



**REQUEST FOR PROPOSALS**  
**For**  
**GRANT MANAGEMENT & CONSULTING SERVICES**  
**RFP # 2023-028**

Sealed proposals will be accepted until **2:00 PM CT, Thursday, June 22, 2023**, and then publicly opened and read aloud thereafter.

Hagerty Consulting, Inc.

Legal Name of Proposing Firm

Katie Freeman

Director of Operations

Contact Person

Title

847-492-8454 x119

katie.freeman@hagertyconsulting.com

Telephone Number

E-Mail Address

1618 Orrington Avenue, Suite 201

Evanston, Illinois

60201

Street Address of Principal Place of Business

City/State

Zip

1618 Orrington Avenue, Suite 201

Evanston, Illinois

60201

Complete Mailing Address

City/State

Zip

Acknowledgment of Addenda: #1 X #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

By signing below, you hereby certify that the information contained in this proposal and any attachments is true and correct, and may be viewed as an accurate representation of proposed services to be provided by this organization. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract. And furthermore that I certify that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Authorized Signature

# Grant Management and Consulting Services

North Central Texas Council of Governments (NCTCOG)  
Submitted by: Hagerty Consulting, Inc.

Request for Proposals #2023-028  
Due June 22, 2023 at 2:00PM CDT

**PREPARED BY:**

Hagerty Consulting, Inc.  
1618 Orrington Ave, Suite 201  
Evanston, IL 60201  
847-492-8454

**CONTACT:**

Katie Freeman  
Director of Operations  
[katie.freeman@hagertyconsulting.com](mailto:katie.freeman@hagertyconsulting.com)  
847-492-8454 x119



HAGERTY

# Table of Contents

<b>Tab A – Cover Sheet.....</b>	<b>1</b>
<b>Tab B – Executive Summary.....</b>	<b>3</b>
<b>Tab C – Experience and Key Personnel.....</b>	<b>6</b>
Firm History and Qualifications.....	6
Registrations and Legal Information.....	12
Key Staff Qualifications.....	14
Resumes .....	22
<b>Tab D – Technical Proposal .....</b>	<b>95</b>
Technical Expertise.....	95
Project Approach.....	98
Technical Approach .....	103
Quality Assurance/Quality Control Procedures .....	134
<b>Tab E – References .....</b>	<b>136</b>
<b>Tab F – Proposal Pricing .....</b>	<b>141</b>
<b>Tab G – Required Attachments.....</b>	<b>145</b>
Attachment I – Instructions for Proposals Compliance and Submittal.....	146
Attachment II – Certifications of Offeror .....	148
Attachment III – Certification Regarding Debarment, Suspension, and Other Responsibility Matters .....	150
Attachment IV – Restrictions on Lobbying .....	152
Attachment V – Drug-Free Workplace Certification .....	154
Attachment VI – Certification Regarding Disclosure of Conflict of Interest .....	156
Attachment VII – Fair Business Practices .....	159
Attachment VIII – Certification of Good Standing .....	161
Attachment IX – Historically Underutilized Businesses, Minority or Women-Owned or Disadvantaged Business Enterprises.....	163
Attachment X – Attestation of Contracts Nullifying Activity .....	165
Discrimination Against Firearms Entities .....	168
Boycotting of Certain Energy Companies .....	170
Exhibit A – Service Area Designation Forms .....	172
Exhibit B – Description of Desired Services to be Priced .....	176
Exhibit C – Service Questionnaire.....	178

## Tab A – Cover Sheet



June 22, 2023

Charlie Oberrender  
NCTCOG Purchasing Division  
515 Six Flags Drive  
Arlington, TX 76011

**Subject: Hagerty Consulting, Inc's Response to the North Central Texas Council of Governments Request for Proposal (RFP) 2023-028, Grant Management and Consulting Services**

Dear Mr. Oberrender and Members of the Evaluation Committee,

Hagerty Consulting, Inc. (Hagerty) is honored to present our qualifications to support the North Central Texas Council of Governments (NCTCOG) to provide grant management and consulting services. Hagerty has over 20 years of experience working with state and local governments across the grants management lifecycle, including experience in federal programs under the Federal Emergency Management Agency (FEMA), the United States (US) Department of Housing and Urban Development (HUD), the US Department of Treasury (Treasury), and other federal agencies.

Hagerty and our professionals have managed more than 750 projects across the US, including multiple projects in the State of Texas focused on grants and program management. We have previously served members of NCTCOG for similar tasks, detailed further in **Tab C – Experience and Key Personnel**, and have a deep history and understanding of work within the State of Texas broadly.

Hagerty looks forward to providing NCTCOG with comprehensive grants management services, including grant management oversight and disbursement; proposal and grants application development and submission to appropriate agencies; grant closeout and auditing; and additional tasks compliant with the 2 Code of Federal Regulations (CFR) Uniform Guidance (200) and state rules and regulations. We affirm that we will bring our expertise and experience in these areas to serve NCTCOG as needed.

CHICAGO

1618 ORRINGTON AVE, SUITE 201  
EVANSTON, IL 60201  
847-492-8454

Thank you for your consideration and please feel free to reach out to our corporate point of contact, Director of Operations Katie Freeman, for any and all assistance.

Sincerely,



**Katie Freeman**

Director of Operations, Hagerty Consulting, Inc.

1618 Orrington Avenue, Suite 201

Evanston, IL 60201

[katie.freeman@hagertyconsulting.com](mailto:katie.freeman@hagertyconsulting.com)

Office: 847-492-8454 x119 | Mobile: 510-851-2664

## Tab B – Executive Summary

Hagerty has over 20 years of experience providing strategic, financial, and programmatic expertise to state and local government partners to support their efforts to successfully identify, secure, and manage federal funds. Our professionals have supported our clients through the largest and most complex disaster response and recovery efforts in the US, including Hurricanes Michael, Matthew, Katrina, Rita, Sandy, and Ian; the 2016 and 2018 Maryland floods; the Deepwater Horizon oil spill; the Camp, Woolsey, and Hill wildfires; and the Novel Coronavirus (COVID-19) pandemic.

Our support has included management of a variety of federal funding sources, including the pandemic relief programs such as the *American Rescue Plan Act* (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Program, Emergency Rental Assistance Program (ERAP), Coronavirus Relief Funds (CRF), disaster relief programs such as Community Development Block Grant (CDBG) Disaster Recovery (-DR) and Mitigation (-MIT) and FEMA Public Assistance (PA), mitigation programs such as Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA) and Hazard Mitigation Grant Program (HMGP), and preparedness programs such as the Urban Area Security Initiative (UASI).

In response to the unprecedented amount of federal funding made available following the COVID-19 pandemic, Hagerty is also supporting to our clients as they work to secure funding available under the *Infrastructure Investment and Jobs Act* (IIJA), the *Inflation Reduction Act* (IRA), and the *2023 Consolidated Appropriations Act*. This breadth and depth of experience uniquely positions Hagerty to assist state and local governments in their efforts to secure and manage federal funding in a strategic and compliance-focused manner.

### *Hagerty's Funding Management Overview*



**Our team understands the full lifecycle of grant funding and has demonstrated experience advising clients on pre-award planning, award implementation, and post-award management.** The unprecedented amount and flexibility of federal funding that has been made available to local governments since the beginning of the COVID-19 pandemic has presented challenges to local governments – Hagerty has emerged as a trusted partner to our clients, helping to build internal capacity and expand administrative, compliance, and program design capabilities.

Hagerty offers NCTCOG and local governments across the State deep experience in all stages of the grant process, with expertise including:

- » **A comprehensive approach to grants management that spans the entire grant lifecycle.** Hagerty is an established leader in supporting cities, counties, and other jurisdictions in elevating their strategic and tactical approach to grants research, application, and management. Our firm approaches the grant application development process as a continuous cycle maintaining communication with the client's decisive planning, budgeting, and service delivery cycles. Approached strategically, grants can serve as catalysts to drive results, build capacities in the community, and support financial sustainability. Hagerty's hallmark is ensuring all grant-writing and grants management projects are pursued within this strategic framework.
- » **Access to national policy experts and ongoing opportunity tracking.** For over 20 years, Hagerty has helped clients successfully navigate complex federal grant programs. Our national group of policy leaders and grant professionals monitor policies and funding opportunities in real time to rapidly alert our clients of changes, often before they are formalized. Due to the firm's scale and size, Hagerty already tracks programs from rulemaking and design to Notice of Funding Opportunity (NOFO), enabling the firm to provide a cost-effective service to NCTCOG and local governments across Texas.
- » **Experience applying for and administering grant programs across multiple stakeholders and organizations.** Hagerty has developed applications and administered grant programs that integrate stakeholders at multiple levels to help our clients maximize and optimize federal funding. We have advised on best practices for community engagement that integrate social equity and diversity considerations and have facilitated successful stakeholder engagement events across the country. Our team is able to draw on a robust internal capacity to develop the Benefit Cost Analysis (BCA) required for many grant programs, which is often the most challenging aspect of application development. Concurrently, we have delivered robust technical assistance programs to ensure our clients, their subrecipients, and contractors, have the tools necessary to administer a grant effectively and compliantly. Our post-award expertise is based on deep experience with 2 CFR Part 200 and program-specific compliance and enables us to provide practical, solution-oriented advice during the pre-award phase.
- » **Past and current experience managing federal and state grants and programs in Texas.** Hagerty professionals provided hands-on support to the Gulf Coast Recovery Office and the Louisiana Transitional Recovery Office, managing 100,000 temporary housing units. Hagerty collaborated with the Texas General Land Office (GLO) to develop a mechanism to evaluate and design the temporary housing

units to support survivors of hurricane Katrina and Rita quickly and efficiently. Additionally, Hagerty's team has been actively engaged in financial management and recovery support for multiple federal programs, including the City of Austin, Texas, as they recovered from severe flooding and the COVID-19 pandemic. The firm provided support for the City of Austin's UASI grant by facilitating stakeholder meetings to review and approve grant proposals, analyzing UASI guidelines, and providing grant-writing consultation. Our grant management team has actively supported Texas local governments in efforts to leverage IIJA/IRA funding, conducting fund mapping and grant research for a large coastal Texas county and providing detailed advice on uses of Local Fiscal Recover Funds to leverage infrastructure grants to several local governments.

Given the depth and breadth of our experience, we are confident that we can serve all requirements in the RFP. Further information validating our expertise can be found below in **Tabs C – Experience and Key Personnel** and **Tab E – References**.

## Tab C – Experience and Key Personnel

Hagerty's experience and expertise directly aligns to the needs of the NCTCOG and local governments throughout the State of Texas. In fact, our focus on recovery and grant management ensures the entities will have robust support from Hagerty. Since the onset of the COVID-19 pandemic emergency, Hagerty has shifted into a response and recovery role that combines our grant management expertise and experience supporting local, county, regional, and state agencies as they recover from concurrent disaster events. Hagerty's qualifications, detailed below, reveal why we are the best firm to support NCTCOG and local governments throughout North Central Texas throughout the grants management cycle.

### Firm History and Qualifications

Hagerty has provided grant administration to governments at all levels, in compliance with local, regional, state, and federal requirements. Hagerty offers NCTCOG and its members extensive experience in recovery programs in the State of Texas; experience in disaster recovery programs where multiple funding streams support holistic recovery; and innovative solutions that add value to grant management. This experience is further expanded upon in this proposal.

### Description of Similar Experiences

Hagerty has supported clients of similar size, region, and organizational type, spanning technical compliance across programs at the state and federal level.

#### HAGERTY OFFERS EXTENSIVE EXPERIENCE IN THE STATE OF TEXAS, INCLUDING EXPERIENCE FOCUSED ON RECOVERY PROGRAM MANAGEMENT

Hagerty's professionals have been directly engaged in preparedness, response, recovery, and mitigation across the State of Texas, including in North Central Texas. In fact, Hagerty's professionals have supported the grant management and administration of more than **\$10.4 billion** in recovery funding in the State of Texas alone. For members of NCTCOG, Hagerty has directly supported the following activities. Hagerty has focused this list on projects and programs where our professionals are providing grant administration, federal funds compliance, technical assistance, and other related services.

##### *Hagerty's Support to NCTCOG Members*

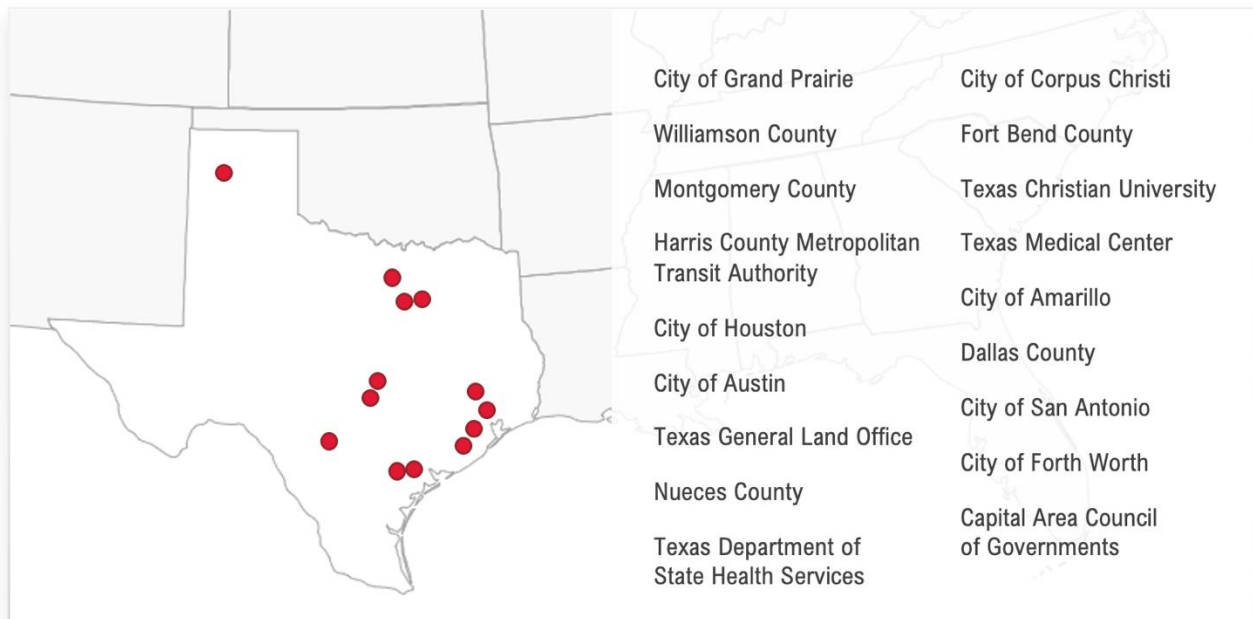
NCTCOG Member	Project Name	Brief Description of Services
Dallas County	Pre- and Post-Disaster Support	Ongoing contract beginning in 2021 to support planning and recovery activities to Dallas County
	ARPA Risk Assessment and Monitoring	Supporting Dallas County in subrecipient risk assessment and monitoring related to activities eligible for funding under ARPA

<b>NCTCOG Member</b>	<b>Project Name</b>	<b>Brief Description of Services</b>
	COVID-19 Cost Recovery and Appeals	Supported Dallas County to provide cost recovery and appeals support in the immediate aftermath of the COVID-19 pandemic emergency
<b>Denton County</b>	Nationwide Infrastructure Support Technical Assistance Consultants (NISTAC) FEMA Hurricane Ike Closeout	Provided technical support and FEMA PA operations during recovery activities from FEMA-1791-DR-TX, Hurricane Ike
	Centralized Resource Center, FEMA DR-4332	Provided training on cost estimating and remote work for Costing Specialists. Additionally supported site inspection information for Damage Description and Dimension (DDD) report creation
<b>Tarrant County</b>	Public Health Incident Command Tabletop Exercise (TTX)	Developed a Homeland Security Exercise and Evaluation Program (HSEEP)-compliant TTX to support Tarrant County Public Health. Utilized the Public Health Emergency Preparedness Section within the organization to strengthen preparedness efforts. Developed an after-action report to detail areas of improvement and best practices
<b>City of Dallas</b>	FEMA Disaster Recovery	Provided FEMA PA recovery services to the City of Dallas and the Office of Emergency Management (OEM)
<b>City of Fort Worth</b>	Continuity of Operations Plan (COOP) Project	Delivered a city-wide COOP to the City of Fort Worth to support disaster operations management across agencies
	Emergency Operations Plan (EOP) Update, Annexes B and I	Updated Communications (B) and Public Information (I) annexes within the City of Fort Worth's EOP for focused operations with Tarrant County
	EOP Update, Annexes C and H	Updated Sheltering and Mass Communications (C) and Health and Medical (H) annexes within the City of Fort Worth's EOP for focused operations with Tarrant County
	Functional Needs Support Services (FNSS) Shelter Assessment	Provided in-depth facility assessment of 10 city-owned and operated facilities identified as shelter locations following a disaster event for the purpose of assessing FNSS operations
	Mission Ready Package (MRP)	Developed 23 customized, City-specific MRPs for the City of Fort Worth to deploy resources and recovery capabilities

NCTCOG Member	Project Name	Brief Description of Services
City of Grand Prairie	Hazard Mitigation Plan (HMP) Update	Supported the City of Grand Prairie in the update of the citywide HMP, coordinating agencies to ensure operational readiness
	Disaster Recovery Activities	Provided recovery and financial management support following disaster declaration FEMA DR-4223, Flooding in May 2015
	Long-Term Disaster Recovery Services	Provided additional recovery and financial management following FEMA DR-4223 and moved to long-term support operations
City of Plano	Disaster Relief and Reconstruction Plan	Assessed risk factors and damage created by disasters across the years 2015 to 2018. Reviewed infrastructure update needs, hazard mitigation activities, and disaster recovery needs in funding and staffing support



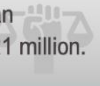


Hagerty has been supporting Texas over the past decade, delivering projects at the local, regional, and state level. As demonstrated in the graphic below, Hagerty's clients include those in the region of NCTCOG as well as around other regions of Texas, offering Hagerty an understanding of the hazards and recovery needs of a variety of jurisdictions and stakeholders.

*Hagerty's Clients Span the State of Texas and Include those within the NCTCOG*



The expertise offered to NCTCOG is highlighted through our support to the City of Austin, Texas. Hagerty has had a longstanding relationship with the City, dating back to multiple flooding events that occurred between 2013 and 2015 (FEMA DRs-4159, 4223, and 4245). In 2020, Hagerty was engaged by the City to support their response and cost recovery efforts related to the COVID-19 pandemic. Specific to cost recovery, key accomplishments of the Hagerty team include:

*Ongoing Review, Analysis, and Validation of \$121 Million in Potentially Eligible COVID-19 Expenditures*

<p>Ongoing grant management support for submitted projects, including scope modifications, RFRs, Validate as You Go (VAYGO) audit support, quarterly reports, and FEMA and Texas Division of Emergency Management (TDEM) requests for information (RFIs).</p> 	<p>Development of \$22.8 million expedited vaccination project with \$19.2 million submitted for reimbursement across seven Requests for Reimbursement (RFRs) to date.</p> 	<p>Development of an appeal for the City's Non-Congregate Sheltering (NCS) Protective Lodges ("ProLodges") project with an estimated at-risk value of \$21 million.</p> 
	<p>Submission of nearly \$40 million in expenses across seven standard projects to date with five additional standard projects planned for submission.</p> 	<p>Design and execution of over nine cost recovery and cost document collection training sessions and presentations to City stakeholders.</p> 

In February 2021, the City was faced with simultaneous disasters when impacted by Winter Storm Uri and the subsequent boil water crisis during the COVID-19 pandemic. Hagerty was ready to support the City. We pivoted existing team members and surged additional staff to support the City's severe winter weather response and recovery needs, spanning the initial damage assessment process through project formulation and grant management. Some of the key achievements of the recovery team for Winter Storm Uri include:

- » Collection of initial damage estimates from 15 impacted City departments;
- » Dissemination of policy guidance on potential eligibility of emergency and permanent repair work under FEMA PA;
- » Coordination with City departments to collect, organize, and upload damages into the Public State of Texas Assessment Tool and TDEM's Network Attached Storage Drive;
- » Review, analysis, and validation of over \$7 million in potentially eligible Winter Storm Uri expenditures, including support to NCS throughout the City;
- » Development of a \$5.3 million Category B Emergency Protective Measures project; and
- » Ongoing grant management support, such as VAYGO, and coordination with FEMA and TDEM on the active project.

## Previous Project Experience

The following sampling includes engagements with an emphasis on grants management and program implementation. Hagerty has focused this list on projects and programs where our professionals are providing technical assistance, grant administration, federal funds compliance, and other related services.

Hagerty has completed more than 750 projects and programs over our 20-year history; a full list of all projects supported by Hagerty can be provided upon request.

*Hagerty Consulting, Inc's Projects and Contracts of a Similar Size and Scope*

<b>Client</b>	<b>Brief Description of Services Provided</b>
<b>New York City, New York</b> January 2013 to Present	Since 2013, Hagerty has supported the New York City (NYC) Mayor's Office of Management and Budget (OMB) to manage NYC's \$13 billion Sandy recovery effort by working with city agencies on grant application and administration for a variety of federal disaster relief programs, including FEMA PA, HMGP and BRIC, Federal Highway Administration, and CDBG-DR grants. Hagerty broadened our services to NYC OMB in July 2021 to include administration of the City's \$5.88 billion LFRF award.
<b>Howard County, Maryland</b> November 2016 to Current	Since 2016, Hagerty has been a trusted advisor to the Howard County government, providing extensive support for grant management, program design and disaster recovery. Hagerty's work has included administration of the County's \$63.2 million LFRF allocation, management of FEMA PA cost recovery following two major flooding disasters and submission of multiple grant applications for IJJA/IRA programs, including two \$25 million US Department of Transportation (USDOT) Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grants.
<b>Nassau County, New York</b> June 2021 to Current	Since June 2021, Hagerty has been providing advisory support, technical assistance, policy, and eligibility guidance on the County's \$385 million LFRF allocation, including supporting program implementation for the County's \$22 million non-profit assistance program.
<b>Louisiana Housing Corporation</b> January 2021 to Current	Beginning in January 2021, Hagerty has provided services to the State of Louisiana's Louisiana Housing Corporation, including evaluation, planning, management, and execution of the State's ERAP funding it received from the US Treasury.
<b>Miami-Dade County, Florida</b> August 2020 to Current	Hagerty has been engaged with Miami-Dade County since Hurricane Irma and continues to be a trusted advisor on federal funds management, including FEMA PA and CRF. Hagerty has successfully been managing the distribution of the \$109 million CRF allocation to the 34 municipalities within the County's jurisdiction since the beginning of the COVID-19 pandemic.
<b>State of Arkansas</b> July 2020 to Current	Through partnership with the Arkansas-based Center for Toxicology and Environmental Health (CTEH), Hagerty supports the Department of Finance and Administration and other State agencies with SLFRF and CRF administration. Key tasks include developing a grant management system for their \$1.25 billion <i>Coronavirus Aid, Relief, and Economic Security Act</i> (CARES Act) allocation, assisting the Department of Finance and Administration with the drafting and submission of the Coronavirus Capital Grant Plan, and conducting program evaluations on 111 SLFRF applications to determine if the programs were eligible. Hagerty professionals evaluated 145 proposals for eligibility for SLFRF, CRF and CARES Act funding.

Client	Brief Description of Services Provided
<p><b>State of Maryland</b> February 2021 to Current</p>	<p>Acting as a valued partner with the State of Maryland's Department of Budget and Management (DBM), Hagerty supports DBM's centralized oversight and monitoring of \$3.7 billion in LFRF, including designing and implementing a technical assistance program for 145 small municipalities across the State. Hagerty designed and administered the State's Technical Assistance Program for Non-Entitlement Units (NEUs), including providing eligibility recommendations, providing office hours, and conducting extensive training on LFRF, 2 CFR Part 200, federal reporting, and other aspects. Hagerty also supports DBM with grants research and management for IJJA programs, which includes identifying potential programs, creating grading matrices aligned with the State's priorities, communicating grant opportunities to potential recipients, and all planning and writing steps as part of the application process. Hagerty has innovatively deployed a funding mapping service as part of this effort; using digital infrastructure developed by Hagerty, municipalities can submit funding priorities and receive technical support on successful funding application planning and submission.</p>
<p><b>Santa Rosa, California</b> August 2018 to Current</p>	<p>Hagerty has been a trusted advisor for Santa Rosa since 2018 by providing support for their CDBG-DR program and continuing the relationship via administering federal funds management and policy support for LFRF.</p>
<p>Pinellas County, Florida September 2021 to Current</p>	<p>Hagerty assisted Pinellas County Department of Budget by conducting a community needs assessment for planning uses of LFRF funds and designing a non-profit assistance program consistent with LFRF regulations and 2 CFR Part 200.</p>
<p><b>Fort Bend County, Texas</b> January 2022 to Current</p>	<p>Hagerty is a trusted partner and advisor with Fort Bend County, Texas, administering \$19 million in funding for their SLFRF Non-Profit Partnership Grant Program. Key tasks include establishing a risk assessment process and conducting quarterly or biannually subrecipient monitoring and closeout procedures. Hagerty will implement new policies and systems and provide training services as the County continues to fund payroll with SLFRF and CRF. This will effectively create a steady workflow to ensure compliance across all grants. Additionally, Hagerty prepared a reimbursement request for over \$12 million from the FEMA PA Program, requiring specialized documentation analysis and technical assistance.</p>
<p><b>Lee County, Florida</b> 2016 to Current</p>	<p>Hagerty is a trusted partner and advisor with Lee County, Florida providing various disaster preparedness, response, and recovery services to Lee County since 2016. In 2019, Hagerty was awarded a contract to provide recovery support to Lee County on a standby basis. Recovery services include consulting, representation, assistance, and support monitoring Lee County's efforts and compliance and reporting responsibilities with federal and state government requirements.</p> <p>Hagerty was embedded with Lee County staff before Hurricane Ian made landfall and continues to be an integral partner to this day. Lee County continues to engage Hagerty and Hagerty professionals to help them grant management. Lee County's Task Force has engaged Hagerty to help manage all grants and to help Lee County prioritize and map potential funding sources to continue recovery efforts and to help make Lee County a more resilient and sustainable community.</p>

Client	Brief Description of Services Provided
<b>Bloomberg Associates / Bloomberg Philanthropies</b> April 2021 to Current	Hagerty serves as an Expert Partner for Bloomberg’s e311 Financial Assistance program and was selected to support Bloomberg’s newly launched Local Infrastructure Hub, a partnership with the National League of Cities that provides in-depth grant management support related to IIJA/IRA programs. Hagerty project staff serve as subject matter experts (SMEs) for these initiatives, hosting national webinars and training sessions, holding one-on-one technical assistance calls with cities, and developing written guidance on emerging issues.

