout the fiscal year.
- Successfully train staff to understand and correctly follow policies and procedures.
- Identify and rectify discrepancies in procedures and allocations in accounts.
- Established and maintained budget, accounts payable, accounts receivable, and credit card reconciliations, as well as financial reporting of revenue and expenses for recreation programs and campgrounds.
- Advised Area Manager on the status of expenses and revenues throughout the year.
- Monitored budget and revenue activities and purchase order activity to adjust as needed.
- Duties and projects as assigned by the Area Manager.

Reference: *John Scott, Director of Emergency Management Brevard County, 321.403.112, john.scott@brevardfl.gov*

Brevard County Parks & Recreation, 2014-2017

Finance Manager, 2014-2017

- Established and maintained budget, accounts payable, accounts receivable, and credit card reconciliations, as well as financial reporting of revenue and expenses for recreation programs and campgrounds.
- Assisted in the closeout of CDBG grants for the department.
- Monitored budget and revenue activities and purchase order activity to make adjustments, such as reclassifications of expenses, as needed.

*Reference: Michelle Summers, Support Services Manager, 321.633.2046 xt 59132,
michelle.summers@brevardfl.gov*

Schoolboard of Brevard County, 2011-2014

Accounting Specialist III, 2011-2014

- Prepared budgets for federal Head Start grant and monitored budgets and spending of the grant with the Coordinator and Director.
- Prepared monthly reports for the Policy Council and Coordinator for review.
- Prepared all required documentation for compliance with the grant requirements.

*Reference: Dr Teresa Wright, Executive Director of Head Start (Former), Brevard County Schools Board,
321-794-5782 wright51483@gmail.com*

CERTIFICATIONS AND TRAINING

- FEMA IS-100, 200, 700, 800, 120, 212, 230, 235, 241, 242, 240, 244, 273, 274, 276, 279, 325, 393, 841, 860, 1000, 1001, 1002, 1004, 1005, 1006, 1007, 1008, 1010, 1018, 1019, 1020, 1026, 1100, 2000, 2200, 2905
- FEMA Professional Series
- FEMA FL-605
- FEMA G-300



ALICIA BOYETTE

Preparedness / Response / Recovery Consultant IV

12+ YEARS OF EXPERIENCE

in Homeland Security and Emergency Management

EXPERTISE

- Disaster Recovery
- Monitoring and Oversight
- Federal, State, and Local Rules and Regulations
- FEMA Grants Portal, SharePoint, Excel

PROFESSIONAL QUALIFICATIONS

Ms. Boyette is an experienced Grant Analyst and manager with extensive administrative, financial, and logistics experience. She has built and issued Sub-awards, Risk Management assessments, and FFATAs. She has advanced knowledge of Microsoft applications, Smartsheet, SharePoint, DocuSign, WebEOC, FEMA Grants Portal, FloridaPA, and multiple computer systems.

RELEVANT EXPERIENCE

IEM, 2019-Present

Deputy Project Manager, 2024-Present

Disaster Recovery Specialist III, 2022-2024

Disaster Recovery Specialist I, 2019-2022

Navy Hangar Fire Recovery, City of Tustin, CA

- Reviewed invoices and backup documentation for contracted work, then provided the client feedback/findings in accordance with Federal Regulations
- Created and assigned finance team invoice review tasks for an efficient and thorough review process
- Participated in daily recovery team briefings and provides status reports of current tasks
- Led daily briefings to assign tasks to inspection teams and prioritize specific objectives.
- Coordinated and supervised inspection activities to ensure safety and regulatory standards compliance.
- Created an Inspection Clearance Form, using Smartsheet, to track inspection completions in real-time.
- Tracked/reported daily inspection completions/issues to the operations team.
- Acted as liaison between inspection teams and abatement leads.

Project: DR-4683-CA | Sacramento County, CA

- Supported the Severe Winter Storms, Flooding, Landslides, and Mudslides Recovery efforts.

- Provided guidance on eligibility requirements and application processes for disaster recovery grants.
- Assisted multiple county departments with project formulation.
- Participated in county-wide FEMA site inspections and provided supporting damage documentation to inspectors.
- Monitored project progress to ensure compliance with program regulations and timelines.

DR-4671-PR, LUMA, Puerto Rico, Hurricane Fiona

- Provided support for the Hurricane Fiona Recovery efforts.
- Assisted the team in creating a workflow diagram of all current processes.
- Developed a form and report using Smartsheet to track Force Account Labor, Equipment, and Materials for project formulation purposes.

DR-4285, DR-4673, DR-4680, City of Flagler Beach, FL, Hurricanes Matthew, Ian, and Nicole

- Supported the Hurricane Ian, Nicole, and Matthew Disaster Recovery efforts.
- Developed a Force Account Labor tracking tool using SharePoint and Excel to validate labor claimed on payroll against tracked labor reflected on 214s.
- Deployed to assist the city by collecting Essential Elements of Information on-site related to the disaster to submit for reimbursement under the FEMA Public Assistance Program.
- Aided by creating project cost summaries and formulating the Damage Inventory report.

American Rescue Plan Act, State of Nevada

- Provided assistance under the American Rescue Plan Act by developing non-profit, small business, and housing applications using the Smartsheet software.
- Created and prepared daily ARPA applicant and project reports to monitor application approvals and total costs
- Assisted in developing an application review process to ensure efficient but thorough reviews

American Rescue Plan Act, Tarrant County, TX

- Provided assistance under the American Rescue Plan Act by developing non-profit, small business, and housing applications using the Smartsheet software.
- Created and prepared daily ARPA applicant and project reports to monitor application approvals and total costs
- Assisted in developing an application review process to ensure efficient but thorough reviews

DR-4486-FL | Florida Department of Health, Mass Vaccination for COVID

- Assisted with coordination of statewide vaccine events by overseeing Regional Incident Commanders and DOH Liaisons
- Developed/maintained reporting for mission tracking purposes and assisted in the event data cleaning for client deliverables. The branch has successfully assisted in over 85,000 COVID-19 vaccinations.

DR-4486-FL | Florida Department of Emergency Management, Mass Vaccination for COVID

- Supported the Florida Department of Emergency Management as part of the State-Based Community Vaccination Branch by coordinating all state-managed faith-based Points of Dispensing. The branch coordinated approximately 250 faith-based Points of Dispensing, resulting in 100,000 vaccinations.
- Documented, analyzed, and synthesized information from several databases and systems to ensure data integrity.

CARES Act | Virginia Department of Emergency Management

- Provided guidance on eligibility requirements and application processes for disaster recovery grants.
- Assisted in the preparation of grant applications, reimbursement requests, and project formulation

- Developed, prepared, and delivered daily Public Assistance Applicant and Project reports

Disaster Recovery Center of Excellence

- Assisted clients via the Disaster Recovery Center of Excellence and Call Center, helping Public Assistance and CARES Act applicants through knowledge of the disaster recovery process.
- Developed, processed, and maintained electronic solutions for task tracking, force account labor, information sharing, and discrepancy identification.
- Provided RFI support, audit/OIG response summaries, and Project Worksheet assessments.

Florida Disaster Consulting, LLC, 2010-2019

Project Manager, 2018-2019

Disaster Consultant, 2017-2018

Administrative/Finance and Logistics Manager, 2010-2019

- Created invoices for subcontractors along with weekly payroll.
- Produced multiple project budgets, progress, and status reports.
- Deployed to Plaquemines Parrish, LA, to perform QA/QC duties for all debris removal operations after Hurricane Isaac.
- Deployed to Ocean City, NJ, to perform QA/QC duties for all their debris removal operations after Hurricane Sandy.

DR-4339, COR3, Puerto Rico, Hurricane Maria

- Built and issued Subawards, Risk Assessments, FFATAs, etc. via DocuSign; Created/Ran daily report on Subrecipient compliance status.
- Reviewed Subrecipient's request for reimbursements (RFR), including invoice auditing, procurement compliance, and force account labor document review.
- Conducted all-hands team meetings for project updates.
- Built and implemented Policies & Procedures pertaining to Subrecipient compliance processes.

DR-4337-FL, Florida International University, Hurricane Irma

- Prepared written correspondence to Federal, State, and Local government agencies.
- Assisted in composing the Damaged Inventory report showing all damages related to Hurricane Irma at Florida International University (FIU).
- Composed cost summaries for all debris removed on Florida International University campuses and organized all debris tickets.
- Created and uploaded all backup reports for debris removal reimbursement for FIU that were Hurricane Irma-related.
- Submitted all CAT-A projects for FIU via Grants Portal along with the CAT-B (Debris Monitoring Project)
- Organized and composed multiple CAT-B and CAT-E project EEI documents, such as work orders, force account labor timesheets/payroll, force account labor cost summaries, force account material historical backup, force account material cost summaries, force account equipment logs/summaries, contract documents, contract invoices/paid receipts, contract cost summaries, etc.
- Formulated multiple Scope of Works and Damage Descriptions for multiple Grants Projects.
- Attended the FEMA kickoff meeting and weekly FEMA meetings to discuss project progress.

Allstate Insurance, 2017

Customer Service Representative, 2017

- Obtained 4-40 license to assist clients with policy updates/changes, payments, coverage questions, terminations, etc.
- Provided auto quotes to new and current customers.

CWIS LLC, 2013-2015

Lead Property Preservation Specialist, 2013-2015

- Oversaw restoration of properties owned by the US Department of Housing and Urban Development
- Worked alongside the state contract manager to complete reports for the GTR.
- Oversaw and managed the property preservation department.
- Worked with all Microsoft systems (Word, Excel, Outlook, etc.) daily.

CERTIFICATIONS AND TRAINING

- FEMA Professional Development Series
- IS-00100.c: Introduction to Incident Command System
- IS-00120.c: An Introduction to Exercises
- IS-00200.c: Basic Incident Command System for Initial Response
- IS-00230.e: Fundamentals of Emergency Management
- IS-00235.c: Emergency Planning
- IS-00240.c: Leadership and Influence
- IS-00241.b: Decision Making and Problem Solving
- IS-00242.c: Effective Communication
- IS-00244.b: Developing and Managing Volunteers
- IS-00632.a: Introduction to Debris Operations
- IS-00634: Introduction to FEMA's Public Assistance Program
- IS-00700.b: An Introduction to the National Incident Management System
- IS-00800.d: National Response Framework, An Introduction
- IS-01000: Public Assistance Program and Eligibility
- IS-01002: FEMA Grants Portal-Transparency at Every Step
- IS-01004: The FEMA Site Inspection Process
- IS-01007: Detailed Damage Description and Dimensions
- IS-01009: Conditions of the Public Assistance Grant
- IS-01010: Emergency Protective Measures
- IS-01012: Direct Administrative Costs
- IS-01014: Integrating 406 Mitigation Considerations into Your Public Assistance Grant
- IS-01015: Insurance Considerations, Compliance, and Requirements
- IS-01016: Environmental and Historic Preservation (EHP) Considerations/Compliance for Public Assistance Grants
- IS-02200: Basic Emergency Operations Center Functions
- IS-02905: Coordinating Health and Social Services Recovery
- G-300: Intermediate Incident Command System for Expanding Incidents
- G-2300: Intermediate EOC Functions

Comprehensive Disaster Recovery, Financial and Grant Management Support Including
Public Assistance / Hazard Mitigation & Grant Management Consulting Services

- A Comprehensive Approach to F-ROC Administration
- Making F-ROC Work for You
- Implementing the F-ROC Approach: Project Worksheets



MIKE SINGH, PMP

Preparedness / Response / Recovery Consultant IV

10+ YEARS OF EXPERIENCE

in Hazard Mitigation & Emergency Management

EXPERTISE

- Hazard Mitigation Assistance
- HMGP
- BRIC
- FMA

EDUCATION

B.B.A, Finance, Baruch
College

PROFESSIONAL QUALIFICATIONS

Mr. Singh is a Project Management Professional with more than ten years of experience in Disaster Recovery Funding and Consulting for several regions, including New York, Puerto Rico, Texas, Virginia, Pennsylvania, and Utah, with a strong understanding of FEMA Hazard Mitigation Assistance grant programs including HMGP, BRIC, and FMA. He is experienced with localized flood risk reduction, drainage improvement, hurricane-safe rooms, and generator projects. He uses his outstanding design and problem-solving skills and the ability to handle rapidly changing schedules and shifting priorities as per the agile principles of project management.

RELEVANT EXPERIENCE

IEM, 2022-Present

***Hazard Mitigation Specialist*, 2022-Present**

- Developed and reviewed Section 404 Mitigation projects for municipalities and private non-profit organizations for the Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure and Communities (BRIC), and Flood Mitigation Assistance (FMA) programs.
- Provided direct programmatic support, conducted compliance review and technical research, and conducted project analyses for HMGP applications.
- Estimated project timelines and tracked application development, project implementation, and the expenditure of funds.
- Reviewed BCAs and BCA methodologies to ensure project compliance and eligibility under the FEMA HMA programs.
- Experienced in grants management workflow software and documentation management systems at the state and local level with an understanding of FEMA GO.
- Generated clear and concise RFIs based on adequate sources.

- Capable of articulating expertly and efficiently concerning the FEMA Community Lifelines.
- Implemented exceptional written and verbal communication skills to produce technically and programmatically sound deliverables with little oversight.

Brothers Construction, 2017-2022

Hazard Mitigation Specialist, 2017-2022

- Experience developing and reviewing Section 404 Mitigation projects.
- Collaborated with local community leaders to develop projects for submission to FEMA for review and consideration.
- Utilized the Benefit-Cost Analysis Toolkit v6.0 to prepare a preliminary Benefit-Cost Analysis of projects to assess their cost-effectiveness and their readiness for submission to FEMA.
- Assisted clients in documenting and recording the status of BCAs in the respective BCA trackers and generating RFIs when needed.
- Developed schedules, developed budgets, and worked with other agencies to develop environmental and historical reviews, including exploring options for nature-based mitigation.
- Monitored open grants and provided guidance to sub-applicants during the grant period of performance with the aim of keeping sub-applicants aware of the project and quarterly reporting deadlines.
- Performed on-site inspections of the project upon completion to verify project completion in accordance with FEMA's approved scope of work.
- Experience collaborating and building partnerships across federal, state, and local agencies and private and nonprofit organizations.
- Developed and maintained key client relationships under all circumstances to maximize opportunities for repeat business.
- Worked with sub-applicants to develop projects eligible for FEMA's HMA program, with a specific interest in culvert upgrades and low-impact development, specifically capturing and treating stormwater runoff.

Navi Construction, 2012-2017

Hazard Mitigation Project Manager, 2012-2017

- Assisted in developing applications for Hazard Mitigation Assistance programs, including the Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA) programs.
- Communicated effectively with local, state, and federal agency officials and staff members through meetings, written memos, emails, formal letters, and telephone conversations.
- Provided technical assistance regarding program rules, policies, and procedures, including environmental compliance, basic cost-effectiveness, and phasing.
- Aided in reviewing and interpreting project-related correspondence, documents, reports, and forms.
- Assisted in completing Benefit-Cost Analysis via the BCA Toolkit v.5.3.0.
- Updated and maintained key performance indicators (KPIs), budget, status tracking, and document filing systems.

CERTIFICATIONS AND TRAINING

- Project Management Institute (PMI) – PMP Certificate



ARI SCHEIN, CEM

Preparedness / Response / Recovery Consultant IV

30+ YEARS OF EXPERIENCE
in Training and Emergency Management

EXPERTISE

- EM Program Management
- Incident Management
- Training and Exercise
- Higher Education
- K-12

EDUCATION

M.S., Emergency
Management, Jacksonville
State University

B.S., Political Science,
Dickinson College

PROFESSIONAL QUALIFICATIONS

Mr. Schein is a veteran Emergency Manager with over 30 years of proven program, crisis, and consequence management leadership. His focus is resiliency, continuity, training and exercises, crisis communication systems, and incident management. He has experience in higher education, local government, and corporate Emergency Management and Continuity.

RELEVANT EXPERIENCE

IEM, 2023-Present

Senior Emergency Manager, 2023-Present

- Assisting the Fayetteville, NC Public Works Commission in developing an effective Emergency Management Program, including planning, training, exercising, and developing new processes, procedures, tools, and job aids.
- Assisting the Raleigh Durham Airport in revising and consolidating their Crisis Communications and Joint Information Center plans, including providing training and exercises on the revised plan.
- Managing multiple, concurrent short- and long-term projects consisting of domestic and overseas THIRA, capability assessments, and gap analyses.
- Will support federal, state, and local government agencies and private sector organizations in drafting, developing, and editing planning documents, supporting stakeholder engagement activities, and applying technical knowledge and expertise to analyze, coordinate, and develop procedures supporting response and recovery operations.
- Designing and delivering technical assistance, ranging from facilitating a variety of stakeholders through the planning process to direct writing assistance. Ensured that developed plans were consistent with appropriate federal, state, and local legal/regulatory requirements and guidance and customized to the proper audience.

LendingTree Security and Resiliency, 2022-2023

Senior Business Continuity and Resilience Analyst, 2022-2023

- Initiated and deployed a new enterprise-wide Business Continuity platform. Conducted business-unit level Business Impact Analysis and planning to identify risks, points of failure, dependencies, and recovery timelines for an IT-based financial services company with offices throughout the US and overseas.
- Increased corporate resilience through applied Emergency Management practices and tools. Created policies, plans, procedures, and checklists to support all-hazards Incident Response, focusing on IT-related threats. Initiated an exercise program; designed and conducted exercises; developed after action reviews and undertook corrective actions.

Durham Emergency Management Division, 2019-2022

Various Roles, Interim Division Chief of EM and Continuity of Government, 2021-2022

- Led a team responsible for all emergency management and continuity mission areas for both the City and County of Durham with a \$1.06 million operating budget and \$1.2 million (current) in federal and state grants and private donations.
- Managed all aspects of the agency, including business continuity and continuity of government, all-hazards response, planning, human resources, budget, contracting, grants management, support to other agencies during crisis and routine operations, mitigation, recovery, and logistics.
- Served as the Emergency Operations Center Manager during EOC response activations and Local Recovery.
- Served as Incident Commander for complex incidents and multiple unrelated but concurrent incidents.
- Managed successful responses to events, including fuel disruptions due to the Colonial Pipeline cyberattack and COVID response, mall shootings, mitigation, and recovery activities.
- Managed the DHS Complex Coordinated Terrorist Attack grant.
- Supervised, taught, and mentored Division personnel and interns.
- Conducted timely Business Impact Assessments (BIAs) for emergent and known threats and hazards across multiple governmental/business functions with involved stakeholders to develop measures to protect, prevent, mitigate, respond, and recover from those threats. Threats included winter weather, pandemic, social unrest, supply chain disruptions, and acts of violence.
- Instructed Department Directors with training and familiarization on the Countywide Continuity of Operations software and overall COOP concepts, including lessons learned from using the platform during the March 2020 ransomware attack.

Deputy Emergency Manager and Interim Division Chief, 2019-2021

- Served as Incident Commander of the Countywide response to the COVID-19 Pandemic, including planning for testing, vaccinating, public information, food insecurity, homeless support, and all associated missions.
- Provided elected officials with value-added long- and short-term planning, course of action recommendations, resources, and operational support.
- Developed organizational structure for the combined City/County Emergency Operations Center/Area Command in response to a crippling ransomware cyberattack that left the City and County completely offline, including all hosted systems and platforms, hardware, and mobile devices.
- Coordinated strategies and resources to allow County government agencies to resume operations using continuity of operations pre-planning, ad-hoc infrastructure and technology, and minimal personnel.

- Provided timely and pertinent reports to senior executives and elected officials during multiple crises, including COVID-19; an extended County and City-wide cyberattack; a natural gas explosion that destroyed several businesses in Downtown; an emergency relocation of over 300 families from public housing; and Hurricane Dorian.
- Built relationships with stakeholders across the community, including volunteer agencies, city and county departments, hospitals and healthcare coalitions, private industry, schools, and the public.
- Participated in Incident Command Post (ICP) and Emergency Operations Center (EOC) operations over multi-day activations.
- Conducted planning, safety, and logistics functions; and participated in short- and long-term recovery operations, including creating and using a OneFund.