Hagerty knows there is no better evidence of our innovation – and our capability to support NCTCOG and local governments throughout Texas – than the referrals of our past and current clients. Additional information and direct contact information supporting this work can be found in **Tab E – References**.

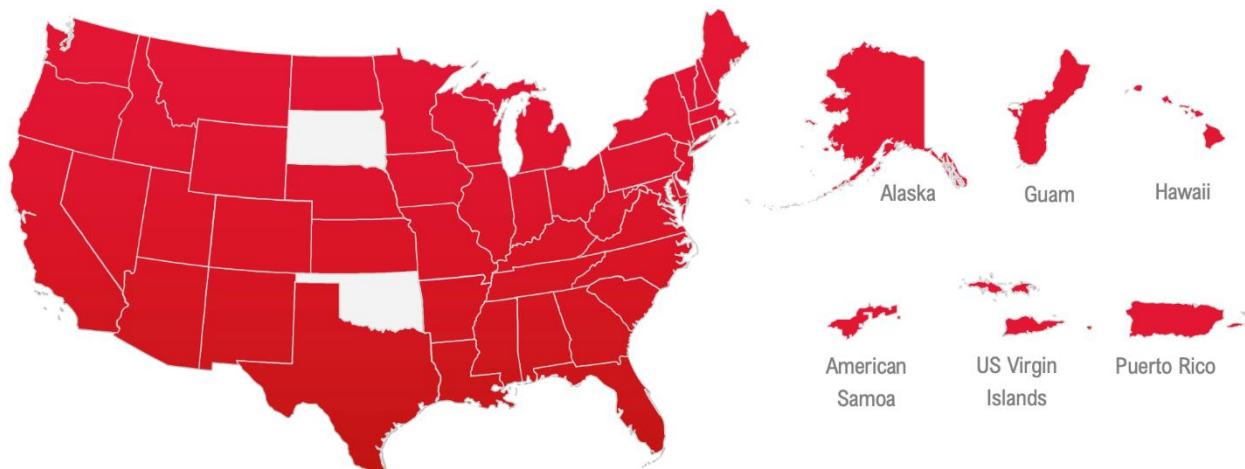
## Registrations and Legal Information

Hagerty provides geographic coverage to clients across the US, with a heavy concentration to clients in the State of Texas at the local, county, and state levels. Our teams provide support to our clients at their sites in times of response and recovery, as we have with cities and counties across Texas during the response to COVID-19. We also provide support onsite on an as-needed basis, such as for planning meetings, when supporting document review and digitization, and/or during exercise conduct. Hagerty’s professionals also work remotely in support of our client’s emergency management and homeland security project needs, contingent on the scope of services supported by our professionals within any contract and task order.

### State Registrations

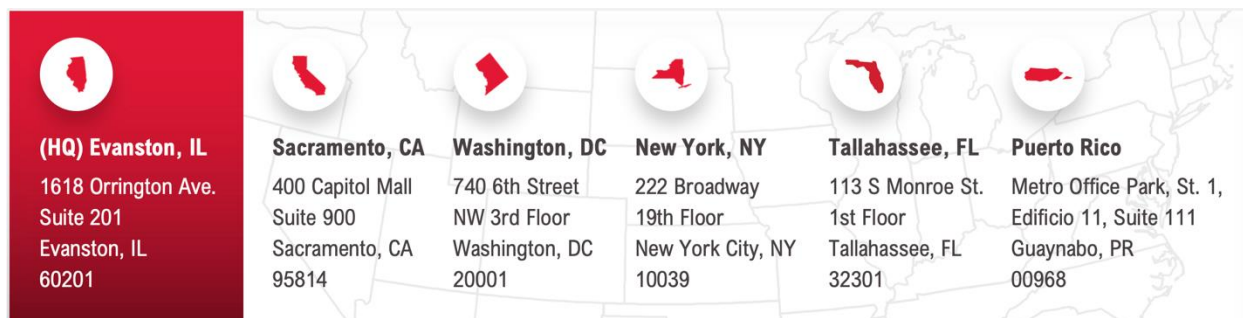
Hagerty maintains registrations to do business where we have previously provided services. We have provided a map, below, for your convenience. Hagerty’s professionals have conducted successful engagements in 48 of the 50 states in the US and all territories, as demonstrated in the following map of our national footprint:

*Hagerty Supports Clients Nationwide*



Hagerty's corporate headquarters is located in Evanston, Illinois. We have offices in six states and in the Commonwealth of Puerto Rico supporting clients across the US. The following provides an overview of our office locations:

*Hagerty's Office Locations Across the US Support our Clients from Coast to Coast*



Further information regarding our business registrations can be found in **Exhibit A – Service Area Designation Forms**, where we list where we seek to provide goods and services.

## Legal Actions and Claims Against Firm

The following provides an overview of litigation and claims in which Hagerty has been involved. Please note this information is considered **confidential** and will need to be redacted from any records requests.

<b>Person or Entity Name:</b>	Hagerty Consulting, Inc.
<b>Contact Name Phone Number:</b>	Renee Zipprich, General Counsel 773-627-7590
<b>Case Caption:</b>	Southeastern Construction & Rehab Specialists, LLC, v. GAC Contractors, Inc., and Berkley Insurance Company, / Palm Bay Education Group, Inc., v. Hagerty Consulting Services, Inc., DAG Architects, Inc. and Owen Gipson, Case No. 5:20-cv-132-TKW-MJF
<b>Summary:</b>	Fourth party complaint filed against Hagerty Consulting, Inc. on May 25, 2022.
<b>Current Status:</b>	All claims against Hagerty Consulting, Inc. dismissed as of September 26, 2022.

<b>Person or Entity Name:</b>	Hagerty Consulting, Inc.
<b>Contact Name Phone Number:</b>	Renee Zipprich, General Counsel 773-627-7590
<b>Case Caption:</b>	Hagerty Consulting Inc. v. Baldwin County Commission
<b>Summary:</b>	Hagerty filed a breach of contract claim against Baldwin County for unpaid invoices on September 20, 2022. The court dismissed all claims in this matter on March 21, 2023.
<b>Current Status:</b>	The court dismissed all claims in this matter on March 21, 2023.

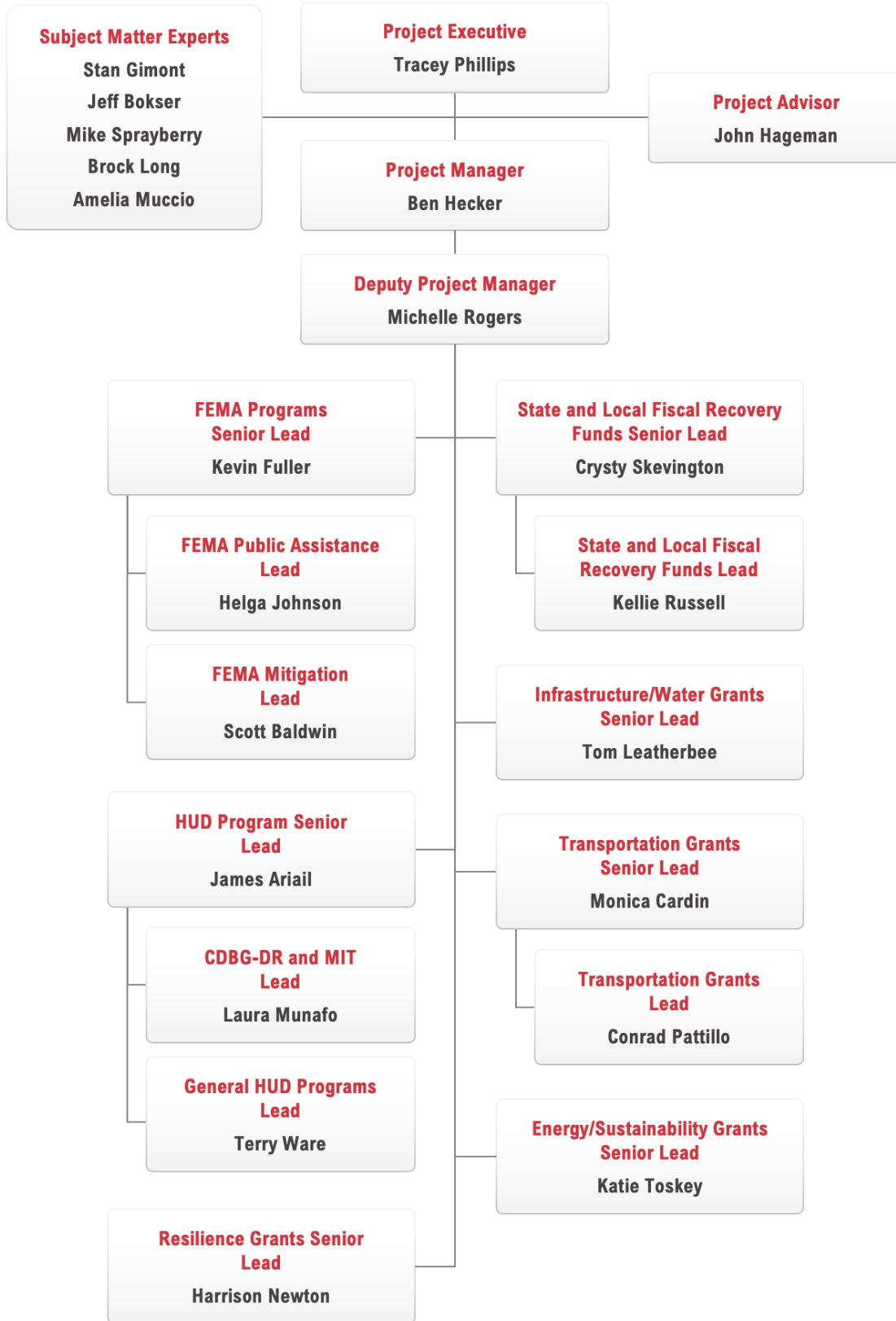
## Key Staff Qualifications

Hagerty specializes in providing solutions for our clients' most complex problems by analyzing existing policy, identifying options, and assisting to execute solutions. Hagerty has built our team to **(1)** provide dedicated grant management support to our grant management clients; **(2)** ensure NCTCOG and its members have subject matter expertise and collaborative policy making through our relationships with FEMA, Treasury, HUD, and other necessary federal and state stakeholders; and **(3)** tailored subject matter expertise based on the specific Priorities held by NCTCOG and its member governments.

## Organizational Chart

Hagerty is an S-Corporation run by our founder and Chief Executive Officer, Steve Hagerty. Mr. Hagerty, alongside our Chief Operating Officer Bradley Grining, supports all client needs. As Principals within the company, they oversee and ensure that our staffing choices on each project are appropriate based on the experience and expertise of each staff member. Hagerty's approach to support NCTCOG is based on our proven methods and demonstrated history of supporting clients at all levels of government. **Hagerty knows our services under this contract will have unique considerations, as the needs of NCTCOG and/or local governments utilizing this contract will be unique and distinct from the needs of other-like governments in the region.** As such, standardization of our project management approach and key tasks will allow flexibility for the Hagerty team to meet each client's evolving needs. We provide the following key leadership and management staffing structure to support this important effort:

*Organizational Chart of Hagerty's Proposed Project Team*



## Staff Biographies

Hagerty offers NCTCOG a highly qualified team to provide grants management support. For contracts with services structured on an “as needed” basis, Hagerty professionals are assigned to our client’s accounts tailored to the specific grants management needs. Hagerty’s contract leadership, including our Deputy Directors of Recovery Tracey Phillips and John Hageman, are available outside of any specific contract activation to coordinate with NCTCOG on any potential needs.

The following presents an overview of our senior management and representative personnel that are available to support NCTCOG and its members, including project leadership and subject matter expertise spanning federal programs. Resumes for the proposed Hagerty team are provided as an attachment following this section.

**TRACEY PHILLIPS, PROJECT EXECUTIVE**, is a senior emergency manager with over 20 years of federal and private sector experience leading diverse teams in disaster and office environments. Ms. Phillips served as director for Hurricane Harvey long term recovery at the Texas Recovery Office for more than two years and was responsible for disaster operations including the performance, financial, and acquisitions management of close to \$8 billion in program delivery operations. In addition, Ms. Phillips served as the FEMA PA Senior Policy Advisor to the Gulf Coast Recovery Office in support of the region’s recovery from Hurricanes Katrina and Rita. More recently, Ms. Phillips served as a senior advisor to FEMA’s Deputy Administrator and aided in the establishment of a program office to administer close to \$7 billion in FEMA IIJA appropriated dollars.

**JOHN H. HAGEMAN, PROJECT ADVISOR**, is a senior manager at Hagerty with 10 years of demonstrated experience in strategic management, public sector finance and administration, and restructuring and turnaround. Mr. Hageman has a proven track record of planning and implementing transformational change, leading and empowering high performing teams, and strengthening organizational and staff capacity. He previously served as the Chief of Staff for the City of Detroit’s Office of the Chief Financial Officer, helping to lead the City’s successful financial recovery and reform post-bankruptcy. Immediately prior to joining Hagerty, he worked on Puerto Rico’s fiscal crisis, helping to develop strategies to improve the Commonwealth’s financial management operations. In his current role, provides leadership and guidance on Hagerty’s ARPA service offering.

**STAN GIMONT, HUD AND HOUSING SUBJECT MATTER EXPERT**, has been at the center of HUD CDBG. After beginning his career as a Presidential Management Intern at HUD, Mr. Gimont has dedicated his career to HUD and the CDBG program. He has served as Director or Deputy Director of several HUD programs, including the Section 108 Grant Program, the Entitlement Communities Program, CDBG-DR, and the Neighborhood Stabilization Program. He has been at the center of policy development and change at HUD and has edited every CDBG-DR Federal Register Notice since 2008. Mr. Gimont is also an experienced

manager of personnel and funds: as Deputy Assistant Secretary, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters.

**JEFF BOKSER, HEALTH SUBJECT MATTER EXPERT**, is a senior healthcare executive with 20 years of experience driving operational effectiveness, enhancing patient experience, building resilient teams and infrastructure, and implementing positive organizational change. As Vice President at Hagerty, Mr. Bokser leads a national health and university practice focused on financial recovery from disasters; operational planning; design of mass immunization, testing programs, and field hospitals; and building healthcare and university system organizational resiliency. Mr. Bokser leads Hagerty's work focused on COVID-19 response and financial recovery within healthcare, working with over 100 state, hospital, and university partners. His expertise in cost recovery optimization spans the FEMA PA Program, the CARES Act, CRF, Provider Relief Fund, Hospital Preparedness Program, and ARPA. He is a subject matter expert in organizational resilience and recently supported NYC to design and build the City's Health Sector Recovery Plan for a more equitable, resilient healthcare delivery system for the future.

**MIKE SPRAYBERRY, EMERGENCY MANAGEMENT SUBJECT MATTER EXPERT**, is a proven leader and emergency manager with a career of public service spanning over 42 years, including 16 years of director level experience in emergency response and management. Before joining Hagerty in 2021, Mr. Sprayberry directed North Carolina's Division of Emergency Management (NCEM) since 2013, where he oversaw the State's emergency response for a number of major disasters that include Hurricane Florence, Hurricane Matthew, and the COVID-19 pandemic. Mr. Sprayberry successfully led State operational response and recovery in 13 Presidential Major Disaster Declarations and 19 State declared disasters, including pandemics, hurricanes, tornadoes, winter storms, and hazardous material events. His accomplishments during this time are numerous and include leading the State Disaster Recovery Task Force with 12 Recovery Support Functions following Hurricane Matthew; leading the efforts associated with North Carolina Office of Recovery and Resiliency (N CORR), including oversight of CDBG-DR and -MIT funding within NCEM versus the traditional grantee within the Department of Commerce; and providing leadership for the State of North Carolina to achieve Enhanced State HMP status in 2014.

**BROCK LONG, RECOVERY SUBJECT MATTER EXPERT**, former Administrator of FEMA, has more than 20 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, HSEEP exercises, evacuation, public safety, recovery management, and response coordination. He has supported the development of resiliency planning and long-term recovery efforts to assist cities, counties, states, and the US at-large as leaders prepare for continued weather events. As the FEMA Administrator, Mr. Long served as the nation's principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response, and recovery. Prior to this role, he served as the Director of Alabama's Emergency Management Agency,

where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command. He has a deep understanding of Alabama's needs and the knowledge of federal programs, like the CDBG program through HUD.

**AMELIA MUCCIO, MITIGATION SUBJECT MATTER EXPERT**, is an emergency management and public health program manager with 17 years of experience strategizing and leading national and international mitigation, preparedness, response, and recovery projects. Ms. Muccio has worked on all-hazards planning and policy development, grants management and evaluation, capacity building, *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) Sections 404/406 mitigation, continuity of operations, training, and exercises. Ms. Muccio has experience as a project leader and subject matter expert in support of cost recovery work related to a series of grants and funding sources. She directly supported the resiliency and consequence assessment efforts of 16 city agencies for NYC during immediate Hurricane Sandy recovery needs. Between August 2013 and May 2015, Ms. Muccio spearheaded the submission of an \$860 million HMGP Section 404 portfolio on behalf of the city as part of larger risk management and preparedness efforts. For Section 406, Ms. Muccio oversees the mitigation recovery effort for city agencies with a continuously expanding portfolio valued at \$2.2 billion. Hazard mitigation programs of 404 and 406 are under FEMA purview.

**BEN HECKER, PROJECT MANAGER**, is a public and nonprofit management, finance, and operations professional with 15 years of experience supporting executive leadership in a range of organizations and roles. Mr. Hecker brings deep and broad experience leading municipal public policy at both the elected and staff levels, with a strong passion for developing and guiding teams navigating complex political environments to deliver public policy results. As a Managing Associate with Hagerty, Mr. Hecker leads emergency management initiatives for federal, state, and local clients, specifically related to ARPA funding. Most recently he has led the development of the internal grant administration unit NYC OMB, including strategic planning, reporting, and policy review and analysis of ARPA grant funds.

**MICHELLE ROGERS, DEPUTY PROJECT MANAGER**, is a public health professional with more than five years of experience focused on public health and grant management programs. Over the course of her career, she has secured and managed multi-million-dollar grants; managed programs; and tracked, analyzed, and evaluated data to inform decisions. She has served as a subject matter expert on the Human Immunodeficiency Virus, sexually transmitted infections, and Opioid Use Disorder, and COVID-19. Prior to joining Hagerty, Ms. Rogers served as a COVID-19 Containment Operations Manager for a health district in Virginia, leading a team of 25 staff and directing all operational and containment activities for the district. In this role, she spearheaded the implementation of a pilot case management system, ensuring successful adoption and training other districts on our workflows.

**KEVIN FULLER, FEMA PROGRAMS SENIOR LEAD**, serves as Deputy Director of Recovery for Hagerty with over 15 years of experience in serving public sector clients with project management, recovery policy, project formulation, closeout, and appeals support. At Hagerty, Mr. Fuller has directly supported clients in New York, California, Texas, Florida, Maryland, South Carolina, and Nebraska. He is knowledgeable in the FEMA PA Program, HMGP, as well as funding programs created in response to the COVID-19 emergency. Mr. Fuller has developed over \$1.5 billion in FEMA PA grants for his clients, including over \$500 million in reimbursements for COVID-19 personal protective equipment-related costs for the Maryland State Department of Health. In South Carolina, he has helped Horry County coordinate and manage the PA cost recovery from six separate disaster declarations from 2015 to 2020. In the Town of Surfside Beach, Mr. Fuller utilized expertise in FEMA's 428 Alternative Procedures program to justify the eligibility of a \$10 million mitigated concrete replacement pier, instead of FEMA's original proposal of a \$60 thousand repair of the existing wooden pier.

**HELGA JOHNSON, FEMA PUBLIC ASSISTANCE LEAD**, is an emergency management professional with 14 years of experience in the FEMA PA disaster recovery and grants management space. Ms. Johnson joined Hagerty from Jacobs Engineering, where she was a senior project consultant serving as the PA expert drafting white papers, standard operating procedures (SOPs) guiding in policy, 2nd appeals, and Office of Inspector General audits. She has extensive experience preparing Project Worksheets (PWs) to capture damage descriptions, Scopes of Work, and cost estimates, and has conducted numerous site assessments to evaluate, document, and detail damages to PA eligible facilities. With Hagerty, Ms. Johnson is currently providing PA subject matter expertise to multiple disaster recovery projects for clients such as the City of Panama City, Florida; Panama City, Florida Housing Authority; and the California Governor's Office of Emergency Services (Cal OES).

**SCOTT BALDWIN, FEMA MITIGATION LEAD**, is a hazard mitigation professional with 14 years of experience and expertise in FEMA pre- and post-disaster grant programs. Mr. Baldwin formerly worked with the State of Colorado as the Deputy State Hazard Mitigation Officer for the Colorado Department of Public Safety OEM, where he oversaw the administration of over \$100 million of project and planning funding. Mr. Baldwin also administered a range of grant funding to support mitigation and recovery efforts in response to wildfire and flood control. Previously, he supported the State of Colorado's Department of Local Affairs, Division of Homeland Security and Emergency Management, drafting risk assessments and developing grant management processes.

**JAMES ARIAIL III, HUD PROGRAMS SENIOR LEAD**, is a proven emergency manager with expertise across the full range of recovery and hazard mitigation programs over his 26 years of experience. Mr. Ariail has supported local, state, and federal clients in the HUD CDBG-DR Program; the FEMA PA Program, Individual Assistance Program, Emergency Support Function 6, National Flood Insurance Program, and Hazard Mitigation Assistance (HMA) Programs; and ERAP. Mr. Ariail has served in disaster recovery leadership roles in both the public and private sectors. This includes his time as the Planning, Policy, and

Analysis Unit Chief at FEMA, where he was responsible for improving direct housing and mass care capabilities following Hurricane Katrina. While at FEMA, he was responsible for planning and executing acquisitions with a combined value of more than \$1 billion.

**LAURA MUNAFO, CDBG-DR AND -MIT LEAD**, is an experienced emergency management consultant with eight years of experience. She has provided ongoing COVID-19 response with the City of Santa Rosa, California; assisted in identifying funding opportunities such as the CARES Act, CDBG-Coronavirus, HUD Emergency Solutions Grants, and FEMA PA NCS to address the homeless populations exposure to COVID-19. She has also assisted Montgomery County, Texas in CDBG-MIT project applications and preparing program guidance for the County's CDBG-DR Buyout Program. Most recently, Ms. Munafo supported the State of Nebraska in the development of their CDBG Action Plan and is currently working with the Department of Economic Development to provide technical assistance regarding compliance with Duplication of Benefits (DOB) requirements for CDBG-CV and CDBG-DR programs.

**TERRY WARE, GENERAL HUD PROGRAMS LEAD**, has more than 30 years of experience in environmental design and community development, including architecture, urban redevelopment, transit system, and transit-oriented development (TOD) planning and urban design in public, private sector practice, and academia. He holds significant experience in public and private sectors in disaster recovery; resilience and mitigation; revitalization and redevelopment; architecture; and community economic development. Throughout the course of his career, Mr. Ware has led the development and coordination of complex CDBG programs. He has also controlled the execution of all program activities, schedule, and budget as TOD manager for the City and County of Honolulu, Hawaii. Mr. Ware is the former the director of housing and business development for the City and County of Denver, Colorado, as well as the urban renewal director for the City of Lakewood, Colorado. Mr. Ware served as a liaison and point of contact (POC) with federal, state, and local elected appointed officials, business owners, neighborhood and community leaders, as an agency director and consultant in a variety of roles and locales. Mr. Ware managed, mentored, and recruited staff, as well as providing coordination among subconsultants as a principal and associate in private consulting firms and public agencies.

**CRYSTY SKEVINGTON, STATE AND LOCAL FISCAL RECOVERY FUNDS SENIOR LEAD**, is an emergency management professional with over 10 years of leadership, financial oversight, and program design experience in emergency response and recovery. As the Deputy Director of project operations for the New York State Governor's Office of Storm Recovery, Ms. Skevington was responsible for performance management, compliance, reporting, and financial management for federally grant-funded infrastructure projects across the state, including the FEMA PA program and HUD CDBG-DR. She regularly provides analysis within dynamic environments, including high-profile disaster response and recovery operations. She is skilled at guiding team and organizational improvement through a lens of collaborative, shared learning, and she possesses prior experience in both domestic and international settings.

**KELLIE RUSSELL, STATE AND LOCAL FISCAL RECOVERY FUNDS LEAD**, is a grants management specialist with 17 years of progressive experience with end-to-end financial and programmatic grants management processes. Ms. Russell has extensive knowledge of federal funds, including federal relief funding under APRA, FEMA PA, and CARES Act. She has a strong background in management, accounting, and financial systems; grant funding research and procurement; desk review requirements; supervision of financial analysts; federal, state, and local rules and regulations compliance; and review, approval, planning, and implementation of grant awards and programs. Most recently, Ms. Russell served as the federal grants management post-award lead on analysis and monitoring support services for Atlas Research. Previously, Ms. Russell had held various grant management positions in the public sector.