University of Central Florida Department of Security and Emergency Management, 2012-2019

Training and Exercise Coordinator, 2012-2019

- Provided on-scene incident management and EOC support to the on-scene commander and the Executive Policy Group during multiple hurricanes and tropical storms; tornado warnings; power outages; HAZMAT incidents; structural fires; prescribed burns and wildland fires; bomb threats; suspicious packages; football Game Days; POTUS and FLOTUS visits; Presidential and Congressional political campaign visits; international events; structural collapse; evacuations; civil disturbances; controversial speakers and court decisions; potential pandemics; a solar eclipse; and ASHER threats.
- Designed, conducted, and facilitated or evaluated 65 collaborative exercises, including 2 Full-Scale, 6 Functional, 28 Workshops, 5 TTX, and 24 drills as part of a coordinated threat and hazard-based exercise program incorporating continuity and reconstitution across all aspects of business, education, research, and supportive service lines.
- Evaluated or facilitated an additional 45 exercises with regional partners, including 23 Full Scale, 5 Functional, and 15 TTX in support of first responders and agencies, including Orange County, hospitals, health departments, coalitions, airports, rail, and other higher education institutions.
- Delivered over 100 NIMS, ICS, and HSEEP courses, including L-449, L-146, G-300, G-400, G-317, and the 100/200/700/800 series to partners, including Orange, Seminole, and Osceola counties.
- Presented an Active Shooter Awareness training program to thousands of community members in partnership with University Police. Instructed campus organizations and personnel on personal preparedness and resiliency through outreach events, touch-a-trucks, safety fairs, and media interviews.
- Assisted the City of Orlando Office of Emergency Management with their operations during the 2012 NBA All-Star Game week, the 2017 NFL Pro-Bowl, and post-Pulse Nightclub Shooting events.
- Led a successful multi-year, campus-wide process resulting in EMAP Accreditation of the University on the first assessment to become the 4th University in the country with accreditation.
- Served as a trainer, mentor, and guide for over 100 assigned Emergency Support Function personnel and managed them during activations, including Hurricanes Matthew and Irma, while serving as the EOC Manager and coordinating with the Orange County Emergency Management team at their EOC.
- Maintained certifications for access to criminal justice information and critical infrastructure data, including Criminal Justice Information Systems (CJIS); CFR Part 23; HSIN, IP Gateway, and PCII.
- Developed the current Department of Homeland Security online bomb-threat training video in partnership with the Office of Bombing Prevention and the International Association of Chiefs of Police to fill a gap in training delivery at the National level.

- Participated on the planning committees for numerous conferences, including the 2014-2018 Governor's Hurricane Conference Program Committees, 2014-2016 Florida Emergency Preparedness Association (FEPA) Annual Meeting Program Committees, 2014-2018 FEPA Higher Ed Committees. Also served as a Presenter at the 2012 IAEM conference and five Governor's Hurricane Conferences.

United States Armed Forces, 1992-2011

Various Roles, Chief, Supply and Services Branch, Joint Logistics Operations Center, US Forces - Iraq and III Corps, 2010-2011

- Participated on the planning committees for numerous conferences, including the 2014-2018 Governor's Hurricane Conference Program Committees, 2014-2016 Florida Emergency Preparedness Association (FEPA) Annual Meeting Program Committees, 2014-2018 FEPA Higher Ed Committees. Also served as a Presenter at the 2012 IAEM conference and five Governor's Hurricane Conferences.
- Planned and executed the successful drawdown of over 1.5 million pieces of equipment and associated materials from Iraq to multiple destinations, including Afghanistan. Introduced the Incident Command System for response planning and Crisis Action Team training.
- Oversaw procurement, storage, and distribution of supplies and services for the entire Joint US 4-Star command throughout Iraq. Successfully linked multiple supply chains and contracts from numerous foreign sources and contracted transportation assets to throughput fuel, ammunition, materiel, water, and food across a wide geographic area in support of a population of over 200,000 customers.
- Recognized personally by the Secretary of Defense and Commander, U.S. Forces-Iraq, for meeting all Presidential Directives while maintaining operational readiness and reducing materiel stockpiles commensurate with reducing forces.

Resource Manager, United States Liaison Office United States Embassy, Abu Dhabi, UAE, 2008-2009

- Evaluated Gulf Cooperation Council exercises with the international response to multiple mass casualty disasters, including aviation incidents and HAZMAT/weapons of mass destruction.
- Conducted threat assessment, risk analysis, and vulnerability assessments for assigned personnel, their residences, and distinguished visitors in coordination with the Regional Security Officers.
- Created the interagency plan to expand the Joint U.S. Military personnel footprint in the UAE to meet the defense needs of the UAE Armed Forces. Implemented the coordinated plan to house, finance, support, maintain, credential, provide health services, and transport 110 new Security Assistance personnel and the first-ever General Officer assigned to the UAE by the DoD.
- Awarded the 2008 Security Assistance Fiscal Office of the Year by the U.S. Central Command Comptroller for overall excellence in budget and accounting; personnel and human resources; procurement; logistics; travel; morale, welfare, and recreation; health services; automation; administration; property accountability; and communications.
- Identified an opportunity for growth and capitalized on increased Emirati spending by seeking and securing additional funding and resources for a 50% increase in the core USLO staff.
- Maintained financial accountability over 12 accounts spread across eight distinct DoD agencies in the UAE, totaling over \$4 million annually.
- Returned over \$400,000 in cost savings through strict adherence to fiscal regulations and effective management controls.

Logistics Planner, G4 Plans & Exercise Division, 8th U.S. Army, 2006-2007

- Synchronized the complete Korean Theater logistics structure organizational change from the numbered Army system to the Operational Command Post structure simultaneously with the dissolution of Combined Forces Command and transformation of the Joint Headquarters (US Forces Korea) to KORCOM and the simultaneous relocation from Yongsan to Camp Humphries.
- Determined Combined, Joint, and Army-specific strategic, operational, and tactical mission essential tasks and functions and corresponding force structure; mission transfers; personnel requirements; office space and automation requirements; and training plans.
- Formulated logistics support plans for multiple Combined and Joint numbered operational and contingency operations throughout the Korean peninsula.
- Integrated key tasks into exercises and training events with logistics-focused events and scenarios that anticipated likely obstacles and potential solutions.

Operations Officer, G4 Transportation Division, 8th U.S. Army, 2005-2006

- Integrated emergent transportation and distribution doctrine and external organizations into the Combined Transportation Movements Center (CTMC), a Joint and multinational General-Officer level operations center responsible for all military-related sea, air, road, and rail movement across the Korean Theater of Operations (KTO).
- Developed training materials and taught US and Korean organic and augmentation forces to ensure the mission's success in a complex, rapidly changing environment through four major exercises.
- Supervised night operations as the ranking member of the US-core element, including nightly synchronization boards and crisis/consequence management based on damage assessments.
- Coordinated assessments and impacts through timely, accurate reporting and collaboration with other remote command posts.
- Updated CTMC procedures and checklists to take advantage of improved technology and organizational changes.
- Revised policies and procedures at all levels across the KTO based on lessons learned and developed updated lesson plans and training materials.

Executive Officer, 3-347th Combat Support/Combat Service Support Battalion, 1st U.S. Army, 2003-2004

- Trained units and individual Soldiers for deployment to Operations NOBLE EAGLE, ENDURING FREEDOM, and IRAQI FREEDOM.
- Served in the Military Coordination Element, supporting civil authorities during two statewide Hurricane Exercises with the State of Florida Division of Emergency Management.
- Provided the 53rd Infantry Brigade with detailed evaluation feedback as the Senior Observer Controller/Trainer for the Tactical Operations Center during pre-mobilization training.
- Prepared the Battalion for a command inspection, which resulted in a commendable rating with no deficiencies found in any inspected area.
- taught, coached, and mentored leaders at all internal and external levels of the Battalion.

Emergency Manager, Presidio of Monterey (POM) and Ord Military Community (OMC), 2000-2002

- Spearheaded the development of the All-Hazards Emergency Action Plan (EAP) for POM/OMC through integrating internal and external stakeholders; improved communications; and tailored standard operating procedures for crisis and consequence management, including preparedness, response, mitigation, and recovery.
- Introduced the Incident Command System for response planning and Crisis Action Team training.
- Responded immediately to 9/11 attacks with post-wide access controls and the implementation of the Emergency Action Plan. Worked with City and County officials to alleviate traffic and emergency response issues due to base closure to through traffic on a congested peninsula.
- Ensured the safety of all faculty, staff, students, and their families through vehicle registration, redesigned access control points, random antiterrorism measures, and the mobilization of a Military Police Company to augment the existing Department of Defense police force.
- Improved preparedness programs; presented effective Level 1 Antiterrorism and Force Protection instruction to thousands of Service members, staff, and family members.
- Conducted internal and external threat and vulnerability assessments to identify and prioritize required resources and training.

Armor Officer, Various Assignments, 1991-2000

- Commanded an M1A2 Abrams Tank Company and led two M1A1 Abrams Tank Platoons and an Armor Battalion Support Platoon.
- Served on III Armored Corps and 2nd Infantry Division General staffs.
- Deployed Armor company to Kuwait (1998) and served as Antiterrorism/Force Protection Officer for threat and vulnerability assessments, risk analysis, and physical security.
- Developed, coordinated, scheduled, and executed rigorous training programs for individual and collective tasks to prepare for low and high-intensity operations.
- Supervised the successful gunnery and maneuver training of assigned tank crews in gunnery and maneuver simulations, Platoon Gunnery Trainer, and Battle Command Training Centers.

CERTIFICATIONS AND TRAINING

- Certified Emergency Management (CEM), International Association of Emergency Managers
- Field Liaison Officer, NC Information Sharing and Analysis Center (ISAAC)
- Level II Antiterrorism Officer
- Trainer, Standard Response Protocol
- Trainer, Active Shooter Incident Management Basic Course
- Trainer, Incident Command System; HSEEP, Community Emergency Response Team, FEMA/DHS
- Emergency Management Accreditation Program (EMAP) Trained Business Consultant



JOSEPH TOUVELL, SME

Preparedness / Response / Recovery Consultant IV

15+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Floodplain Management
- Inspections
- Architecture

EDUCATION

M.A., Architecture, Syracuse University, 1998

B.S., Engineering, Fairmont State University, 1995

PROFESSIONAL QUALIFICATIONS

Mr. Touvell, CFM, is a skilled and detail-oriented professional with a solid background in floodplain management, building inspections, architecture, code compliance, quality control, and documenting results. Mr. Touvell's experience includes construction, working in the architectural profession for over 15 years as an Associate Architect, and working as the Certified Floodplain Manager/Building Code Official for the City of Wheeling for the last several years. He is certified in FEMA's 273-Managing Floodplain Development through the National Flood Insurance Program (NFIP) and received the award for Most Improved Floodplain Management Program for the State of West Virginia from FEMA and the State NFIP Coordinator's Office in 2019.

RELEVANT EXPERIENCE

IEM, 2021-Present

Hazard Mitigation Specialist III

- Oversees support in all aspects of preparedness, including security exercise projects and disaster prevention, protection, mitigation, response, and recovery, to international, federal, state, territorial, tribal, local, and private sector customers.
- Serves as 404 Project Specialist and Technical advisor for flooding and building code-related elements to support IEM's HMGP Projects in Puerto Rico.
- Develop project applications and conduct applicant briefings with community Points of Contact (POCs) for various project types.
- Project scoping to develop mitigation actions and applications.
- Works with applicants and subapplicants, reviews applications for completeness, and develops clear, concise, and technically accurate Requests for Information (RFIs).
- Assists with BCA analysis to ensure that each project is deemed by FEMA as viable and cost-effective.

City of Wheeling, 2018-2021

Various Roles, Building Code Official, 2018-2021

Certified Floodplain Manager, 2018-2021

Plans Examiner, 2018-2021

Code Enforcement, 2018-2021

- Managed the Building Inspections Department (7 staff) and coordinated day-to-day operations.
- Performed building inspections for new and remodels of commercial and residential structures.
- Explained and interpreted code to architects, engineers, contractors, and property owners.
- Coordinated and enforced the local Building Code Ordinance and adopted code regulations.
- Held regular weekly meetings with the local Fire Chief and Fire Marshall to review current projects.
- Approved and disapproved applications for building permits.
- Coordinated with other public inspection departments such as utilities and Corp of Engineers.
- Reviewed and checked all plans for code compliance with local building ordinances, zoning regulations, and contract specifications. Approved satisfactory plans – verifying alignment, level, and elevation of structures to ensure the building meets specifications.
- Worked with homeowners, builders, architects, and engineers to obtain compliance.
- Regular weekly meetings with the local Fire Chief and Fire Marshall to review current projects.
- Reviewed materials and permit applications for all significant structures/developments.
- Analyzed blueprints and plans for compliance with all codes; Supervise the work of a small technical staff.
- Attended meetings and workshops and read technical literature to keep current on codes.
- Inspected new buildings, additions to and alterations of existing buildings for compliance with the currently adopted editions of the International Building, International Residential, International Mechanical, International Plumbing, International Fuel Gas, National Electrical, and International Energy Conservation Code and wrote citations if needed.
- Evaluated existing buildings for hazardous conditions and initiated abatement procedures per the currently adopted Building Code for the Abatement of Dangerous Buildings when warranted.
- Performed a variety of technical duties in support of the City's local code enforcement program; monitored and enforced a variety of applicable ordinances, codes, and regulations related to zoning, land use, nuisance housing, building codes, health and safety, blight, graffiti, and water waste.
- Conducted field investigations; inspected properties for violations; attempted to make contact at the residence or business to resolve violation; issued and posted warning notices, notices of violation, corrective notices, orders to comply, and related documentation for code violations; scheduled and performed all follow-up functions including letters, inspections, calls, meetings, discussions, and negotiations to ensure compliance.

Preservation Alliance of West Virginia (PAWV), 2017-2018

Building Inventory Coordinator, 2017-2018

- Prepared an inventory of properties in Downtown Wheeling using GIS Mapping.
- Engaged the community in the property inventory to help identify property owners and prioritize redevelopment opportunities.
- Contacted property owners to determine further building specifications, occupancy, and the owner's desired outcomes for the property.
- Worked with property owners and city officials to create a comprehensive directory of available property.
- Completed preliminary assessment of building condition.
- Identified redevelopment opportunities, prioritizing properties on Main and Market Streets from 10th to 16th streets, and then listed them online.

McKinley & Associates, 2005-2008

Project Architect, 2005-2008

- Produced conceptual/design development drawings for Fitzsimmons Waterfront property.
- Managed \$4.1 million Marshall County School – Central Elementary from Schematic Design through Construction Administration.
- Supervised project meetings with clients, construction manager, and consultants.
- Coordinated project team – MEP/Structural/Technology to produce coordination drawings.
- Produced construction documents for Wagner Building and YMCA Addition in Elm Grove.

Rothschild Doyno Architects, 2001-2004

Project Architect, 2001-2004

- Managed \$4.4 million Mount Lebanon Municipal Building.
- Produced 100% SD's, DD's, and CD's for 85 sheet sets of drawings.
- Documented existing conditions to direct demolition scope of work via demo floor plans, elevations, floor finishes, and roof plans.
- Coordinated project team – MEP/Structural/Furniture to produce coordination drawings.
- Created redline drawings for staff to complete.
- Managed \$1.5 million Jefferson Hospital MRI Office from Schematic Design through Construction Administration.

CERTIFICATIONS AND TRAINING

- Building Plans Examiner–(B3) International Code Council (ICC)
- Certified Stormwater Insp. (CSI) NPDES National Stormwater Center
- Certified Floodplain Manager (CFM) Assoc. State Floodplain Managers
- Combination Building Insp. (B5) ICC
- Residential Building Insp. (B1) ICC
- Commercial Building Inspector (B2) ICC



JEFFREY MADDRON

Preparedness / Response / Recovery Consultant IV

17+ YEARS OF EXPERIENCE

in Homeland Security & Emergency Management

EXPERTISE

- Project Management
- Law Enforcement
- Crisis Management
- Intelligence
- Strategic Planning
- Risk Assessment
- Strategic Communications

EDUCATION

M.S., Homeland Security and
Emergency Management,
Kaplan University

B.S., Fire and Emergency
Management, Kaplan
University

PROFESSIONAL QUALIFICATIONS

Mr. Maddron has extensive experience partnering with local, state, federal, and international organizations to align internal organizational crisis management strategies with external crisis-mitigation resources. He has developed key partnerships and multi-agency coordination for federally declared disasters and pandemics through stakeholder agreements. He has developed and managed multi-million-dollar grant applications.

He has led global enterprise security teams tasked with conducting global intelligence and protecting significant assets valued at over \$5,000,000 while utilizing the follow-the-sun model. He can communicate intelligence findings and security updates to senior leaders and serve as an SME (Subject Matter Expert) for public communications during crisis events.

RELEVANT EXPERIENCE

IEM, 2021-Present

Various Roles, Disaster Response Specialist II 2023-Present

Liaison Officer 2021-2023

Puerto Rico Critical Infrastructure: LUMA/IEM Invoice Tracking, 2023-2024

- Developed and distinguished management costs task descriptions for LUMA operations in internal and external company departments to maintain proper billable items for the client.
- Workforce auditor for a transnational construction project valued at over \$300 million while managing operational oversight of over 30 personnel. This included conducting audits of tasks to ensure that they meet federal guidelines and regulations.

Puerto Rico Critical Infrastructure: LUMA EOC, 2023

- Reviewed and updated 70 + job action sheets for the LUMA EOC incident command system and crisis management committee.

Puerto Rico Critical Infrastructure: Hurricane Fiona, 2023

- Develop a phased site inspection flow chart and timeline on smartsheets and lucid charts for Luma senior leadership.

DR-4734-FL: Hurricane Idalia, 2023

- Deployed on behalf of the Florida Division of Emergency Management as an infrastructure branch operations section chief. Responsible for delivering daily situation reports, branch-level Incident Action Plan, and updates for Emergency Support Function 1/3, 2, 12, 17, and 19 for the infrastructure branch chief.
- Led and Managed the ESF 19 fuels team, which included setting schedules for the team, managing WEBEOC missions, and formulating strategies with the infrastructure branch chief regarding future fuel missions across the State of Florida.
- As a mass care specialist, I was responsible for assisting survivors in obtaining federal, state, and local aid and assistance. Assisted survivors in determining the next best options for long-term housing and any unmet needs that they had.

IEM State and Local Response and Recovery ARPA: Tarrant County, Texas, 2023

- Assisted Tarrant County, Texas, in delivering \$25,000,000 from the ARPA grant program to business owners and applicants.
- Delivered award letters electronically to eligible applicants and ensured the accuracy of financial institution information on applications delivered to higher-ups for payment processing.

DR-4673-FL: Hurricane Ian, 2022

- Deployed on behalf of the Florida Division of Emergency Management to coordinate and lead a multi-agency shelter transition team in Lee County
- Led three different MASTT teams at three different shelters across Lee County, working with over 1,000 survivors in receiving assistance.
- Established partnerships at the shelters with government organizations and non-government organizations.
- Worked on the FDEM Human Services Unmet Needs team to assist survivors in obtaining post-disaster aid, housing, and financial assistance.

IEM Hazard Mitigation Division COR3: Puerto Rico, 2022

- Developed and submitted HMGP applications for clients in Puerto Rico.
- Developed the applications from initial startup meetings to final submittal to COR3.
- Workforce auditor and quality control and compliance analyst supporting COR3 and the USACE through validating coordinates with the corresponding damages that are being presented. Conducted environmental health preservation analysis utilizing geospatial information system software.

DR-4489-IL: COVID-19, 2021-2022

- Administered the Covid-19 Mass Vaccination program for the Illinois State Emergency Operations Center, improving vaccine site management by 55% and documentation of both Critical Incidents by 75% and vaccine administrations by 70%.
- Coordinated resource deployment among local, state, and federal organizations and non-governmental organizations (NGOs), ensuring substantive return on investment (ROI) in \$5,000,000+ budget expenditures.

- Directed, coached, trained, and mentored a team of 25 contract liaison officers, including multiple section leaders.
- Built and developed a cross-functional quality assurance and information management program and team to track and measure different metrics at vaccine sites that get reported to executive-level government officials.

Securitas Security Services, 2019 -2021

Fusion Center Supervisor – Dell Technologies, 2019 -2021

- Initiated strategies to create and reinforce security operations for numerous corporate and governmental clients during crisis and non-crisis events, decreasing potential business disruptions by 85%.
- Established a global business continuity program that transitioned frontline employees to WFH (work from home) with zero (0) interruptions to global intelligence monitoring services for clients.

Witt O'Briens, 2018-2019

Response Center Operator, 2018 - 2019

- Managed response efforts for domestic and international clients, serving as the first point of contact for severe and minimal crisis events.
- Conducted tabletop exercises with clients to game out potential threats and neutralization strategies.

CERTIFICATIONS AND TRAINING

- Lean Six Sigma Yellow Belt
- FEMA: IS-00001: Emergency Manager: An Orientation to the Position
- FEMA: IS-00003: Radiological Emergency Management
- FEMA: IS-00008: Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699
- FEMA: IS-00020.14: Diversity Awareness
- FEMA: IS-00021.14: Civil Rights and FEMA Disaster Assistance
- FEMA: IS-00030.b: Mitigation eGrants System for the Subgrant Applicant
- FEMA: IS-00031.b: Mitigation eGrants for the Grant Applicant
- FEMA: IS-00045: Continuous Improvement (CI) Overview
- FEMA: IS-0061.b: The Homeland Security Geospatial Concept-of-Operations (GeoCONOPS) in Depth
- FEMA: IS-100.b: Introduction to the Incident Command System
- FEMA: IS-100.c: Introduction to the Incident Command System
- FEMA: IS-00100.HCb: Introduction to the Incident Command System (ICS 100) for Healthcare/Hospitals
- FEMA: IS-00103: Geospatial Information Systems Specialist (GISS)
- FEMA: IS-00120.C: An Introduction to Exercises
- FEMA: IS-00130.a: How to be an Exercise Evaluator
- FEMA: IS-00139: Exercise Design
- FEMA: IS-00158: Hazard Mitigation Flood Insurance in Disaster Operations
- FEMA: IS-00162: Hazard Mitigation Floodplain Management in Disaster Operations
- FEMA: IS-00200.c: Basic Incident Command System for Initial Response
- FEMA: IS-00212.b: Introduction to Unified Hazard Mitigation Assistance
- FEMA: IS-00230.b: Fundamentals of Emergency Management
- FEMA: IS-00235.C: Emergency Planning
- FEMA: IS-00238: Critical Concepts of Supply Chain Flow and Resilience
- FEMA: IS-00240: Leadership and Influence
- FEMA: IS-00241: Decision Making and Problem Solving

- FEMA: IS-00242: Effective Communication
- FEMA: IS-00244: Developing and Managing Volunteers
- FEMA: IS-00248: Integrated Public Alert and Warning Systems (IPAWS) for the American Public
- FEMA: IS-00276.a: Benefit-Cost Analysis Fundamentals
- FEMA: IS-00279.a: Introduction to Retrofitting Flood-prone Residential Buildings
- FEMA: IS-00280: Overview of Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures, FEMA Publication 259, 3rd Edition.
- FEMA: IS-00293: Mission Assignment Overview
- FEMA: IS-00319.a: Tornado Mitigation Basics for Mitigation Staff
- FEMA: IS-00320: Wildfire Mitigation Basics for Mitigation Staff
- FEMA: IS-00321: Hurricane Mitigation Basics for Mitigation Staff
- FEMA: IS-00322: Flood Mitigation Basics for Mitigation Staff
- FEMA: IS-00323: Earthquake Mitigation Basics for Mitigation Staff
- FEMA: IS-00325: Earthquake Basics: Science Risk and Mitigation
- FEMA: IS-00393: Introduction to Hazard Mitigation
- FEMA: IS-00520: Introduction to Continuity of Operations Planning for Pandemic Influenzas
- FEMA: IS-00522: Exercising Continuity Plans for Pandemics
- FEMA: IS-00524: Continuity of Operations Planners Workshop
- FEMA: IS-00545: Reconstitution Planning Course
- FEMA: IS-00546.12: Continuity of Operations Awareness Course
- FEMA: IS-00547.a: Introduction to Continuity of Operations
- FEMA: IS-00548: Continuity of Operations (COOP) Manager
- FEMA: IS-0700.b: An Introduction to the National Incident Management System
- FEMA: IS-0772.a: Individual assistance preliminary damage assessment orientation
- FEMA: IS-0800.d: National Response Framework, an Introduction
- FEMA: IS-00841.a: NEMIS HMGP System: Overview and Startup
- FEMA: IS-00843.a: NEMIS HMGP System: Project Eligibility Determination
- FEMA: IS-00860.c: The National Infrastructure Protection Plan, An Introduction
- FEMA: IS-00907: Active Shooter: What you can do
- FEMA: IS-00909: Community Preparedness Implementing Simple Activities for Everyone
- FEMA: IS-01000: Public Assistance Program and Eligibility
- FEMA: IS-01001: The Public Assistance Delivery Model Orientation
- FEMA: IS-01002: FEMA Grants Portal – Transparency at Every Step
- FEMA: IS-01004: The FEMA Site Inspection Process
- FEMA: IS-01005: Public Assistance Alternative Procedures
- FEMA: IS-01006: Documenting disaster damage and developing project files
- FEMA: IS-01007: Detailed Damage Description and Dimension
- FEMA: IS-01008: Scope of Work Development (Scoping and Costing)
- FEMA: IS-01009: Conditions of the Public Assistance Grant
- FEMA: IS-01010: Emergency Protective Measures
- FEMA: IS-01011: Roads and Culverts
- FEMA: IS-01012: Direct Administrative Costs
- FEMA: IS-01013: Costing-Estimates and Cost Estimate Format
- FEMA: IS-01014: Integrating 406 Mitigation Considerations into Your Public Assistance Grant
- FEMA: IS-01015: Insurance Considerations, Compliance, and Requirements
- FEMA: IS-01016: Environmental and Historic Preservation Considerations / Compliance for PA
- FEMA: IS-01017: Scope Change Requests, Time Extensions, Improved/Alternate Project Requests
- FEMA: IS-01018: Determination Memorandums and Appeals

- FEMA: IS-01019: Codes and Standards
- FEMA: IS-01170: Introduction to the Interagency Security Committee (ISC)
- FEMA: IS-01171: Overview of Interagency Security Committee (ISC) Publications
- FEMA: IS-01172: The Risk Management Process for Federal Facilities: Facility Security Level (FSL)
- FEMA: IS-01173: Levels of Protection (LOP) and Application of the Design-Basis Threat (DBT) Report
- FEMA: IS-01174: Facility Security Committees
- FEMA: IS-01300: Introduction to Continuity of Operations
- FEMA: IS-02000: National Preparedness Goal and System Overview
- FEMA: IS-02200: Basic Emergency Operations Center Functions
- FEMA: IS-02700: National Mitigation Framework, An Introduction
- FEMA: IS-02900.a: National Disaster Recovery Framework (NDRF) Overview
- FEMA: KT-00146.a: Homeland Security exercise evaluation program

PUBLICATIONS/SPEAKING ENGAGEMENTS

- Texas Emergency Management Conference 2024 – Speaker – Apply 5 W's of Intelligence Collections to Emergency And Crisis Management Events
- Bullets P2
- Resume Bullets P2



KATIE CANADY, CEM

Preparedness / Response / Recovery Consultant IV

8+ YEARS OF EXPERIENCE

in Response & Recovery Planning

EXPERTISE

- Response Planning
- Recovery Planning
- Project Management
- Business Continuity
- EOC Staffing
- Training and Exercises

EDUCATION

M.S., Management:
Emergency Management
Specialization, University of
Maryland University College,
2018

B.S., Meteorology,
Geography, Virginia
Polytechnic Institute and
State University, 2016

PROFESSIONAL QUALIFICATIONS

Ms. Canady specializes in emergency response and recovery planning and project management, including training and exercising in all phases of the emergency management cycle. Ms. Canady served as project manager for varying projects, such as a comprehensive update of Brunswick County's Emergency Operations Plan (EOP) and Continuity of Operations (COOP) Plans, the State of New Jersey Office of Emergency Management COVID-19 After-Action Report (AAR) and Improvement Plan, San Mateo County, CA COOP Updates, and the Town of Zebulon, NC EOP Updates and associated training and exercise. Ms. Canady supported local COVID-19 response efforts in Howard County, MD, as the On-Call Emergency Manager, Planning Section Chief, and EOC Manager and aided in the development of the County's COVID-19 AAR.

RELEVANT EXPERIENCE

IEM, 2021-Present

Various Roles, Senior Emergency Planner, 2021-Present

- Serving as Project Manager for EOP updates for all (585) county and municipal agencies in the State of New Jersey.
- Served as the Project Manager for the comprehensive update of Brunswick County, NC, and the Town of Zebulon, NC's EOPs
- Served as the Project Manager for developing and updating COOP Plans for Brunswick County, NC, and San Mateo County, CA.
- Served as Project Manager and lead planner for the New Jersey Office of Emergency Management's COVID-19 AAR development process.
- Led regional recovery planning efforts for Centralina Regional Council and provided direct technical assistance for counties within the region.
- Supported the development of Catastrophic Disaster Housing Plans for the State of Idaho and corresponding template development for local jurisdictions.
- Aided in the development of Disaster Preparedness Toolkits for Federal stakeholders.

Project: San Mateo County COOP Update, 2023-Present

- Served as Project Manager for the comprehensive update of San Mateo County's COOP Plans.
- Led the COOP development process, which included researching, interviewing stakeholders, updating documents, and developing and providing training for stakeholders.

Project: Centralina Regional Recovery Support, 2021-Present

- Led regional recovery planning efforts for Centralina Regional Council and provided direct technical assistance for counties within the region.
- Guided local emergency managers in developing Pre-Disaster Recovery Plans by providing documents, tools, workshops, and technical assistance.

Project: Brunswick County EOP and COOP Update, 2022-2023

- Served as the Project Manager for developing and updating COOP Plans for Brunswick County, NC, to update the County's Base EOP, nine function-specific annexes, and 13 hazard-specific annexes.
- Led the EOP update process, including conducting a gap analysis of the existing EOP, surveying and workshopping these documents with stakeholders, and restructuring the current Emergency Support Function (ESF) structure to a hybrid ESF/Incident Support Model structure.
- Oversaw the concurrent update of the County's existing countywide COOP plan and 22 departmental COOP plans and created a training template for future use by the County.
- Developed an EOP training presentation for future use by Brunswick County stakeholders.

Project: New Jersey Office of Emergency Management COVID-19 After-Action Report, 2023-2024

- Served as Project Manager and lead planner for the New Jersey Office of Emergency Management's COVID-19 AAR development process.
- Led the development of engagement that focused on strengths and areas for improvement related to processes, procedures, and capabilities regarding NJOEM's response to the COVID-19 pandemic through documentation review, timeline development, stakeholder engagement, data collection, and validation.

Howard County Office of Emergency Management, 2018-2021

Senior Emergency Planner, 2018-2021

- Supported resource management activities in the EOC and the County in response to COVID-19.
- Served as the rotating 24/7 On-Call Emergency Manager, EOC Manager, and Planning Section Chief for various EOC activations for real-world incidents and exercises.
- Served as Corrective Actions Program Manager to oversee departmental improvement processes following Presidential declared disasters to ensure deficiencies were addressed.
- Led the development and execution of a full-scale multi-agency exercise using Homeland Security Exercise and Evaluation principles.
- Provided project management support, technical assistance, and training for planning and preparedness efforts, outreach, and performance evaluation.
- Aided in developing and updating the County's Five-Year Strategic Plan, Comprehensive Emergency Response and Recovery Plan, Family Assistance Center Plan, Complex Coordinated Terrorist Attack Annex, and Radiological Ingestion Pathway Plan.
- Served as the Committee Chair for the Baltimore Urban Area Security Initiative (UASI) Recovery Committee to lead the Baltimore UASI Region in developing local recovery plans.

- Developed the Howard County Community Organizations Active in Disaster based on research of nationwide best practices, resulting in the active engagement of over 75 local organizations.
- Served as project manager for installing, integrating, and training Maryland's first audible Flash Flood Alert system and associated standard operating procedures.

Anne Arundel County Office of Emergency Management, 2017-2018

UASI Planner, 2017-2018

- Served as the On-Call Weekend Emergency Manager and Planning Section Chief for EOC activations for incidents such as active assailant response operations and sheltering exercises.
- Researched and served as a lead planner in developing high-quality, comprehensive plans, including the County's first Long-Term Recovery Plan, COOP Plan, Extreme Temperature Plan, Fixed Nuclear Facility Emergency Response Plan, and Mass Care Sheltering Plan.

Maryland Department of Emergency Management, 2016

Planning Section Intern, 2016

- Serve as Project Manager for various planning endeavors at state and local levels of government.
- Serve as Planner and Task Lead to support plans, projects, training, and exercises.
- Aided in developing community-focused emergency plans for the National Capital Region to assist various Maryland Emergency Preparedness Programs and contingency plans.
- Served as support staff during the State EOC Activation for Fleet Week 2016.

CERTIFICATIONS AND TRAINING

- Certified Emergency Manager
- Certified Business Continuity Professional
- EMAP Certified
- HSEEP Certified
- National Emergency Management Basic Academy Graduate
- Completion of NIMS Type 3 IMT Courses (ICS 100, 200, 300, 400, 700, 800)
- Certified Level I COOP Practitioner



BRYAN PAYNE

Preparedness / Response / Recovery Consultant IV

14+ YEARS OF EXPERIENCE
in GIS and Emergency Management

EXPERTISE

- Emergency Management Planning
- Disaster Response
- Mass Care
- Sheltering
- Exercise Facilitation
- After-Action Reporting

EDUCATION

M.S., Emergency
Management, Millersville
University

B.A., English, Temple
University

PROFESSIONAL QUALIFICATIONS

Mr. Payne is integral to multiple planning teams across several FEMA Regions that developed five deliberate response/recovery plans. He has developed his experience through eight years of experience with the American Red Cross, handling planning and running a dispatch center. He has coordinated multiple service organizations to provide services to emergency victims.

RELEVANT EXPERIENCE

IEM, 2019-Present

Senior Planner, Individual Assistance and Disaster Housing Division, 2019-Present

St. Petersburg Housing Authority Disaster Readiness, Response, and Recovery Plan Project, January 2024-March 2024

- Project delivered an updated plan to outline the concept of operations for SPHA to support residents before, during, and after a disaster.
- Reviewed previous SPHA plan and recommended Housing and Urban Development plan template.
- Coordinated with clients and stakeholders to gather accurate information and content for the updated plan.
- Reviewed updates with stakeholders for accuracy and completeness.

Mid-Level Planner, Planning and Technical Assistance Support FEMA Region 5 Nuclear/Radiological Incident Annex Planning Project, January 2022-August 2023

- Project delivered an updated Annex to the All Hazards Plan with details specific to nuclear incidents at risk in the FEMA Region 5 footprint.
- Coordinated between staff and stakeholders to maintain collaborative team member contact information, track tasks/actions, and coordinate preparation, execution, and after-action notes for collaborative sessions.
- Conducted research and analysis to support deliverables preparation.

- Executed writing assignments to support plan development, including drafts for Appendix B: Intelligence, Annex D: Logistics, Decision Support Matrix Tab, Fact Sheet Tabs, State Profile Tabs, Execution Checklist Appendix, and Annex Flipbook.
- Provided performance summaries and assessments for weekly and monthly updates.
- Assisted with plan refinement, implementation of tabletop exercises, and socialization of the plan.

FEMA Region 3 Biological Incident Annex Planning Project, December 20021-January 2023

- Project delivered an updated Annex to the All Hazards Plan with details specific to biological incidents at risk in the FEMA Region 3 footprint.
- Lead Lifeline and Line of Effort incorporation in the BIA, including development of high-level considerations for Base Annex, and development of Appendix M-1: Lifeline Component Tabs, and incorporation of Lifeline/Line of Effort considerations for scenario-specific Senior Leadership Tear Sheets.
- Coordinated between staff and stakeholders to maintain collaborative team member contact information, track tasks/actions, and coordinate preparation, execution, and after-action notes for collaborative sessions.
- Conducted research and analysis to support deliverables preparation.
- Executed writing assignments to support plan development.
- Developed Appendix M-6: Logistics During a Biological Incident based on input from Logistics subject matter experts.
- Provided performance summaries and assessments for weekly and monthly updates.
- Assisted with and facilitated work groups throughout the project.
- Assisted with plan refinement, implementation of tabletop exercises, and socialization of the plan.

FEMA Region 10 Cascadia Subduction Zone Planning Project Annex, October 2020-December 2021

- Project delivered an updated Annex to the All Hazards Plan with details specific to an earthquake/tsunami caused by the Cascadia Subduction Zone fault with impacts to the Region 10 footprint.
- Lead the early update process for the Region 10 Execution Checklist to merge the All-Hazards Plan format with content from the previous Cascadia Subduction Zone plan.
- Coordinated between staff and stakeholders to maintain collaborative team member contact information, track tasks/actions, and coordinate preparation, execution, and after-action notes for collaborative sessions.
- Conducted research and analysis to support deliverables preparation.
- Executed writing assignments to support plan development.
- Provided performance summaries and assessments for weekly and monthly updates.
- Facilitated working groups to get input on information, priorities, and other considerations from Subject Matter Experts to update the CSZ Plan accordingly in those focus areas.
- Centralized and adjudicated all inter-departmental review comments on the initial plan draft from partners and subject matter experts.
- Supported the development of Line of Effort documents to make them more functional, including hyperlinking to state profiles/tribal annexes, resource phasing plans, and execution checklists.
- Assisted with plan refinement, implementation of tabletop exercise, and socialization of the plan.

FEMA Region 2 All-Hazards Plan Revision and Update Project, March 2020-September 2020

- Project delivered an updated All Hazards Plan for the FEMA Region 2 footprint.
- Provided guidance and support to the Junior Analyst in executing the six-step planning process.
- Executed writing assignments to support plan development.
- Provided performance summaries and assessments for weekly and monthly updates.

FEMA Region 3 All-Hazards Plan Revision and Update Project, February 2019-February 2020

- Project delivered an updated All Hazards Plan for the FEMA Region 2 footprint.
- Coordinated between staff and stakeholders to maintain collaborative team member contact information, track tasks/actions, and coordinate preparation, execution, and after-action notes for collaborative sessions.
- Conducted research and analysis to support deliverables preparation.
- Executed writing assignments to support plan development.
- Provided performance summaries and assessments for weekly and monthly updates.
- Assisted with and facilitated work groups throughout the project.
- Assisted with plan refinement, implementation of tabletop exercise, and socialization of the plan.

American Red Cross Eastern Pennsylvania Region, 2009-2018

Various Roles, Regional Planning Lead and Dispatch Center Manager, 2009-2018

- Established a Regional Readiness Briefing to measure the region's capacity to respond during any level of disaster.
- Served as Deputy Assistant Director of Planning for Hurricane Florence response operations in North Carolina. Piloted a program to consolidate feeding and emergency supply distribution routes into a GIS map to assist leadership in identifying potential gaps in service.
- Managed Planning for the flash flood event that impacted five counties in Northeastern Pennsylvania.
 - Supported the creation of a Service Delivery Plan for operation.
 - Created and updated the daily Incident Action Plan.
 - Managed a team of 10 workforce members responsible for damage assessment.
- Managed Planning for shelter operations during a Nor'easter in 2018 that required extended sheltering in 8 counties.
- Developed and oriented workforce on the plan to provide family reunification at the Philadelphia Welcome American Fourth of July Celebration.
- Created a plan for Life, Safety, and Asset Protection operation at the Run for the Red Marathon in Stroudsburg, PA.
- Led Planning for a Mass Casualty event in Bucks County, ensuring appropriate reporting for the two-day operation.

Senior Lead Specialist, Volunteer Administration

- Served as Assistant Director of Planning during Hurricane Matthew response in South Carolina.

Chapter Program Coordinator, Chester-Wallingford Community Chapter

- Served on the committee to develop the Emergency Action Plan for the region.
- Served on the planning committee for a hazmat event with a local hospital.
- Supported development and facilitation of full-scale exercises in the region.

CERTIFICATIONS AND TRAINING

- FEMA COOP Practitioner Level I Certified
- FEMA Professional Development Series

- IS-00100.a-Introduction to the Incident Command System, ICS-100, IS-00200.a-ICS for Single Resources and Initial Action Incidents, IS-00241.a-Decision Making and Problem Solving, IS-00242.b-Effective Communication
- IS-00700.a-National Incident Management System (NIMS) An Introduction
- IS-00800.b-National Response Framework, An Introduction
- FEMA Advanced Professional Series FEMA Professional Development Series
- Advanced HAZUS for Earthquake
- Local Hazard Mitigation Workshop
- Planning and managing a GIS
- GIS Program Management
- Introduction to Multiuser Geodatabase Introduction to ArcGIS Server

PUBLICATIONS AND SPEAKING ENGAGEMENTS

- California Emergency Services Association 2024 Presentation
 - It Takes a Virtual Village: Maximizing Stakeholder Engagement in Virtual Disaster Planning



SCOTT JOBELESS, PMP

Preparedness / Response / Recovery Consultant IV

13+ YEARS OF EXPERIENCE
in Emergency Management

EXPERTISE

- Project Management
- Resource Management
- Cost Management
- Schedule Management
- Quality Assurance
- Information Management
- Emergency Planning
- Exercise Development
- Research and Analysis

EDUCATION

M.S., Homeland Security,
University of Connecticut –
Naval Postgraduate School,
2007

B.A., Communication Studies,
Rowan University, 1998

PROFESSIONAL QUALIFICATIONS

Mr. Jobeless has extensive experience with program and project budgeting at all government and private sector levels. Mr. Jobeless has proven his ability to maximize funding and provide value to clients by identifying critical cost management elements to control project costs while maintaining quality and meeting deadlines. Mr. Jobeless advocates strategically aligning resource management, cost estimation, cost budget, and cost control by developing and implementing budget tracking tools to capture accurate forecasts throughout the project life cycle. Mr. Jobeless is a Certified Project Management Professional and Certified Emergency Manager with combined experience in project management, emergency planning, and customer service, leading teams and utilizing technology-based applications to track funding and deliver high-quality solution-based products to a diverse client base.