**TOM LEATHERBEE, INFRASTRUCTURE / WATER GRANTS SENIOR LEAD**, is a public administrator with over 15 years of experience leading in planning, administration, and regulatory compliance matters for the City of Del City, Oklahoma. He is a Certified Economic Developer, Master Code Professional, and Certified Floodplain Manager (CFM) with extensive experience in urban redevelopment, public financial management, municipal operations, and disaster response. Mr. Leatherbee joined Hagerty in 2021 to support recovery and investment projects stemming from the passage of ARPA. He presently supports Howard County, Maryland as project manager for the County's ARPA efforts, including strategic planning, community engagement, program administration, reporting and project design. He provided significant ARPA support for Nassau County, New York, assisting the County with creation of its recovery plan, creating program administration tools focused on contracting, risk assessment and subrecipient monitoring and providing technical advice related to program guidance, project eligibility and federal regulations.

**HARRISON NEWTON, RESILIENCE GRANTS SENIOR LEAD**, is a community resilience professional with 13 years of experience and is the former Deputy Director of the Center for Community Resilience at George Washington University. In that role, he co-led research, technical assistance, and the policy team at one of the nation's most prestigious universities, providing executive oversight and leadership in support of 10 US projects to improve resilience and address the social determinants of health. Mr. Newton is a pioneering leader with deep public sector experience as an architect of city resilience efforts involving health and welfare, preparedness, infrastructure, and energy programs. Mr. Newton has created tools, program management strategies, and practices that create dynamic approaches to improving financial management, maximizing program benefits, enhancing cross-sector collaboration, and instilling missions with higher purposes.

**MONICA CARDIN, TRANSPORTATION GRANTS SENIOR LEAD**, is a public administrator with over 10 years of experience leading in planning, zoning, administration, and regulatory compliance matters for the City of Del City, Oklahoma. She is a CFM with extensive experience in municipal operations, code compliance and disaster response. Ms. Cardin joined Hagerty in 2021 to support recovery and investment projects stemming from the passage of ARPA. She presently supports the State of Arkansas as the project ARPA Lead for the state's ARPA efforts, including determining eligibility, program administration, reporting and

project design. She provided ARPA support for the Nassau County, New York, eligibility reviews and risk assessment. She is additionally supporting Pinellas County, Florida, with creating program administration tools focused on compliance and surveying the non-entitlement communities and offering technical assistance regarding the ARPA funds.

**CONRAD PATTILLO, TRANSPORTATION GRANTS LEAD**, is a seasoned, mission-inspired, and evidence-driven systems thinker with over a decade of experience formulating and conveying strategic insights and tactical guidance for state and local government and the nonprofit sector. He joined Hagerty in 2022 to support grants management and recovery activities related to the COVID-19 pandemic emergency.

**KATIE TOSKEY, ENERGY / SUSTAINABILITY GRANTS SENIOR LEAD**, is a senior managing associate and project manager within Hagerty's Preparedness Division with over 12 years of experience in government relations and external affairs. Prior to joining Hagerty, she worked as a Government Relations and External Affairs Manager for the United Service Organizations (USO), the nation's premier military service organization, where she served in a lead role of a successful congressional lobbying effort that permanently increased an annual federal grant the USO receives through the US Department of Defense from \$20 million to \$24 million and was awarded the USO President's Award, the organization's highest form of recognition, for this achievement. Ms. Toskey has worked for two members of the US Congress and the governors from Michigan and North Carolina where she developed a sophisticated knowledge of state and federal regulatory and legislative processes. She has worked on a range of public policy issues including energy, emergency management, homeland security and healthcare and has directly supported state energy and emergency management agencies.

## Resumes

Hagerty provides resumes of our staff, below.

### Education

- » BA, English/Technical Writing & History, Stephen F. Austin State University, 1991

### Relevant Highlights

- » Ongoing Exceptional Performance Ratings – Achieved Excellence & Monetary Awards, 2014 to 2019
- » FEMA Administrator's Award for Special Projects Related to PA Redesign, 2015 and 2017

### Professional Biography

Ms. Tracey Phillips is a senior emergency manager with over 20 years of federal and private sector experience leading diverse teams in disaster and office environments. Ms. Phillips served as director for Hurricane Harvey long term recovery at the Texas Recovery Office for more than two years and was responsible for disaster operations including the performance, financial, and acquisitions management of close to \$8 billion in program delivery operations. In addition, Ms. Phillips served as the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Senior Policy Advisor to the Gulf Coast Recovery Office in support of the region's recovery from Hurricanes Katrina and Rita. More recently, Ms. Phillips served as a senior advisor to FEMA's Deputy Administrator and aided in the establishment of a program office to administer close to \$7 billion in FEMA *Infrastructure Investment and Jobs Act* (IIJA) appropriated dollars.

### Relevant Professional Experience

#### Senior Advisor to Deputy Administrator | Federal Emergency Management Agency

- » Detailed to Deputy Administrator to aid in establishment of Program Office to administer close to \$7 billion in FEMA IIJA appropriated dollars.
- » Established Financial and Acquisitions doctrine and managed initial budgets, spend plans, and acquisition package movements for all IIJA FEMA programs through the Resilience Office.
- » Used project and portfolio management techniques to align infrastructure protection, climate change and nature-based solutions, and implementation plans necessary to begin client services for applicants.

#### Director | Texas Recovery Office, Hurricane Harvey Recovery | Federal Emergency Management Agency

- » Served as director for Hurricane Harvey long term recovery for more than two years at the Texas Recovery Office (TRO).
- » Responsible for disaster operations including 400 recovery, mitigation, and mission support staff and performance, financial, and acquisitions management for close to \$8 billion in program delivery operations.
- » Established a Program Management Office.
- » Developed, implemented, monitored, and managed virtual work environment concept of operations.

- » Compressed geographic footprint from six Texas facilities to two facilities in Houston and Austin.
- » Developed workload analysis tool and used it to align staff size and facilities from ~400 to ~150 in eight months with no Equal Employment Opportunity (EEO) issues or complaints.
- » Transitioned long term recovery office from TRO back to Region VI.
- » Established protocol for aligning PA performance management at the staff member level up the hierarchy to enhance performance across the enterprise.
- » Used performance alignment techniques to achieve 95% obligation rate for all Hurricane Harvey PA grants in five years, demonstrating a new agency best practice.

### **Senior Program Advisor | Public Assistance Front Office | Federal Emergency Management Agency**

- » Served as Senior Program Advisor with a specialization in lean management, continuous improvement, and change management in the following areas: policy implementation, program compliance, coordination of effort, innovation in senior managerial guidance, business practices, budgets and spend plans, performance maximization, personnel issues, consensus building, and resource management.
- » PA project manager of the Disaster Recovery Reform Act (DRRA) PA implementation project.
- » Developed PA management solution tools: strategic resource management, project management, action and correspondence management, contract-task order-invoice management suite of Microsoft Dynamics tools with a change control/management capability developed with mission support, Office of the Chief Information Officer (OCIO), and recovery technology.
- » Served as project manager of the PA Doctrine Analysis and Development project.
- » Served as the project manager of the Recovery End to End Lifecycle project with the Recovery Front Office and PA Front Office.

### **Program Management Officer | Public Assistance Front Office | Federal Emergency Management Agency**

- » Detailed to PA Front Office to establish a full program management function for the division.
- » Responsible for standing up a program office to provide division-wide support for project management, budget/financial management, and performance management.
- » Utilized lean and change management techniques with a formalized structure for change control/management using digital tools to identify and analyze any need for change.

### **Various Roles | Public Assistance Redesign Team | Federal Emergency Management Agency**

- » Served as change agent and lean specialist on the PA Redesign Team during the design phase.
- » Facilitated meetings with PA stakeholders in redesign and implementation discussions and meetings.
- » Spent six months in Denton, Texas with the redesign team to benchmark, analyze, and recommend process and organizational improvements that became the redesigned PA operating model.
- » After approval of final design, served as project manager for the implementation phase of the new delivery model.
- » Responsible for implementation planning, delivery schedule, budget/spend plan, communication plan, contract management, and change control process needed to support the project.

# Tracey Phillips

## Project Executive



- » Developed business model Consolidated Resource Centers (CRC), transitioned into the project manager for standing up the CRCs and the Grants Management Tool (GM Tool) to support new model operations nationwide.

### **Senior Program Advisor | Hurricane Sandy Recovery | Federal Emergency Management Agency**

- » Led PA team to assess the long term recovery-PA operation in the Sandy Recovery Office (SRO) in Queens, New York and New Jersey and presented leadership with a recommended Corrective Action Plan (CAP).
- » Identified, reviewed, and analyzed the program organization and processes and developed the CAP that was accepted by recovery and PA leadership.
- » Upon transition of the change management plan to SRO, became project manager as recommended in the CAP to realign FEMA required insurance reviews and procedures in the SRO.
- » As an insurance subject matter expert (SME), provided program management and operational support to SRO insurance specialist teams at FEMA SRO offices in New York and New Jersey.
- » As change specialist, developed effective methodologies for consistently applying FEMA PA statutory, regulatory, and policy requirements as they relate to obtaining and maintaining insurance coverage and ensuring against duplicating benefits.
- » Acted as the Hurricane Sandy insurance SME for Region 2 and worked with the Office of the Comptroller of the Currency (OCC) to develop requirements and standards for the Letter of Understanding (LOU) used to document insurance issues on all 428 projects.

### **Senior Program Advisor | Recovery Front Office, Recovery Operations Coordination | Federal Emergency Management Agency**

- » Duties included the review and evaluation of all functions and positions within the newly founded Individual Assistance (IA) organization and to provide a revised functional organization with delineated responsibilities for the newly established Disaster Survivor Assistance (DSA) division.
- » Developed DSA establishment and governance papers including the organizational structure, strategic planning, and concept of operations documents.
- » Performed gap analysis and recommended additional doctrine and management tools needed to effectively manage the new division.
- » Worked with the Recovery Front Office-Operation Coordination to identify and analyze current operational functions, then recommend changes necessary to eliminate gaps and duplications in organizations, doctrine, and procedures across organizations within the directorate.

### **Consultant | Technology Systems and Commercial Insurance Specialist | Hagerty Consulting, Inc.**

- » Developed FEMA Infrastructure Support Dashboard, a national PA program management tool for Joint Field Office (JFO) operations.
- » Developed stand-alone project and program management tools using various platforms, databases, and integrated software solutions at the request of FEMA headquarters.
- » Deployed to Hurricane Sandy JFO as program advisor to lead White House mandated, integrated FEMA/Department of Transportation (DOT) assessment team identifying damage to infrastructure in New York and New Jersey.

# Tracey Phillips

## Project Executive



- » Served as the main point of contact coordinating New York's Metropolitan Transit Authority (MTA), the Port Authority of New York/New Jersey, New Jersey Transit, and the City of New York DOT to complete the damage assessment so that special Sandy Relief funding could be allocated.
- » Reassigned to New York and New Jersey Hurricane Sandy JFOs for FEMA Region II as the FEMA liaison to the Port Authority.

### **Various Roles | AECOM**

- » Served as Senior Leader for AECOM in the Americas and Near East during the 2010 Chile Earthquake, 2011-12 Christchurch Earthquake, 2011-12 Brisbane Queensland Floods, and 2011-12 Fukushima Japan Tsunami and Nuclear Disaster.
- » Served as Principal and one of five members of a leadership team managing the joint venture responsible for technical assistance contract for FEMA. Provided international emergency management and risk management consulting services.
- » Served as Chief of Operations – Deputy Program Manager of FEMA/Department of Homeland Security (DHS) technical assistance contractor cadre of more than 300 employees providing recovery support in FEMA field offices, regions, and headquarters.
- » Responsible for contract management and administration including budgets, spend plans, performance management, multi-discipline team building, creativity in management strategy, and resolution of personnel issues for organization providing technical assistance to public sector clients.
- » Provided expert advice on community planning, capacity building, and operational support.
- » Ensured compliance with corporate mission, goals, and timelines for organizations, programs, and projects.
- » Coordinated with federal, state, tribal, territorial, local elected and/or appointed officials and organizations.
- » Briefed executives on legislative, budgetary, and federal, state, tribal, territorial, and/or local actions.
- » Crafted outreach strategies to internal and external organizations to encourage participation.
- » Provided technical expertise on commercial insurance, risk management, and emergency management.
- » Developed new methodologies to identify, analyze, and recommend changes necessary to enhance effectiveness of community recovery operations.
- » Presented corporate briefings, spoke to industry stakeholders, and participated in press-conferences to convey technical and emergency management information to a variety of audiences and stakeholders.
- » Provided quality customer service and effectively communicated with a large customer base, while managing numerous programs.

### **Federal Emergency Management Agency Technical Assistance Contractor and Independent Consultant | Cunningham Lindsey Group Limited**

- » Directly interfaced with private and public sector clients while managing their respective insurance claims and federal grant packages.
- » Developed commercial insurance and risk management expertise consulting for insurance industry leaders.
- » Ensured compliance with federal, state, and local laws and regulations, as well as applicable guidelines issues by DHS and FEMA related to PA program delivery.

# Tracey Phillips

Project Executive



---

## Employment History

Hagerty Consulting, Inc., Deputy Director, March 2023 to Present

Federal Emergency Management Agency, Various Roles, 2013 to 2023

Hagerty Consulting, Inc., Consultant, 2012 to 2013

AECOM, Vice President, Thought Leader, Senior Program Manager, 2003 to 2012

Cunningham Lindsey Group Limited, FEMA Technical Assistance Contractor, Independent Consultant, 1994 to 2003

Longview Independent School District, High School Teacher, 1992 to 1993

Associated Managing Agents of North America, Vice President Claims and General Adjuster, 1984 to 1987

### Education

- » Bachelor of Arts, Indiana University College of Arts and Sciences, 2012

### Training and Certifications

- » Professional Certificate in Municipal Finance, The University of Chicago Harris School of Public Policy, 2018
- » Chicago Public Library Foundation, Associate Board, Membership Committee, 2019 to Present

### Relevant Highlights

- » Worked on the two largest financial crises in United States (US) history
- » Experience advising elected and senior appointed government officials
- » Fiscal management reform and restructuring expertise
- » Focuses on helping governments transform and rebuild their operations during critical crises
- » Experienced consulting professional with dedicated public service focus

### Professional Biography

Mr. John H. Hageman is a senior manager at Hagerty Consulting, Inc. (Hagerty) with 10 years of demonstrated experience in strategic management, public sector finance and administration, and restructuring and turnaround. Mr. Hageman has a proven track record of planning and implementing transformational change, leading and empowering high performing teams, and strengthening organizational and staff capacity. He previously served as the Chief of Staff for the City of Detroit's Office of the Chief Financial Officer, helping to lead the City's successful financial recovery and reform post-bankruptcy. Immediately prior to joining Hagerty, he worked on Puerto Rico's fiscal crisis, helping to develop strategies to improve the Commonwealth's financial management operations. In his current role, provides leadership and guidance on Hagerty's *American Rescue Plan Act* (ARPA) service offering.

### Relevant Professional Experience

#### **Program Manager | State of Maryland Department of Budget and Management, American Rescue Plan Act Administration and Management | Hagerty Consulting, Inc.**

- » Lead Hagerty team that supports the State of Maryland's \$3.7 billion Coronavirus State Fiscal Recovery Funds allocation. Responsible for ARPA policy advisory, US Treasury and Uniform Guidance compliance, federal and internal reporting, and technical assistance to the Department of Budget and Management and State agencies.
- » Conceptualized and oversee the design and administration of the State of Maryland's Non-Entitlement Units of Government (NEUs) Technical Assistance Program, which supports 145 NEUs in the administration of \$500 million in Coronavirus Local Fiscal Recovery Funds (CLFRF).

#### **Project Advisor | New York City Office of Management and Budget, American Rescue Plan Act Support and Advisory Services | Hagerty Consulting, Inc.**

- » Provided direction and guidance to Hagerty team that supports the New York City (NYC) Office of Management and Budget (OMB) in organizational design/implementation, compliance with US Treasury program guidance and Uniform Guidance, and Federal reporting associated their \$5.9 billion CLFRF.
- » Advised the City and Hagerty team on the development and implementation of a new, internal Stimulus Unit focused on CLFRF.

# John H. Hageman

## Project Advisor



---

### **Program Manager | Nassau County, New York Office of Emergency Management, American Rescue Plan Act Implementation Program Management | Hagerty Consulting, Inc.**

- » Oversaw Hagerty team that supports the administration of a portion of their \$385 million CLFRF. Provide subject matter expertise on program administration and internal controls.

### **Senior Subject Matter Expert | Nueces County, Texas, American Rescue Plan Act Support | Hagerty Consulting, Inc.**

- » Provided subject matter expertise to Hagerty team that supports Nueces County's strategic planning and community engagement efforts associated with its \$73 million CLFRF.

### **Subject Matter Expert | Pinellas County, Florida, American Rescue Plan Act Recovery Support | Hagerty Consulting, Inc.**

- » Provided subject matter expertise to the County in their planning efforts associated with its \$189 million CLFRF.

### **Recovery Consultant | City of Santa Rosa, California, American Rescue Plan Act Funding Support | Hagerty Consulting, Inc.**

- » Provided initial planning, policy guidance, compliance, and coordination support on the use of ARPA funding received through the City's \$35 million allocation.

### **Advisor and Consultant | Hageman Consulting**

- » Worked with the US Congressionally created Financial Oversight and Management Board for Puerto Rico (FOMB) to assess the Commonwealth of Puerto Rico's financial organization, laws, policies, technology, and human capital during the largest municipal bankruptcy in US history.
- » Developed and recommended key initiatives, strategies, and implementation plans focused on strengthening the Commonwealth's fiscal management operations.
- » Advised the incoming City of Detroit Chief Financial Officer (CFO) as part of the transition between incoming and outgoing CFOs.
- » Partnered with the incoming CFO for the City of Detroit. Led and performed fiscal management improvements, organizational analyses, and executive coaching for C-suite finance executives.
- » Led and facilitated a review of the City's Fiscal Year (FY) 20 budget development process and recommended improvements.
- » Assessed debt management functions and recommended new organizational model, workstreams, and staffing.

### **Chief of Staff | Office of the Chief Financial Officer | City of Detroit, MI**

- » Led day-to-day operations of the OCFO, the City's cross-functional financial organization with 470+ Full Time Employees (FTEs) and a \$56 million budget.
- » Created and managed the CFO's office, including staff covering strategic planning, fiscal management reform, performance management, human capital, and messaging/communications.
- » Directed, managed and/or executed top-priority fiscal management reform initiatives. Examples include: (1) implemented a restructuring of all finance functions Citywide, (2) designed/operationalized a new Forecasting and Economic Analysis Division, (3) created all new financial/budget policies and drafted changes to City legislation, and (4) performed quality control and oversight on Oracle Cloud Enterprise Resource Planning (ERP) implementation.

# John H. Hageman

## Project Advisor



- » Advised on and participated in bond offerings, including the City's first General Obligation tax-exempt bond offering (\$135 million) on its own credit in decades. Focused on telling Detroit's turnaround story and messaging/communications with rating agencies, investors, media, and the general public.
- » Worked to create a plan to address higher than expected legacy pension obligations, including establishing an irrevocable IRS Section 115 Trust to accumulate funds to partially offset pension contributions resuming in FY 24.

### **Business Analyst | Public Consulting Group**

- » Served as the Special Assistant to City of Detroit CFO John W. Hill during the City's bankruptcy, helping to develop and implement Detroit's financial recovery and reform strategy. Performed high-priority and/or politically sensitive projects, including the creation of a new governance/administrative system for the Finance Department, and coordinated with the City's executive leadership on their needs/requests from the Obama-Biden Administration.
- » Assessed the City of Detroit's grants management and planned/executed its successful turnaround. Work resulted in Detroit bringing in over \$1 billion in grant revenue since bankruptcy and reducing its questioned costs on federal funds to \$0 from upwards of \$18 million.
- » Built and implemented new City agencies for grants management and development, established new local laws, policies, and procedures, implemented a new grants information technology (IT) system, and led hiring/training of inaugural City staff.
- » Re-wrote local procurement laws and advised consulting team on procurement reform initiative, which included implementing the City's first IT procurement system, redesigning all procurement processes, and training City staff.

### **Volunteer Coordinator | AmeriCorps VISTA, Hearts and Hands of Indiana**

- » Designed and implemented a volunteer outreach strategy for home construction and counseling services in a moderate-low-income neighborhood on Indianapolis' westside.

## **Employment History**

Hagerty Consulting, Senior Manager, 2021 to Present

Hageman Consulting, Independent Consultant, 2019 to 2021

City of Detroit, Michigan Government, Chief of Staff, Office of the Chief Financial Officer (OCFO), 2015 to 2019

Public Consulting Group, Business Analyst, 2013 to 2015

AmeriCorps VISTA, Hearts & Hands of Indiana, Volunteer Coordinator, 2012 to 2013

Obama For America, Deputy Field Organizer, 2012

Indiana University, School of Public Health, Research Assistant, 2012

### Education

- » Senior Managers in Government Program, Harvard Kennedy School of Government, 2012
- » Master of Public Administration, George Washington University, 1987
- » Bachelor of Arts, George Washington University, 1983

### Relevant Highlights

- » 17 years of highly successful experience managing disaster recovery and community
- » Recipient of the Presidential Rank Award (Meritorious Level) for service in the US Government
- » Extensive experience working with HUD
- » Project responsibilities have included managing teams of +140 staff and more than \$90 billion of supplemental appropriations after disasters
- » Directly involved in setting policy for CDBG Program

### Training and Certifications

- » Certified Economic Development Professional, National Develop Council, 1991

### Professional Biography

For 32 years, Mr. Stan Gimont has been at the center of the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant program (CDBG). After beginning his career as a Presidential Management Intern at HUD, Mr. Gimont has dedicated his career to HUD and the CDBG program. He has served as Director or Deputy Director of several HUD programs, including the Section 108 Grant Program, the Entitlement Communities Program, CDBG-DR (-Disaster Recovery), and the Neighborhood Stabilization Program. He has been at the center of policy development and change at HUD and has edited every CDBG-DR Federal Register Notice since 2008. Mr. Gimont is also an experienced manager of personnel and funds: as Deputy Assistant Secretary, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters. Recently, Mr. Gimont has been providing subject matter expertise and advisory support to Hagerty's clients seeking assistance in managing and administering American Rescue Plan Act (ARPA) and Emergency Rental Assistance Program (ERAP) funds.

### Relevant Professional Experience

**Senior Advisor | Nassau County, New York Office of Emergency Management American Rescue Plan Act Utilization and Implementation Management | Hagerty Consulting, Inc. | 2021 to Present**

- » Supports the administration of a portion of the \$385 million funding allocation made to the County from the Coronavirus Local Fiscal Recovery Fund under ARPA to provide Novel Coronavirus (COVID-19) relief.

**Project Executive | Montgomery County, Texas Community Development Block Grant – Mitigation Application Development | Hagerty Consulting, Inc. | 2020 to 2021**

- » Supported the preparation of six total CDBG-Mitigation (MIT) applications for funding, including four drainage projects and two infrastructure projects.

**Senior Subject Matter Expert | Nebraska Department of Economic Development Community Development Block Grant – Disaster Recovery Action Plan | Hagerty Consulting, Inc. | 2021**

- » Supported development of a CDBG-DR Action Plan for the State after the 2019 flooding, bomb cyclone, and straight-line winds.

---

### **Project Advisor | Texas General Land Office Alternative Housing Study | Hagerty Consulting, Inc. | 2020 to Present**

- » Advised on efforts to gather, analyze, and evaluate data relating to alternative housing options to determine whether there are innovative, cost-effective, safe, and secure solutions for accommodating disaster survivors.

### **Regulatory Subject Matter Expert | California Department of Housing and Community Development Community Development Block Grant – Disaster Recovery Grant Management Services | Hagerty Consulting, Inc. | 2019 to 2020**

- » Performed grant management and other services relative to disaster recovery programs for the California Department of Housing and Community Development (HCD), which received CDBG-DR funds to implement programs to aid in the State's recovery from 2017 Wildfires, Debris Flows, and Mudslides.

### **Subject Matter Expert | Santa Rosa, California Community Development Block Grant – Disaster Recovery | Hagerty Consulting, Inc. | 2019 to 2022**

- » Hagerty coordinated a CDBG-DR Needs Assessment, Action Plan, Implementation and Reporting, and provided assistance with other State and federal grant opportunities associated with disaster recovery.

### **Deputy Assistant Secretary for Grant Programs | Community Development Block Grant Program Management | United States Department of Housing and Urban Development | 2016 to 2019**

- » Was responsible for the CDBG-DR supplemental appropriations for long-term disaster recovery with a portfolio of more than 120 open grants and more than \$90 billion of available funds.
- » Edited all CDBG-DR Federal Register notices from 2008-2019 and was directly involved in setting policy.
- » Represented HUD to outside stakeholders, including the Office of Management and Budget, House and Senate staff, and partner agencies such as the Federal Emergency Management Agency (FEMA), the Recovery Support Function Leadership Group, the Mitigation Federal Leadership Group, and the Federal Permitting Improvement Steering Council.
- » Managed 140 professionals responsible for all facets of the CDBG program, the HOME Investment Partnership Program (HOME), and HUD's environmental compliance efforts.
- » Oversaw \$4 billion of annual appropriations distributed to more than 1,300 jurisdictions nationwide.

### **Director | Office of Block Grant Assistance | United States Department of Housing and Urban Development | 2008 to 2016**

- » Managed all components of HUD's CDBG program including Entitlement Communities and State programs, the Section 108 loan guarantee program, CDBG-DR grants, and the Neighborhood Stabilization Program.
- » Oversaw the National Disaster Resilience Competition conducted between 2014 to 2016. Coordinated within HUD, working with the Office of General Counsel, Chief Financial Officer, and Policy Development and Research to implement effective programs that deliver benefits to low- and moderate-income communities across the nation.