Mr. Jobeless has provided project budget management support for the Federal Emergency Management Agency, Illinois Emergency Management Agency, Illinois Department of Health, Vermont Emergency Management, Texas Department of Emergency Management, Virginia Department of Emergency Management, Florida Department of Emergency Management, Port Authority of New Jersey and New York Office of Emergency Management, Metropolitan Washington Council of Governments, Georgia Atlanta Area Urban Areas Security Initiative, San Diego County, City of McKinney, University of Connecticut, Valencia College, and the Metropolitan Atlanta Rapid Transit Authority.

RELEVANT EXPERIENCE

IEM, 2017-Present

Emergency Management Specialist, 2017-Present

Vermont COVID-19 After Action Reports, Meetings, and Improvement Plan Tracking

- Serving as project manager for the State of Vermont COVID-19 After-Action Reports (AARs) and Improvement Plans (IP) for Vermont Emergency Management (VEM) and Vermont Department of Health (VDH).

- Managing a budget of over \$1.1 million and overseeing the provision of resource allocations, funding allocations, weekly forecasting, schedule changes, work plan changes, risk identifications, subcontractor management, invoicing, quality control, and managing on-demand technical and production services using graphic design, 508 compliance reviews, and technical editing.
- Developing AARs and IPs for VEM to capture significant strengths and areas for improvement during the extended emergency response to COVID-19, codifying identified best practices and lessons learned and addressing areas for improvement.

Illinois Department of Health, COVID-19 Mass Vaccination Planning, Logistical Operations, and Quality Improvement Services

- Serving as a project business analyst and senior-level planner to assist the Illinois Department of Public Health (IDPH) with planning, logistical operations, and quality improvement services for Statewide COVID-19 mass vaccination activities.
- Developed, implemented, and managed the 2.2-million-dollar Smartsheet budget platform. The platform provides IDPH leadership and IEM project managers with a real-time view of budget status, resource assignments, hour allocations, tasks, operation critical trends, and summary reports of point metrics such as contractual budget and staffing plans.
- The platform includes backend logic and data collection forms and provides dashboards that display key metrics, charts, and metrics for efficiency, transparency, and accountability.

Federal Emergency Management Agency, Chemical Stockpile Emergency Preparedness Program

- Serving as a project finance analyst for FEMA's Chemical Stockpile Emergency Preparedness Program.
- Utilizing the information technology platform Smartsheet to manage FEMA's 4.1-million-dollar budget.
- The platform was designed and implemented to track task orders, travel, other direct costs, subcontractors, staffing, and hour allocations for 14 individual benchmarks.
- The CSEEP budgeting tool leverages strategic methods, including forecasting, variance analysis, and performance reviews, to ensure effective and efficient cost management for each benchmark, addressing scope, schedule, and cost changes, identifying risk, meeting requirements, and adding value to the client.

Virginia Department of Emergency Management

- Serving as project budget manager using various budgeting techniques, tracking, and reporting to forecast and Virginia Department of Emergency Management Task Orders.
- Senior planner for developing and implementing VDEM's new Project Management Program, emphasizing project management practices such as the Project Management Institute's Project Management Body of Knowledge principles.
- The program provides leadership with the opportunity to gain experience in project management fundamentals and understand how to utilize project management tools to manage projects effectively and efficiently in VDEM's emergency management workforce.

Illinois Department of Emergency Management, COVID-19 Mass Vaccination Planning, Logistical Operations, and Quality Improvement Services

- Serving as a project business analyst and senior-level planner to assist the Illinois Department of Public Health (IDPH) with planning, logistical operations, and quality improvement services for Statewide COVID-19 mass vaccination activities.
- Developed, implemented, and managed the 2.2-million-dollar Smartsheet budget platform.

- The platform provides IDPH leadership and IEM project managers with a real-time view of budget status, resource assignments, hour allocations, tasks, operation critical trends, and summary reports of point metrics such as contractual budget and staffing plans.
- The platform includes backend logic and data collection forms and provides dashboards that display key metrics, charts, and metrics for efficiency, transparency, and accountability.

Illinois Department of Emergency Management

- Served as a COVID-19 IEM Data Team member by supporting, developing, and implementing a Smartsheet platform for IDPH, subcontractors, and other stakeholders.
- The platform provides IEMA leadership and IEM project managers with a real-time view of the status of assignments and tasks, operation critical trends, and summary reports of point metrics such as contractual budget and staffing plans.
- The platform includes backend logic and data collection forms and provides dashboards that display key metrics, charts, and metrics for efficiency, transparency, and accountability. In addition, the tools are being used to manage the Illinois Department of Human Services Southwest Border Migrant project to identify bus routes, identify shelter supply levels, and track inbound and outbound migrants.

State of Vermont Hazardous Material Emergency Preparedness Program

- Served as project manager for the State of Vermont's consolidation of the State's Local Emergency Planning Committee (LEPC) Hazard Materials Emergency Program.
- Managed the budget using information technology platforms such as Smartsheet to forecast and track costs, hour allocations, and schedule changes to perform a Gap Analysis and Needs assessment across thirteen Local Emergency Management Committees to identify state statutes and Environmental Protection Agency Emergency Planning and Community Right-to-Know Act (EPCRA) provision requirements.
- Developed the State's Hazardous Materials Response Plan Annex and fourteen LEPC County Annexes to align the program with the Division of Safety, Department of Fire Safety, Regional Emergency Committee, and external partners.

IEM Health COVID-19 Vaccine Turn-Key Inoculation Sites

- Served as an IEM Health finance analysis for the Texas Department of Emergency Management, Virginia Department of Emergency Management, and Florida Department of Emergency Management by serving as a liaison among stakeholders such as IEM's Medical Chief, Logistics Chief, Chief of Staff, Comptroller, and Chief Financial Officer to ensure contractual budget agreements align with Community Vaccination Centers sites, Infusion Centers, and Alternative Care Sites scope of work and schedule and provided project budget management for multimillion task orders and purchased orders to for staffing support for turn-key COVID-19 solutions for the distribution of the COVID-19 vaccine.
- Support includes establishing appropriate standard operating procedures to ensure that quality, consistent processes are in place and repeatable at every location, data capture and data transfer systems are established and operational to ensure that all requirements are met and that integration with the state immunization information systems was accomplished, and daily reporting on all desired metrics, modeling, and forecasting information to provide for future sites, and monitoring of best and emerging practices and requirements across the country.

Santa Clara County, California, COVID-19 Recovery

- Served as the project manager for Santa Clara County COVID-19 recovery efforts and managed the budget using information technology platforms to maximize resources by forecasting and tracking costs to conduct surveys in multiple languages and interview specific sectors of the community to engage community leaders,

identify collective areas of concerns, and solicit ideas and recommendations with subject matter expertise in the form of a final report to the Santa Clara County Board.

City of Boston, Massachusetts COVID-19 Technical Assistance

- Served as a senior-level planner for the City of Boston COVID-19 Control Plan to ensure the State of Massachusetts mandatory safety compliance was met prior to the reopening period by reviewing existing policies and procedures and implementing international best practices in accordance with State Executive Orders and Commonwealth Department of Health, Boston Public Health Commission guidelines, Centers for Disease Control and Prevention (CDC), Occupational Safety and Health Administration (OSHA), and Federal Emergency Management Agency (FEMA) guidelines.

Philadelphia Area Regional Transit Security Working Group Feasibility Study

- Evaluated and prepared a Regional Transit Emergency Response Team feasibility study for the Delaware River Port Authority on behalf of the Philadelphia Area Regional Transit Security Working Group.
- The feasibility study will identify the planning and operational needs to enhance existing coordinated capabilities, ultimately reducing regional risk to the systems overseen by the PARTSWG partners.

Prince William County Community Vulnerability Assessment and Planning Support

- Served as a senior-level planner for the COVID-19 Standard Operations Guide, Continuity of Operations, Emergency Operations Base Plan, Joint Public Information Annex, Notification and Warning Annex, and Community Vulnerability Assessment.

Chicago Metra's Infectious Disease Annex

- Updated Chicago Metra's Infectious Disease Annex to align with COVID-19 by reviewing and implementing best practices in accordance with Center for Disease Control and Prevention (CDC), Occupational Safety and Health Administration (OSHA) FEMA, and Illinois Department of Public Health guidelines, Illinois State Executive Orders, and Illinois State COVID-19 Restore Plan.

Port Authority of New York and New Jersey, Emergency Operations Planning and COVID-19 Standard Operations Guide

- Planner and project coordinator of the COVID-19 Standard Operations Guide for the Port Authority of New York and New Jersey (PA NYNJ) Office of Emergency Management (OEM) that provides procedures on how to activate, coordinate response operations, and reopen in coordination with CDC, FEMA, State of New York and New Jersey Health Department guidelines, State Executive Orders, and Phased Reopening plan.
- Mid-level planner for PA NYNJ agency-wide Emergency Operations Plan (EOP), 14 Facility Operation Plans, and Corporate Crisis Communication Plan for major metropolitan Office of Emergency Management based on independent assessment, regulatory compliance, and industry standards.
- Assessed PA NYNJ OEM's preparedness program against industry standards, best-in-class programs, and regulatory compliance such as Department of Transportation, Federal Railroad Administration 49 CFR Part 239, Emergency Management Accreditation Program, National Fire Protection Association 1600, FEMA Comprehensive Preparedness Guide 101, and the American Public Transportation Association.

Ascentra, 2016-2017

Homeland Security Analyst, 2016-2017

- Conducted, controlled, and evaluated small and large-scale exercises for multi-jurisdiction, multi-agency, and corporations for all seven Homeland Security Exercise and Evaluation Program exercise types.

- Lead controller and evaluator for Metropolitan Atlanta Rapid Transit Authority full-scale active shooter exercise.

Tetra Tech EM Inc., 2012-2016

***Emergency Management Specialist*, 2012-2016**

- Developed and maintained all-hazards emergency plans in accordance with industry standards, best practices, and regulatory compliance requirements.
- Planner for quarterly drills, tabletop exercises, functional exercises, and full-scale exercises for Georgia Atlanta Area Urban Areas Security Initiative.
- Performed a Threat and Hazard Identification Assessment for all eight University of Connecticut campuses and ranked hazards by the natural, technological, or intentional probability of occurrence.
- Designed a communications and mass notification drill to test the Port of Stockton, California response coordination, satellite phone components, and communication transmission between four port sites.

Ledos, Inc., 2013-2014

***Emergency Management Specialist*, 2013-2014**

- Lead Planner for a hostile action-based Radiological Emergency Preparedness exercise series for the Vermont Division of Emergency Management in accordance with FEMA's Radiological Emergency Preparedness Program (REP).
- Developed After Action Report based on the University of Massachusetts Emergency Operation Center response and recovery full-scale exercise.
- Created and administered seven SCORM formatted eLearning emergency management training courses for Orange County, FL Public Schools (11th largest US school district).

Science Applications International Corporations (SAIC), 2011-2013

***Emergency Management Specialist*, 2011-2013**

- Designed, documented, and conducted the Vermont Emergency Management 2013 Vermont Yankee Graded Plume Phase exercise series in accordance with FEMA's REP Program.
- Planner for Massachusetts Emergency Management Agency Statewide Mass Care and Shelter Coordination Plan.
- Designed and administered Incident Response Team Awareness Level e-learning training courses for 11 national and regional emergency managers for Amtrak's Emergency Management and Corporate Security.

4 Phases Consulting, 2009-2011

***Emergency Management Consultant*, 2009-2011**

- Evaluated emergency health plans based on the Center for Disease Control and Prevention assessments; coordinated and partnered with the community on planning and exercises. Provided vendor management for multiple projects necessary to accomplish public health preparedness programs and initiatives.
- Updated Bristol-Burlington Health Department (BBHD) Pandemic plan to comply with CDC and BBHD Strategic National Stockpile plans.
- Led implementation of radio frequency inventory control for mass dispensing of personal/protective equipment, vaccination inventory/tracking, and training program for BBHD staff and director.
- Five auditors on 20+ projects and increased productivity using standard operating procedures.

CERTIFICATIONS AND TRAINING

- Project Management Professional Certification
- FEMA Professional Development Series
- Homeland Security Exercise and Evaluation Program Certification (HSEEP)
- CompTIA A+ Certified
- WebEOC
- DisasterLan
- Lean Six Sigma White Belt



ISABEL NIEVES CRUZ

Preparedness / Response / Recovery Consultant III

6+ YEARS OF EXPERIENCE IN ENVIRONMENTAL AND URBAN PLANNING

EXPERTISE

- Bilingual (English & Spanish)
- Planning Principles
- Project Management
- Grant Management
- Policy and Procedure Compliance
- Salesforce
- SAP
- ArcGIS
- GoogleEarth

EDUCATION

M.S., Environmental Planning, Metropolitan University, 2011

B.S., Environmental Technology, Puerto Rico University, 2008

PROFESSIONAL QUALIFICATIONS

Isabel Nieves Cruz has more than six years of experience in the environmental and urban planning field, with experience in project and grant management. She is a self-motivated, proactive, and reliable professional who has an ability to work under pressure in a fast-paced environment.

RELEVANT EXPERIENCE

IEM, Current

- Will support federal, state, and local government agencies and private sector organizations in drafting, developing, and editing planning documents, supporting stakeholder engagement activities, and applying technical knowledge and expertise to analyze, coordinate, and develop procedures supporting response and recovery operations.

Director of Urbanism and Land Use Office, 2019

- Supervise and review planning technician work.
- Manage and coordinate activities and work plan of the office.
- Represent the city at meetings and conferences concerning planning, federal funds, and economic development.
- Responsible for implementing the city's strategic, land use, and multi-hazard plans and other municipal plans.
- Conduct field inspections.
- Prepare ordinances and resolutions.
- Research and write grant applications.
- Prepares and presents public information in community meetings and city elected officials.
- Program manager for the CDBG-DR and FEMA funds.
- Program management consisted of the developing of compliance policies and outreach programs and following applicable federal, state, and Puerto Rico regulations.
- Organize and maintain project records and reports.
- Complete tasks on time and within the project budget.

- Review permit applications and local business tax applications for compliance with zoning regulations.
- Develop compliance and spending plan for the American Rescue Plan Funds
- Manage federal funds spending.
- Prepare maps, develop databases, and perform analysis in ArcGIS.
- Provide policy guidance expertise for FEMA PA, FHWA, FEMA HMGP, HUD CDBG-DR, or other grant programs.
- Prepare maps, develop databases, and perform analysis in ArcGIS.
- Develop documents in sketch-up.

Municipality of Aguadilla, Puerto Rico

Planner

- Develop and monitor compliance for Land use plans in the Municipality.
- Prepare maps, develop databases and perform analysis in ArcGIS.
- Evaluate and endorse private and public projects permits.
- In charge of the development of the municipal Strategic Plan and Hazard Mitigation plan.
- Assist the mayor.

Infosys, 2015-2019

Process Specialist

- Communicate with Honeywell's customers and employees for repair order status and inquiries through email and phone.
- Escalate issues to Honeywell leadership.
- Attend meetings with customers.
- Work with SAP and salesforce system.
- Prepare order status reports in Excel.

Open Mobile, 2013-2015

Sales Associate

- Kept store clean.
- Restocked shelves.
- Created inventory of products.
- Handled returns and exchanges.
- Maximized sales transactions.
- Responsible for resolving all customer complaints.
- Provided a quick and exceptional customer experience.
- Sales.

Radio Shack, 2012-2013

Key Holder, Sales Associate

- Served as team lead.
- Provided a quick and exceptional customer experience.
- Answered customer questions.
- Assisted customers with locating items.
- Responsible for resolving all customer complaints.
- Maximized sales transactions.
- Handled returns and exchanges.
- Created inventory of products.

- Restocked shelves.
- Kept store clean.
- Store management.
- Cash handling.

2009-2013

Planning Technician

- In charge of the compliance of the NPDES program in the municipality.
- Prepared environmental plans for construction projects.
- Evaluated construction project permits.
- Prepared the Municipal Strategic plan.
- Participate in the development of Land Use Plan, Hazard Mitigation Plan and Strategic Plan.
- Prepare maps, develop databases and perform analysis in ArcGIS.

CERTIFICATIONS AND TRAINING

- Professional Planner, Puerto Rico State Department
- CDBG-DR Management Certifications
- Protection of Personally-Identifiable Information (PII)
- Record Retention
- HUD Section 3 Program
- Davis Bacon Act
- Minority- and Women Business Enterprise



GRANT UNELL

Preparedness / Response / Recovery Consultant III

6+ YEARS OF EXPERIENCE

in Emergency Management, Public Policy, Communications & Public Assistance

EXPERTISE

- Administrative Appeals
- Appeal Writing
- Communication
- Cost & Facility Eligibility
- Disaster Recovery
- Federal Procurement Compliance
- FEMA Public Assistance
- Grantee Closeout
- Grants Management
- Public Relations
- Streamlined Project Applications
- 406 Hazard Mitigation
- 404 Hazard Mitigation

EDUCATION

B.A., Political Science, School of Public and International Affairs, University of Georgia

B.A., Economics, Terry College of Business, University of Georgia

PROFESSIONAL QUALIFICATIONS

Mr. Unell has over six years of experience in disaster recovery operations, hazard mitigation, audit compliance, and FEMA Public Assistance. Currently, he serves as the primary consultant for The County of Orange, California, where he provides guidance on the political, programmatic, and monetary functions associated with Orange County's COVID-19 Public Assistance funding. In addition to grant writing, grant management, and financial reimbursement, he is also experienced in Grantee and Sub-grantee closeout activities.

Mr. Unell has expertise in both cost and facility eligibility, for which he has overseen administrative appeal efforts on behalf of sub-recipients. He has additionally supported over 100 State and local jurisdictions across Texas and Louisiana, providing consultation services to the Texas Division of Emergency Management (TDEM) and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) across more than 15 disaster declarations at the state and federal government level. He provides additional consulting services to the City of Chicago and the Chicago Public School system in their COVID-19 recovery efforts.

RELEVANT EXPERIENCE

IEM, 2021-Present

Disaster Recovery Specialist II, IEM, 2021-Present

DR-4489, City of Chicago, Illinois COVID-19 Recovery, 2023-Present

- Provide guidance, oversight, and technical assistance to the City of Chicago in supporting COVID-19 recovery efforts.
- Reviews and responds to citywide Requests for Information.
- Assists with policy reviews and cost eligibility determinations associated with eligible Public Assistance expenditures.
- Provides written activity descriptions and cost eligibility arguments to support cost and activity reasonability determinations and to facilitate project worksheet obligation.

DR-4489, Chicago Public Schools, Illinois COVID-19 Recovery, 2023-Present

- Aids COVID-19 Public Assistance Recovery efforts for the Chicago Public School System and the Chicago Board of Education.
- Reviews and responds to FEMA Requests for Information.
- Supports subgrantee administrative appeals processes at all levels, providing written eligibility positions, documentation support, and timeline management services.

DR-4482, Orange County, California COVID-19 Recovery, 2021-Present

- Provides regulatory oversight, guidance, and technical assistance in support of federal reimbursement actions for COVID-19 vaccination efforts.
- Oversees the writing, management, and reimbursement for \$150 million COVID-19 Vaccination Projects.
- Supports sub-grantee's administrative appeals processes at all levels, providing written eligibility positions, documentation support, and submission timeline management for over \$64 million in disputed funds.
- Manages sub-award closeout responsibilities, including final inspections, financial closeout reporting, audit preparedness, and document retention.
- Aids sub-grantee closeout officers in final programmatic and project-specific duties.
- Provides policy-centered solutions and processes to support reimbursement for eligible costs incurred under FEMA DR-4482 at the county and municipal level.
- Processes Reimbursement Requests for Large Projects, including grants totaling over \$200 million in obligated costs.
- Maintains strong lines of communication, providing the client with weekly, monthly, and daily reports
- Develop fact sheets, policy explanations, standard operation procedures, and workshops to assist clients throughout the Public Assistance Process.
- Leads bi-weekly internal meetings with Orange County Leadership, including the Chief Financial Officer, the Budget Director, and the Deputy Chief of Public Works.
- Leads communication efforts between Orange County, FEMA, and the grant Recipient to align interests between parties to reinforce and implement the client's positions and strategies
- Developed reimbursement review workflows and cost-tracking tools for the client to use in future events.

Tetra Tech, 2020-Present

Public Assistance Program Liaison, 2020-Present

- Disaster Recovery Consultant for the Governor's Office of Homeland Security & Emergency Management (GOHSEP) who oversaw the project formulation and programmatic compliance of 30 entities in Louisiana Regions 5 & 6, including various Parishes, Cities, School Boards, and Private Nonprofit Organizations.
- Directed and advised procurement decisions to effectuate compliance with federal and state guidelines, providing regulatory oversight of contracts and purchasing agreements.
- Led meetings, conference calls, and trainings to provide technical assistance and policy guidance to subrecipients navigating the Public Assistance program.
- Coordinated and managed relationships with leaders across Federal, State, and local governments, including Mayors, Parish Presidents, Police Chiefs, Sheriffs, and other elected officials to align interests between providers and grant recipients.