### **Director | Community Development Block Grant Entitlement Program | United States Department of Housing and Urban Development | 2004 to 2006**

- » Focused on policy development and interpretation activities, implementation of new initiatives, coordination with other HUD programs, and management of Headquarters staff to providing program guidance to HUD field staff and grantees.

# Stan Gimont

HUD and Housing Subject Matter Expert



---

**Deputy Director | Section 108 Loan Guarantee Program | United States Department of Housing and Urban Development | 2002 to 2004**

- » Worked with a Wall Street-based underwriting group to finance Section 108 guaranteed loans through public offerings, managed loan portfolio management staff, and resolved findings on major Inspector General audits related to projects in Cleveland and Los Angeles.

## Employment History

Hagerty Consulting, Inc., Senior Advisor for Community Recovery, 2019 to Present

United States Department of Housing and Urban Development, Deputy Assistant Secretary for Grant Programs, 2016 to 2019

United States Department of Housing and Urban Development, Director, Office of Block Grant Assistance, 2008 to 2016

United States Department of Housing and Urban Development, Director, Entitlement CDBG Program, 2004 to 2006

United States Department of Housing and Urban Development, Deputy Director, Section 108 Loan Guarantee Program, 2002 to 2004

United States Department of Housing and Urban Development, Multifamily Housing Specialist, 2001 to 2002

United States Department of Housing and Urban Development, Senior Financial Analyst, 1993 to 2001

United States Department of Housing and Urban Development, CPD Specialist, 1989 to 1993

United States Department of Housing and Urban Development, Presidential Management Intern, 1987 to 1989

### Education

- » Master of Science, Health Administration, Cornell University
- » Bachelor of Science, Public Health, Indiana University

### Relevant Highlights

- » Nationally recognized in the healthcare sector for transformational leadership and accomplishments in the areas of Healthcare Emergency and Crisis Management, Pandemic & Surge Planning, Business Continuity, Security, Environmental Health & Safety, Compliance, and Emergency Medical Services
- » Supported over 100 hospitals, healthcare systems, universities, and public health departments
- » Healthcare Cost Recovery Optimization
- » FEMA PA, CARES, CRF, HPP, ARPA expertise
- » Organizational Resiliency

### Training and Certifications

- » Six Sigma Black Belt, LEAN Certification
- » Emergency Incident Commander Certification, National Incident Management System (IS 100, 200, 700, 800)
- » Cardiac Life Support and Stop the Bleed Certifications, American Heart Association

### Professional Biography

Mr. Jeff Bokser is a senior healthcare executive with 20 years of experience driving operational effectiveness, enhancing patient experience, building resilient teams and infrastructure, and implementing positive organizational change. As Vice President at Hagerty Consulting, Inc. (Hagerty), Mr. Bokser leads a national health and university practice focused on financial recovery from disasters; operational planning; design of mass immunization, testing programs, and field hospitals; and building healthcare and university system organizational resiliency.

Mr. Bokser leads Hagerty's work focused on Novel Coronavirus (COVID-19) response and financial recovery within healthcare, working with over 100 state, hospital, and university partners. His expertise in cost recovery optimization spans the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Coronavirus Relief Fund (CRF), Provider Relief Fund (PRF), Hospital Preparedness Program (HPP), and American Rescue Plan Act (ARPA). He is a subject matter expert in organizational resilience and recently supported New York City (NYC) to design and build the City's Health Sector Recovery Plan for a more equitable, resilient healthcare delivery system for the future.

Mr. Bokser's strategic expertise is in all aspects of healthcare operations, finance, crisis management, and recovery. Mr. Bokser has two decades of experience as a senior leader at New York-Presbyterian and Yale New Haven Health. He has served as Incident Commander guiding more than 40,000 employees through numerous internal and external emergency response and recovery operations. As a Senior Administrator at Yale New Haven Health, he led market development and the growth of Ambulatory Care and Oncology Treatment Centers throughout the State of Connecticut and surrounding region. At New York-Presbyterian, Mr. Bokser held progressive leadership roles and served as a long-standing Vice President of Operations where he advanced performance in clinical and non-clinical settings and led innovations in daily operations and care delivery processes. He was the system-level Vice President responsible for Emergency Management, Crisis Response, Safety, Security, and Emergency Medical Services across 10 hospitals, over 200 physician practices, ambulatory care clinics, and 45,000 employees.

---

### Relevant Professional Experience

#### **Project Executive | Foundation for Healthy Communities, Granite State Health Care Coalition COVID-19 Sector Immunization Plan | Hagerty Consulting, Inc.**

- » Established an Immunization Program that rapidly scaled to enroll agencies and providers for the mass administration of COVID-19 vaccination in the State of New Hampshire.
- » Developed a training program and guide for providers to rapidly enroll in the Immunization Program including open and closed points of dispensing (POD).

#### **Senior Advisor | New York City Emergency Management COVID-19 Surge Support | Hagerty Consulting, Inc.**

- » Identified and mobilized personnel to support immediate emergency response activities at the NYC Emergency Operations Center (EOC) and other New York City Emergency Management (NYCEM) mission sites across the City (e.g., Logistics Center, Javits Center) to support various operational activities.
- » Developed Citywide information collection and analysis processes to provide enhanced situational awareness and inform operational decision making, such as operationalizing continuity of operations (COOP) plans.
- » Established alternate care sites (ACS) and medical hotels to augment existing healthcare capabilities.
- » Managed extensive transportation, hoteling, and feeding operations to support affected City residents.
- » Developed an Interim Response Assessment Report to identify strengths and areas for improvement associated with NYC's response to COVID-19, including facilitating interagency functional area hot washes to capture information that could be used to enhance ongoing emergency response operations and enable the City to memorialize best practices to proactively address outstanding issues/challenges.
- » Built NYCEM's Health Sector COVID-19 Recovery Plan for a more equitable, resilient healthcare delivery system for the future.

#### **Project Executive | Oregon Health and Science University COVID-19 Recovery Support Services | Hagerty Consulting, Inc.**

- » Provided cost recovery expertise to support claiming eligible COVID-19 funding provided by the CARES Act, CRF, PRF and FEMA PA to recover and continue delivering essential services.
- » Tracked cost expenditures and detailed project planning for determining maximum return to hospital center and facilities.

#### **Subject Matter Expert | City of San Antonio Office of Emergency Management Active Threat Recovery Guide and Workshop Series | Hagerty Consulting, Inc.**

- » Supported SAOEM to design and facilitate coordination around a recovery guide focused on a potential active threat scenario that would support coordination and training for leaders in the event of warnings and events in the region.
- » Facilitated and assessed data represented through agencies and organizations from public safety, government, hospitals, and the private sector.
- » Provided senior officials of public safety agencies and their public and private sector partners an opportunity to identify gaps in the response and short-term recovery to active threat events, including the allocation and deployment of special operations teams to incident locations.

# Jeff Bokser, MHA

## Health Subject Matter Expert



---

### Employment History

Hagerty Consulting, Inc., Vice President of Healthcare and University Programs, 2020 to Present

Yale New Haven Health, Senior Advisor, Ambulatory Care and Clinical Service Lines, 2019 to 2020

New York-Presbyterian, Vice President of Operations, 2012 to 2019

New York-Presbyterian, Various Administrative Leadership Positions, 2001 to 2012

### Presentations and Publications

Mr. Bokser has been a speaker and presenter in numerous forums. The following provides a selection of his recent presentations:

COVID-19 Cost Recovery, Multiple Forums, Including: National Hospital Association, National Association of Emergency Medical Technicians, State Hospital Associations & Coalitions

Future of Public Health, University of Southern California School of Public Health

Role of Volunteers in Disasters, Bokser, Jeffrey, MHA, NY State Association of Volunteers of Greater New York

A Day Like No Other: A Case Study of The Las Vegas Mass Shooting, Expert Advisor & Peer Reviewer, Nevada Hospital Association

How Hospitality Can Help Health Care Organizations Provide Better Service, Bokser, Jeffrey, MHA, Cornell University Institute for Healthy Futures

Overcoming Obstacles to Engage Hospital Executives in Community Preparedness Planning, Bokser, Jeffrey, MHA Preparedness, Emergency Response and Recovery Consortium

Engaging Healthcare Executives in the Preparedness Mission, Bokser, Jeffrey, MHA, National Healthcare Coalition Preparedness Conference

Emergency Preparedness Special Keynote Session, Bokser, Jeffrey, MHA, US News & World Report Hospital of Tomorrow Conference

Hurricane Sandy: The New York Presbyterian Experience, Bokser, Jeffrey, MHA, Centers for Disease Control Hospital Executive and Disasters Stakeholder Meeting

Superstorm Sandy - Lessons Learned in Disaster Preparedness Presenter, Bokser, Jeffrey, MHA, Healthcare Financial Management Association Academy Session

Ensuring Your Community's Emergency Preparedness, Bokser, Jeffrey, MHA, American College of Healthcare Executives New York Chapter Conference

### Education

- » Master of Arts, University of North Carolina at Charlotte, 1987
- » Bachelor of Arts, University of North Carolina at Charlotte, 1979

### Training and Certifications

- » FEMA Incident Command Systems (ICS) Independent Study (IS) Courses: 100, 200, 700, 800
- » Military awards include: Four United States (US) Army Meritorious Service Medals; Three US Army Commendation Medals; Three US Army Achievement Medals
- » Recipient of the NEMA Lacey E. Suiter Distinguished Service Award

### Relevant Highlights

- » Served for over 15 years as the Executive Director/Deputy Homeland Security Advisor and Deputy Director of NCEM and NCEM
- » Successfully led State operational response and recovery in 13 Presidential Major Disaster Declarations and 19 State declared disasters
- » Completed 25 years of military service in the United States Marine Corps (USMC) and the North Carolina Army National Guard

### Professional Biography

Mr. Michael (Mike) A. Sprayberry is a proven leader and emergency manager with a career of public service spanning over 42 years, including 16 years of director level experience in emergency response and management. Before joining Hagerty Consulting, Inc. (Hagerty) in 2021, Mr. Sprayberry directed North Carolina's Division of Emergency Management (NCEM) since 2013, where he oversaw the State's emergency response for a number of major disasters that include Hurricane Florence, Hurricane Matthew, and the Novel Coronavirus (COVID-19) pandemic. Mr. Sprayberry successfully led State operational response and recovery in 13 Presidential Major Disaster Declarations and 19 State declared disasters, including pandemics, hurricanes, tornadoes, winter storms, and hazardous material events. His accomplishments during this time are numerous and include leading the State Disaster Recovery Task Force with 12 Rescue Support Functions (RSFs) following Hurricane Matthew; leading the efforts associated with North Carolina Office of Recovery and Resiliency (NCORR), including oversight of Community Development Block Grant – Disaster Recovery (CDBG-DR) and CDBG-Mitigation (-MIT) funding within NCEM versus the traditional grantee within the Department of Commerce; and providing leadership for the State of North Carolina to achieve Enhanced State Hazard Mitigation Plan (SHMP) status in 2014.

Mr. Sprayberry possesses a detailed understanding of response and recovery operations through his leadership of NCEM and the North Carolina Office of Recovery and Resiliency (NCORR). He is also a former member of the Federal Emergency Management Agency (FEMA) National Advisory Council (NAC). He also served as a member of the FEMA NAC Federal Insurance and Mitigation Subcommittee, as well as chairman of the FEMA NAC Geographic Information Systems (GIS) Subcommittee. Mr. Sprayberry was the National Emergency Management Association (NEMA) president from 2017 to 2018, and the vice president from 2016 to 2017. He is the three-time recipient of North Carolina's highest award, the Order of the Long Leaf Pine, from three separate governors.

Mr. Sprayberry has a strong record of military service, including serving in the North Carolina Army National Guard from 1977 to 1998 where he received the Meritorious Service Medal with three bronze oak leaf clusters and the North Carolina National Guard Distinguished Service Medal.

---

### Relevant Professional Experience

#### **Senior Advisor for Emergency Management | Hagerty Consulting, Inc.**

- » Supports Hagerty's clients by providing subject matter expertise on response and recovery programs.

#### **Member, Board of Directors | National Hazard Mitigation Association**

- » Serves on the National Hazard Mitigation Association (NHMA) Board of Directors with the stated mission to elevate the value of hazard mitigation, of particular importance with the advent of major new sources of funding for hazard mitigation.

#### **Executive Director | North Carolina Office of Recovery and Resiliency/North Carolina Division of Emergency Management**

- » Served as the Executive Director for NCEM/NCORR and provided strategic vision for the agencies.
- » Responsible for the management of all agency sections through the chief of staff, the deputy director, and assistant directors. Served as the State Emergency Response Team leader during all disaster events.
- » Ensured the NCEM met all Emergency Management Accreditation Program (EMAP) standards.
- » Reviewed all Community Development Block Grant-Disaster Recovery (CDBG-DR) State Action Plans prior to submission to the US Department of Housing and Urban Development (HUD).
- » Led the State Disaster Recovery Task Force.
- » Leveraged all FEMA, HUD, and State appropriations to achieve maximum efficiency for disaster recovery operations.
- » Responsible for ensuring the resiliency team synchronized all recovery projects.
- » Met with non-governmental organizations (NGO), private sector, local, state, and federal partners to maintain preparedness at all times.
- » Represented NCEM/NCORR to the executive and legislative branches of government.

#### **Deputy Director | North Carolina Division of Emergency Management**

- » Served as the Deputy Director and provided managerial oversight for all assistant directors (Logistics, Recovery, Plans and Homeland Security, and Risk Management). Provided direct supervision to the Operations Section.
- » Developed and managed the division budget to include submission of the continuing and expansion budgets.
- » Responsible for the managerial oversight on all construction and renovation projects.
- » Directly responsible for the State Emergency Operations Center (SEOC), the 24/7 operations center, human services section, search and rescue, regional response teams for hazardous materials, aviation operations, emergency services, civil air patrol, and three field branches.

#### **Various Roles | United States Military**

- » Completed 25 years of service in the US Marine Corps and the North Carolina Army National Guard, plus five years as a state employee working for the National Guard.
- » Member of the North Carolina Military Academy Officer Candidate School Hall of Fame.
- » Served as civilian Chief of Staff for the North Carolina Army National Guard Operations Section.

# Mike Sprayberry

## Emergency Management Subject Matter Expert



---

### **Member, Board of Directors | National Hazard Mitigation Association**

- » Serves on the National Hazard Mitigation Association (NHMA) Board of Directors with the stated mission to elevate the value of hazard mitigation, of particular importance with the advent of major new sources of funding for hazard mitigation.

### **Employment History**

Hagerty Consulting, Inc., Senior Advisor for Emergency Management, 2021 to Present

Sprayberry Consulting, LLC, Chief Executive Officer, 2021 to Present

North Carolina Division of Emergency Management/North Carolina Office of Recovery and Resiliency, Executive Director, February 2013 to August 2021

North Carolina Division of Emergency Management, Deputy Director, July 2005 to February 2013

United States Military, Various Roles, September 1973 to July 2005

### **Presentations and Publications**

Mr. Sprayberry has presented at many conferences, participated on many panels, and has testified several times before the US Congress. The following provides a selection of these presentations:

Solutions to Improve Disaster Recovery Programs, Sprayberry, Michael, Panelist at the US Government Accounting Office Disaster Recovery Panel, 2022

The Intergovernmental Imperative of Disaster Resiliency, Sprayberry, Michael, Keynote Speaker at National Association of Counties Legislative Conference, 2022

Disaster Recovery Assistance: Authorization of the Community Development Block Grant – Disaster Recovery Program, Testimony before the US Senate, Committee on Banking, Housing and Urban Affairs, 2021

Understanding the Importance of Department of Homeland Security (DHS) Preparedness Grants: Perspectives from the Field, Testimony before the US House of Representatives Homeland Security Committee Subcommittee on Emergency Preparedness, Response, and Recovery, 2020

Investing in Resilience, Sprayberry, Michael, National Governor's Association Summer Meeting, 2019

An Assessment of Federal Recovery Efforts from Recent Disasters, Testimony before the US House of Representatives Transportation and Infrastructure Committee Subcommittee on Economic Development, Public Buildings, and Emergency Management, 2019

### Education

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

### Training/Certifications

- » FEMA Incident Command System (ICS) Independent Study (IS): 100, 200, 300, 400, 700, 800

### Relevant Highlights

- » Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented innovative reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey
- » Former Alabama State Coordinating Officer for all state declared disaster events and recovery operations
- » Served as Former Administrator of the Federal Emergency Management Agency
- » Served as Former Director of the Alabama Emergency Management Agency

### Professional Biography

Mr. William “Brock” Long, former Administrator of the Federal Emergency Management Agency (FEMA), has more than 20 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response coordination. He has supported the development of resiliency planning and long-term recovery efforts to assist cities, counties, states, and the US at-large as leaders prepare for continued weather events.

As the FEMA Administrator, Mr. Long served as the nation’s principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response, and recovery. Prior to this role, he served as the Director of Alabama’s Emergency Management Agency, where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command. He has a deep understanding of Alabama’s needs and the knowledge of federal programs, like the Community Development Block Grant (CDBG) program through the United States (US) Department of Housing and Urban Development (HUD).

Mr. Long has been called upon twice to testify before the US Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness.

Mr. Long provides strategic direction and leadership to Hagerty’s full complement of emergency management programs and professionals. He offers subject matter expertise for select projects and contributes to the growing body of knowledge in the emergency management community. Mr. Long has also led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

---

### Relevant Professional Experience

#### **Executive Level Advisor | Florida Division of Emergency Management, COVID-19 Response Support | Hagerty Consulting, Inc.**

- » Provided support for the Florida Division of Emergency Management in response to Novel Coronavirus (COVID-19) including developing community-based test site procedures, supporting mass care and feeding efforts throughout the state, and assisting with the creation of a non-congregate shelter program.

#### **Advisor | Department of Administrative Services Iowa, Emergency Support Functions Workshops | Hagerty Consulting, Inc.**

- » Developing a recovery workshop (to be delivered in three locations across the State of Iowa) and a recovery tabletop exercise for the Iowa Homeland Security and Emergency Management Department.

#### **Emergency Response Subject Matter Expert | Salt Lake County, Utah, COVID-19 Surge Support | Hagerty Consulting, Inc.**

- » Provided surge support to Salt Lake County associated with their response to COVID-19.

#### **Project Advisor | Texas General Land Office Alternative Housing Study Phase I | Hagerty Consulting, Inc.**

- » Supported Texas General Land Office (GLO) in performing studies relating to alternative housing for disaster recovery efforts, including challenges of co-disasters like the COVID-19 pandemic emergency, flooding, and hurricanes.

#### **Administrator | Federal Emergency Management Agency**

- » Directed the US Fire Administration, The Center for Domestic Preparedness, Emergency Management Institute, and National Domestic Preparedness Consortium, responsible for establishing and improving competencies of officials within public safety at all levels of government charged with protecting against, responding to, and recovering from emergencies.
- » Led 21,000 diverse and dedicated public servants and executed a multi-billion-dollar operating budget (\$15.9 billion annual appropriation/more than \$44 billion Disaster Relief Fund).
- » Coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including three of the nation's most devastating hurricanes and 5 of the worst wildfires ever experienced.
- » Spearheaded the inclusive design process and implementation of FEMA's first "Whole Community" five-year strategic plan.
- » Implemented the "Not on My Watch" campaign and established the Office of Professional Responsibility to combat and eradicate sexual harassment and improper hiring practices while reinforcing equal rights and ensuring a safe and diverse workforce environment.
- » Rapidly transformed the agency's business enterprise by implementing innovating Community Lifeline and FEMA Integration Team (FIT) concepts to strengthen private/public partnerships, and to permanently embed full time staff within state and tribal governments to better meet constituent needs.

- » As the direct result of 12 influential Congressional testimonies, Congress passed the Disaster Recovery Reform Act that made Pre-Disaster Mitigation a national priority, provided meaningful changes to the FEMA workforce, and bolstered state and local emergency management capability.
- » Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented cutting-edge reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey.
- » On behalf of the White House, ensured continuity for the entire Executive Branch of government, and preserved the nation's ability to make sure government mission essential functions continue regardless of any threat or emergency.

### **Controller | Active Threat Full-Scale Exercise | Cook County, Illinois, Department of Homeland Security and Emergency Management**

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

### **Project Executive | Continuity of Operations Plan Training and Tabletop Exercise Project | Wake County, North Carolina**

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

### **Project Executive | Emergency Operations Plan Workshop and Tabletop Exercise | University of North County Asheville**

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

### **Exercise Evaluator | Hurricane Tabletop Exercise | Florida International University**

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

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

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

# Brock Long

## Recovery Subject Matter Expert



---

### **Director | Alabama Emergency Management Agency / Deputy Director | Alabama Department of Homeland Security**

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

### **Employment History**

Hagerty Consulting, Inc., Executive Chairman, 2019 to Present

Federal Emergency Management Agency, Administrator, 2017 to 2019

Hagerty Consulting, Inc., Executive Vice President, 2011 to 2017

Alabama Emergency Management Agency, Director, 2008 to 2011

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

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

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

### Education

- » Master of Public Administration, New York University, 2007
- » Bachelor of Science, Rutgers College, 2002

### Training and Certifications

- » Certified Emergency Manager (CEM)
- » Certified Business Continuity Professional (CBCP)
- » Master Exercise Practitioner (MEP)
- » FEMA Professional Development Series
- » Homeland Security Exercise and Evaluation Program (HSEEP) certified
- » Incident Command System (ICS) Train-the-trainer certified

### Relevant Highlights

- » Experienced disaster mitigation, preparedness, and recovery planner
- » More than 14 years managing complex domestic and international response and recovery projects
- » Founded and managed a global disaster relief non-profit organization

### Professional Biography

Ms. Amelia Muccio is an emergency management and public health program manager with 17 years of experience strategizing and leading national and international mitigation, preparedness, response, and recovery projects. Ms. Muccio has worked on all-hazards planning and policy development, grants management and evaluation, capacity building, *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) Sections 404/406 mitigation, continuity of operations, training, and exercises.

Ms. Muccio has experience as a project leader and subject matter expert in support of cost recovery work related to a series of grants and funding sources. She directly supported the resiliency and consequence assessment efforts of 16 city agencies for New York City (NYC) during immediate Hurricane Sandy recovery needs. Between August 2013 and May 2015, Ms. Muccio spearheaded the submission of an \$860 million Hazard Mitigation Grant Program (HMGP) Section 404 portfolio on behalf of the city as part of larger risk management and preparedness efforts. For Section 406, Ms. Muccio oversees the mitigation recovery effort for city agencies with a continuously expanding portfolio valued at \$2.2 billion. Hazard mitigation programs of 404 and 406 are under the Federal Emergency Management Agency (FEMA) purview.

Before joining Hagerty Consulting, Inc. (Hagerty), Ms. Muccio served for five years as the Director of Emergency Management for the New Jersey Primary Care Association. In this position, she created statewide planning initiatives stressing ambulatory emergency preparedness and criticality assessments as a vital component to national and economic stability.

### Relevant Professional Experience

#### **Hazard Mitigation Assessment Advisor | California Governor's Office of Emergency Services Surge Capacity Staffing | Hagerty Consulting, Inc.**

- » Provided project management support to the California Governor's Office of Emergency Services (Cal OES) Hazard Mitigation Branch and the Hagerty Mitigation Team.
- » Assisted Cal OES on their 2020 Building Resilient Infrastructure and Communities (BRIC) submission; California was awarded approximately \$100 million, the highest allocation in the United States.

# Amelia Muccio, CEM, CBCP, MEP

## Mitigation Subject Matter Expert



- » Managed a team of project specialists assigned with overseeing approximately 230 obligated hazard mitigation projects totaling \$880 million in project costs.
- » Reviewed and adjudicated 750 Notices of Interests (NOIs) and subapplications, and provided a technical review for programmatic, feasibility, and Environmental and Historic Preservation (EHP) components totaling \$4.23 billion in costs.
- » Provided implementation expertise for inception of the PrepareCA Jumpstart initiative, which yielded 59 applications totaling \$38.9 million in project costs.
- » Developed and delivered over 110 capacity building webinars for Cal OES staff and eligible sub applicants on the Hazard Mitigation Assistance Program (HMAP).

### **Mitigation Subject Matter Expert | Montgomery County, Texas Pre- and Post-Disaster Support | Hagerty Consulting, Inc.**

- » Provided support for Hagerty teams currently supporting pre-and post-disaster support related to the Novel Coronavirus (COVID-19) emergency and concurrent disaster events.
- » Oversaw and developed debris monitoring operations, HMGP applications, Community Development Block Grant – Disaster Recovery (CDBG-DR) and Mitigation (-MIT) applications, and COVID-19 response management.

### **Project Manager/Team Lead | New York City Office of Management and Budget Hurricane Sandy Recovery | Hagerty Consulting, Inc.**

- » Managed 10-person team and coordinated with NYC agencies on technical assistance issues including Project Worksheet (PW) development and hazard mitigation.
- » Developed proposals, cost effectiveness determinations, Request for Information (RFI) responses, campus-based mitigation solutions, 428 Alternative Procedures, and programmatic eligibility.
- » Submitted an \$860 million HMGP portfolio.
- » Oversaw Section 406 expanding portfolio valued at \$2.2 billion.

### **Project Manager | New York City Office of Management and Budget Hurricane Sandy Recovery, Section 404 Hazard Mitigation Grant Program | Hagerty Consulting, Inc.**

- » Managed 17-person team during the Letter of Intent (LOI) and initial application phase; coordinated with city agencies for technical assistance issues including scope of work changes, benefit-cost analysis (BCA), RFI responses, EHP, advance assistance application requests, and technical feasibility.
- » Developed 43 HMGP applications for NYC agencies. Provided ongoing technical assistance to NYC for HMGP applications.