CohnReznick, LLP, 2017-2020

Consultant, 2017-2020

[DR-4223-TX](#) | [DR-4245-TX](#) | [DR-4255-TX](#) | [DR-4272-TX](#) | [DR-4332-TX](#) | [DR-4416-TX](#) | [DR-4485-TX](#)

- Disaster Recovery consultant who managed the disbursement of over \$500 million in FEMA Grant funds to 150+ jurisdictions in the State of Texas, including state agencies, counties, cities, school districts, and Private Non-profit organizations.
- High-profile work for the Texas Division of Emergency Management (TDEM) included leading recovery efforts for eight state agencies, including the Texas Department of Transportation (TxDOT), Texas Health and Human Services Commission (THHSC), and Texas Parks and Wildlife Department (TPWD).
- Acquired detailed knowledge of federal regulations and related guidance for federal, state, and local disaster recovery and emergency relief programs.

CONFERENCES AND DR RESPONSE

- Texas Division of Emergency Management Conference
- Public Assistance Training Liaison
- GOHSEP Hazard Mitigation Training
- Disaster Declaration: DR-4223
- Disaster Declaration: DR-4227
- Disaster Declaration: DR-4259
- Disaster Declaration: DR-4272
- Disaster Declaration: DR-4332
- Disaster Declaration: DR-4416
- Disaster Declaration: DR-4482



KATHRYN SMITH

Preparedness / Response / Recovery Consultant III

15+ YEARS OF EXPERIENCE
in GIS & Emergency Management

EXPERTISE

- Technical Writing
- GIS
- Hazard Mitigation
- Mapping
- Data Collection and Analysis

EDUCATION

M.S., Geography, University of Utah

B.S., Geography, Brigham Young University, 2003

PROFESSIONAL QUALIFICATIONS

Ms. Smith is a client-focused Mitigation Planner and Geospatial Information Systems (GIS) Specialist. She has expertise in compiling, analyzing, and modeling information from diverse sources to build data-driven resources that effectively identify natural hazard vulnerabilities. She develops mitigation strategies to improve community resilience. Ms. Smith is a strategic thinker who investigates how new technologies and processes can improve quality and productivity. She is dependable, hard-working, adaptable, and accountable. Ms. Smith is committed to meeting and exceeding agency and client expectations.

RELEVANT EXPERIENCE

IEM, 2022-Present

Hazard Mitigation Planner II, 2022-Present

- Analyzes impacts from various hazards in Santa Clara County, California. Gathers authoritative GIS data on hazard zones, critical facilities, infrastructure, demographics, and building inventory. Utilizes Hazus and GIS overlay tools to determine exposure and potential losses for multiple natural hazards. Prepares maps and other visual tools to facilitate interpretation of data results.
- Collaborates with clients and the IEM geospatial team to gather GIS data on critical facilities, infrastructure, and other community assets for Hazus analysis for Delaware SHMP. Composed maps of historical hazard impacts and other measures of vulnerability.
- Provided technical writing and review of hazard profiles for Alabama SHMP. Assisted with preparing materials for client planning meetings and documenting participation. Collaborated with planning partners to gather GIS data related to natural hazards, community assets, and historic hazard impacts.
- Assisted in updating community profiles for Washington County MJHMP for participating jurisdictions. Utilized GIS tools to identify structures and parcels within the FEMA 100-year floodplain and calculated total area and percentage of building and land exposure and potential dollar losses, summarized by occupancy and land use type.

- Develops and updates Local, Multi-Jurisdictional, and State Hazard Mitigation Plans.
- Collects and analyzes data related to natural hazards, community assets, and historical hazard impacts.
- Conduct vulnerability, capability, and risk assessments.
- Collaborates with local, state, tribal, and federal officials and other stakeholders to foster engagement in the mitigation planning process.
- Solicits and documents data and input from stakeholders to develop mitigation strategies.
- Technical writing and review of plans, documents, and reports.
- Assists with developing GIS/Mapping resources, spatial modeling, and analysis to develop and update risk assessment maps and other visualization tools (dashboards and similar dynamic displays).

Draper City, Utah, 2016-2017

GIS Technician, 2016-2017

- Edited and maintained parcel dataset in SDE geodatabase.
- Utilized scripts and other automation techniques to merge datasets from two county databases into a common schema.
- Used GIS to produce data layers, maps, tables, and reports.
- Assisted with transitioning local business data into geospatial format.

Salt Lake Community College, 2013-2016

Adjunct GIS Instructor, 2013-2016

- Prepared and presented instructional materials and software demonstrations on advanced GIS analysis techniques.
- Utilized Canvas online reporting system to document course syllabus and lesson materials and post grades on course assignments, presentations, and exams.
- Reviewed student work and provided constructive feedback.

Unified Fire Authority/Salt Lake County EM, 2004-2014

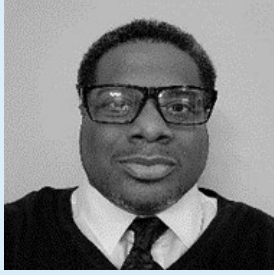
Mitigation Planner/GIS Specialist, 2004-2014

- Updated local multi-jurisdictional hazard mitigation planning materials to comply with state and federal regulations.
- Facilitated mitigation planning team meetings, performed risk assessment analysis on hazard data and presented results, documented participant feedback, consolidated historical hazard impact records, and prepared written documents based on this information.
- Coordinated successfully with representatives from multiple local jurisdictions and state and FEMA representatives to accomplish planning goals, analyze hazard vulnerability, and develop appropriate mitigation strategies to limit hazard exposure risk.
- Supported the development of county emergency operation plans and strategic planning documents and assisted local officials in designing and implementing municipal emergency plans and other emergency management programs.
- Participated in training and exercises and after-action reporting related to emergency operations, response, and recovery planning efforts.
- Utilized GIS tools to identify geographic extent and vulnerability to natural hazards, collected, analyzed, and interpreted spatial data and imagery, and presented results in customized electronic and printed maps and reports.
- Reviewed data to verify currency, accuracy, usefulness, quality, and completeness of documentation.

- Provided geospatial intelligence via maps, dashboards, and other data visualization tools to support emergency response operations at the county Emergency Operations Center during multiple county emergencies.

CERTIFICATIONS AND TRAINING

- FEMA Advanced Professional Series FEMA Professional Development Series
- Advanced HAZUS for Earthquake
- Local Hazard Mitigation Workshop
- Planning and managing a GIS
- GIS Program Management
- Introduction to Multiuser Geodatabase Introduction to ArcGIS Server



JUSTIN MONTAGUE

Preparedness / Response / Recovery Consultant II

14 YEARS OF EXPERIENCE

in FEMA PA, Disaster Recovery, & Public Service

EXPERTISE

- FEMA Public Assistance Grants
- FEMA PA Closeout
- FEMA COVID-19 Policy
- FEMA Cost Estimating
- Disaster Management Sidebar Bullets

EDUCATION

B.S., Electrical Engineering,
Southern University A&M
College, 2006

PROFESSIONAL QUALIFICATIONS

Mr. Montague has comprehensive knowledge of standard practices of accepted engineering cost estimating software programs that provide projections for infrastructure repair and replacement costs to apply new applications or developments to resolve unique or novel problems, conditions, or issues. He has experience with local and federal regulations and building codes (Uniform Building Code, International Building Code), as well as compliance with local planning (ADA) and zoning laws, such as required setbacks, height limitations, parking requirements, transparency requirements (windows), and land use.

Mr. Montague also has experience reviewing construction drawings and change orders for large commercial facilities to provide technical guidance/recommendations, experience using an array of cost estimating tools from RS Means, Cost Estimating Format, FEMA, State, or Local Cost codes and other cost data as appropriate.

RELEVANT EXPERIENCE

IEM, 2022-Present

Disaster Recovery Specialist III, 2022-Present

- Provides general programmatic assistance to applicants and maintains currency of and compliance with applicable state and federal grant management policies and procedures relating to the Public Assistance Grant Program.
- Review supporting documentation for the assigned sub-awards to ensure that each sub-recipient receives appropriate reimbursements.
- Performs project validation reviews and addresses any inconsistencies, special considerations, and compliance issues with management.
- Maintains and implements plans and procedures associated with the effective and efficient delivery and monitoring of grant performance of the Public Assistance Grant Program.
- Assists Applicants with the submission of reimbursement requests, quarterly reports, and closeout packets.

- Responds to a variety of Applicant inquiries, ranging from routine to complex, and provides detailed information to the public regarding federally declared disasters.
- Mentors new hires and serves as an essential member of the statewide Outreach Program.

Coleman Consulting Group, LLC, X2022

Project Manager, 2022

- Served as lead Project Manager for Iberville Parish School Board on Capital Improvement Projects totaling over \$35 million.
- Wrote and distributed bid packages for projects that clearly defined potential contracts' scope and general provisions.
- Ensured that the project team understood all aspects of the contract related to their respective responsibilities and demonstrated a thorough understanding of the contract checklist and organizational structure.
- Managed the budgets and schedules for ground improvements and infrastructure projects for the School Board.
- Executed corrective action plans to mitigate unnecessary delays in work related to inclement weather and emergencies.
- Controlled project plan by reviewing designs, specifications, plan scheduling changes, and recommending actions.
- Negotiation and management of general contractors, change orders, pay applications, and all associated documents to the projects.

Serco, 2019-2022

Costing Specialist/Civil Engineer, 2019-2022

- Served as a Construction Analyst for the FEMA Central Consolidated Resource Center to provide supplemental disaster grant assistance for the repair, replacement, and restoration of disaster-damaged and public-owned facilities.
- Developed scopes of work, damage description and dimensions, and cost estimates for disaster-related repairs and reconstruction of infrastructure, roads, and public facilities (Cat. C-G) and COVID-19 (Cat. B) projects.
- Evaluated Applicant-provided cost claims for reasonableness and accuracy related to the scope of work.
- Researched, reviewed, and updated equipment rates used in reimbursing Applicants for using Applicant-owned equipment while performing eligible work.
- Obtained knowledge of the laws, policies, regulations, or other directives governing FEMA's Public Assistance Program.
- Created cost estimates using RS MEANS for FEMA disaster-related projects totaling over \$800 million.

LA Governor's Office of Homeland Security and Emergency Preparedness, 2008-2019

Various Roles, Sr. Closeout Specialist, GOSHEP PA, 2016-2019

Sr. Disaster Recovery Specialist II, GOSHEP PA, 2008-2016

- Provided oversight of the recovery grant processes of the Disaster Relief and Emergency Assistance Act through coordination with the State, Parish, and Local officials across 9 Presidential Disaster events.
- Consulted with the Applicant's project engineers, architects, and contractors to ensure compliance with State and Federal regulations.

- Provided leadership, guidance, and general assistance to the sub-grantee in preparing documentation, invoices, and vital information to facilitate reimbursements for Public Assistance grants from FEMA.
- Reviewed contracts and proposals to ensure compliance with all applicable federal and state laws.
- Prepared and updated Excel spreadsheets to track change orders, project progress, and expenses.
- Performed final review of project invoices, contracts, procurement, and payments.
- Managed grant projects totaling over \$125 million management.

CERTIFICATIONS AND TRAINING

- EMGrants Pro
- Grants Portal
- Closeout 101 & 102
- Completed LA GOHSEP University Training Program
- Completed various FEMA Independent Study Courses
- Completed FEMA RS MEANS Training Courses



RICHARD MORTIMER, CEM

Preparedness / Response / Recovery Consultant II

19+ YEARS OF EXPERIENCE
in Emergency Management

EXPERTISE

- Critical Incident Response
- Conflict Resolution
- Training & Development
- Project Management
- Business Continuity Planning
- Strategic Operations & Planning
- Emergency Operations
- Response/Recovery Operations

EDUCATION

Executive Master of Professional Studies, Emergency and Disaster Management, Georgetown University, 2016

B.A. Intelligence Studies, American Military University, 2014

PROFESSIONAL QUALIFICATIONS

Mr. Mortimer is an Emergency Management Coordinator and Military Veteran with over 19 years of proven leadership and management experience. He has extensive strategic and operational planning knowledge and conducts risk assessments and gap analyses. Mr. Mortimer previously served as the Risk & Capabilities Program Manager for the Virginia Department of Emergency Management (VDEM). In this role, he managed the Commonwealth of Virginia's THIRA and SPR process.

Mr. Mortimer facilitated the enhancement of the Commonwealth of Virginia Emergency Operations Plan. Mr. Mortimer also ensured that all VDEM plans complied with the EMAP Standards. Mr. Mortimer was the Planning Section Chief for multiple incidents with the Virginia Emergency Support Team. He also served as a planning subject matter expert for planning efforts conducted at the regional level. Mr. Mortimer has extensive knowledge of the Commonwealth of Virginia and its jurisdictions.

RELEVANT EXPERIENCE

IEM, 2022-Present

Mid-Level Planner

- Responsible for drafting, developing, and editing planning documents, supporting stakeholder engagement activities, and applying technical knowledge and expertise to analyze and develop procedures supporting response and recovery operations.
- Support projects related to emergency operations, hazard mitigation, disaster recovery, homeland security, and emergency management planning, including developing and facilitating training and exercises.
- Support after-action reviews for all types of incidents, including state and local COVID-19 response.
- Support proposal development and technical writing of proposals.

- Support meetings, developing meeting materials, and facilitating meetings for clients.
- Support data collection and documentation and provide other research and writing tasks as necessary to support a wide range of planning tasks and overall plan development.

Virginia Department of Emergency Management, 2023-Present

- Coordinated and facilitated the update of the Virginia Emergency Management Support Team Standard Operating Guidelines to ensure alignment with new processes and procedures.
- Created the Fiscal Tracking Dashboard for the VDEM Fleet Manager to report the vehicle fleet's financial expenditures clearly.
- Designed and developed the Virginia Emergency Support Team (VEST) Personnel Credentialing Framework to assist the VEST in implementing a credentialing program for VEST personnel.
- Designed and developed 43 position skill sets (position task books) and associated job aids to evaluate personnel to be credentialed.
- Designed and developed the VDEM FY 2024 Budget Briefing presented to executive leadership.
- Updated budget-related standard operating procedures utilized by VDEM staff for the FY 2024 budget year.
- Modified and enhanced the VDEM Finance Divisions SharePoint site to reflect new standard operating procedures and associated FY 2024 budget information and data.

Colorado Division of Homeland Security & Emergency Management, SEOC Supplemental Staffing – Emergency Management Accreditation Program (EMAP), 2023

- Enhanced non-compliant documentation to meet compliance with the EMAP Accreditation Program Standards in the areas of operational planning and procedures, COOP, resource management, mutual aid, logistics, facilities, and emergency public information and education during Colorado's conditional accreditation period.

Illinois Emergency Management Agency & Office of Homeland Security, COVID-19 Mass Vaccination, 2022-2023

- Served as Deputy Planning Section Chief for the Illinois Emergency Management Agency's Coordination Mass Vaccination initiative.
- Supervised Planning Section staff to implement planning initiatives for the Illinois Emergency Management Agency's COVID-19 Mass Vaccination effort.
- Supported developing, updating, and distributing operational documents for the Illinois Emergency Management Agency's Coordination Mass Vaccination initiative.
- Collaborated in developing process flows for transitioning from COVID-19 Mass Vaccination Response Operations to Recovery.
- Coordinated the research and response to a request for information from FEMA to inform a Letter of Complaint regarding Limited English Proficiency.
- Collaborated with Illinois Emergency Management Staff and IEMA Executive Leadership to provide input into the agencies' after-action report.

Illinois Emergency Management Agency & Office of Homeland Security, Emergency Management Accreditation Program, 2022-2023

- Provided guidance on the Emergency Management Accreditation Program about the IEMA Mass Vaccination transition process.
- Developed documentation to enhance processes for the Illinois Emergency Management Agency to meet EMAP Accreditation standards.

- Assisted the Illinois Emergency Management Agency to achieve Conditional EMAP Accreditation in July 2022.
- Assisted IEMA in achieving 66/66 compliant standards (previously 19/66 after their initial virtual EMAP Assessment) during their on-site EMAP Assessment in April 2023.
- Coordinated document development and crafted various documents to assist IEMA's preparation for their on-site EMAP Assessment in April of 2023.

Illinois Emergency Management Agency & Office of Homeland Security, Southwest Border Asylum Seeker Operation, 2022

- Served as the Planning Technical Expert assisting the staff assigned to IEMA's Southwest Border Asylum Seeker Operation.

Virginia Department of Emergency Management, 2016-2022

Emergency Management Accreditation Program Accreditation Manager

- Served as the Accreditation Manager for the Virginia Department of Emergency Management's Emergency Management Accreditation Program Re-Accreditation process, including guiding the process through multiple adjustments due to the adverse effects of COVID-19.
- Developed processes and assign tasks for updating the EMAP Standard Proofs of Compliance, utilizing a Project Management System and Microsoft SharePoint.
- Ensured the EMAP Re-Accreditation Team remains on schedule.
- Provided appropriate guidance to the EMAP Standard Leads and their teams when necessary.
- Briefed VDEM leadership on the status of the EMAP Re-Accreditation process and ensures leadership maintains appropriate situational awareness.
- Maintained regular communication with the EMAP Staff Liaison to keep them apprised of VDEM's progress.
- Completed fifteen professional development courses that EMAP offered.
- Volunteered for one on-site assessment and one remote assessment.

Risk & Capabilities Assessment Program Manager

- Manages the Commonwealth of Virginia's Threat Hazard Identification Risk Assessment (THIRA) and Stakeholder Preparedness Report (SPR) programs.
- Analyze current capabilities and reports to complete THIRA and SPR; Evaluate and communicate gaps and findings to Executive Leadership.
- Enhances the LCAR to strategically align with the THIRA and SPR to provide a more comprehensive picture of the Commonwealth's needs.
- Supervises the development of the 2021 Commonwealth of Virginia Emergency Operations Plan update, including coordinating information requirements, developing working groups with diverse stakeholders, reviewing and analyzing recommended changes, and presenting the final product to leadership.
- Participated in developing the 2019 Commonwealth of Virginia Emergency Operations Plan update.
- Serves as Virginia Emergency Support Team Plans Chief; represented the VEST for over ten emergency activations in this role.
- Program Manager for the Commonwealth of Virginia Planning Software System, to include development, implementation, customer service, and training statewide.
- Coordinated data collection and collaborated with the private contractor to complete the Commonwealth of Virginia Hazard Mitigation Plan (Enhanced).

Colorado Army National Guard, 2015-2017

Officer Candidate

- Observed the Battalion Executive Officer in daily duties in preparation to attend Officer Candidate School, including attending executive meetings and conducting strategic level planning.
- Made quick, successful decisions focused on completing the mission during training events.
- Led 15 potential officer candidates to ensure the completion of projects and duties.

United States Army, 2007-2015

Operations Manager

- Provided tactical and technical guidance and professional support to subordinate organizations; recommended the best ways to support mission accomplishment to leadership.
- Supervised, trained, and mentored two managers and 20 employees in all aspects of operations management.
- Managed logistical movement for 272 personnel who redeployed for emergency leave and another 67 personnel who departed for early redeployment.
- Developed and trained 15 personnel in Theater Gateway Liaison duties such as flight reservations and procedures for requesting Army Emergency Loans for personnel departing under emergency circumstances.
- Created a continuity book for all Theater Gateway operations; improved transition with new organizations.

Section Manager/Squad Leader

- Hand-selected by leadership to serve as the Personal Security Detachment Leader, responsible for nine personnel and 3 Bradley Fighting Vehicles.
- Developed Personal Security Detachment's strategic framework for training, operations, and tactical plans to maintain a high level of proficiency.
- Mentored and maintained accountability of personnel, providing positive guidance for their personal and professional development, including advising on educational opportunities for personnel.
- Oversaw maintenance schedule of assigned equipment; assisted and trained personnel in the care and maintenance of vehicles, weapons, and specialty equipment.
- Maintained 100% accountability and serviceability of over \$175M equipment, including vehicles, communications equipment, and weapon systems.
- Recognized by senior leadership for successfully leading the Personal Security team training on convoy procedures and mounted operations.
- Conducted daily composite risk management and implemented strict safety measures, ensuring the safety of all personnel during training and the daily scope of activities.

Assistant Operations Manager

- Updated and maintained digital documents necessary to the organization's operations in a deployed environment, including tracking over 4,560 patrol missions and personnel and cataloging debriefs.
- Trained two managers and one employee on several aspects of operations management, including standard operating procedures, patrol tracking, and reporting procedures.
- Created the strategic plan for the battalion's professional development program.
- Enrolled over 525 personnel into Department of the Army schools and leadership courses; facilitated the organization's professional development program.

Team Leader

- Directly responsible for the supervision, training, professional development, and readiness of 3 personnel.
- Maintained accountability and serviceability of equipment in excess of \$25.0M, with zero losses or discrepancies.
- Trained 20 personnel on preventative maintenance of the M1151 HMMWV while deployed.
- Planned the recertification of 15 personnel on automated systems, increasing the organization's efficiency.