### **Senior Project Manager | Nebraska Emergency Management Agency Mitigation Services Contract | Hagerty Consulting, Inc.**

- » Assisted with the immediate implementation and administration of the HMGP for DR-4420 and the FEMA Hazard Mitigation Assistance (HMA) programs generally. Directed technical assistance on application review, technical reviews of BCA, EHP compliance, and procedural improvements for the implementation of the State mitigation program.

### **Subject Matter Expert | City of Panama City, Florida Disaster Recovery | Hagerty Consulting, Inc.**

- » Reviewed project with the city leadership and engaged the citizenry to develop the city's long-term recovery plan to make the city the premier location in the Florida Panhandle.

- » Developed engagement events with the public through the early summer of 2019 to identify how people want to build back the city, taking advantage of the FEMA 428 alternative procedures to remove severely damaged buildings that were not being fully utilized to create more green spaces and community areas.

### **Director, Emergency Management | New Jersey Primary Care Association**

- » Directed emergency management planning activities of 1,600 employees in launching all-hazards preparedness program.
- » Secured million-dollar Tamiflu donation and led swine flu (H1N1) dispensing and inventory responsibilities for 20 Federally Qualified Health Centers (FQHCs) during the H1N1 pandemic.
- » Integrated emergency preparedness, developed standard operating procedures/guides (SOPs/SOGs), provided annual training/exercise activities, and tailored continuity of operations (COOP) plans, and business continuity plans.
- » Trained 5,000+ health care professionals in the National Incident Management System (NIMS), Incident Command System (ICS), National Response Framework (NRF), COOP planning, novel pandemic influenza, infection control, personal protective equipment, fit-testing and behavioral health awareness.

### **Cities Readiness Initiative Exercise and Training Consultant | City of Portland Department of Health and Human Services**

- » Coordinated Portland's Cities Readiness Initiative (CRI) training and exercise program designed to maximize response capabilities during large scale public health emergency.
- » Planned, conducted, and evaluated CRI training and exercises focused on mass prophylaxis and point of distribution (POD) effectiveness.

### **Director, Haiti Project and Disaster Operations | Humane Society International**

- » Provided emergency management, international development, and public health expertise to ongoing recovery projects in Japan and Haiti; provided direct, field oversight in Haiti to staff of 12.
- » Coordinated field disaster response and zoonotic disease surveillance for Haitian veterinarians including 2012's Tropical Storm Isaac and Hurricane Sandy.
- » Advised Haitian Ministries on emergency management; developed first all hazards disaster preparedness training for high-ranking government officials.

## **Employment History**

Hagerty Consulting, Inc., Director of Mitigation, 2017 to Present

Hagerty Consulting, Inc., Senior Managing Associate, Recovery, 2013 to 2017

The Humane Society of the United States, Director, Haiti Project and Disaster Operations, 2011 to 2013

ATCS, P.L.C., Emergency Management Planning Specialist, Consultant, 2011

City of Portland Department of Health and Human Services, Consultant, 2010 to 2011

New Jersey Primary Care Association, Director of Emergency Management/Bioterrorism Educator, 2004 to 2011

The Humanitarian Project, Founder/Executive Director, 2004 to 2010

### Education

- » Bachelor of Arts, University of Minnesota

### Relevant Highlights

- » 15 years of experience in public and nonprofit administration, financial and operations management, strategic communications, and government relations
- » Leads development of internal grant administration unit for NYC OMB; utilizes strategic planning and policy expertise for ARPA grant funds
- » Oversaw strategy, development, management and adoption of City of Minneapolis' \$1.3 billion budget
- » Secured a 20-year, \$600 million financing package to repair City of Minneapolis parks and streets
- » Launched an innovative approach to funding affordable housing in City of Minneapolis which resulted in 16 new units within one year
- » Led development and rollout of cost-center financial model and integration of custom legacy database system for a non-profit organization

### Professional Bio

Mr. Ben Hecker is a public and nonprofit management, finance, and operations professional with 15 years of experience supporting executive leadership in a range of organizations and roles. Mr. Hecker brings deep and broad experience leading municipal public policy at both the elected and staff levels, with a strong passion for developing and guiding teams navigating complex political environments to deliver public policy results. As a Managing Associate with Hagerty Consulting, Inc. (Hagerty), Mr. Hecker leads emergency management initiatives for federal, state, and local clients, specifically related to *American Rescue Plan Act* (ARPA) funding. Most recently he has led the development of the internal grant administration unit for New York City (NYC) Mayor's Office of Management and Budget (OMB), including strategic planning, reporting, and policy review and analysis of ARPA grant funds.

Mr. Hecker's expertise includes budget development and fiscal management, equitable economic development, housing, public-private partnerships, land-use planning, and equitable organizational development. He offers a strong operations- and management-oriented skill set with the ability to quickly understand organizational, team, and individual dynamics and drive the core functions of the organization that support the mission. Mr. Hecker also brings a deep commitment to advancing equity and inclusion in all internal and external processes.

### Relevant Professional Experience

#### **Project Lead | New York City Office of Management and Budget Recovery | Hagerty Consulting, Inc. | 2021 to Present**

- » Directed the administration of the city's ARPA allocation of more than \$5 billion, including a full suite of grants management services; the development of policies and procedures, driving reporting, compliance, documentation, single audit, and closeout across 40 city agencies.

#### **Project Lead | Austin Area Program Grant Development | 2023**

- » Led the Austin Urban Area Security Initiative (UASI) Area's development of its \$1.5 million 2023-24 UASI Grant Program, including the development and implementation of a strategic stakeholder engagement process and the development of over 20 individual grant applications.

---

### **Technical Assistance Advisor | Bloomberg e311 | Hagerty Consulting, Inc. | 2021 to Present**

- » Provided policy interpretation services, technical assistance to cities to identify, secure, and retain federal funding for COVID response through the Bloomberg Cities Network Hub.
- » Presented guidance to cities on building community capacity for federal funds.

### **Project Manager | Huntsville Utilities Federal Funds Strategy | 2022 to Present**

- » Developed a federal funds road map and strategy to help the utility maximize federal funding, with a focus on the *Infrastructure Investment and Jobs Act* (IIJA) and *Inflation Reduction Act*.

### **Director of Finance and Technology | Wilderness Inquiry, 2018 to 2020**

- » Directed the organization's budget and financial management processes and administration; led the development and rollout of cost-center financial model.
- » Managed three staff and consultants responsible for performing Finance, HR, and Technology functions; oversaw strategic development of the organization's Communications, Outreach, and Sales Department.
- » Maintained, operated, and led business planning for a complex suite of critical technology assets, including leading the overhaul and integration of a complex custom legacy database system.

### **Deputy Chief of Staff | City of Minneapolis - Office of the Mayor, 2014 to 2018**

- » Managed six staff, including a five-person policy team covering economic development, public safety, housing, education, and environmental justice.
- » Led the development, adoption, and management of the City's \$1.3 billion budget.
- » Served as primary liaison to external stakeholders, elected officials, department heads, and senior staff across the enterprise.
- » Provided extensive writing for major speeches, reports, press releases, and social media.
- » Provided strategic planning and leadership on major policy issues, delivering results on a wide range of initiatives, including:
  - » A 20-year, \$600 million financing package to repair City parks and streets.
  - » Adoption of the state's first municipal minimum wage ordinance.
  - » Adoption of the state's first municipal earned sick and safe time ordinance.
  - » An innovative approach to funding affordable housing for large families at the lowest incomes at \$1 million annually, resulting in the creation of 16 new units in the first year.
  - » The City's first investment in the preservation of naturally occurring affordable housing at \$1.5 million annually.
  - » Secured a \$2.7 million grant to expand innovation capacity at the City.

### **Interagency Coordinator | City of Minneapolis – Public Works Department, 2012 to 2014**

- » Served as liaison to elected officials, departments, and external stakeholders.
- » Supported the development of department operating and capital budgets, and managed special projects.
- » Responsible for departmental legislative process, including extensive writing and oral presentation of departmental memos and requests for action to the City Council.

# Ben Hecker

## Managing Associate



- » Helped lead the initiation, development, and funding of a \$50 million project to renovate Nicollet Mall as a streetcar-ready transit spine and the re-establishment of the Downtown Improvement District, two key priorities of the City.

### **Deputy Chief of Staff | City of Minneapolis – City Council, 2005 to 2012**

- » Managed the office of the City Council Member, including two staff, serving as liaison on behalf of Council Member in roles as chair of the Ways and Means/Budget and Inter-Governmental Relations committees and president of the League of Minnesota Cities.
- » Delivered the adoption of an infill-housing ordinance responsive to community concerns, with direct engagement with over 700 stakeholders.
- » Generated a multi-departmental Business Process Improvement project to reform the City's drainage and erosion control process.
- » Initiated and guided local stakeholders through Small Area Planning process to ensure transparency and implementation of the plan into the City's Comprehensive Plan.

## **Employment History**

Hagerty Consulting, Inc., Managing Associate, 2021 to PRESENT

Wilderness Inquiry, Director of Finance and Technology, 2018 to 2020

City of Minneapolis Office of the Mayor, Deputy Chief of Staff, 2014 to 2018

City of Minneapolis Public Works Department, Interagency Coordinator, 2012 to 2014

City of Minneapolis City Council, Policy Aide, 2005 to 2012

# Michelle Rogers, MPH

## Deputy Project Manager



### Education

- » Master of Public Health, George Washington University, 2020
- » Bachelor of Science, Behavioral Health, Bachelor of Arts, Psychology, University of South Florida, 2017

### Relevant Highlights

- » Rogers, ML, Hodge, C, Franck, T (2021, October). Local health department COVID-19 education, mitigation, and investigations in central Virginia public schools during in person learning, 2020 to 2021. Poster session at the APHA Annual Meeting and Expo, Denver, CO
- » Rogers, ML, Jackson, J, Perry, E, Shankle, MD (2020, October). Combating the opioid epidemic in Washington, DC through continuing education for healthcare professionals and consumers. Session presented at the Ryan White Conference, Washington, DC
- » Poster Acknowledgement: Shankle, MD, Cropper Williams, D, & Hujdich, B. (2018, July). Transforming systems of care to address the needs of MSM of color in HIV prevention, care, and treatment.

### Professional Biography

Ms. Michelle Rogers is a public health professional with more than five years of experience focused on public health and grant management programs. Over the course of her career, she has secured and managed multi-million-dollar grants; managed programs; and tracked, analyzed, and evaluated data to inform decisions. She has served as a subject matter expert on the Human Immunodeficiency Virus (HIV), sexually transmitted infections (STIs), and Opioid Use Disorder, and the Novel Coronavirus (COVID-19).

Prior to joining Hagerty Consulting, Inc. (Hagerty), Ms. Rogers served as a COVID-19 Containment Operations Manager for a health district in Virginia, leading a team of 25 staff and directing all operational and containment activities for the district. In this role, she spearheaded the implementation of a pilot case management system, ensuring successful adoption and training other districts on our workflows. Ms. Rogers also recently developed and deployed a comprehensive quality assurance plan for our case data, which will provide the health district provide us with clean data to assess the true impact of COVID-19 on the community.

In her previous role as a Capacity Building Manager, Ms. Rogers conducted a wide range of program and financial management activities for three large grants. Ms. Rogers also led trainings and the development of capacity building materials for healthcare providers, including webinars, in-person trainings, online modules, and other tools. Ms. Rogers managed, created, and presented monthly program monitoring data reports illustrating program status to inform targeted solutions to enhance the program's success and outreach.

### Relevant Professional Experience

#### Managing Associate | Various Projects | Hagerty Consulting, Inc. | 2022 to Present

- » Delivered managing support to Howard County, Maryland following the COVID-19 pandemic emergency.
- » Applied understanding of *American Rescue Plan Act* (ARPA) funding requirements to assist Nassau County, New York in their implementation efforts.
- » Provided support to Howard County, Maryland in support of post-flood disaster management.

# Michelle Rogers, MPH

## Deputy Project Manager



---

### **Operations Manager, COVID-19 Containment | Virginia Department of Health | 2021 to 2022**

- » Supervised more than 25 staff and managed operational activities (administrative and epidemiologic) to ensure successful implementation of case interviews, contact tracing, and outbreak investigations.
- » Led implementation of a new case management technology, including pilot testing, staff training, change management, and quality assurance monitoring.
- » Ensured accurate and compliant disease investigation for more than 35,000 cases through training, data management, and implementation of standard operating procedures for epidemiologic investigation methods.
- » Shared best practices and facilitated program enhancements through comprehensive quality assurance, monitoring, and outcome evaluation. Coached and mentored staff. Led team restructuring to adapt to stages of the pandemic, conduct hiring and offboarding, and facilitate staff performance reviews.

### **Epidemiologist, COVID-19 | Virginia Department of Health | 2020 to 2021**

- » Led case surveillance and investigation activities for COVID-19, monitored data accuracy and reporting in state surveillance systems.
- » Conducted outbreak response activities, including case, cluster, and over 100 outbreak investigations among schools, daycares, congregate living facilities, and businesses.
- » Specialized in K-12 mitigation and response; led the development and implementation of a standardized case reporting, contact tracing, and outbreak investigation protocol with K-12 schools and daycares; facilitated stakeholder calls; conducted over 20+ site visits; created and trained a team of five to respond to K-12 cases and outbreaks.
- » Provided disease reporting technical assistance and health education to community stakeholders to ensure compliance and implementation of disease control recommendations.
- » Served as a COVID-19 scientific consultant for the district.

### **COVID-19 Case Investigator | Institute for Public Health Innovation | 2020**

- » Conducted interviews with COVID-19 cases for the Fairfax County Health Department.
- » Applied cultural humility principles in gathering information on symptoms, exposures, and contacts, and in providing isolation guidance and disease prevention activities.
- » Executed data entry in state disease surveillance systems.

### **Project Manager, Capacity Building | HealthyHIV | 2020**

- » Managed three government-funded competency-building training, technical assistance (TA), and operations transformation programs for HIV and Opioid Use Disorder (OUD) treatment providers, including the Effi Barry Training Institute, the Opioid Learning Institute, and DC Engage (a TA program for OUD treatment providers), including supervising a nine-person team.
- » Managed the Opioid Learning Institute, including the development of the program website, more than 15 key informant interviews, four grand rounds virtual sessions, more than 12 accredited online self-paced training modules, four community focus groups, a resource library for providers, and a community-reflective Naloxone administration video.

# Michelle Rogers, MPH

Deputy Project Manager



---

## Employment History

Hagerty Consulting, Inc., Consultant, 2022 to Present

Operations Manager, COVID-19 Containment, Virginia Department of Health, 2021 to 2022

Epidemiologist, COVID-19, Virginia Department of Health, 2020 to 2021

COVID-19 Case Investigator, Institute for Public Health Innovation, 2020

Project Manager, HealthyHIV, Capacity Building, 2019, 2020

Capacity Building Associate, HealthyHIV, 2018 to 2019

### Education

- » Master of Business Administration, The University of Manchester, 2013
- » Bachelor of Science, Business Administration, Georgetown University, 2005

### Relevant Highlights

- » 15+ years as Public Sector consultant
- » Managed and directly developed over \$1.5 billion in FEMA PA projects for clients in seven states
- » Successfully appealed over \$3.5 million in disallowed FEMA PA expenses
- » Coordinated NYC approval of FEMA PA projects after Hurricane Sandy

### Professional Biography

Mr. Kevin Fuller serves as Deputy Director of Recovery for Hagerty Consulting, Inc. (Hagerty) with over 15 years of experience in serving public sector clients with project management, recovery policy, project formulation, closeout, and appeals support.

At Hagerty, Mr. Fuller has directly supported clients in New York, California, Texas, Florida, Maryland, South Carolina, and Nebraska. He is knowledgeable in Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, Hazard Mitigation Grant Program (HMGP), as well as funding programs created in response to the Novel Coronavirus (COVID-19) emergency. Mr. Fuller has developed over \$1.5 billion in FEMA PA grants for his clients, including over \$500 million in reimbursements for COVID-19 personal protective equipment (PPE)-related costs for the Maryland State Department of Health. In South Carolina, he has helped Horry County coordinate and manage the PA cost recovery from six separate disaster declarations from 2015-2020. In the Town of Surfside Beach, Mr. Fuller utilized expertise in FEMA's 428 Alternative Procedures program to justify the eligibility of a \$10 million mitigated concrete replacement pier, instead of FEMA's original proposal of a \$60 thousand repair of the existing wooden pier.

Prior to joining Hagerty, Mr. Fuller worked as a Public Sector Financial Management Senior Consultant with IBM Global Business Services and served on the Parish Strike Team for FEMA on the Hurricane Katrina/Rita Relief Project. In addition, he worked with numerous federal agencies, including the Department of Justice, Navy, and Coast Guard on financial and process improvement projects.

### Relevant Professional Experience

#### **Cost Recovery Lead | Maryland State Department of Public Health, COVID-19 Cost Recovery | Hagerty Consulting, Inc. | 2020 to Present**

- » Applied expertise of FEMA PA, funding under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and federal recovery programs available or potentially available to support recovery of costs associated with response activities.
- » Provided ongoing support cost recovery related to the COVID-19 emergency.

# Kevin Fuller

## FEMA Programs Senior Lead



- » Assisted with the development of FEMA Public Assistance projects related to state-wide COVID-19 response costs, including over \$500 million on PPE expense, Vaccination, Alternate Care Sites, Hospital Surge, and Mass Casualty Expenses.
- » Provided subject matter expertise in identifying and prioritizing various funding sources as to optimize overall financial recovery.

### **Project Manager | Washington State Hospital Association, University of Washington Medicine, Virginia Mason, MultiCare, Evergreen Health COVID-19 Cost Recovery | Hagerty Consulting, Inc. | 2020 to 2022**

- » Prepared and presented COVID-19 cost recovery webinars for WSHA members, as well as led individualized breakout sessions for interested hospitals.
- » Assisted in the development of over \$100 million in expedited funding requests, as well as developing a strategic approach for the claiming of costs between FEMA, the Health and Human Services (HHS) Provider Relief Fund, and US Treasury Department Coronavirus Relief Fund (CRF) and Fiscal Recovery Funds (FRF).

### **Project Manager | Horry County, South Carolina, Multiple Declaration Recovery | Hagerty Consulting, Inc. | 2015 to Present**

- » Leading a team of professionals providing comprehensive disaster recovery and financial and grant management services to Horry County through six declarations between 2015 and 2020, totaling over \$50 million in combined FEMA PA claims.
- » Successfully appealed the denial of \$1 million in watershed repairs after Hurricane Florence and \$300 thousand in Emergency Work after Hurricane Dorian.
- » Aided in securing an expedited re-nourishment of Horry County beaches under the responsibility of the United States Army Corps of Engineers (USACE), which involved highlighting the damages and developing a strategy to secure funding involving coordination with USACE and congressional staff from South Carolina's Congressional and Senate Delegation.
- » Successfully justified the FEMA PA eligibility of \$300,000 in equipment purchases used to build temporary beach dunes after Hurricane Matthew and \$1 million in permanent beach renourishment of non-USACE beach, avoiding the need for an appeal.

### **Project Manager | Howard County, Maryland, Multiple Declaration Recovery | Hagerty Consulting, Inc. | 2016 to 2021**

- » Lead a team of recovery professionals to assist in Howard County's recovery from Flash Flooding events in 2016 and 2018, as well as COVID-19 recovery support.
- » FEMA PA recovery included development of over \$30 million in projects; COVID-19 cost recovery included supporting the use and compliance for the County's \$30 million CRF and \$60 million FRF allocations.
- » Successfully appealed the denial of \$1 million in damages to brick sidewalks in the County's historic district by proving sidewalks where outside of the right-of-way of the adjoining federal aid road.
- » Supported the development and consolidation of multiple permanent work projects into a single \$2.5 million 428 capped grants to allow the County flexibility to repair historic district in most resilient manner possible.

---

### **Project Manager | City of Surfside Beach, South Carolina, Hurricane Matthew Recovery | Hagerty Consulting, Inc. | 2020 to 2022**

- » Supporting the City of Surfside Beach with determining the best reimbursement strategy to pursue and providing FEMA PA expertise and support to they attempt to restore their publicly owned pier that was substantially damaged during Hurricane Matthew.
- » Justified pier replacement utilizing FEMA 50% rule, and created BCA to justify a mitigated replacement pier under the FEMA 428 program

### **Project Manager | City of Austin, Texas, Severe Storm Recovery | Hagerty Consulting, Inc. | 2016 to Present**

- » Led financial and grant management services related to Major Disaster Declaration FEMA-4223-DR-TX.
- » Initiated recovery efforts, which included: attending meetings with FEMA and Texas Division of Emergency Management (TDEM); providing an overview of potentially eligible FEMA expenditures in PA Program Categories A-G; and identifying potential Section 428 Alternative Procedures Pilot Program projects that would be beneficial to the city.

### **Recovery Consultant | City of Grand Prairie, Texas, Severe Storm Recovery | Hagerty Consulting, Inc. | 2015 to 2020**

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

### **Project Management Team | New York City Office of Management and Budget, Hurricane Sandy Recovery | Hagerty Consulting, Inc. | 2015 to 2020**

- » Served as Data Manager on the NYC Hurricane Sandy recovery project management team utilizing Hagerty's grant management Quickbase platform; analyzed data and managed the city's 404 HMGP.
- » Managed the processing of all Project Worksheet (PW) approvals for city agencies, including identifying and analyzing city-wide issues that could affect project reimbursement.

### **Project Manager | San Benito County, California, 2017 Flooding Recovery | Hagerty Consulting, Inc. | 2017 to 2020**

- » Supporting the Office of Emergency Services (OES) in grants management, financial advisory services, and policy guidance as the County claims federal funding through FEMA's PA Program and the Federal Highway Administration (FHWA)-Emergency Relief program.
- » Deliverables include the development of a unified documentation management system for all recovery grants; identification of a compliance issue that jeopardized the County's participation in the FHWA Highway Bridge Replacement and Rehabilitation Program (while not a disaster grant, this intervention allowed the County to continue to participate in the program and helped the County avoid risking \$1 million); and the formulation of a \$700,000 grant to fund the completion of a project to restore and mitigate a historic park in the County.

# Kevin Fuller

FEMA Programs Senior Lead



---

## Employment History

Hagerty Consulting, Inc., Deputy Director of Recovery, 2017 to Present

Hagerty Consulting, Inc., Recovery Manager, 2015 to 2017

Hagerty Consulting, Inc., Management Consultant, 2013 to 2015

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

### Education

- » Master of Emergency Management, American Public University
- » Master of Art, Adult Education and Teaching, University of Phoenix
- » Master of Business Administration, University of Phoenix
- » Bachelor of Science, Sociology, Iowa State University

### Relevant Highlights

- » 14 years of experience in PA disaster recovery and grants management

### Professional Biography

Ms. Helga Johnson is an emergency management professional with 14 years of experience in the Public Assistance (PA) disaster recovery and grants management space. Ms. Johnson comes to Hagerty Consulting, Inc. (Hagerty) from Jacobs Engineering, where she was a senior project consultant serving as the PA expert drafting white papers, standard operating procedures (SOPs) guiding in policy, 2nd appeals, and Office of Inspector General (OIG) audits. She has extensive experience preparing Project Worksheets (PWs) to capture damage descriptions, Scopes of Work (SOWS), and cost estimates, and has conducted numerous site assessments to evaluate, document, and detail damages to PA eligible facilities. With Hagerty, Ms. Johnson is currently providing PA subject matter expertise to multiple disaster recovery projects for clients such as the City of Panama City, FL, Panama City, FL Housing Authority, and the California Governor's Office of Emergency Services (Cal OES).

### Relevant Professional Experience

#### Project Manager | Hagerty Consulting, Inc.

- » Oversee as project manager the Novel Coronavirus (COVID-19) recovery efforts for institutions of higher learning and local governments.
- » Led the development and management of all aspects of over \$300 million in client projects for Hurricane Michael's PA clients, including the largest applicant in the operation.
- » Provide client technical assistance with grant applications and reporting requirements for programs to include fundings sources under the *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act), *American Rescue Plan Act* (ARPA), Hazard Mitigation Grant Program (HMGP), Immediate Needs Funding (INF) and Community Disaster Block Grant – Disaster Recovery (CDBG-DR) to meet client unmet needs not covered by PA funding.
- » Engage with senior program leadership at the Federal Emergency Management Agency (FEMA) (Field, Region and HQ) and State of Florida to discuss and remedy program and/or project issues.
- » Formulate project worksheets, appeals and time extension requests for review and approval at FEMA and the State of Florida.
- » Draft contract amendment proposals for client review and approval.

---

### Senior Project Consultant | Jacobs Engineering

- » Served as PA policy expert, drafting white papers, SOPs guided in policy, 2nd appeals, and OIG audits.
- » Prepared PWs to capture damage description, scopes of work and costs necessary to repair damages facilities.
- » Conducted site assessments to evaluate, document and detail damages to PA eligible facilities.
- » Audited grants for eligibility and compliance with grant conditions and requirements.
- » Drafted internal and external correspondence including determination memos and responses to time extensions, version requests, and Congressional and OIG inquiries.
- » Developed reports matrixes for FEMA and/or assigned Applicants to provide routine status updates of tasks, milestones, deadlines and actions items.

### Evaluation Coordinator | Louisiana Department of Public Health

- » Served as the liaison between Iowa eHealth and the numerous vendors contracted to support Iowa's Health Information Network (IHIN).
- » Crafted and reviewed request for information (RFI) and proposals (RFP) used to procure external vendors.
- » Wrote and submitted grant proposals on behalf of the division.
- » Monitored contract performance, budgetary and report compliance.
- » Developed new and updated existing standard operating procedural manuals.
- » Projected, tracked and reconciled IHIN financials necessary to compile budgets, forecasts and summary reports of financial soundness.
- » Prepared routine and ad hoc reports to provide various internal and external stakeholders with IHIN's participant user information and financial standing.
- » Made necessary updates to Iowa's eHealth website to ensure the most current information is available to website visitors

### Program Manager | Upward Movement Consulting

- » Located and successfully matched grant funding opportunities for potential clients.
- » Prepared and submitted grant applications on behalf of clients.
- » Prepared bid solicitations and cost proposals on behalf of clients.
- » Developed programming and matrix measures to assist with grant application process.
- » Oversaw the administration of grant funding including budget preparations, contract negotiations and vendor selections to ensure organizations are compliant with funding requirements.
- » Prepared interim and final reports on behalf of clients for submission to grant funders.

### Task Force Leader | Federal Emergency Management Agency Department of Homeland Security

- » Managed the administration of the PA Disaster Relief Program.
- » Led six different technical and support teams of eight to ten specialists charged with preparation of grant applications (project worksheets) necessary to fund disaster recovery efforts.
- » Oversaw the two largest Applicants, University of Iowa and Cedar Rapids, who collectively represented over \$700 million in awarded disaster dollars.
- » Facilitated subject matter training for staff within the Joint Field Office (JFO).

- » Performed disaster site damage assessments and/or estimate of damages.
- » Prepared, reviewed and approved grant applications (Cat A-G and Z) for compliance with PA eligibility guidelines.
- » Participated in after action report meetings with senior leadership to develop lesson learned recommendations.
- » Prepared status briefings for senior management and external affairs to assist with drafting a response to an inquiry from congressional officials, FEMA Headquarters, OIG and Office of Management and Budget.
- » Reviewed 1st appeals and issued draft decisions for review and approval by senior leadership.
- » Prepared and delivered performance reviews and/or work improvement plans for supervised staff.

### **Subrogation Liaison | Allied Insurance**

- » Drove results to achieve regional recovery to paid ratios through the recovery of nearly \$7 million.
- » Bridged relations between claims and various business units through teleconferences, job shadows and meet and greets.
- » Responsible for increasing awareness and understanding of subrogation through classroom training and workflow process changes.
- » Sought trends and opportunities for curriculum development.
- » Improved liability decisions through comparative fault and recorded statement training.
- » Presented updates on financials, initiatives and process changes to regional leadership.

### **Subrogation Representative | Allied Insurance**

- » Negotiated claims settlements with insurance professionals for recoveries nearing \$3 million annually.
- » Evaluated and determined ability to recover losses up to \$500,000.
- » Prepared written arguments of liability assessments.
- » Appeared on the monthly "Top 15" recovery representative seven times for recoveries in excess of \$250,000.
- » Recognized as the strongest arbitrator preparer within the western operation.
- » Nominated for being the brand of superior customer service.
- » Served as interim supervisor in the absence of direct line managers.

## **Employment History**

Hagerty Consulting, Inc., Recovery Consultant, 2020 to Present

Jacobs Engineering, Senior Project Consultant, 2015 to 2020

Louisiana Department of Public Health, Evaluation Coordinator, 2014 to 2015

Upward Movement Consulting, Program Manager, 2008 to 2013

Federal Emergency Management Agency – Department of Homeland Security, Task Force Leader, 2008 to 2013

Allied Insurance, Subrogation Liaison, 2006 to 2008

Allied Insurance, Subrogation Representative, 2002 to 2006

### Education

- » Bachelor of Arts, American Studies, Concentration in Politics, Institutions, and Values, DePaul University

### Training and Certifications

- » Certified Public Manager (CPM) Program, University of Colorado-Denver
- » Certified Floodplain Manager (CFM), Association of State Floodplain Managers
- » FEMA Professional Development Series

### Relevant Highlights

- » Oversaw and administered over \$100 million of project and planning funding across all FEMA HMA programs
- » Recipient of the 2015 Colorado Governor's Public Service Recognition award for the Department of Public Safety
- » Coordinated Preliminary Damage Assessments (PDAs) to assess severity and magnitude of disaster damages to public infrastructure for State and Federal disaster declarations.
- » Served as Situation Unit Leader within the state Emergency Operation Center during disasters

### Years of Experience

- » 14 years

### Professional Biography

Mr. Scott Baldwin is a hazard mitigation professional with 14 years of experience and expertise in Federal Emergency Management Agency (FEMA) pre- and post-disaster grant programs. Mr. Baldwin formerly worked with the State of Colorado as the Deputy State Hazard Mitigation Officer (SHMO) for the Colorado Department of Public Safety (CDPS) Office of Emergency Management (OEM), where he oversaw the administration of over \$100 million of project and planning funding. Mr. Baldwin also administered a range of grant funding to support mitigation and recovery efforts in response to wildfire and flood control. Previously, he supported the State of Colorado's Department of Local Affairs (DOLA), Division of Homeland Security and Emergency Management (DHSEM), drafting risk assessments and developing grant management processes. Since joining Hagerty Consulting, Inc. (Hagerty) as a Senior Mitigation Manager, Mr. Baldwin has provided his expertise to support recovery and mitigation projects for clients such as the California Governor's Office of Emergency Services (Cal OES), and the State of Nebraska Emergency Management Agency (NEMA).

### Relevant Professional Experience

#### Mitigation Planning Consultant | NEMA Hazard Mitigation Technical Services | Hagerty Consulting, Inc.

- » Provided direct technical assistance on application review, technical reviews of Benefit Cost Analyses (BCAs), Environmental and Historic Preservation (EHP) compliance, as well as procedural improvements for the implementation of the State mitigation program.

#### Recovery Coordination Specialist | Cal OES Long Term Recovery Support | Hagerty Consulting, Inc.

- » Supported Cal OES with enhancing the California Disaster Recovery Framework (CDRF) through the development and adoption of six Rescue Support Function (RSF) operational annexes.
- » Identified important recovery considerations and priorities, as well as conducted workshops, webinars, and interviews to engage key stakeholders in RSF development.
- » Provided surge staffing needs as a result of the Camp, Woolsey, and Hill Fires in 2019 and 2020.

---

### **Recovery Coordination Specialist | Cal OES Surge Capacity Staffing Support | Hagerty Consulting, Inc.**

- » Supported Cal OES to manage their immediate and long-term recovery needs after the Camp Fire and other disasters, as well as enhance the state's capabilities to manage long-term recovery efforts for future disasters.
- » Provided management services to support 14 novel coronavirus (COVID-19) response and initial recovery-focused task forces, as well as maintained critical recovery operations from the Camp Fire and other disasters.

### **Deputy SHMO / Mitigation Specialist – Team Lead / Mitigation Specialist | Colorado Department of Public Safety Office of Emergency Management | Centennial, Colorado**

- » Supervised four Mitigation Project and Planning Specialists ensuring accuracy and timeliness of Hazard Mitigation Assistance (HMA) technical assistance to stakeholders is provided as well as a high level of communication and customer service is consistently maintained.
- » Advised leadership of considerations and concerns regarding the administration of mitigation grant programs.
- » Provided recommendations and sought input on policy level decisions and procedures so strategic goals and objectives of upper level management were consistently met.
- » Implemented pre-disaster and post-disaster FEMA HMA grant programs at the State level to include project types ranging from wildfire and flood control infrastructure to private property acquisitions and elevations.
- » Monitored and provided feedback on work products.
- » Contributed to periodic and annual evaluations of individual members' performance.
- » Served as Lead Mitigation Section subject matter expert for FEMA HMA grants, providing technical assistance.
- » Provided subject matter expertise to both internal and external partners to make certain funding resulted in successfully completed projects and initiatives.
- » Provided suggestions and insight to leadership on how best to implement FEMA's Hazard Mitigation Grant Program (HMGP) to best meet the needs of communities impacted by Federally declared wildfire and flood disasters.
- » Assisted local communities with the development of applications and administration of Pre- Disaster Mitigation (PDM), Flood Mitigation Assistance (FMA), HMGP and Emergency Performance Grant Program (EMPG) programs.
- » Provided technical assistance for the development of eligible project scopes of work, FEMA's eGrants and National Emergency Management Information System (NEMIS) grant management systems, project management best practices, EHP compliance, quarterly reporting, reimbursement requests, and closeout processes.
- » Developed grant administration methods to administer HMA funds.
- » Facilitated creation of mitigation priorities and considerations for the disbursement of HMGP funding sources to meet the mitigation needs of both the State and local communities after a disaster.
- » Served as Co-Chair of the Colorado Cultural and Historic Resource task force working to establish procedures to protect Colorado's heritage in the event of a disaster.
- » Coordinated with Division of Natural Resources, Parks and Wildlife, Department of Transportation, and the State Historic Preservation Office to address environmental concerns and considerations.

# Scott T. Baldwin, CPM, CFM

## FEMA Mitigation Lead



---

### **Hazard Mitigation Administrative Assistant | Colorado Department of Public Safety Office of Emergency Management | Centennial, Colorado**

- » Provided internal support and assistance to State of Colorado Mitigation Team required to maintain compliance with FEMA's HMA program.
- » Developed grant management processes enhancing mitigation sections' ability to track grants from inception to completion and collected quarterly reports.
- » Drafted risk assessments of local communities throughout Colorado, analyzing location and determining vulnerability of local infrastructure, property, and people to local and regional threats.
- » Trained, exercised and refined policies and procedures within Emergency Operations Center (EOC) Plans Section, ensuring implementation of best practices during support of an incident.

## **Employment History**

Hagerty Consulting, Inc., Senior Mitigation Manager, 2019 to Present

Colorado Department of Public Safety, Office of Emergency Management, Deputy State Hazard Mitigation Officer, 2015 to 2019

Colorado Department of Public Safety, Office of Emergency Management, Mitigation Specialist – Team Lead, 2014 to 2015

Colorado Department of Public Safety, Office of Emergency Management, Mitigation Specialist, 2012 to 2014

Colorado Department of Local Affairs, Division of Emergency Management, Hazard Mitigation Administrative Assistant, 2009 to 2012

### Education

- » Completed coursework for a Doctor of Philosophy in Urban Planning, Virginia Tech, 2009
- » Master of Urban and Regional Planning, University of Pittsburgh, 1996
- » Bachelor of Arts, Economics and Political Science, Virginia Tech, 1993

### Training and Certifications

- » Certified Project Management Professional (PMP), Project Management Institute

### Relevant Highlights

- » Technical expertise in all phases of disaster recovery and hazard mitigation; experienced in the development of CDBG-DR Action Plans
- » Experience standing up and operating multiple complex recovery programs including CDBG-DR, Mass Care and Emergency Rental Assistance
- » Provided leadership over multiple projects evaluating innovative alternative housing solutions, including the resiliency of such solutions, using cutting edge manufacturing and construction technologies
- » Leadership role with FEMA establishing interim housing and mass care capabilities following Hurricane Katrina

### Professional Biography

Mr. James L. Ariail, III is a proven emergency manager with expertise across the full range of recovery and hazard mitigation programs over his 26 years of experience. Mr. Ariail has supported local, state, and federal clients in the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) Program; the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, Individual Assistance (IA) Program, Emergency Support Function 6 (ESF) 6, National Flood Insurance Program (NFIP), and Hazard Mitigation Assistance (HMA) Programs; and the Emergency Rental Assistance Programs (ERAP).

Mr. Ariail has served in disaster recovery leadership roles in both the public and private sectors. This includes his time as the Planning, Policy, and Analysis Unit Chief at FEMA, where he was responsible for improving direct housing and mass care capabilities following Hurricane Katrina. While at FEMA, he was responsible for planning and executing acquisitions with a combined value of more than \$1 billion. Mr. Ariail has also served as Program Manager for CDBG-DR programs, including Nebraska for the 2019 floods, New York City's (NYC's) Build it Back Program following Hurricane Sandy, and New York Rising Homeowner Program, where he was responsible for including conducting damage assessments, lead and asbestos testing, environmental reviews, technical/construction advisory services for applicants, policy support, and guidance development. More recently, he supported multiple state and local governments in standing up and operating ERAP, including in the State of California.

### Relevant Professional Experience

#### Principal Investigator | Texas General Land Office, Housing Resiliency Study | Hagerty Consulting, Inc.

- » Provides executive leadership and technical direction for a study evaluating the resiliency of homes constructed across disasters dating back to Hurricane Ike, both within Texas and in peer states.
- » Evaluates resiliency based on building codes and other performance standards implemented across disasters.
- » Evaluates benefit-cost and losses avoided based upon resiliency standards.
- » Support the analysis and evaluation of data related to alternative housing options for disaster survivors.

# James Ariail III, PMP, MURP

## HUD Programs Senior Lead



- » Hagerty has been contracted to identify and analyze previous alternative housing studies to develop and implement a community outreach plan and create analysis reports for presentation to the GLO Oversight Committee.
- » Led implementation of a CDBG-DR Infrastructure Match program for the Hazard Mitigation Grant Program (HMGP) and FEMA PA Program.

### **Program Manager | Nebraska Department of Economic Development Community Development Block Grant – Disaster Recovery Program | Hagerty Consulting, Inc.**

- » Provide overall leadership for supporting the State in implementing \$108 million CDBG-DR programs for housing and infrastructure recovery.
- » Led implementation of housing programs for the development of affordable multifamily and single-family housing units, including a program that leverages the Low-Income Housing Tax Credit program in conjunction with CDBG-DR.

### **Recovery Coordination Advisor | California Governor's Office of Emergency Services, Surge Capacity Staffing | Hagerty Consulting, Inc.**

- » Served as Housing Task Force Leader for the State of California to represent the State in coordination with FEMA for the interim housing mission following the Camp Fire.
- » Served as Housing Recovery Support Function (RSF) Lead to promote long-term housing recovery in Paradise and surrounding areas following the Camp Fire.

### **Grants Administration Director | Louisiana Housing Corporation, Emergency Rental Assistance Program | Hagerty Consulting, Inc.**

- » As a subcontractor to CSRS Disaster Recovery Management, LLC (CSRS), Hagerty is providing technical assistance services supporting the development of the applicant management system.
- » Additional support includes the development of new intake requirements; review of applications for eligibility and qualifying criteria; review of possible Duplication of Benefits (DOB) through self-reporting, third party verification, and recertification; and compliance and monitoring.

### **Project Manager | Nebraska Department of Economic Development Community Development Block Grant – Disaster Recovery Action Plan Development | Hagerty Consulting, Inc.**

- » Provided leadership for the development of a CDBG-DR Action Plan for \$108 million in funding.
- » Supported the client in successfully advocating for a Method of Distribution that budgeted more funding for infrastructure than housing through compelling quantitative data developed as part of the Unmet Needs Assessment.
- » Implemented a successful Citizen Participation Plan utilizing virtual meetings during the COVID-19 pandemic.

### **Senior Program Manager | APTIM**

- » Managed the first major deployment of contractor staff by FEMA to support disaster shelters following Hurricane Harvey in Texas, including the hiring, training, badging, and deployment of over 100 staff to shelters across declared counties, resulting in a successful mission and formal letter of commendation from FEMA for the team's accomplishments.
- » Served in a leadership role in the Austin Joint Field Office following Hurricane Harvey in support of the FEMA temporary housing mission under IA-technical assistance contract (TAC).

# James Ariail III, PMP, MURP

## HUD Programs Senior Lead



---

### **Vice President, Federal Programs | Tetra Tech, Inc.**

- » Managed portfolio of contracts and served as the Program Manager on the Risk Minimization Action Plans (RiskMAPs) Program Management and Non-architecture and engineering (A&E) Hazard Mitigation Technical Assistance Program (HMTAP) contracts.
- » After Hurricane Matthew, served as Program Manager on four local government contracts in South Carolina, leading a rapid mobilization of approximately 100 staff and local hires to support local government clients seeking reimbursement under the FEMA PA Program.
- » In addition, served as Program Manager for multiple disaster recovery contracts in South Carolina following Hurricane Matthew, supporting jurisdictions in obtaining reimbursement under the FEMA PA Program.

### **Program Manager, Emergency Management Services | ATCS, PLC**

- » Supported FEMA with updating the National Disaster Recovery Framework (NDRF) by facilitating Interagency Working Group meetings and leading a team to support FEMA in integrating Working Group recommendations into the NDRF.
- » Provided leadership and subject matter expertise to overhaul FEMA IA letters and public-facing policy documents to simplify the experience and minimize confusion among disaster survivors.

### **Program Development Manager | URS Corporation**

- » Within the capacity of Deputy Program Manager, FEMA HMA Program Integration and Support, supported the FEMA HMA Branch in developing and implementing continuously improved delivery of mitigation grants. Primary duties included: Managing support for the Grants Policy Branch and Integrated Policy Team; managing Portfolio Management support tasks; supporting the development of a Risk-Based PDM methodology; developing white papers and other decision-making support tools for HMA leadership; supporting the development of HMA Unified Guidance; and budget/schedule management for contract.
- » Served as Program Manager for the applicant intake portion of the New York City (NYC) “Build it Back” CDBG-DR Housing Program. Successfully led a rapid ramp-up process to stand up six applicant intake centers, a dedicated call center, and a program management office supporting the Mayor’s Housing Recovery Office. Team met peak production goals within three weeks of startup, with more than 200 staff performing applicant intake for over 10,000 applicants while navigating continual program changes and maintaining stringent quality standards.
- » As Program Manager for the New York Rising CDBG-DR Housing Recovery Program, provided technical services for the New York State (NYS) CDBG-DR Homeowner Program, including damage assessments, lead and asbestos testing, environmental reviews, technical/construction advisory services for applicants, policy support, and guidance development.

### **Planning, Policy, and Analysis Unit Chief | Federal Emergency Management Agency**

- » Responsible for planning and executing acquisitions with a combined value of more than \$1 billion. Implemented numerous innovations to continually improve the business processes and information systems of the 50-person Branch. Developed and delivered briefings to senior leadership at the Senior Executive Service (SES) level.

# James Ariail III, PMP, MURP

## HUD Programs Senior Lead



- » Provided leadership over a team responsible for planning, policy, and analytical support for FEMA Direct Housing and Mass Care under the IA-TAC Program; developed operational plans for housing missions; estimated disaster housing requirements using statistical/geospatial methods; led program evaluation and development efforts; developed and delivered briefings to executive leadership.

## Employment History

Hagerty Consulting, Inc., Director, Disaster Housing Services, 2019 to Present

APTIM, Senior Program Manager, 2017 to 2018

TetraTech, Vice President, Federal Programs, 2015 to 2017

ATCS, PLC, Program Manager, Disaster Services, 2014 to 2015

URS Corporation, Program Development Manager, 2008 to 2014

Federal Emergency Management Agency, Planning, Policy and Analysis Unit Chief, 2006 to 2008

SRA International, Project Manager/Zoning Specialist, 1996 to 2006

## Presentations and Publications

Stakeholder Collaborative Processes for Consensus Building on Planning Issues, Ariail, James, Practicing Planner Vol. 1, No. 4, Winter 2003

Integrating Community Capacity Building and Reuse Planning into the Reclamation of American Mine Lands: How U.S. Regulators are Cleaning up with Communities, Ariail, James, Mining Engineering, Vol. 58, No 3. March 2006

### Education

- » Bachelor of Arts, Political Science, York College of Pennsylvania, 2009

### Training and Certifications

- » National Incident Management System (NIMS): 100, 200, 300,400,700,800
- » Planning Section Chief
- » Community Emergency Response Team (CERT)
- » Incident Management System

### Relevant Highlights

- » Federal compliance with grant development
- » Assessment and review of community needs
- » Experience identifying funding opportunities, managing project applications, and overseeing compliance for CDBG-DR, CDBG-MIT and CDBG-CV programs and funding streams
- » Project Closeout
- » Contract Management

### Professional Biography

Ms. Laura Munafo is an experienced emergency management consultant with eight years of experience. She has provided ongoing novel coronavirus (COVID-19) response with the City of Santa Rosa, California; assisted in identifying funding opportunities such as the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), Community Development Block Grant-Coronavirus (CDBG-CV), Housing and Urban Development (HUD) Emergency Solutions Grants (ESG), and Federal Emergency Management Agency (FEMA) Public Assistance (PA) Non-Congregant Sheltering (NCS) to address the homeless populations exposure to COVID-19. She has also assisted Montgomery County, Texas in CDBG-Mitigation (-MIT) project applications and preparing program guidance for the County's CDBG-Disaster Recovery (-DR) Buyout Program. Most recently, Ms. Munafo supported the State of Nebraska in the development of their CDBG Action Plan and is currently working with the Department of Economic Development (DED) to provide technical assistance (TA) regarding compliance with Duplication of Benefits (DOB) requirements for CDBG-CV and CDBG-DR programs. Previously, she provided closeout oversight and review for the US Virgin Islands' use of FEMA and HUD recovery programs. For six years, she was Deputy Director of the New York State Governor's Office of Storm Recovery, where she facilitated recovery from Hurricane Sandy by organizing public engagement events, overseeing resilience grants, and facilitating coordination between units of government.

### Relevant Professional Experience

**Deputy Project Manager | State of Nebraska Community Development Block Grant – Disaster Recovery Infrastructure Match Program | Hagerty Consulting, Inc.**

- » Serves as Deputy Project Manager and lead for the State's CDBG-DR Infrastructure Match Program totaling \$64 million in CDBG-DR funding.
- » Provides subject matter expertise for overall CDBG guidance to the State for its recovery from Severe Winter Storm, Straight-line Winds, and Flooding (DR-4420-NE).

---

### **Subject Matter Expert | San Diego County COVID-19 Recovery | Hagerty Consulting, Inc.**

- » Provided Subject Matter Expertise (SME) and cost recovery eligibility guidance to the County of San Diego, CA for COVID-19; maximized over \$334 million in reimbursements under multiple federal programs that included the *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act), the Coronavirus Relief Fund, and FEMA PA.
- » Prepared and drafted a COVID-19 Guidance Manual for the County of San Diego, CA; memorialized policies and financial decisions.

### **Recovery Consultant | City of Santa Rosa Recovery Support | Hagerty Consulting, Inc.**

- » Ongoing COVID-19 response with the City of Santa Rosa, CA; assisted in identifying funding opportunities such as the CARES Act, CDBG-CV, HUD Emergency Solutions Grant (ESG), and FEMA PA Non-Congregant Sheltering (NCS) to address the homeless populations exposure to COVID-19.

### **Mitigation/Recovery Project Manager | Montgomery County, Texas Community Development Block Grant-Mitigation | Hagerty Consulting, Inc.**

- » Assisted the Montgomery County, TX in CDBG-MIT project applications and preparing program guidance for the County's CDBG-DR Buyout Program.

### **Subject Matter Expert | Nebraska Community Development Block Grant-Disaster Recovery Action Plan | Hagerty Consulting, Inc.**

- » Supported development of a CDBG-DR Action Plan for the State after the 2019 flooding, bomb cyclone, and straight-line winds. Nebraska received a congressional allocation of CDBG-DR funds in the amount of \$108.9 million.

### **Project Manager | City of Panama City, Florida Disaster Recovery | Hagerty Consulting, Inc.**

- » In addition to Hagerty's contract to submit projects to FEMA and other federal agencies to recoup and rebuild, the City expanded Hagerty's responsibilities to work with the City leadership and engage the citizenry to develop the City's Long-Term Recovery Plan to make the City the premier location in the Florida Panhandle.

### **Subject Matter Expert Construction Closeout | United States Virgin Islands**

- » Reviewed contractors' invoices on behalf of the Virgin Islands Housing Finance Authority for the FEMA Sheltering and Temporary Essential Power (STEP) Program.
- » Prepared and maintained a guidance and policy tracker for the STEP Team.

### **Subject Matter Expert Infrastructure | United States Virgin Islands**

- » Responsible for oversight and contract management of the United States Virgin Islands hurricane Irma and Maria Infrastructure Recovery Program; Electrical Repairs Program; Resiliency and Repair Program; and the Local Match Program.
- » Responsible for the build out of the United States Virgin Islands Local Match Program. Responsible for the development and execution of program policies and procedures.
- » Assisted in the development of grant applications and necessary CDBG-DR documents. Provided guidance to the United States Virgin Islands on infrastructure projects.

---

### **Deputy Director | Infrastructure and the New York Rising Community Reconstruction Program | New York State Governor's Office of Storm Recovery**

- » Organized and executed both planning committee meetings and large-scale public engagement events, delivering presentations and leading meetings, as appropriate.
- » Responsible for the organization and management of 23 community-based planning committees across communities in Nassau and Suffolk County, totaling over 200 community members.
- » Liaised with and built coalitions among key stakeholders, including community leaders/advocates; municipalities; and city, state, and federal agencies and elected officials.
- » Responsible for the oversight and contract management of eight interdisciplinary planning teams. Supported project and program development and implementation, as appropriate.
- » Helped implement and establish timelines through community outreach in each area. At each milestone, which was defined by the planning committee, public outreach was conducted by means of open house and public information sessions.
- » Responsible for developing and implementing community-driven resiliency projects and programs that emerged from the planning committees, totaling \$350 million.
- » Responsible for the management of grant consultants and provided oversight and assurance that scope of the program and polices are accomplished.
- » Provided direction and coordination to the local governments in Nassau County consistent with the recovery framework agreed upon by the United States Department of Housing and Urban Development (HUD) and the New York State Governor's Office of Storm Recovery.
- » Contributed to the design and development of Rebuild by Design: Living with the Bay (LWTB) Project funded through HUD.
- » Served as the program manager of LWTB, which included over 50 federal, state, and local stakeholders. Managed 17 projects within the LWTB project.
- » Oversaw the design and development of microgrid projects through the State of New York.