- Assisted in the planning and executing of over 100 patrol missions in support of Operation Iraqi Freedom.

Virginia Army National Guard, 2004-2007

Liaison Monitor Team Leader

- Functioned as a member of the Multinational Peacekeeping Force in conjunction with the Polish Army in Hani I Elezit, Kosovo.
- Conducted Open-Source Intelligence collection to provide Kosovo Forces with situational awareness to aid decision-making.
- Composed daily briefs to forward to Kosovo Forces at the end of each patrol mission; briefed reports to United Nations and NATO leadership in Kosovo.
- Participated in Municipality meetings with Hani I Elezit leadership; worked with Psychological Operations and Civil Affairs personnel to facilitate operations.
- Aided the Organization for Security and Co-operation in Europe (OSCE) in developing the democratic process in a former communist country.

Security Team Leader

- Maintained a safe and secure environment in the city of Biloxi, Mississippi, during recovery operations following Hurricane Katrina.
- Managed Security Team of 15 personnel.

CERTIFICATIONS AND TRAININGS

- Certified Emergency Manager (CEM®), IAEM, 2023
- Six Sigma Green Belt, Process Management International, 2023
- EMAP Business Consultant Initiative Training, EMAP, 2023
- EMAP Accreditation Manager & Assessor Training, EMAP, 2018
- L0101, L0102, L0103, L0104, L0105 Emergency Management Basic Academy, VEMA, 2017
- HSEEP, Homeland Security Exercise & Examination Program, 2016
- FEMA ICS300, Incident Command System – Intermediate, 2016
- FEMA ICS400, Advanced ICS – Command & General Staff – Complex Incidents, 2016
- FEMA Professional Development Series, 2016
- Advanced Leaders Course, US Army, 2013

PUBLICATIONS AND SPEAKING ENGAGEMENTS

- Mortimer, R.P. (2024, March 19). Utilization of the Master COOP Concept - Breakout Session E4. Virginia Emergency Management Symposium, Newport News, Virginia.
- Presented a concept of a Master COOP that is scalable to any program size and will emphasize efficiency in collaboration and the development of a COOP at all levels.

AWARDS

- Army Commendation Medal (3)
- Army Achievement Medal (3)
- Navy and Marine Corps Achievement Medal (1)
- Kosovo Campaign Medal with Campaign Star (1) Afghanistan Campaign Medal with Campaign Star (2)
- Iraq Campaign Medal with Campaign Star (2)
- Humanitarian Service Medal (1)



MICHAEL MATERIA

Preparedness / Response / Recovery Consultant II

10+ YEARS OF EXPERIENCE

in Emergency Management, Disaster Recovery & Grants Management

EXPERTISE

- Grants Management
- Communication
- Recovery
- Response

EDUCATION

B.A. Geography,
Pennsylvania State
University, 2016

M.A. Sustainable Urban
Planning, George
Washington University, 2018

PROFESSIONAL QUALIFICATIONS

Mr. Materia brings experience in Disaster Recovery and Disaster Response. His grant management experience comes from work at the Massachusetts Emergency Management Agency's Recovery Unit and Delaware Emergency Management Agency, working on hurricane, flooding, and snowstorm disasters and COVID-19 Public Assistance in Massachusetts and Delaware. His response experience includes working at state emergency operating centers for the state of Massachusetts, as well as their mobile EOC cadre, and as an enlisted member in the US Coast Guard during multiple Hurricanes and nor'easters. He has strong documentation skills honed by multiple deployments acting as a Situation Unit Leader.

Michael is adept at Office 365 applications such as Outlook, Excel, Word, Grants Portal, WebEOC, HURREVAC, and Esri Arc Map. He excels in written and oral communication, teamwork, leadership, and flexibility.

RELEVANT EXPERIENCE

IEM International Inc., 2022-Present

Various Roles, Disaster Recovery Specialist II, 2022-2024-Present

Disaster Recovery Specialist III, 2024-Present

- Provide general programmatic assistance to applicants and maintain currency of and compliance with applicable state and federal grant management policies and procedures relating to the Public Assistance Grant Program.
- Identify potential impacts / implications of policy changes to Federal/State/local programs and provide briefings as required.
- Perform damage assessments to establish potential eligibility for FEMA funding and the extent of applicable damages.
- Perform project validation reviews and address any inconsistencies, special considerations, and compliance issues with management.
- Provide technical guidance and recommendations to management.

Delaware Emergency Management Agency, XXX2020-Present

State Disaster Recovery Specialist, 2020-Present

- Act as the recovery department's main point of contact for all disaster applicants, FEMA, and any recovery-related tasks.
- Run all recovery meetings with FEMA, applicants, and coordinating agencies.
- Provide technical assistance to all applicants across all disasters.
- Train new hires.
- Run FEMA public assistance programs from disaster start to disaster closeout.
- Create and update all disaster-related policies and procedures needed for disaster and client-specific needs.
- Draft template letters for all grant-related information for applicant and recipient use.

Massachusetts Emergency Management Agency (MEMA), 2020 - 2022

Disaster Recovery Programs Specialist, 2020-2022

- Support, provide technical assistance, and guidance on various components of state and federal recovery and hazard mitigation programs.
- Coordinates and supports the federal and state grant application, request process for a declaration, roll-out of the program, and close-out of the program.
- Provide expert analysis and interpretation of extremely complex data, policy, legislation, and regulations; environmental and other federal and state procedures, requirements, technological advancements, and approaches specific to federal and state laws and regulations.
- Makes recommendations for procedure changes and other activities to accomplish program objectives and timelines.
- Develop procedures and standards that facilitate the program's accomplishment and the agency's technical assistance role.

Federal Emergency Management Agency, 2018-2020

Community Planning Capacity Building Specialist, 2018 - 2020

- Working to support and build the recovery capacities and community planning resources of local, State, and Tribal governments.
- Compiled and analyzed community assessment data to inform the Mission Scoping Assessment Report and Recovery Support Strategies.
- Prepared analysis of recovery information and progress toward Recovery Support Strategy objectives as directed.
- Proactively and effectively-identified specific resources to assist with disaster recovery plans. • Providing expertise in technical planning such as zoning, land use, and transportation.
- Assessing the capacity of local government to implement comprehensive recovery plans.
- Manage and coordinate the work of a planning support team. Recruiting community members to participate in the recovery planning process.

CERTIFICATIONS AND TRAINING

- EMAP – Business Consultant Training
- K0705–Fundamentals of Grants Management
- ICS1000–Public Assistance Program and Eligibility
- ICS1001–The Public Assistance Delivery Model Orientation

- ICS1002–FEMA Grants Portal-Transparency at Every Step
- ICS2200-Basic Emergency Operations Center Functions
- ICS10-Animals in Disasters: Awareness and Preparedness
- ICS75-Military Resources in Emergency Management
- ICS100–Introduction to Incident Command System
- ICS200–Basic ICS for Initial Response
- ICS230–Fundamentals of Emergency Management
- ICS235-Emergency Planning
- ICS300–ICS for Expanding Incidence
- ICS400-Advanced ICS Command and General Staff-Complex Incidents
- ICS403-Introduction to Individual Assistance
- ICS700.B-An Introduction to the National Incident Management System
- ICS800.D-An Introduction to National Response Framework

ADDITIONAL PROFESSIONAL EXPERIENCE

- Boston Park Ranger, Boston Park Ranger 2020
 - Park Rangers serve the public in the tradition of park keepers, ensuring the preservation and protection of the City of Boston's parks. Goodwill ambassadors all users of the parks by providing first aid or being a contact for patrons seeking knowledge of the parks and surrounding areas' history, rules, or other regulations. Coordinated with local police, fire, and EMS agencies to enforce park rules, new Covid-19 protocols, and local, state, and federal laws and ordinances.
- World Bank, Washington, DC Consultant 2017-2018
 - Served as consultant for the 2018 World Bank Conference on Land and Poverty. Delivered hands-on assistance to the director for administrative and logistical tasks.
- ABB Turbo Charging, North Brunswick, NJ Turbocharger Service Technician 2012-2013
 - Full accountability for installing, maintaining, and repairing the turbocharger components at a workshop or customer site in various domestic locations. Led a team of highly expert service engineers to streamline engineering operations and ensure the completion of work within time and compliance with safety and technical requirements.
- United States Coast Guard Machinery Technician/E-4 - GS 4 2007-2012
 - Managed, planned, and led crewmembers during missions performing law enforcement, search and rescue, emergency management, and environmental response. Optimized equipment performance by troubleshooting and repairing all boat and station building equipment and supervised preventative and corrective maintenance of vehicles and equipment. Trained junior team members in lifesaving skills, emergency response, and wildlife management. Employed best practices, laws, and treaties at sea aboard commercial and private vessels while acting as a federal officer of the United States Government.



SONJI PAYTON

Preparedness / Response / Recovery Consultant II

25+ YEARS OF EXPERIENCE

in Emergency Management & Healthcare Analysis

EXPERTISE

- Response Operations
- Logistics Management
- Case Management
- Documentation
- Compliance

EDUCATION

High School Diploma

PROFESSIONAL QUALIFICATIONS

Ms. Payton possesses an extensive background in health, disaster case management, and human services support. This diverse skill set enables her to transition seamlessly into various roles as an emergency professional, where strategic thinking and leadership are used to manage critical situations effectively with calmness and empathy. She has been recognized for her adaptable crisis management skills through years of navigating complex healthcare environments, including health insurance and customer service. In transitioning to Emergency Management, Ms. Payton applies her leadership, communication, and logistical ability to ensure preparedness and effective response in critical situations.

RELEVANT EXPERIENCE

IEM, 2021-Present

Various Roles, Eligibility Specialist, 2024

DR 4806 Hurricane Debby

- Completed initial response and Individual Assistance outreach efforts for Hurricane Debby survivors, assessing individual needs and matching them with available resources to address their gap in recovery.
- Conducted comprehensive analysis of disaster-related and non-disaster-related resources in Florida counties to identify resource availability and options for those affected by Hurricane Debby.
- Utilized Smartsheet for effective data tracking and management, ensuring accurate and up-to-date information on client needs and status to inform the Florida Division of Emergency Management of project status.
- Guided survivors of Hurricane Debby through the FEMA IA application process and answered questions on eligibility for various circumstances.

Resource Coordinator, Vermont Non-Congregate Sheltering, 2023-2024

- Conducted intake and registration for survivors, assessing their disaster-caused needs.
- Coordinated with Long-Term Recovery Groups (LTRGs), FEMA, and other partners to meet the needs of survivors.

- Maintained regular contact with survivors, conducting bi-weekly in-person visits and monthly reverifications for continued program eligibility.
- Researched and located hotels for Vermont survivors needing temporary housing.

Liaison Officer, SW Border Bus Response and Recovery Mission, IEMA, Illinois, 2022-2023

- Maintained and updated shelter census daily. Submitted IRR-209 to update the EOC (Emergency Operations Center).
- Monitored shelter site operations.
- Submitted a comprehensive IR-214 daily, including all the activities of the shelter support staff.
- Submitted incident reports detailing code of conduct violations, illness/injuries, domestic violence, food issues, and other shelter incidents.
- Submitted information regarding walk-ins.
- Assisted in the location of housing facilities for the shelter residents.
- Used translating devices to facilitate fluid conversations with residents of different languages.
- Ensured availability of appropriate resources.
- Collaborated with interpersonal and interagency partners to meet the residents' needs for short—and long-term goals.
- Responsible for coordination of wraparound services provided to the residents.

Medical Logistics Coordinator, 2021-2022

DR-4484-LA & DR-4512-VA

- Primary vaccine and infusion coordinator in Commonwealth, Virginia, Louisiana, and Harris County, Texas.
- Collaborate with other site management team members and upper leadership to successfully transport over 800,000 vaccines for administering to patients.
- In Louisiana, following CDC and FDA guidelines, properly transported, handled, and stored monoclonal antibodies.
- Responsible for the procurement and assembly of medical supplies and equipment.
- Briefed upper management daily with an accurate medication and medical supplies count.
- Provides effective and timely inventory management of medical supplies.
- Maintains accurate inventory controls in a fast-paced environment.
- Maintain 100% accountability of all assigned equipment and medical supplies.
- Ability to quickly research vendor information to ensure supplies can arrive in a timely manner.
- Effective communication with the logistics team, nursing staff, and Project Manager to eliminate redundancies.
- Clearly articulate issues and concerns using the proper chain of command.
- Delivers accurate technical reports to the Chief Nursing Officer (CNO) and Medical Logistics lead.
- Practical experience in logistics and inventory management.
- Team leadership skills with an all-hands approach attitude.
- Contributed to the turn-in and disposal of vehicles, equipment, supplies, and other warehouse-related equipment valued over \$8m in preparation for site shut-down.

Endeavors Disaster Case Management Agency, 2021

Disaster Case Manager DR-4611-LA, 2021

- Performed phone and in-person intake interviews, linking survivors to resources for urgent needs.
- Engaged with each client to cooperatively participate in the development and ongoing review of disaster recovery.

- Advocated for survivor families whose needs were still unmet for additional funding from funded resources, presenting cases to charitable organizations.
- Verified unmet needs by obtaining records and contracting vendors.
- Assisted families with writing FEMA appeals.
- Conducted home visits, documented using standardized forms, and entered relevant information into the client registry in a timely manner.
- Managed a caseload of up to 45 people, providing professional service with empathy.

State of Louisiana, Emergent Talent Temporary Agency, 2019-2020

Medicaid Analyst, 2019-2020

- Emergent Talent (Temp Agency), Baton Rouge, LA
- Communicated with people from various cultures and backgrounds on application processes.
- Followed guidelines reviewing applicant data to determine eligibility for economic assistance.
- Documented all communication with applicants and inputted information into the system utilizing interfaces.
- Developed extensive fact-checking and research skills as a result of continuously reviewing different programs and options.
- Reduced the State of Louisiana's financial risks and liabilities by implementing cost-saving initiatives that addressed long-standing problems
- Processed over 100 Medicaid tasks in production weekly

Emergent Talent Temporary Agency, 2017-2019

Disaster Case Manager DR-4277-LA, 2017-2019

- Maintained current training education on local, state, and federal guidelines for emergency response.
- Build and strengthen relationships with area governments, departments, and agencies to manage effective planning and implementation of emergency response strategies.
- Processed applications, determined applicants' eligibility, and compiled and maintained project records.
- Met with and briefed applicants on status updates.
- Performed duties in accordance with all applicable standards, policies, and regulatory guidelines to promote a safe working environment.
- Used critical thinking to break down problems, evaluate solutions, and make decisions.

Blue Cross and Blue Shield of Louisiana, 1998-2017

Various Roles, Provider Disputes Analyst, 2015-2017

- Conducted investigation by reviewing telecommunication tapes of related and pertinent calls and any documentation or claims submitted by providers to verify correct pricing and analyze claim inquiry data to determine the root cause of the error.
- Researched Facets system utilizing various interfaces to ensure contracts and reimbursement policies and procedures are priced accurately.
- Composed written resolution letters to appropriate parties within the required time frame for all network provider disputes in accordance with all appropriate Healthcare Accreditation entities.
- Coordinated various tasks, including audits, calculated adjustments for identified problems with programming, and provided onsite or telephonic education on contract-related concerns.
- Remained knowledgeable regarding company policies and procedures and current developments within operational departments.
- Interpreted benefits for all lines of business, claims process, and adjustment procedures.

- Coordinated and hosted Management Level Provider Dispute meetings between internal management from various areas within the plan and provider representatives. This included contacting providers and relevant internal management, preparing dispute packets, and taking minutes during meetings.
- Facilitated meetings, ensuring all appropriate audience views were addressed.

Billing and Enrolling Specialist, 2013-2015

- Managed invoicing and payment processing operations.
- Developed rapport with brokers, group leaders, and vendors to cultivate loyalty and satisfaction.
- Analyzed integrity reports and other system-generated error reports.
- Reconciled past-due accounts, achieving a 90% reduction in outstanding invoices.
- Proved successful working within tight deadlines in a fast-paced environment.
- Used critical thinking to break down problems, evaluate solutions, and make decisions.

Senior Benefits Advisor, 1998-2013

- Navigated complex computerized systems to effectively resolve member and provider inquiries while conveying understanding and empathy.
- Reviewed and researched billing and healthcare claim inquiries from members and providers to ensure proper benefits and payments were correctly applied, such as claims disputes and billing questions.
- Maintained knowledge of required lines of business and changes to applicable company policies and procedures.
- Maintained a professional attitude and demeanor as a company representative when dealing with angry customers.
- Initiating contact with other departments to correct claims adjudication benefits and enrollment processes.
- Mentored and monitored new benefit advisors by ensuring benefits were given accurately and claims were processed according to the insured policy.

CERTIFICATIONS AND TRAINING

- IS-100, Introduction to the Incident Command System
- IS-200, Basic Incident Command System for Initial Response
- IS-403, Introduction to Individual Assistance
- IS-700, Introduction to the National Incident Management System
- FEMA Independent Study Courses (16+ completed)
- Focused area courses include emergency management, disaster recovery, individual assistance, and community lifelines.
- Completed Professional Series
- Currently working toward the Advanced Professional Series
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-400: Advanced ICS for Complex Incidents



CHRIS RODERICK

Preparedness / Response / Recovery Consultant II

5+ YEARS OF EXPERIENCE

in Business Continuity Planning & Emergency Management

EXPERTISE

- Business Continuity Planning
- Emergency Management
- Exercise Design and Facilitation
- After Action Reporting
- Data Analyst and Visualization
- Project Management
- Leadership

EDUCATION

B.S., Emergency Management, University of Central Florida

PROFESSIONAL QUALIFICATIONS

Mr. Roderick is a Planner with IEM, Inc., bringing over five years of Emergency Management and Business Continuity experience. He currently supports a major government transportation agency as a senior business Continuity Planner, focusing on the development and implementation of continuity plans and the Information Technology Disaster Recovery (ITDR) plan. Chris holds a Certified Business Continuity Professional (CBCP) certification through the Disaster Recovery Institute International (DRII) and is recognized as a Smartsheet Power User.

Mr. Roderick was instrumental in creating a decision support solution via Smartsheet and ArcGIS/Survey123 for the Tustin, CA Navy Hangar fire, enabling the incident management team to monitor cleanup and remediation efforts. He has supported the Illinois Department of Public Health (IDPH) with Access and Functional Needs (AFN) planning and the Emergency Medical Services for Children (EMSC) program, the Chemical Stockpile Emergency Preparedness Program (CSEEP) with their annual exercise, along with the Virginia Department of Emergency Management (VDEM) with internal policy development. Chris has developed and implemented various Smartsheet solutions for the Port Authority of New York and New Jersey, IDPH, and VDEM, significantly enhancing reporting and operational processes.

RELEVANT EXPERIENCE

IEM, 2022-Present

***Planner*, 2022-Present**

- Serves as a Sr. Business Continuity Planner for a Government transportation agency
- Supports the development and implementation of continuity plans and the ITDR plan
- Develops and facilitates training, including general awareness and system training
- Created several reporting dashboards through Smartsheet that are used by senior and executive-level leadership for various clients

- Created various policy documents and resources to assist VDEM in daily operations
- Developed a Smartsheet-based decision support tool that integrated multiple data sources into a dashboard and GIS map, aiding IMT leaders and city officials in the recovery efforts for the Tustin, CA Navy Hangar blimp fire.
- Participates in and conducts various Business Continuity and Emergency Management exercises; wrote several After-Action Reports and Improvement Plans (AAR/IP) for the various exercises adhering to HSEEP standards, including the Blue Gras Army Depot CSEEP annual exercise
- Deployed to the Florida Division of Emergency Management (FDEM) during Hurricane Idalia (DR-4734-FL) to support EOC operations, monitor WebEOC mission requests for the Human Services Branch/ESF-6, and assist with unmet needs surveys and shelter establishment in disaster-declared counties.
- Part of a team that completed an After-Action Review of the 2022 LUMA Energy response to Hurricane Fiona in Puerto Rico (DR-4671-PR)
- PHEOC activation for MPX; AFN and EMSC planning for IDPH.

Lake County Board of County Commissioners, FL, 2022

Emergency Management Intern, 2022

- Developed Standard Operating Guides (SOGs) as part of the County's Comprehensive Emergency Management Plan.
- Led the development of the Lake County Community Emergency Response Team (CERT) program.
- Supported the development of the Lake County Neighborhood Preparedness Program (NPP).
- Created several county outreach and educational presentations to enhance Emergency Management awareness.
- Supported evacuation planning efforts for FDEM region 4/5 through the Lake County, FL Office of Emergency Management as a "host" county to support other coastal communities during evacuations.
- Responsible for updating and maintaining countywide contacts in EverBridge.
- Built and updated several dashboards housed within WebEOC.