### **Employment History**

Hagerty Consulting, Inc., Disaster Recovery Manager, 2020 to Present

Witt O'Brien's, CDBG-DR Subject Matter Expert, 2019 to 2020

New York Governor's Office of Storm Recovery, Deputy Director, 2013 to 2019

Nassau County, New York, Emergency Management, Community Services Representative, 2012 to 2013

Nassau County Executive's Office, Executive Assistant, 2010 to 2012

# Terrance Ware

## General HUD Programs Lead



### Education

- » Master of Architecture, Urban Design, University of Colorado at Denver, 1982
- » Bachelor of Environmental Design, University of Colorado at Boulder

### Training and Certifications

- » FEMA Emergency Management Institute (EMI) Independent Study courses: IS-1000 Public Assistance Program and Eligibility, IS-1006 Disaster Damage and Development Project Files

### Relevant Highlights

- » Significant experience in all facets of environmental design and community development: architecture, sustainability, economic development, land development, planning, transportation, and urban design in academia, non-profit, public and private sector
- » Holistic, inclusive approach to consensus building – integrating concepts and implementation; creativity and pragmatism; politics and policy; sustainability and resiliency; soft and hard infrastructure
- » Manages timelines, budgets, deliverables, agreements, resources, and expectations
- » Critical analysis and creative problem solving

### Professional Biography

Mr. Terrance Ware has more than 30 years of experience in environmental design and community development, including architecture, urban redevelopment, transit system, and transit-oriented development (TOD) planning and urban design in public, private sector practice, and academia. He holds significant experience in public and private sectors in disaster recovery; resilience and mitigation; revitalization and redevelopment; architecture; and community economic development. Throughout the course of his career, Mr. Ware has led the development, coordination of complex Community Development Block Grant (CDBG) programs. He has also controlled the execution of all program activities, schedule, and budget as TOD manager for the City and County of Honolulu, Hawaii. Mr. Ware is the former the director of housing and business development for the City and County of Denver, Colorado, as well as the urban renewal director for the City of Lakewood, Colorado. Mr. Ware served as a liaison and point of contact (POC) with federal, state, and local elected appointed officials, business owners, neighborhood and community leaders, as an agency director and consultant in a variety of roles and locales. Mr. Ware managed, mentored, and recruited staff, as well as providing coordination among subconsultants as a principal and associate in private consulting firms and public agencies.

Mr. Ware possesses seven years of experience working as a community planning and development specialist at the Federal Emergency Management Agency (FEMA) Community Planning and Capacity Building group and he worked in the Division Recovery and Special Issues for the United States (US) Department of Housing and Urban Development (HUD), maintaining a complete understanding of all applicable statutory, regulatory, program policies and compliance requirements for CDBG-Disaster Recovery (DR), CDBG-National Disaster Resilience (NDR), and CDBG-Mitigation (MIT) grants for communities across the country. His portfolio of grantees includes 15 states and cities, with grants of approximately \$2 billion dollars. Mr. Ware has extensive experience in community engagement, facilitation, and collaboration: working with neighborhoods, businesses, professional organizations, and officials at the federal, state, and local level on projects of significant scale, complexity and controversy.

---

### Relevant Professional Experience

#### **Subject Matter Expert | New York City Mayor's Office of Management and Budget, New York City Recovery Support 2018 to 2023 | Hagerty Consulting, Inc. | 2022 to Present**

- » Provides advisory support associated with the City's CDBG-DR Action Plan resulting from the remnants of Hurricane Ida.

#### **Action Plan Lead | Commonwealth of Pennsylvania Department of Economic Development, Community Development Block Grant-Disaster Recovery Action Plan & Unmet Needs Assessment | Hagerty Consulting, Inc. | 2022 to Present**

- » Serves as the project manager and lead for the development of the CDBG-DR Action Plan associated with damages resulting from Hurricane Ida.

#### **Senior Community Planning/Development Specialist | Disaster Recovery and Special Issues | United States Department of Housing and Urban Development | 2015 to 2022**

- » Managed a grant portfolio of \$1.2 billion.
- » Provided advice and grant oversight to state and municipal entities responsible for the planning and reconstruction of housing and infrastructure projects, as well as employment and economic development programs.
- » Reviewed and monitored the expenditures and justifications for recovery activities.
- » Prepared and reviewed agreements, contracts, procurement, policies, and programs of the fund recipients.
- » Provided briefings and reports to elected and appointed officials at the federal and state level.

#### **Senior Community Recovery Specialist | Community Planning and Capacity Building | FEMA | 2013 to 2015**

- » Provided advice and grant oversight to state and municipal entities responsible for the planning and reconstruction of housing and infrastructure projects, as well as employment and economic development programs.
- » Reviewed and monitored the expenditures and justifications for recovery activities.
- » Prepared and reviewed agreements, contracts, procurement, policies, and programs of the fund recipients.
- » Provided briefings and reports to elected and appointed officials at the federal and state level.

#### **Manager | Transit Oriented Development | City and County of Honolulu, Hawaii | 2009 to 2013**

- » Led the development and coordination of complex CDBG programs.

#### **Director | Housing and Neighborhood Development | City and County of Denver, Colorado | 2007 to 2009**

- » As an agency director with the City and County of Denver, managed a professional staff of 30, with an administrative budget of \$3.5 million and an operating budget and loan portfolio of approximately \$60 million.
- » As a consultant, solicited and received contracts of over \$5 million dollars, managed projects of over \$15 million and administered consulting contracts of \$1.2 million.
- » Managed staffs and/or consultant teams of up to 30 people, including: Transportation Expansion project, (Trex) Colorado Department of Transportation and Regional Transportation District; University of Colorado Health Sciences Center.
- » Managed or participated in developing the scope, public participation and facilitation element, analysis, drafting and illustration of specific area, neighborhood, corridor, and comprehensive plans.

# Terrance Ware

## General HUD Programs Lead



- » Managed and/or was involved with numerous brownfield and grayfield redevelopment projects as staff or consultant – primarily addressing the redevelopment of underutilized or blighted commercial shopping centers, districts, and corridors.

### **Planning Director | Office of Planning and Development | City and County of Broomfield, Colorado | 2002 to 2006**

- » Managed or participated in developing the scope, public participation and facilitation element, analysis, drafting and illustration of specific area, neighborhood, corridor, and comprehensive plans.

## **Employment History**

Hagerty Consulting, Inc., Senior Managing Associate, 2022 to Present

US Department of Housing and Urban Development, Senior Community Planning/Development Specialist, 2015 to 2022

FEMA, Senior Community Recovery Specialist, 2013 to 2015

City and County of Honolulu, Manager, 2009 to 2013

City and County of Denver, Director of Housing and Neighborhood Development, 2007 to 2009

OTAK, Inc., Project Manager/Urban Designer, 2006 to 2007

City and County of Broomfield, Planning Director, 2002 to 2006

LDR International/HNTB, Principal/Urban Designer, 2000 to 2002

### Education

- » SUNY Certificate of Graduate Study, Public Sector Management, Rockefeller College of Public Affairs, In Progress
- » Master of Science, Disaster Resilience Leadership, Tulane University, 2012
- » Bachelor of Fine Arts, Writing, Literature, and Publishing, Emerson College, 2008

### Training and Certifications

- » Community Emergency Response Team, Los Angeles Fire Department Foundation, 2017

### Relevant Highlights

- » Over a decade of expertise in emergency response and recovery
- » Core competencies of relationship and partnership management; team building; project and program design; financial oversight and compliance; philanthropy; and grants
- » Selected for the New Leaders Council, Capital District New York (CDNY)

### Professional Biography

Ms. Crysty Skevington is an emergency management professional with over 10 years of leadership, financial oversight, and program design experience in emergency response and recovery. As the Deputy Director of project operations for the New York State Governor's Office of Storm Recovery, Ms. Skevington was responsible for performance management, compliance, reporting, and financial management for federally grant-funded infrastructure projects across the state, including the Federal Emergency Management Agency (FEMA) Community Development Block Grant-Disaster Recovery (CDBG-DR). She regularly provides analysis within dynamic environments, including high-profile disaster response and recovery operations. She is skilled at guiding team and organizational improvement through a lens of collaborative, shared learning, and she possesses prior experience in both domestic and international settings.

Ms. Skevington's core competencies include relationship and partnership management; team building; project and program design; financial oversight and compliance; philanthropy; and grant management. Additionally, she is certified on the Community Emergency Response Team from the Los Angeles Fire Department Foundation. Ms. Skevington's work had been published in the *Texas Tribune* and she has received numerous awards for her accomplishments, including the Credible Award from the National Disaster Cycle Services on behalf of the American Red Cross. Ms. Skevington completed her Master of Science in Disaster Resilience Leadership from Tulane University and her Bachelor of Fine Arts in Writing, Literature, and Publishing from Emerson College.

### Relevant Professional Experience

**Recovery Consultant | Maryland Department of Emergency Management, COVID-19 Cost Recoveries and Management | Hagerty Consulting, Inc. | 2022 to Present**

- » Provides advisory support for the implementation of technical assistance associated with the *American Rescue Plan Act* (ARPA), including Coronavirus State and Local Fiscal Recovery Funds (SLFRF).

**Recovery Consultant | City of Santa Rosa, CA, American Rescue Plan Act Funding | Hagerty Consulting, Inc. | 2022 to Present**

- » Provides support for the implementation of projects funded under ARPA.

# Crysty Skevington

## State and Local Fiscal Recovery Funds Senior Lead



---

### **Deputy Director | Project Operations | New York State Governor's Office of Storm Recovery | 2020 to 2022**

- » Handled performance management of a remote and hybrid team of operations managers leading compliance, reporting, and financial management for complex, federally grant funded (CDBG-DR) infrastructure projects across New York State.
- » Established and executed team goals and monthly reporting metrics, developed workflows to improve cross-department interoperability, and drove an efficient process within a highly complex working environment.
- » Monitored project portfolios to ensure alignment across federal and state regulations and internal protocols, including financial management, development of tracking systems, invoice approval, and record retention.
- » Reviewed, edited, and drafted organizational standard operational procedures (SOPs) in collaboration with consulting partners.

### **Senior Grants Manager | Hurricane Harvey Recovery | American Red Cross | 2018 to 2020**

- » Returned to the Red Cross to lead a team of grants managers to distribute over \$62 million to 125 unique non-profits.
- » Negotiated budgets and program design ranging from \$35,000 to \$7 million, and managed reporting and metrics to accomplish critical community outcomes. This included high-stakes and politicized relationship management, technical assistance, coordination, and strategy to address constantly evolving and emergent disaster recovery needs.
- » Internally, participated in the review and drafting of internal SOPs; managed the use of a Salesforce-based grant management information system; developed financial and qualitative reporting; team workflows; and overall management of internal audit preparation and document retention for the operation.
- » Within two years, funding and collaboration resulted in over 3,000 homes rebuilt or repaired; behavioral health services to over 73,000 individuals; and outreach to nearly 71,000 disaster affected individuals.

### **Deputy Director | Operations | AmeriCares Foundation | 2017 to 2018**

- » Handled field office startup operations: growing the team from one to 13 full time employees, and supervision of four program staff.
- » Assisted strategic and operational vision of an \$8-million recovery, including staffing plans, recruitment and hiring, budget, and program design with key performance indicators (KPIs) and drafting SOPs.
- » Led program design and growth of two distinct initiatives: a \$650,000 mobile medical unit health intervention across rural regions and piloted a \$350,000 post-disaster health community education program.
- » Led the creation, design, and oversight of \$2 million grantmaking program to both rural and urban community health centers.

### **William J. Clinton Service to India Fellow | America India Foundation | 2015 to 2016**

- » Competitive 10-month fellowship to catalyze social and economic change for underserved communities in India.
- » Expanded internal capacity for community organization, Utthan (Rising), supporting women and marginalized voices through know-your-rights campaigns, sustainable agricultural practices, and water and sanitation development.
- » Collaborated with 10 local non-profits across two states while researching interagency coordination (Setu).
- » Conducted field visits and interviewed survivors of the 2001 Gujarat Earthquake and 2015 Chennai "100-Year Floods."

# Crysty Skevington

## State and Local Fiscal Recovery Funds Senior Lead



---

### **Grants Manager/Associate | Superstorm Sandy Recovery | American Red Cross | 2013 to 2015**

- » Handled execution of a \$53-million portfolio made up of over 40 grants; ranging from \$50,000 to \$5 million across New York and Connecticut.
- » Managed executive level multi-state relationships, resulting in strategic long-term recovery post-Superstorm Sandy.

### **Employment History**

Hagerty Consulting, Inc., Senior Managing Associate, 2022 to Present

New York State Governor's Office of Storm Recovery, Deputy Director, 2020 to 2022

American Red Cross, Senior Grants Manager, 2018 to 2020

Americares Foundation, Deputy Director, 2017 to 2018

America India Foundation, William J. Clinton Service to India Fellow, 2015 to 2016

American Red Cross, Grants Manager/Associate, 2013 to 2015

### **Presentations and Publications**

"Embrace community health centers as a crucial part of Texas' disaster response," *Texas Tribune*, 2018

### Education

- » Master of Science in Human Resources, Central Michigan University, 2011
- » Bachelor of Science in Organizational Administration, Central Michigan University, 2004

### Training and Certifications

- » Leadership Cohort, LeaderGov, 2021
- » Fundamentals of Governmental Accounting, Carl Vinson Institute of Government
- » Grants Management and Writing, National Grants Management Association and Grants USA
- » Georgia Department of Transportation: Procurement, Right-of-Way, Local Administered Project, Plan Development Process, Title VI / ADA
- » Georgia Department of Audits and Accounts: Governmental Accounting & Reporting
- » FEMA IS-100 - IS-800

### Relevant Highlights

- » 17 years of End-to-End financial and programmatic grants management experience
- » Oversaw \$15 million in ARPA, FEMA PA, and CARES Act funding
- » Developed and managed grants management offices

### Professional Biography

Ms. Kellie Russell is a grants management specialist with 17 years of progressive experience with End-to-End financial and programmatic grants management processes. Ms. Russell has extensive knowledge of federal funds, including federal relief funding under the *American Rescue Plan Act* (APRA), Federal Emergency Management Agency (FEMA) Public Assistance (PA), and *Coronavirus Aid, Relief, and Economic Security Act* (CARES). She has a strong background in management, accounting, and financial systems; grant funding research and procurement; desk review requirements; supervision of financial analysts; federal, state, and local rules and regulations compliance; and review, approval, planning, and implementation of grant awards and programs. Most recently, Ms. Russell served as the federal grants management post-award lead on analysis and monitoring support services for Atlas Research. Previously, Ms. Russell had held various grant management positions in the public sector.

### Relevant Professional Experience

#### **Recovery Consultant | Maryland Department of Emergency Management, COVID-19 Cost Recoveries and Management | Hagerty Consulting, Inc. | 2022 to Present**

- » Provides technical assistance to non-entitlement units of government associated with the Coronavirus State and Local Fiscal Recovery Funds (SLFRF).

#### **Senior Specialist | Atlas Research | 2021 to 2022**

- » Served as federal grants management post-award lead on analysis and monitoring support services and conducting Desk Review activities.
- » Assessed awardee's general management practices, accounting, and financial systems.
- » Maintained ongoing, direct communication with the client to address questions regarding desk review requirements and any risks to the project.
- » Planned weekly and quarterly deliverables. Supported and coached analysts with assigned desk reviews and other deliverables to meet client standards and expectations.
- » Authored desk review results and recorded all analysis and determinations for preparation of desk review submission to the client. Supported the team in solving issues and concerns encountered during the desk review process.

- » Assisted with new hire training activities related to grants management concepts (e.g., 2 CFR 200 Uniform Guidance, applicable federal agency policies/procedures/systems, and best practices related to accounting).

### **Grants Administrator | City of South Fulton, Georgia | 2019 to 2021**

- » Developed and managed the centralized grants management office to oversee the city's grant portfolio inclusive of various Federal, State, and Non-Profit grants awarded to the city. Oversee and manage the City's Grant Portfolio and grant life cycle for all grants awarded to the city.
- » Developed and maintained comprehensive grant management policies, procedures and strategic plans in administering grant funds. Regularly reviewed and analyzed grant regulations and contracts and implemented into local policies and procedures, as applicable.
- » Managed and provided oversight to over \$15 million dollars in ARPA, FEMA PA, and CARES Act federal relief funding awarded to the city. Developed project plan and strategically allocated funding. Managed execution of projects and monitored and tracked spending to ensure compliance with federal rules and regulations. Provided monthly status reports to leadership.
- » Provided technical advice and assistance to elected officials, executives, department directors, and staff in planning, execution, and implementation of grant awards and programs. Coordinated and facilitated meetings and trainings to staff on grants management principles.
- » Coordinated and participated in audit activities, e.g., desk reviews, site visits, and prepared documentation and/or corrective action plans.
- » Reviewed grant agreements and contracts for compliance with federal, state, and local laws and regulations and provided recommendations. Reviewed and approved grants accounting activities (e.g., budget amendments, procurement contracts, and personnel documents) for compliance with federal cost principles.
- » Monitored sub-recipients for financial and programmatic compliance with award agreement and/or contract. Coordinated grant compliance and reporting responsibilities with recipient departments including program outcome data, due diligence documentation submission and fiscal reports.

### **Departmental Grants and Contracts Manager | Fulton County, Georgia Board of Health | 2018 to 2019**

- » Managed the administration of all grants and contracts for the Fulton County Board of Health (FCBOH). Developed and implemented a contracts management process and system.
- » Evaluated and substantiated complex financial representations made for the project, including cost sharing commitments, indirect costs, salary quotations, and program income projections.
- » Managed post-award amendments, transactions, agreements, and extensions.
- » Developed contracts and amendments for multiple federal, state, non-profit and private entities using extensive knowledge of applicable FCBOH and Fulton County policies, federal, state, and public laws, codes and statutes.
- » Negotiated contract terms and incorporated terms and conditions with various contracting parties to ensure requirements are met.
- » In collaboration with the County Attorney, safeguarded the integrity of contract administration by exercising legal and risk management practices, adding value within contract language, and protecting the FCBOH from financial losses due to adverse legal action or risk irregularities.

# Kellie Russell

## State and Local Fiscal Recovery Funds Lead



---

### **Executive Manager | Grants Unit, City of Detroit Police Department | 2016 to 2018**

- » Directed, implemented, and managed over \$18 million of grant funding awarded to the department from Federal, State, and private agencies. Responsible for End-to-End financial and programmatic grants management processes.
- » Managed and resolved audits conducted by grantors.
- » Analyzed financial information to provide direction and support, make recommendations, maximize use of funds, and ensure overall operations stayed within budget.
- » Supervised staff to ensure integrated planning efforts, strategic development of grant application aligned with departmental goals, and compliance with grant award processes.

### **Associate Director | City of Detroit Office of Grants Management | 2014 to 2016**

- » Utilized best practices and benchmarked strategies to implement a new city government office as a restructuring initiative for centrally managing federal and state grants. Developed policies and procedures for the management of Federal and State grants from pre-award to post-award.
- » Directed, implemented, and managed programmatic and financial activities for public sector agencies including budget and financial planning, contracts, and accounting. Responsible for End-to-End financial and programmatic grants management processes.
- » Managed and resolved single audit findings and grantor audit findings; developed and implemented corrective plans.
- » Provided oversight to intra-departments and affiliates in completing grant program objectives, outcomes, and benchmarks. Provided recommendations for process and system improvements to Executives.
- » Managed staff of grant specialists and accountants responsible for executing integrated planning efforts and complying with grant award processes.

### **Strategic Area Planner | Strategic Staffing Solutions / Detroit Homeland Security & Emergency Management | 2005 to 2014**

- » Provided administrative oversight and management for the Urban Area Security Initiative (UASI) - Homeland Security Grant Program to ensure alignment with local and regional goals and compliance with applicable federal and state guidelines.
- » Developed and implemented processes to ensure adequate record keeping of program activity and to ensure decisions are kept in accordance with program guidance.
- » Managed and maintained local Emergency Operations Plan (EOP) and regional strategic plans that build upon strengths while pursuing investments to rectify weaknesses in the city and across the region.
- » Managed Emergency Operations Center (EOC) during planned events.
- » Facilitated needs assessments and focus groups to address immediate and long-term recommendations to enhance city-wide preparedness.
- » Served as the Alternate Board Member representing the City of Detroit on the UASI Regional Board, providing responsible leadership, planning, and direction in the execution of federal grant programs in the Southeastern Michigan region.
- » Served as the Chairperson of Detroit UASI Committee, identifying and prioritizing needs that informed grant writing activities.

# Kellie Russell

State and Local Fiscal Recovery Funds Lead



---

## Employment History

Hagerty Consulting, Senior Managing Associate, 2022 to Present

Atlas Research, Senior Specialist, 2021 to 2022

City of South Fulton, Georgia, Grants Administrator, 2019 to 2021

Fulton County Board of Health, Departmental Grants and Contracts Manager, 2018 to 2019

City of Detroit Police Department, Grants Unit, Executive Manager, 2016 to 2018

City of Detroit Office of Grants Management, Associate Director, 2014 to 2016

Strategic Staffing Solutions, Detroit Homeland Security & Emergency Management, Strategic Area Planner, 2005 to 2014

### Education

- » Master of Public Administration, University of Oklahoma, 2012
- » Bachelor of Science, Management, Bellevue University, 2006
- » Government and Public Policy coursework, Dartmouth College

### Training and Certifications

- » CECD, International Economic Development Council (IEDC)
- » MCP and Certified Building Official (CBO), International Code Council
- » Certified Floodplain Manager
- » Audit Committee, American Planning Association-OK
- » Economic Development Committee Member, Del City Chamber of Commerce
- » Past-Chair, Legislative Director, Insurance and Regulatory Affairs Chair, Disaster Response Team Co-Coordinator, Oklahoma Floodplain Managers Association

### Relevant Highlights

- » Federal award management, budget planning, cost recovery, disaster response, regulatory compliance
- » Community and economic development, project design and implementation

### Professional Biography

Mr. Thomas (“Tom”) Leatherbee is a public administrator with over 15 years of experience leading in planning, administration, and regulatory compliance matters for the City of Del City, Oklahoma (OK). He is a Certified Economic Developer (CECD), Master Code Professional (MCP), and Certified Floodplain Manager (CFM) with extensive experience in urban redevelopment, public financial management, municipal operations and disaster response. Mr. Leatherbee joined Hagerty Consulting, Inc. (Hagerty) in 2021 to support recovery and investment projects stemming from the passage of the *American Rescue Plan Act* (ARPA). He presently supports Howard County, Maryland (MD) as project manager for the County’s ARPA efforts, including strategic planning, community engagement, program administration, reporting and project design. He provided significant ARPA support for Nassau County New York (NY) assisting the County with creation of its Recovery Plan, creating program administration tools focused on contracting, risk assessment and subrecipient monitoring and providing technical advice related to program guidance, project eligibility and federal regulations. He is additionally supporting Horry County, South Carolina (SC), as they dictate how funding and grant opportunities map onto the landscape of the County in rebuilding following revenue loss due to the pandemic. Mr. Leatherbee is a subject matter expert on floodplain regulations, code enforcement, and disaster response politics, is a frequent presenter at national and state conferences and has been a technical reviewer on several Federal Emergency Management Agency (FEMA) publications.

### Relevant Professional Experience

#### Senior Managing Associate – Recovery | Hagerty Consulting, Inc. | 2021 to Present

- » Provided support for Nassau County NY’s administration and implementation of \$385 million ARPA State and Local Fiscal Recovery Funds (SLFRF) allocation.
- » Advised Howard County, MD as project manager on all aspects of community engagement, policy, technical and administrative workflows in support of pandemic response and recovery efforts utilizing \$63 million ARPA SLFRF allocation.
- » Assisted Horry County, SC with administration and reporting related to deployment of \$68.8 million ARPA SLFRF allocation.

# Tom Leatherbee

## Infrastructure/Water Grants Senior Lead



- » Developed various program administration tools designed to facilitate compliance with SLFRF Program Guidance, federal Uniform Guidance and other applicable regulations, with subjects including procurement, risk assessment and subrecipient monitoring.

### **Chief Redevelopment Officer and Deputy City Manager | City of Del City | 2020 to 2021**

- » Led all economic development activities, including Tax Increment Financing (TIF) districts and other incentive programs.
- » Developed Business Recruitment and Expansion (BRE) program.
- » Managed retail recruitment, site selection, and contract negotiation/marketing.
- » Developed and implemented city-wide modernization and restructuring plan. Restructured personnel, deployed technology, and supervised rebranding to make the organization customer-centric, responsive, and sustainable.
- » Led several regulatory compliance projects related to financial management and employment practices.
- » Managed all administrative departments, including Human Resources, Legal, Community Services and Finance.
- » Created balanced budget after several years of deficits.

### **Director of Community Services | City of Del City | 2010 to 2020**

- » Oversaw community services functions including planning/zoning, development services, licensing, and code enforcement.
- » Managed all economic and community development and redevelopment programs.
- » Developed innovative, nationally recognized programs focused on solving problems related to urban revitalization and disaster risk, including a novel Housing Inspection Program that stabilized the housing stock, an Environmental Court to divert quality of life issues from the criminal dockets, a virtual plan review program that reduced cycle time from weeks to days and a model floodplain management program.
- » Responsible for coordinating hazard mitigation, disaster response and community resilience efforts.

### **City Planner | City of Del City | 2006 to 2010**

- » Oversaw Planning, Building Inspections, Permitting, Licensing, and Floodplain Management.
- » Reorganized and managed the City's economic development program.

## **Employment History**

Hagerty Consulting, Inc., Senior Managing Associate – Recovery, 2021 to Present

City of Del City, Chief Redevelopment Officer and Deputy City Manager, 2020 to 2021

City of Del City, Director of Community Services, 2010 to 2020

City of Del City, City Planner, 2006 to 2010

### Education

- » Master of Public Health, Drexel University, 2009
- » Bachelor of Science, Communications and Political Science, Texas Christian University, 1996

### Training and Certifications

- » FEMA ICS (Level 100 -1400)
- » Web Emergency Operations Center Command (Tactical Emergency Response System)
- » Licensed Environment Risk Assessor, Connor Environmental, 2003

### Relevant Highlights

- » Over a decade of experience in emergency public health response efforts
- » Expert in strategic planning, public speaking, program development, urban resilience programming, and strategic leadership
- » Co-led Washington, DC's first resilience strategy; led teams of senior managers and cross-sector personnel of strategic priorities across health, housing, emergency management and climate resilience

### Professional Biography

Mr. Harrison Newton is a community resilience professional with 13 years of experience and is the former Deputy Director of the Center for Community Resilience at George Washington University. In that role, he co-led research, technical assistance, and the policy team at one of the nation's most prestigious universities, providing executive oversight and leadership in support of 10 United States (US) projects to improve resilience and address the social determinants of health.