Freelance, 2008-2022

Storm Chaser, 2008-2022

- Intercepted 22 tropical cyclones, including hurricanes Sally, Michael, and Matthew.
- Chased over 50 tornados across the United States from 2009-2019.
- Collect and share NIST-certified wind and pressure data for post-storm analysis and surveys.
- Provide real-time observations to official sources at the NWS/EOC to assist with warning issuance and response.
- Make real-time information during storm chases available through live streams, videos, and photography to various local and national news/media outlets.

Paylocity, Lake Mary, FL, 2019-2020

Account Manager, 2019-2020

- Payroll originating and processing for multiple small and medium businesses.
- Completed various HR onboarding tasks and trained clients in all elements of Paylocity payroll software.
- Collaborated with internal teams to ensure thorough, accurate, and timely resolutions were provided to clients.
- Was responsible for all payroll aspects, including benefits, 401K, workforce, and performance management.
- Assisted clients with generating and manipulating Excel spreadsheets for accounting and payroll purposes.

FAIRWINDS Credit Union, Apopka, FL, 2018-2019

Member Service Representative II, 2018-2019

- Provided exceptional customer service while completing member transactions in a fast-paced environment.
- Assisted Credit Union members with personal financial goals. Made product recommendations based on needs.
- Promoted within six months to tier 2. Always met and frequently exceeded monthly and yearly sales goals.
- Collaborated with business owners and accounting professionals to achieve company goals.
- Employee of the month for FAIRWINDS Credit Union – October 2018.

Radial Inc, Melbourne, FL, 2013-2017

Operations Team Lead, 2013-2017

- Supervised a team of 25-30 agents and was responsible for hiring, continuous training, and agent staffing
- Member of the Building Emergency Response Team (B.E.R.T.) and actively participated in monthly exercises
- Responsible for collaborating, creating, updating, and maintaining departments Business Continuity Plan (BCP) and Continuity of Operations Plan
- Developed Business Continuity Plans (BCP) for meeting client needs for contact center closure due to hurricanes
- Project Management Experience – was responsible for leading a team tasked with implementing various highly visible projects, including overhauling contact center policy and procedures
- Worked as a data analyst for the department; developed and implemented an Excel-based agent scorecard system integrated into SharePoint used for coaching, agent tracking, and end-of-year performance reviews
- Employee of the month for Radial, Inc. – May 2014, April 2016

CERTIFICATIONS AND TRAINING

- Certified Business Continuity Professional - DRII
- FEMA Level I Professional Continuity Practitioner
- Fusion System Administrator
- Everbridge System Administrator
- Smartsheet Power User
- EMAP Business Consultant
- HSEEP Trained
- FEMA Professional Development Series Certificate
- FEMA Independent Studies



ADRIAN WEST

Preparedness / Response / Recovery Consultant I

3+ YEARS OF EXPERIENCE

in Disaster Response and Recovery, Emergency Management

EXPERTISE

- Disaster Response and Recovery
- Grants Management and Analysis
- QA/QC

EDUCATION

B.B.A. Economics, Eastern Michigan University, 2019

A.A.S. Small Business Management, Schoolcraft College, 2015

PROFESSIONAL QUALIFICATIONS

Mr. West is a detail-oriented and diligent professional with experience in disaster response and recovery, logistics, grant management, invoice reconciliation, and QA/QC. He is also proficient in data management and economic modeling. Some of Adrian's essential skills include streamlining processes, identifying and eliminating numerical and clerical errors, and ensuring data are clean and accurate for clients.

RELEVANT EXPERIENCE

IEM, 2022-Present

Disaster Recovery Specialist I, Hurricane Fiona Recovery, Puerto Rico

- Validates daily reports to ensure FEMA compliance as part of LUMA's power grid restoration efforts.
- Ensures all daily reports can be verified and contain no duplication of benefits.

AC Disaster Consulting, 2021-2022

Invoice Review Team, Oregon Health Authority COVID-19 Disaster Recovery, 2022

- Validated invoices to ensure accuracy and eligibility for FEMA Public Assistance reimbursement.
- Located and flagged any errors in invoices; coordinated with the vendor for corrected documentation.
- Ensured that all submitted invoices and documentation could be verified, contained no errors, and were submitted following the Oregon Health Authority's provided invoicing requirements.

Logistics Coordinator, South Carolina Department of Health COVID-19 Mobile Vaccination Clinics, 2022

- Created schedules for 23 vaccination and testing site teams.
- Found opportunities for new clinic sites at the client's request and facilitated agreements between the State of South Carolina and the Dollar General locations acting as host sites for the mobile vaccination and testing clinics.
- Worked with community leaders to organize vaccine and testing clinics at various community events around the state, including houses of worship, community fairs, and concert events.
- Daily reports to the State showing number of vaccines and tests given, worked closely with the Data Management team to ensure that all reported data was correct, with no duplication or potential errors.

Incident Commander, South Carolina Department of Health COVID-19 Mobile Vaccination Clinics, 2021-2022

- Deployed to South Carolina to act as Incident Commander for various Mobile Vaccination sites throughout the state.
- Ensured all vaccine clinics operated under safety guidelines created by the State.
- Responsible for maintaining inventory logs and maintaining the supply of needed items for mobile Covid 19 vaccination clinics.
- Submitted daily reports for all on-site activity, including a daily SITREP, vaccine temperature logs, and ICS 214 forms as needed.

Operations Section Chief, Michigan Department of Health COVID-19 Mobile Vaccination Clinics, 2021

- Assisted with Logistics and Planning for 15 mobile vaccination sites throughout the state.
- Responsible for creating vaccine site schedules and coordinating with clinicians and clinic host sites.
- Responsible for equipment and vehicle maintenance, inventory resupply, and site safety.
- Presented plans to leadership for approval and submitted daily reports on site activity, safety, and ongoing project needs.
- Created cataloging and reporting structure for canvassing outreach efforts, was the POC for all canvassing needs.

QA/QC Team, Florida Division of Emergency Management COVID-19 Recovery, 2021

- Served on the QAQC team reviewing Covid 19 expenses incurred by the State of Florida and preparing them for Public Assistance reimbursement.
- Worked closely with the project formulation team, the closeout team, and FDEM staff to facilitate a smooth transition of documents and information.
- Provided reports to leadership regarding expense eligibility, document requirements, and vendor fulfillment.
- Utilized WebEOC and Salesforce.

Grant Compliance Reviewer & QA/QC, North Dakota Department of Commerce, Economic Resiliency Grant Program, 2021

- Member of the ACDC team managing the North Dakota Economic Resiliency Grant Programs (HERG 2 PHERG 2 made available through a CARES Act allocation to the State of North Dakota).
- Member of the QAQC team.
- Conduct application reviews and provide final award determinations for small business grants.
- Participate in internal trainings with grant reviewers, grant escalations team, and compliance personnel.
- Perform grant compliance reviews, gather applicant documentation, and process grant closeouts following applicable grant rules and eligibility criteria.

- Ensure accuracy and efficiency in adjudicating grants and closing out awards.

Green Guys Painting, 2020-2021

Production Manager

- Facilitated client contracts.
- Coordinated and managed on-site projects.
- Commercial and residential painting and led paint remediation.

True Test Labs, 2020

Director of Operations

- Drafted business plan.
- Negotiated land contracts and equipment leases.
- Created standard operating procedures for the facility.

Xushi-Ko, 2019-2020

Accounting Analyst

- Developed an accounting system that enabled the business to come up to GAAP standards.
- Organized and reconciled a severe backlog of sales.
- Handled payroll and accounts payable documents.

United Road, 2019-2020

Sales Representative

- Utilized Salesforce to facilitate vehicle shipping contracts.
- Established and maintained relationships with dealerships in a multi-state territory.
- Coordinated the movement of vehicles to and from auctions.

Zerbos Health Foods, 2010-2019

Sales Manager

- Responsible for all hiring and training of department staff
- Handled all inventory management
- Implemented audit systems to control profit and loss within the supplement sector of the business

CERTIFICATIONS AND TRAININGS

- IS 01000: Public Assistance Program and Eligibility
- IS 00100 .c: Introduction to Incident Command System, ICS 100
- IS 00101.c: Preparing for Federal Disaster Operations: FEMA
- IS 00102.c: Preparing for Federal Disaster Operations: FEMA Response Partners
- IS 00200.c: Basic Incident Command System for Initial Response ICS 200
- IS 00201: Forms Used for the Development of the Incident Action Plan
- IS 00700.b: An Introduction to the National Incident Management System
- IS 00703.b: National Incident Management System Resource Management
- IS 00800.d: National Response Framework, An Introduction



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Town of Montreat Boards, Commissions, and Committee Representatives
As of 12/31/24

Board of Adjustment	6 Regular; 2 Alt; 1 ETJ	3 Yr term; Max 2 Consec.
Member	Current Term Expiration	Status
Martha Chastain	1/31/25	Able to serve 1 addl term
Arrington Cox	1/31/25	No, can't serve; moving
Mari Gramling	1/31/25	Able to serve 1 addl term
George Sawyer	1/31/27	
Ed Kramer	1/31/27	
Danny Sharpe, Chair	6/30/26	
David Neel (Alt)	1/31/25	Able to serve 1 addl term
Open Alt	Open	
Open ETJ	Open	

Planning & Zoning	6 Regular; 2 Alt; 1 ETJ	3 Yr term; Max 2 Consec.
Member	Current Term Expiration	Status
Bill Scheu, Chair	1/31/25	No, served two terms
Dan Dean	1/31/25	No, served two terms
John Hinkle	1/31/25	No, resigning
Liz Johnson	1/31/25	Able to serve 1 addl term
Bill Tucker	1/31/25	Able to serve 1 addl term
Julie Schell	1/31/27	
Daniel Hewitt (Alt)	9/30/25	
Allen Crawford (ETJ)	5/31/25	
Open Alt	Open	

Audit	2 Regular; 3 Commiss.	2 Yr term; no limits
Member	Current Term Expiration	Status
Hugh Alexander, Chair	1/31/25	Able to serve again
Phillip Arnold	6/30/25	
Kitty Fouche	Commissioner	
Tom Widmer	Commissioner	
Open Commissioner	Commissioner	

Tree Board	? Regular; 1 Commiss.	3 Yr term; no limits
Member	Current Term Expiration	Status
Brad Hestir, Chair	1/31/25	Able to serve again
Tyler Smith	1/31/25	Able to serve again
Landcare Chair: Arrington Cox	1/31/25	New Landcare Chair will serve
Ed Kramer	1/31/25	Able to serve again
Mason Blake	Commissioner	

Open Space	? Regular; 1 Commiss.	2 Yr term; no limits
Member	Current Term Expiration	Status
Mary Nell Todd, Chair	6/30/25	
Mari Gramling	1/31/25	Able to serve again
Bill Scheu	6/30/25	
Open Commissioner	Commissioner	

Landcare	? Regular; ? Commiss.	2 Yr term; Max 2 Consec.
Member	Current Term Expiration	Status
	<div style="border: 1px solid black; padding: 10px; transform: rotate(-10deg); display: inline-block;"> Info to Come </div>	

MEMORANDUM

TO: The Town of Montreat Board of Commissioners

CC: Savannah Parrish (Town Manager), Angela Murphy (Town Clerk), Gary Higgins (Applicant), Brandon Freeman (Town Counsel)

FROM: Kayla DiCristina (Zoning Administrator)

SUBJECT: Harmony Lane Lot (Pin# 071077202100000)

DATE: December 12, 2024

ATTACHMENTS: Recorded Easement Agreement, Draft Easement Agreement & Plat, Letter from Mountain Retreat Association

On February 9, 2023, the Board of Commissioners granted Gary Higgins, owner of a lot on the east side of Harmony Lane on the eastern side of Little Piney Branch (PIN#071077202100000), an access easement through hatched green area as identified in the Greenspace Agreement for the purpose of access to their property. Prior to obtaining the access easement, Mr. Higgins's property had no right-of-way access. The nearest right-of-way was on the opposite side of Little Piney Branch.

Mr. Higgins submitted applications to the Town's Zoning Administrator for development approval for his property in mid-2024. The Town's Zoning Administrator required, as part of the application, proof of sewer access approval from the Metropolitan Sewage District (MSD). Mr. Higgins was informed by MSD staff that the access easement granted by the Town in February of 2023 needed to be extended to include the sewer access area within the hatched green area.

Mr. Higgins informed the Zoning Administrator of this requirement. The Zoning Administrator required Mr. Higgins to resolve the outstanding issue with MSD before any development approvals would be granted. To amend the extent of the easement granted, Mr. Higgins must follow the same process used to obtain the easement by obtaining approval from the Board of Commissioners.

The request before the Board of Commissioner's is to extend the easement to encompass the location where Mr. Higgins's eventual dwelling will connect to the MSD system and receive sewer access. The Town's Legal Counsel, Brandon Freeman, prepared the revised easement agreement, which Mr. Higgins's found satisfactory. No changes to the terms of the easement are proposed. Mr. Higgins's hired a surveyor to prepare the survey needed to describe the revised easement area. A copy of the current easement agreement (recorded among the Buncombe County Register of Deeds in Deed Book 6302 Page 1511), the revised easement agreement, and the survey describing the new extent of the easement are included as attachments to this memo. The Mountain Retreat Association has also provided a letter indicating no objections to the revised easement agreement.

Should the Board of Commissioners choose to grant this amended access easement, Mr. Higgins will be required to record the easement agreement and plat with the Buncombe County Register of Deeds and be responsible for all fees associated with this recordation. Post-recordation, Mr. Higgins will need to provide the Town with a copy of the recorded easement agreement.

BK 6302 PG 1511 - 1518

STATE OF NORTH CAROLINA

EASEMENT AND MAINTENANCE AGREEMENT

COUNTY OF BUNCOMBE

Prepared by and return to: Susan Taylor Rash
Patla, Straus, Robinson & Moore, P.A. (Box # 35)

THIS EASEMENT AND MAINTENANCE AGREEMENT is entered into this the 2nd day of March, 2023, by and between TOWN OF MONTREAT, a North Carolina municipal corporation (hereinafter referred to as the "Town"), and GARY HIGGINS and MARILYN HIGGINS, married to each other, residents of Boundary County, Idaho (hereinafter referred to as the "Property Owners"), and joined in and consented to by MOUNTAIN RETREAT ASSOCIATION, a North Carolina nonprofit corporation (the "Association").

WITNESSETH:

WHEREAS, the Property Owners own an approximately 0.40 acre tract of real property located in Montreat, North Carolina, shown as Lot 1142 on the Plat of the Mountain Retreat Association recorded in Plat Book 49 at Page 2, and described in the deed recorded in Book 6300 at Page 300 in the Office of the Register of Deeds for Buncombe County, North Carolina (hereinafter referred to as "Lot 1142");

WHEREAS, by Offer of Dedication dated May 12, 1983, and recorded August 28, 1986, in Deed Book 1443 at Page 145 in the Office of the Register of Deeds for Buncombe County, North Carolina, made by the Association to and in favor of the Town, the Association offered for dedication designated street rights-of-way and greenspaces (the "Offer of Dedication");

WHEREAS, by Resolution of the Board of Commissioners of the Town of Montreat dated May 12, 1983, and recorded August 28, 1986, in Deed Book 1443 at Page 144 in the Office of the Register of Deeds for Buncombe County, North Carolina, the Town accepted the Offer of Dedication;

WHEREAS, the hatched green areas shown on Exhibit B to the Offer of Dedication ("Greenspace") were dedicated for "recreation, fishing, greenspaces and beautification and for such street, bridge and utility rights of way as Town shall deem reasonably necessary for its use or shall grant to others for such purpose" subject to the Association's option to rescind if the Town uses the Greenspace for other purposes without agreement with the Association;

Submitted electronically by "Law Offices of Richard J. Maita"
in compliance with North Carolina statutes governing recordable documents
and the terms of the submitter agreement with the Buncombe County Register of Deeds.

Packet Page 277

WHEREAS, the Property Owners have requested an easement from the Town to construct, install, repair and maintain an access drive (the "Drive") and a water line, sewer line and electrical power line (the "Utilities") over a portion of the Greenspace located between Lot 1142 and Harmony Lane and the Property Owners represent to the Town that construction of the proposed Drive and Utilities in Greenspace will provide the public benefit of being the most direct access from a public road to Lot 1142, which will result in the disturbance of less surface area and the cutting of fewer trees;

WHEREAS, the Town desires to grant, with the consent of the Association, and the Property Owners desire to accept an easement to construct, install, maintain and repair the Drive and the Utilities upon the terms and conditions set forth in this Agreement.

NOW THEREFORE, for valuable consideration, the receipt and sufficiency of which the parties hereby acknowledge, the parties agree as follows:

1. The Town hereby grants and conveys to the Property Owners, their heirs and successors who are or shall be owners of Lot 1142, a permanent, non-exclusive easement thirty feet in width for ingress, egress, regress and utilities from the western line of Lot 1142 to the eastern margin of Harmony Lane, said easement being fifteen feet on each side of the centerline described as follows:

BEGINNING at a point in Harmony Lane, said point being located North 61° 12' 59" East 160.00 feet and North 37° 52' 20" East 11.08 feet from the concrete monument found at the northwestern corner of Lot 1092 as shown on the plat recorded in Plat Book 43 at Page 39 in the Office of the Register of Deeds for Buncombe County, North Carolina, and running from said Beginning point thus established the following eight (8) courses and distances: (1) North 37° 52' 20" East 32.75 feet; (2) North 37° 16' 37" East 33.62 feet; (3) North 20° 32' 36" East 60.66 feet; (4) North 89° 38' 01" East 27.01 feet; (5) South 57° 25' 53" East 26.46 feet; (6) South 68° 51' 08" East 30.40 feet; (7) South 27° 46' 56" East 45.44 feet; (8) South 73° 39' 35" East 27.86 feet to a point in the western line of Lot 1142, shown on the plat recorded in Plat Book 49 at Page 2, Buncombe County Registry.

The thirty foot wide easement and the centerline are shown as "Proposed Access Easement" area on a survey for Gary Higgins dated February 15, 2023, and prepared by John M. Stollery, PLS, and identified as Drawing Number 2022-245 (the "Easement Area"), for the purpose of constructing, installing and maintaining the Drive and Utilities, subject to the terms and conditions set forth in this Agreement. The Drive and Utilities shall be designed and constructed by a contractor licensed in the State of North Carolina and in accordance with such other terms and conditions related thereto as are provided for in this Agreement. The Property Owners acknowledge and agree that they shall not expand the Drive or Utilities or change the location of the Drive or Utilities without obtaining the prior written consent of the Town, which the Town may grant or withhold in its sole discretion for any reason or for no reason.

2. The Town and the Property Owners further agree that the Property Owners shall meet and comply with the following terms and conditions:

- a. The Property Owners shall retain a contractor licensed in the State of North Carolina to prepare plans which shall show the location of the Drive and Utilities within the Easement Area and shall include stabilization of any cut and fill banks, adequate drainage measures, and other matters deemed necessary by the Town. The Property Owners shall not begin construction unless and until (i) such plans have been reviewed for compliance with this Agreement, Town Ordinances, and applicable governmental regulations and approved by the Town Zoning Administrator; and (ii) the Property Owners shall have obtained all required permits and approvals, including but not limited to a Certificate of Zoning Compliance and a Building Permit.
- b. The Property Owners acknowledge that the Drive and Utilities will cross Little Piney Branch and the Property Owners agree to comply with all applicable federal, state and local laws, ordinances and governmental regulations applicable to the construction, installation, maintenance, repair and replacement of the Drive and the Utilities within the Easement Area, including without limitation all federal, state and local regulations regarding streams and other wetlands.
- c. The Property Owners shall remove only the trees and shrubs approved by the Town. The Property Owners shall restore the topography of the Easement Area after construction and installation of the Drive and Utilities to approximately the same condition as existed before said construction and installation or as may be approved by the Town.
- d. The Town shall have no obligation to maintain the Easement Area, Drive or Utilities. The Property Owners shall have sole responsibility for the maintenance of the Easement Area, Drive and Utilities.
- e. The Property Owners shall repair any damage to existing vegetation, topography and improvements located in the Greenspace and any damage to the adjoining property caused by the construction, installation, maintenance, or repair of the Drive or Utilities and restore the Greenspace and adjoining property to the same condition as existed before said construction and installation or as may otherwise be approved by the Town.
- f. The Property Owners agree and acknowledge that the Town shall have the authority to allow other property owners and members of the public to use the Easement Area and agrees that they shall not take any measures that would prevent or discourage public use of the Easement Area. Without limiting the generality of the foregoing, the Property Owners acknowledge and agree the Town shall have the right to grant the owners of those properties which are adjacent to or in the vicinity of Lot 1142 the right and easement to use all or portions of the Easement Area for ingress, egress, regress, and utility purposes (and in connection

therewith, to grant the owners of those properties an easement over additional portions of the Greenspace for ingress, egress, regress, and utility purposes). By Property Owners' acceptance of this instrument and the easement granted hereunder, Property Owners covenant and agree that in the event the Town grants owners of property adjacent to or in the vicinity Lot 1142 the right to use all or portions of the Easement Area for ingress, egress and utility purposes and in connection therewith grants the owners of such properties an easement over additional portions of the Greenspace for ingress, egress and utility purposes (the combination of the Easement Area and such additional portions of the Greenspace over which the Town grants the owners of such properties an easement being hereinafter collectively referred to as the "Combined Easement Area"), Property Owners shall upon the request of the Town join with the owners of such properties (i) in the creation of an owners' association formed for the purpose of maintaining, repairing and replacing the Drive and maintaining other portions of the Combined Easement Area, and (ii) in the execution of a declaration of covenants and restrictions recorded in the public records of Buncombe County which confers on such owners' association the right to assess Lot 1142 and such properties for the cost of maintaining, repairing and replacing the Drive and maintaining other portions of the Combined Easement Area and submits Lot 1142 and such properties to the lien created under the declaration of covenants and restrictions for the purpose of securing the obligation to pay their respective share of such cost.

3. The Property Owners shall indemnify and hold the Town harmless from and against all liabilities, claims, and demands for personal injury, property damage, or any other liabilities or claims arising out of or caused by the use, design, installation, construction, maintenance or repair of the Drive and Utilities.

4. The Town shall at all times have the right to use the Easement Area in any manner it deems appropriate. The Town retains the right to grant easements to others in the Easement Area and to allow the installation, maintenance and repair of additional utility lines, including but not limited to, electric, gas, telephone, cable, sewer, or water lines. Without limiting the generality of the foregoing, the Property Owners acknowledge and agree the Town shall have the right to grant the owners of those properties which are adjacent to or in the vicinity of Lot 1142 the right and easement to use all or portions of the Easement Area for ingress, egress, regress, and utility purposes (and in connection therewith, to grant the owners of those properties an easement over additional portions of the Greenspace for ingress, egress, regress, and utility purposes).

5. The Property Owners acknowledge that the Town has the right to pass over and upon the Easement Area, as well as other Greenspace with appropriate roadways for use by the public. As to paved Town roads, the Property Owners, in future repairs or maintenance of the Drive or Utilities, shall be responsible for repaving and patching the portion of said paved Town roads disturbed by such work. As to non-paved Town roads, the Property Owners shall be responsible for regravelling and tamping in connection with any repairs or maintenance.

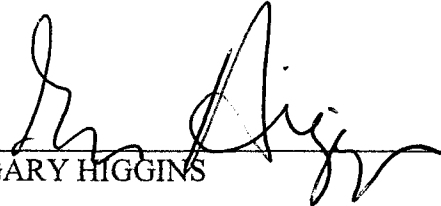
6. The parties agree that this Agreement shall be appurtenant to and run with Lot 1142 and shall inure to the benefit of the Town and the Property Owners, their heirs, successors in title and other parties who acquire title to Lot 1142.

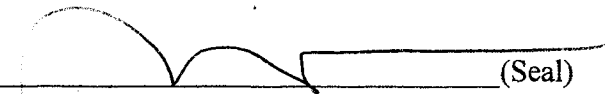
7. The Association joins in this Agreement for the purposes of (i) agreeing that the granting of this easement and the construction, maintenance and repair of the Drive and Utilities by the Property Owners in the Easement Area is within the permitted use of the Greenspace as set out in the Offer of Dedication; (ii) waiving any right to rescind and nullify the Offer of Dedication that may arise from the construction, installation, maintenance or repair of the Drive and Utilities; and (iii) joining with the Town in granting the easement provided for in this Agreement to the Property Owners.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the day and year first above written.

[The remainder of this page is left blank intentionally. Signatures follow on attached pages.]

Signature Page for Easement and Maintenance
Agreement Between the Town of Montreat
and Gary and Marilyn Higgins

 (Seal)
GARY HIGGINS

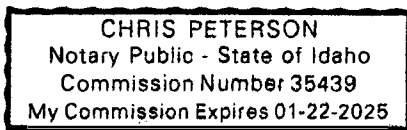
 (Seal)
MARILYN HIGGINS

STATE OF ~~NORTH CAROLINA~~ IDAHO ^{CP}
COUNTY OF Boundary

I, Chris Peterson a Notary Public of Boundary County, State of Idaho ~~North Carolina~~ ^{CP},
certify that GARY HIGGINS and MARILYN HIGGINS, personally appeared before me this day
and acknowledged the voluntary execution of the foregoing instrument.

Witness my hand and official stamp or seal, this 2nd day of March, 2023.

[Notarial Seal]



Chris Peterson
Notary Public
Chris Peterson
Notary's Printed or Typed Name

My commission expires: 1-22-25

**Signature Page for Easement and Maintenance
Agreement Between the Town of Montreat
and Gary and Marilyn Higgins**



TOWN OF MONTREAT

By: Timothy R. Helms
Timothy R. Helms, Mayor

Attest:

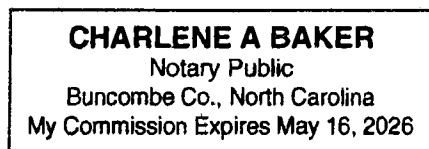
Angela Murphy
Angela Murphy, Town Clerk

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

I, a Notary Public of Buncombe County, North Carolina, do hereby certify that Angela Murphy personally appeared before me this day and acknowledged that she is the Town Clerk of Montreat, a municipal corporation, and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Mayor sealed with its corporate seal and attested by herself as its Town Clerk.

Witness my hand and official stamp or seal, this 1 day of March, 2023.

[Notarial Seal]



Charlene A Baker
Notary Public
Charlene A Baker
Notary's Printed or Typed Name

My commission expires: 5-16-2026

**Signature Page for Easement and Maintenance
Agreement Between the Town of Montreat
and Gary and Marilyn Higgins**

MONTAIN RETREAT ASSOCIATION
a North Carolina corporation

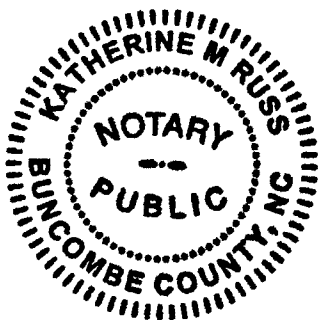
By: 

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

I, Katherine M Russ, a Notary Public of Buncombe County, North Carolina, certify that the following person(s) personally appeared before me this day and acknowledged to me the due and voluntary execution of the foregoing instrument for the purpose stated therein and in the capacity indicated: Richard T. DuBose, as President of Mountain Retreat Association, a North Carolina corporation by authority duly granted by the Board of Mountain Retreat Association.

Witness my hand and official stamp or seal, this 28th day of February, 2023.

[Notarial Seal]



Katherine M Russ
Notary Public

Katherine M Russ
Notary's Printed or Typed Name

My commission expires: 10-29-2024

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

EASEMENT AND MAINTENANCE
AGREEMENT AMENDMENT

Prepared by and return to: J. Brandon Freeman
20 Town Mountain Road, Suite 100, Asheville, NC 28801

THIS EASEMENT AND MAINTENANCE AGREEMENT AMENDMENT (this “Amendment”) is entered into this the ____ day of _____, 20____, by and between TOWN OF MONTREAT, a North Carolina municipal corporation (hereinafter referred to as the “Town”) and GARY HIGGINS and MARILYN HIGGINS, married to each other, residents of Boundary County, Idaho, (hereinafter referred to as the “Property Owners”), and consented to by MOUNTAIN RETREAT ASSOCIATION, a North Carolina nonprofit corporation (the “Association”) to amend that certain Easement and Maintenance Agreement recorded in Book 6302 at Page 1511, at the Office of the Register of Deeds for Buncombe County, North Carolina (the “Easement and Maintenance Agreement”) and described with more particularity in a Plat recorded in Book 233 at Page 175 of said Registry.

W I T N E S S E T H:

WHEREAS, the Town, the Property Owners, and the Association (collectively the “Parties”) entered into the Easement and Maintenance Agreement on March 2, 2023, a copy of which is attached hereto as **Exhibit A** and incorporated herein by reference; and

WHEREAS, the Metropolitan Sewage District of Buncombe County has requested that the scope of the Easement and Maintenance Agreement be extended to include the location at which the Property Owners’ sewer line connects to the public sewer main; and

WHEREAS, the Parties now wish to amend the Easement and Maintenance Agreement to that effect.

NOW THEREFORE, for valuable consideration, the receipt and sufficiency of which the Parties hereby acknowledge, the Parties agree as follows:

1. That the Easement and Maintenance Agreement is hereby amended as depicted in the plat attached hereto as **Exhibit B**, reference to said plat is made for a more particular description.
2. That the Property Owners shall be responsible for causing this Amendment, and the plat attached hereto as Exhibit B, to be recorded and shall bear the costs associated with the same.
3. That except as modified by this Amendment, all provisions of the Easement and Maintenance Agreement shall remain unchanged and in full force and effect. If there is a conflict between the terms of this Amendment and the Easement and Maintenance Agreement, the terms of this Amendment shall control.

IN WITNESS WHEREOF, the parties have caused this Amendment to be executed on the day and year first above written.

[The remainder of this page is left blank intentionally. Signatures follow on attached pages.]

**Signature Page for Easement and Maintenance
Agreement Amendment Between the Town of Montreat
and Gary and Marilyn Higgins**

_____(Seal)

GARY HIGGINS

_____(Seal)

MARILYN HIGGINS

STATE OF _____
COUNTY OF _____

I, _____ a Notary Public of _____ County,
_____, certify that GARY HIGGINS and MARILYN HIGGINS, personally
appeared before me this day and acknowledged the voluntary execution of the
foregoing instrument.

Witness my hand and official stamp or seal, this ____ day of _____,
20_____.

[Notarial Seal]

Notary Public

Notary's Printed or Typed Name

My commission expires:_____

**Signature Page for Easement and Maintenance
Agreement Amendment Between the Town of Montreat
and Gary and Marilyn Higgins**

TOWN OF MONTREAT

By: _____
Timothy R. Helms, Mayor

Attest:

Angela Murphy, Town Clerk

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

I, a Notary Public of Buncombe County, North Carolina, do hereby certify that Angela Murphy personally appeared before me this day and acknowledged that she is the Town Clerk of Montreat, a municipal corporation, and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Mayor sealed with its corporate seal and attested by herself as its Town Clerk.

Witness my hand and official stamp or seal, this ____ day of _____,
20____.

[Notarial Seal]

Notary Public

Notary's Printed or Typed Name

My commission expires: _____

**Signature Page for Easement and Maintenance
Agreement Amendment Between the Town of Montreat
and Gary and Marilyn Higgins**

MONTAIN RETREAT ASSOCIATION
a North Carolina corporation

By: _____

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

I, _____, a Notary Public of Buncombe County, North Carolina, certify that the following person(s) personally appeared before me this day and acknowledged to me the due and voluntary execution of the foregoing instrument for the purpose stated therein and in the capacity indicated: _____, as _____ of Mountain Retreat Association, a North Carolina corporation by authority duly granted by the Board of Mountain Retreat Association.

Witness my hand and official stamp or seal, this ____ day of _____, 20____.

[Notarial Seal]

Notary Public

Notary's Printed or Typed Name

My commission expires: _____

I, JOHN M. STOLLERY, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN D.B. 6300, P. 300, P.B. 233, P. 175, AND D.B. 6302, P. 1511.) THAT THE BOUNDARIES NOT SURVEYED ARE INDICATED AS BROKEN LINES AS DRAWN FROM INFORMATION FOUND IN OTHER REFERENCE SOURCES; THAT THE RATIO OF PRECISION IS 1:10,000; AND THAT THIS MAP MEETS THE REQUIREMENTS OF THE STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA (21 NCAC 56.1600). THIS 4th DAY OF NOVEMBER, 2024.

I, JOHN M. STOLLERY, CERTIFY THAT THIS SURVEY IS OF ANOTHER CATEGORY, SUCH AS THE RECOMBINATION OF EXISTING PARCELS, A COURT-ORDERED SURVEY, OR OTHER EXEMPTION OR EXCEPTION TO THE DEFINITION OF A SUBDIVISION.

I, JOHN M. STOLLERY, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL GNSS SURVEY MADE UNDER MY SUPERVISION AND THE FOLLOWING WAS USED TO PERFORM THE SURVEY.

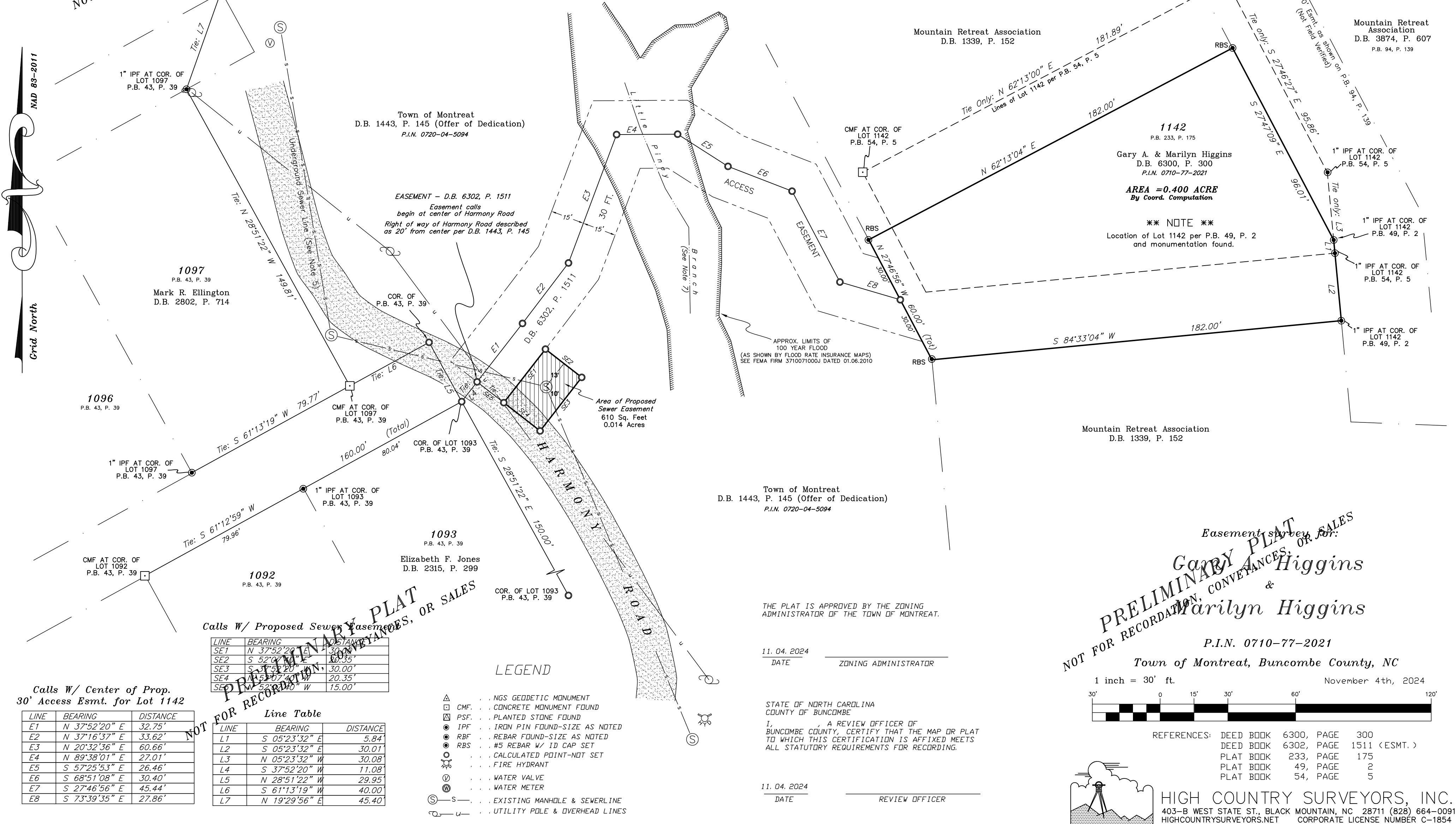
1. CLASS OF SURVEY: CLASS A (HORIZONTAL)
2. POSITIONAL ACCURACY: NOT TO EXCEED 0.10 FT H. & V.
3. TYPE OF FIELD PROCEDURE: RTK-VRS
4. DATES OF SURVEY: 11-02-2020.
5. DATUM/EPOCH: H-NAD 83-2011 EPOCH 2010, V-NAVD 88
6. PUBLISHED/FIXED-CONTROL USED: NC VRS NETWORK
7. GEOD MODEL: GEOD 128
8. COMBINED GRID FACTOR: 0.99976613.
9. UNITS USED: US SURVEY FOOT

*RTK Observations were used only to tie project to NC VRS.

NOTES

1. THIS SURVEY WAS PERFORMED WITHOUT THE BENEFIT OF A TITLE SEARCH, AND MAY NOT SHOW ALL EASEMENTS, RESTRICTIONS, RIGHTS OF WAY, ENCUMBRANCES, OR OTHER FACTS THAT MAY BE DISCLOSED BY A FULL TITLE EXAMINATION PERFORMED BY AN ATTORNEY AT LAW. THIS SURVEY SHALL NOT BE CONSIDERED A CERTIFICATION OF OWNERSHIP, ZONING, TITLE, OR GUARANTEE THAT THE PROPERTY IS FREE FROM ENCUMBRANCES.
2. THE DISTANCES AND ACREAGE SHOWN ON THIS PLAT ARE GRID MEASUREMENTS TO CONVERT TO GROUND DISTANCES AND ACREAGE, DIVIDE BY THE COMBINED FACTOR OF 0.99976613.
3. UNLESS STATED OTHERWISE HEREON, ONLY EVIDENCE OF EASEMENTS, BURIED UTILITIES, PIPELINES, OR STRUCTURES THERETO WHICH ARE READILY APPARENT FROM A CASUAL ABOVE GROUND VIEW OF PREMISES ARE SHOWN. INTERESTED PARTIES SHOULD INVESTIGATE THE EXISTENCE OF EASEMENTS, BURIED UTILITIES, OR PIPELINES, IF ANY, AND VERIFY. NO LIABILITY IS ASSUMED BY HIGH COUNTRY SURVEYORS, INC. FOR ANY LOSS THAT MAY BE ASSOCIATED WITH THE EXISTENCE OF ANY EASEMENT, BURIED UTILITY, OR PIPELINE ON THE PREMISES.
4. THIS PROPERTY IS NOT LOCATED IN A SPECIAL FLOOD HAZARD AREA AS DETERMINED BY FEMA. SEE FIRM 3710071000J DATED 01.06.2010.
5. UNDERGROUND SEWERLINE INFORMATION IS TAKEN FROM BUNCOMBE COUNTY MSD GIS INFORMATION, AND HAS NOT BEEN FIELD VERIFIED.
6. THIS PROPERTY IS ZONED R-1 BY THE TOWN OF MONTREAT. SETBACKS: 30' FRONT, 15' SIDE, REAR (20% MEAN LOT DEPTH OR <35') SEE THE TOWN OF MONTREAT ZONING ORDINANCE FOR MORE INFORMATION. SEC 701. INTERESTED PARTIES SHOULD INVESTIGATE ALL EXISTING RESTRICTIONS PRIOR TO DESIGN OR CONSTRUCTION. HIGH COUNTRY SURVEYORS, INC. MAKES NO CLAIM TO THE EXISTENCE OF ANY RESTRICTIONS OR COVENANTS.
7. ANY STREAMS, CREEKS, PONDS, LAKES, WETLANDS, ETC. LOCATED ON THIS PROPERTY, SHOWN OR NOT SHOWN HEREON, MAY BE SUBJECT TO BUFFER AREAS. IT IS THE OWNER'S/DEVELOPER'S RESPONSIBILITY TO HAVE THE AREAS DESIGNATED BY THE PROPER AUTHORITIES TO MAKE THESE DETERMINATIONS.
8. THIS PLAT IS A REVISION TO P.B. 233, P. 175 TO ADD A SEWER EASEMENT FOR THE BENEFIT OF LOT 1142. NO OTHER BOUNDARY INFORMATION WAS UPDATED FOR THIS PLAT.

PROFESSIONAL LAND SURVEYOR
LICENSE NUMBER L-2000





MONTREAT[®]

CONFERENCE CENTER

Richard DuBose
President



PO Box 969
Montreat, NC 28757



828.419.9800

To: Kayla DiCristina

From: Richard DuBose

Date: December 2, 2024

I'm following up on your request for a statement regarding the property on Harmony (PIN #0710772021) granting the Mountain Retreat Association's permission for the crossing of the greenspace at that location.

Thank you for sending the updated draft easement agreement with the amended language. I understand the need to amend this easement to include a small area in the hatched green area for sewer access. To the extent that such permission is required, the MRA has no concerns if the town chooses to grant the amended easement to the property owner.

Kind regards,

Richard DuBose