Mr. Newton is a pioneering leader with deep public sector experience as an architect of city resilience efforts involving health and welfare, preparedness, infrastructure, and energy programs. Mr. Newton has created tools, program management strategies, and practices that create dynamic approaches to improving financial management, maximizing program benefits, enhancing cross-sector collaboration, and instilling missions with higher purposes. He has built high-performance teams and reformed underperforming teams, with experience in providing daily operations management, budgeting oversight, action-plan implementation, and strategic thought-leadership. He is certified in Federal Emergency Management Agency (FEMA) Incident Command Systems (ICS), and he completed his Bachelor of Science in Communications and Political Science from Texas Christian University and his Master of Public Health from Drexel University.

### Relevant Professional Experience

#### **Subject Matter Expert | New York City Emergency Management, COVID-19 Response | Hagerty Consulting, Inc. | 2021 to Present**

- » Providing support to New York City Emergency Management (NYCEM) in support of immediate response activities associated with the Novel Coronavirus (COVID-19) pandemic.
- » Served as the lead for Hagerty's support to NYCEM following Hurricane Ida. Led teams providing direct support to displaced households.

#### **Project Manager | Texas General Land Office, Resilient Housing Study | Hagerty Consulting, Inc. | 2022 to Present**

- » Manage all aspects of a state-wide effort to study construction standards, post-disaster alternative housing approaches and nationwide best practices to identify the resilience value of different recovery-related approaches.

---

### **Deputy Director, Center for Community Resilience | George Washington University | 2019 to 2021**

- » Co-led a research, technical assistance, and policy team; provided executive oversight and leadership in support of 10 US cross-sector resilience projects.
- » Led internal visioning sessions and authored the center's strategic plan and business strategy.
- » Designed and led the implementation of the qualitative research approach for a network of Philadelphia clinics and primary-care health sites building a resilience plan.
- » Oversaw the design and research approach for a community-wide gap analysis for two counties under study by Washington State Department of Health and Human Services.
- » Served as the community research lead on a National Science Foundation award to George Washington University, focused on developing energy resilience projects in vulnerable communities.
- » Led the design and implementation of large stakeholder resilience visioning sessions for public sector coalitions across the US, focused on child welfare, trauma-informed services, and school readiness.
- » Designed curriculum and led weekly and monthly strategy calls by service providers and government officials responding to COVID-19 to improve service delivery and response.

### **Deputy Chief Resilience Officer | Executive Office of the Mayor, Washington, DC | 2017 to 2019**

- » Assessed and strengthened the city's resilience in areas of homeland security, environment, infrastructure, and health, and aligned stakeholder and community vision to support a city that could thrive in the face of change.
- » Directed research to identify key areas of risk for Washington DC and designed a strategic response.
- » Orchestrated vision and risk assessment sessions for Chief Executive Officers (CEOs), key executives, and senior management.
- » Led five teams of senior managers and cross-sector personnel in the development of strategic priorities across health, housing, emergency management, and climate resilience.
- » Co-led the city's first resilience strategy, which served as a key part of the second term agenda for Mayor Muriel Bowser.
- » Executed 20 events across the city with stakeholder groups to conduct visioning and solidify support.

### **Director, Office on Resilience Launch | Office of the City Administrator, Washington, DC | 2016 to 2017**

- » Conceived and implemented the district's approach to the 100 Resilient Cities program, establishing a focus on resilience within the Office of the City Administrator (OCA).
- » Guided the district's successful application to the 100 Resilient Cities network.
- » Developed and led a team of executives, consultants, and district representatives in identifying priorities, designing an operational model for building cross-sector, and performing interagency advanced tactics for resilience.
- » Greenlighted initiatives and oversaw the lifecycle of resulting projects, including coordinating with the city administrator to design the district's first resilience cabinet.
- » Led planning and execution of three major city-wide stakeholder conferences around resilience for city leaders and stakeholders.
- » Collaborated with OCA leaders to secure a \$5 million fund for resilience initiatives.
- » Represented OCA to dozens of working groups across health, housing, environment, planning, development, and outreach efforts.

# Harrison Newton

## Resilience Grants Senior Lead



- » Planned resilience-focused events with the White House, Environmental Protection Agency (EPA), and FEMA.

### **Chief, Indoor Environmental Health Branch | Washington, DC Department of Environment | 2009 to 2014**

- » Orchestrated interagency emergency public health response efforts, on operational and strategic planning levels, for interior hazard assessment and response to environmental health-related illness.
- » Directed the development of property assessment tools, a performance analytics database, and new inspection report tools, including STATA and ArcView GIS, to develop policy and protocol.
- » Crafted technical assistance protocol for interior repair and remediation.
- » Supervised a team of up to 14, including nurses, property hazard assessors, public health analysts, a physician, a data/surveillance manager, and an epidemiologist.
- » Reduced desk work, increasing productivity and producing cost savings, by creating a data portal and database that allowed field risk assessors and public health nurses to conduct assessments, generate reports, and share findings.

## **Employment History**

Hagerty Consulting, Inc, Senior Managing Associate, 2021 to Present

George Washington University, Deputy Director, Center for Community Resilience, 2019 to 2021

Executive Office of the Mayor, Washington, DC Deputy Chief Resilience Officer, 2017 to 2019

Office of the City Administrator, Washington, DC Director, Office on Resilience Launch, 2016 to 2017

Washington, DC Department of Energy and Environment, Associate Director, Energy Administration, 2015 to 2016

Washington, DC Department of Energy and Environment, Interim Chief of Staff, 2014 to 2015

Washington, DC Department of Environment, Chief, Indoor Environmental Health Branch, 2009 to 2014

### Education

- » Master of Public Administration, University of Central Oklahoma, 2015
- » Bachelor of Arts, Political Science, University of Kansas, 2001

### Training and Certifications

- » CFM, Association of State Floodplain Managers
- » Certified Code Enforcement Administrator (CCEA), International Code Council
- » Property Maintenance and Housing Code Inspector, International Code Council
- » Qualified Stormwater Inspector (QSI), American Stormwater Institute
- » Oklahoma Floodplain Managers Association (FMA) Past-Chair, Past-Secretary, Outreach Committee Chair, and Past Flood Insurance Committee Chair
- » Area-Wide Planning and Technical Advisory Committee (APTAC), Past-Chair

### Relevant Highlights

- » Oklahoma City and broader State of Oklahoma engagements for the purposes of community development, emergency management, and disaster recovery

### Professional Biography

Ms. Monica Cardin is a public administrator with over 10 years of experience leading in planning, zoning, administration, and regulatory compliance matters for the City of Del City, Oklahoma (OK). She is a Certified Floodplain Manager (CFM) with extensive experience in municipal operations, code compliance and disaster response. Ms. Cardin joined Hagerty Consulting, Inc. (Hagerty) in 2021 to support recovery and investment projects stemming from the passage of the *American Rescue Plan Act* (ARPA). She presently supports the State of Arkansas as the project ARPA Lead for the state's ARPA efforts, including determining eligibility, program administration, reporting and project design. She provided ARPA support for the Nassau County New York (NY) eligibility reviews and risk assessment. She is additionally supporting Pinellas County, Florida (FL) with creating program administration tools focused on compliance and surveying the non-entitlement communities and offering technical assistance regarding the ARPA funds. Ms. Cardin is an expert on floodplain regulations, stormwater management regulations and compliance, code enforcement, disaster response and Federal Emergency Management Agency (FEMA) Public Assistance (PA). She is a frequent presenter at national and state conferences.

### Relevant Professional Experience

#### **Response/Recovery Consultant IV | Center for Toxicology & Environmental Health, LLC, Arkansas Coronavirus Aid, Relief, and Economic Security Act Funds Management | Hagerty Consulting, Inc. | 2021 to Present**

- » Supporting clients receiving collectively over \$4.2 billion of Coronavirus Local and State Fiscal Recovery Funds (SLFRF) under ARPA by assisting with financial management, monitoring and compliance, strategic planning and implementation, and reporting activities to maximize all ARP funding for communities.
- » Oversaw the grants management system (GMS) implementation to help track and report funds available to the state.
- » Delivered the Cities, Towns, and Counties (CTC) Program deployment, allowing localized funding to become available within 10 weeks.
- » Assisted in the administration of the BIG program, which required Hagerty's consultants to review and validate portions of claims made by thousands of businesses, totaling over \$562 million, as well as administering a formula to equitably distribute grant funds to Applicant business from the tourism, hospitality, and personal care industries.

# Monica Cardin

## Transportation Grants Senior Lead



- » Instituted the Business Interruption Grant (BIG) Program with the Hagerty team to distribute funding to regional stakeholders.
- » Reviewed recommendations ahead of the State's distribution of \$48 million in grants to 2,139 small businesses in every corner of the state; small business assistance funding addressed claims for payroll expenses, rent and utilities, and other operational expenses.

### **Director of Community Development/City Planner and Deputy Director of Community Services | Strategic Leadership | City of Del City, OK | 2009 to 2021**

- » Administered many city functions, including planning and zoning, permitting and inspections, code enforcement, licensing, floodplain management, stormwater quality, parks and recreation, economic development, disaster response and special events.
- » Served as a member of the City's senior leadership team and directly advised the Mayor and Council.
- » Served as primary advisor and liaison to several boards and commissions, including the Planning Commission and Board of Adjustment.

### **Director of Community Development/City Planner and Deputy Director of Community Services | Project Management and Human Capital Management | City of Del City, OK | 2009 to 2021**

- » Acted as project manager for numerous city-wide efforts including: scoping, procurement and implementation of software solutions including customer relationship management (CRM); Financial Management/General Ledger/Cash Collections, Parks and Recreation, and Meeting Management/Citizen Engagement; scoping, community engagement, costing, feasibility analysis and plan development for Parks and Recreation Strategic Plan; development, operation and evaluation of the City's Environmental Court; development and implementation of regulations and workflows to address the newly legalized marijuana industry.
- » Managed team of professional, technical, and administrative staff across several worksites.
- » Assigned resources to projects and activities as needed to balance workload. Conducted performance evaluations and provided employee feedback.
- » Developed training and development plans and monitored employee progress.
- » Ensured compliance with relevant licensing and certification requirements.
- » Managed contractors and temporary workers.
- » Created internal training modules and related documentation.
- » Recruited, hired, and trained staff.

### **Director of Community Development/City Planner and Deputy Director of Community Services | Disaster Response | City of Del City, OK | 2009 to 2021**

- » Served as primary City management lead on several disasters.
- » Identified potential ARPA projects and reviewed for project eligibility and financial feasibility.
- » Researched U.S. Treasury guidance and planned City's reporting and compliance workflows for ARPA funding.
- » Identified projects for *Coronavirus Aid, Relief, and Economic Security (CARES) Act Coronavirus Relief Fund (CRF)* funding and developed tracking workflows to facilitate procurement, monitoring and reporting.

# Monica Cardin

## Transportation Grants Senior Lead



- » Supervised initiatives including virtual inspection program to allow continuity of operations during the pandemic.
- » Led recovery efforts on DR-4575 (Severe Winter Storm), an ice storm that resulted in widespread tree debris and multi-week power outages during sub-freezing temperatures.
- » Served as Planning Section Chief during Emergency Operations Center (EOC) activation.
- » Worked with Oklahoma Department of Environmental Quality (DEQ) to qualify acceptable debris staging areas.
- » Reviewed request for proposal (RFP) responses and made recommendation for recovery contractor selection.
- » Managed contract for creation of online debris management tracking tool with direct community engagement features.
- » Directed staff and contractor during debris collection efforts.
- » Managed all reporting, including submission of Project Worksheets and supporting documentation for PA Categories A, B, and F.
- » Worked with FEMA representatives weekly to ensure timely reimbursement for response and recovery costs.
- » Led response and recovery efforts on numerous declared and undeclared flooding disasters.
- » Conducted substantial damage evaluations, provided technical assistance, and identified mitigation opportunities.

### **Director of Community Development/City Planner and Deputy Director of Community Services | Hazard Mitigation | City of Del City, OK | 2009 to 2021**

- » Led City's efforts to mitigate risks from natural hazards.
- » Served as floodplain administrator.
- » Enforced provisions of an aggressive, higher standards ordinance designed to reduce frequency and severity of flood losses in an extremely flood-prone community.
- » Reported to FEMA and state coordinating agency.
- » Served as Community Rating System (CRS) Coordinator; earned and maintained Class 6 rating.
- » Reported to International Organization for Standardization (ISO) for all verification and reverification audits.
- » Served as City's Point of Contact for creation of Countywide Hazard Mitigation Plan.
- » Scoped numerous flood risk reduction projects for potential funding using Hazard Mitigation Grant Planning (HMGP), FMA, Building Resilient Infrastructure and Communities (BRIC), City Stormwater Utility Fee or bond issues. •

### **Director of Community Development/City Planner and Deputy Director of Community Services | Program Design, Administration, Evaluation, and Reporting | City of Del City, OK | 2009 to 2021**

- » Designed and administered a variety of programs within area of responsibility, ranging from a unique housing stock code compliance inspection program to the first municipal eSports league in the area.
- » Monitored program budgets and staffing allocations.
- » Tracked program outcomes and finances and compiled regular reports to document performance.
- » Designed methodologies and workflows for required periodic reporting to various state and federal agencies and adapted existing information systems to facilitate efficiency.
- » Conducted regular outreach to community stakeholders and the general public about a wide range of topics.
- » Developed community engagement plan for flood risk reduction.
- » Regularly spoke at meetings of various community groups.
- » Managed all aspects of numerous contracts and vendors, from RFP development through performance monitoring.

# Monica Cardin

## Transportation Grants Senior Lead



---

### **Director of Community Development/City Planner and Deputy Director of Community Services | Community Revitalization | City of Del City, OK | 2009 to 2021**

- » Oversaw City's revitalization efforts, managing resources from planning, economic development, code enforcement and development services to achieve desired outcomes.
- » Drafted updates to planning documents and three regulations as needed, including the Comprehensive Plan, Planning and Zoning Ordinance, and Code of Ordinances.
- » Prepared annual department budget submission.
- » Determined appropriate staffing levels given programmatic needs.
- » Monitored budget variance and expenditures throughout the year to ensure sound financial management.

### **Employment History**

Hagerty Consulting, Inc., Disaster Recovery Consultant, 2021 to Present

City of Del City, Oklahoma, Director of Community Development, 2021

City of Del City, Oklahoma, City Planner and Deputy Director of Community Services, 2009 to 2021

### Education

- » Master of Public Administration (MPA), Rutgers University, 2015
- » Master of Arts, Rhetoric, Carnegie Mellon University, 2006
- » Bachelor of Science, History, University of Central Arkansas, 2003

### Training and Certifications

- » Base SAS and SAS Enterprise Guide Training Certificates, SAS Global Certification, 2019
- » Asset Management Fundamentals and Enterprise Asset Management Training Certificates, Institute of Asset Management, 2017

### Relevant Highlights

- » Strategy
- » Process Mapping
- » Public Policy

### Total Years of Experience

- » 17 years: 11 private sector, 6 public sector
  - » 6 years in state and local government (NYS / NYC)
  - » 5 years at a global nonprofit
  - » 2 years within a project management office
  - » 8 years transportation / infrastructure focus
  - » 4 years asset mgmt. focus
  - » 5 years budget review / oversight focus
  - » 4 years economic dev. focus

### Professional Biography

Mr. Pattillo is a seasoned, mission-inspired, and evidence-driven systems thinker with over a decade of experience formulating and conveying strategic insights and tactical guidance for state and local government and the nonprofit sector. He joined Hagerty Consulting, Inc. (Hagerty) in 2022 to support grants management and recovery activities related to the Novel Coronavirus (COVID-19) pandemic emergency.

### Relevant Professional Experience

#### Project Manager | Dallas County *American Rescue Plan Act* Risk Assessment and Monitoring | 2022 to Present

- » Planned, coordinated, managed, and reported status of priorities, timelines, budgets, staffing resources, and tactics across risk management, compliance, and strategic advisory workstreams in support of the County's administration of its Coronavirus Local Fiscal Recovery Funds (CLFRF) program under the *American Rescue Plan Act* (ARPA).

### Employment History

Hagerty Consulting, Inc., Senior Managing Associate, 2022 to Present

McBride Consulting, Senior Consultant, 2022

Independent Budget Office of New York City, Economic Development Budget & Policy Analyst, 2018 to 2022

Tri-borough Bridge and Tunnel Authority (aka Metropolitan Transportation Authority), State of New York, Management Analyst, 2016 to 2018

William J. Clinton Foundation, Research Manager, 2010 to 2015

Transsystems Corporation, Business Development Manager, 2007 to 2009

GMAC Financial Services, Asset Management Specialist, 2003 to 2004

### Presentations and Publications

*Changing Neighborhoods: The Status of New York City's Capital Investments in Rezoned Communities* | Author(s): Self | Independent Budget Office of New York City | 2021

*Budget Changes for Vision Zero: A Pandemic-Related Blip or a Backpedal?* | Author(s): Self | Independent Budget Office of New York City | 2020

# Conrad P. Pattillo, MPA

## Transportation Grants Lead



---

*Which Industry Sectors Have the Most Small Businesses And How Much Do Their Employees Earn?* | Author(s): Self | Independent Budget Office of New York City | 2019

*Economic Activity in New York City's Arts and Cultural Sector* | Author(s): Self | Independent Budget Office of New York City | 2018

### Education

- » Bachelor of Arts, International Relations, Michigan State University
- » Montpelier Summit, James Madison University

### Relevant Highlights

- » Deep knowledge and understanding of the interplay of local, state, and federal government agencies and organizations
- » Decade of experience in Congressional and state government offices with an emphasis on advocacy for defense and national security needs

### Professional Biography

Ms. Katherine Toskey is a senior managing associate and project manager within Hagerty's Preparedness Division with over 12 years of experience in government relations and external affairs. Prior to joining Hagerty, she worked as a Government Relations and External Affairs Manager for the United Service Organizations (USO), the nation's premier military service organization, where she served in a lead role of a successful congressional lobbying effort that permanently increased an annual federal grant the USO receives through the United States (US) Department of Defense from \$20 million to \$24 million and was awarded the USO President's Award, the organization's highest form of recognition, for this achievement. Ms. Toskey has worked for two members of the U.S. Congress and the governors from Michigan and North Carolina where she developed a sophisticated knowledge of state and federal regulatory and legislative processes. She has worked on a range of public policy issues including energy, emergency management, homeland security and healthcare and has directly supported state energy and emergency management agencies. Ms. Toskey is an effective project manager with excellent communication, writing, and leadership skills. She is a proactive and rapid relationship developer with individuals across wide audiences within an organization and among outside stakeholders. Ms. Toskey currently serves as Hagerty's project manager for the update to New Mexico's State Energy Security Plan.

### Relevant Professional Experience

#### **Planner | National Chain Client, Crisis Management Plan | Hagerty Consulting, Inc.**

- » Supported the development of benchmark analysis and gap analysis of existing crisis management plans for a major national restaurant chain.
- » Revised existing crisis management plan incorporating findings from analyses and stakeholder review sessions for presentation to Executive Leadership.
- » Hagerty designed and facilitated a tabletop exercise (TTX) to train on operational checklists that were developed, and test the applicability of the plan in a real-world scenario.

---

### **Governmental Relations and External Affairs Manager | United Service Organizations**

- » Served in a highly visible position responsible for developing and enhancing relationships for USO leadership with Congress, the White House, the US Department of Defense (DOD), the US Department of Veterans Affairs (VA), US governors, and state National Guards.
- » Led annual legislative efforts on Capitol Hill including the planning and execution of a successful congressional lobbying campaign that increased an annual grant the USO receives through legislation that funds DOD from \$20 million to \$24 million (20 percent increase) commencing in FY 2021.
- » Awarded the USO President's Award, the organization's highest form of recognition, for increasing legislative funds.
- » Managed the bipartisan and bicameral USO Congressional Caucus which includes over 200 Members of Congress.
- » Produced and delivered communications regarding USO programs and initiatives to increase the public profile of the organization.
- » Cultivated relationships with prospective members.
- » Planned and oversaw all aspects of annual Caucus activities on Capitol Hill including educational briefings and USO care package assembly service projects.
- » Managed the USO Service Council comprised of the spouses of the nation's senior military and government leaders who seek to increase awareness and support for the USO and members of the US Armed Forces and their families.
- » Created and implemented a robust annual agenda including meaningful opportunities for members to interact with senior USO personnel to remain apprised of USO programs and service offerings as well as opportunities for members to participate in USO initiatives and events.
- » Spearheaded strategic special events designed to increase the USO's brand awareness among key stakeholders, including: USO participation at the annual White House Easter Egg Roll and Holiday Open House; a military spouse connection featuring First Lady of the United States Jill Biden; a military spouse care package initiative featuring Second Lady of the United States Karen Pence; the USO's first-ever engagement with governors, governors' spouses and staff and state adjutants general at the National Governors Association Winter Meeting; and the USO Service Member of the Year Awards Ceremony supported and attended by Members of Congress and senior civilian and military leadership from DOD.

### **Senior Federal Policy Representative | Office of Michigan Governor Rick Snyder**

- » Served as a senior representative in the Office of Federal Relations to further the Governor's federal relations strategy and advocate for state priorities at the national level.
- » Staffed and represented the Governor at National Governors Association (NGA) and Republican Governors Association (RGA) meetings and events.
- » Acted as a liaison for the Governor, Cabinet Directors, and other senior administration officials with Congress and executive branch agencies and commissions.
- » Managed a federal policy portfolio that included education, health and human services, emergency management, homeland security, public safety, defense, and veterans' affairs.
- » Served on the Governance Board of a statewide, comprehensive strategy entitled "Protect and Grow," developed to bolster Michigan's critical military assets, including the Michigan National Guard and the state's defense industry.

# Katherine Toskey

## Energy/Sustainability Grants Senior Lead



- » Served as the Governor's primary liaison with the Michigan Congressional Delegation to provide crisis communications during natural disasters.
- » Provided real-time updates on response and recovery efforts as well as responses to questions and concerns from federal elected officials.
- » Prepared written testimony and staffed the Commander of the Michigan State Police Emergency Management and Homeland Security Division for a congressional hearing entitled "The Future of FEMA: Stakeholder Recommendations for the Next Administrator" in February 2017.
- » Supported the Governor as Co-Chair of the NGA Resource Center for State Cybersecurity.
- » Oversaw the development and implementation of a Resource Center strategy and work plan. Assisted with the writing and publication of white papers highlighting best cybersecurity practices.
- » Served as a member of the Michigan Cyber Executive Team and provided state agency personnel with guidance on federal cybersecurity policy.
- » Served as a member of the Michigan per- and polyfluoroalkyl substances (PFAS) Action Response Team charged with implementing and overseeing a cohesive and comprehensive statewide response to public health concerns posed by PFAS contamination.
- » Led proactive engagement with the Michigan Congressional Delegation and executive branch agencies including DOD, US Environmental Protection Agency (EPA), US Department of Agriculture (USDA), and US Department of Health and Human Services (HHS) to influence federal policy and funding to favorably impacts state efforts to investigate sources of contamination and protect public drinking water.

### **Federal Legislative Liaison | Office of North Carolina Governor Pat McCrory**

- » Promoted and served as a senior representative in the Office of Federal Relations.
- » Staffed and represented the Governor at NGA and RGA meetings and events.
- » Acted as a liaison for the Governor, Cabinet Secretaries, and other senior administration officials with Congress and executive branch agencies and commissions.
- » Assisted with preparation for and participation in congressional hearings including writing testimony.
- » Managed a federal policy portfolio that included education, health and human services, emergency management, economic development, energy, environment, agriculture, transportation, and immigration.
- » Supported the Governor as Chair of the bipartisan Outer Continental Shelf Governors Coalition.
- » Organized and executed annual meetings for members of the Coalition in conjunction with the National Governors Association Winter Meeting in Washington.
- » Facilitated outreach to the North Carolina Congressional Delegation and other stakeholders, including senior officials at the Bureau of Ocean Energy Management, on topics related to exploration, leasing and development of offshore energy resources as well as the Five-Year Outer Continental Shelf Oil and Gas Leasing Program for 2017 to 2022.
- » Supported the Governor and North Carolina Emergency Management personnel for five weeks at the State Emergency Operations Center in Raleigh following Hurricane Matthew in 2016.
- » Acted as a primary liaison for the Governor with the North Carolina Congressional Delegation, Association of County Commissioners and League of Municipalities to provide real-time updates on hurricane response and recovery efforts as well as responses to questions and concerns from federal, state, and local elected officials.

# Katherine Toskey

## Energy/Sustainability Grants Senior Lead



- » Helped coordinate hurricane response efforts by federal agencies including FEMA, US Department of Transportation (DOT), USDA, US Small Business Administration (SBA) as well as the American Red Cross.
- » Assisted with the creation and submission of a federal funding request to Congress exceeding \$1 billion to assist North Carolina with Hurricane Matthew recovery.

### **Federal Legislative Assistant | Office of North Carolina Governor Pat McCrory**

- » Supported the Office of Federal Relations.
- » Conducted federal legislative and regulatory research.
- » Scheduled and staffed meetings in Washington for the Governor, Cabinet Secretaries, and senior state agency representatives.
- » Disseminated information to the North Carolina Congressional Delegation regarding the Governor's public events, economic development announcements and state legislative updates and responded to constituent inquiries.
- » Led an effort to implement a federal grants management program for North Carolina.
- » Facilitated and participated in a series of meetings with key personnel in state agencies for a preliminary assessment of efficiencies with the federal grants process.
- » Worked with senior officials in the Governor's Office of State Budget and Management (OBM) to implement best practices and augment effectiveness obtaining federal grants throughout the administration.
- » Organized a federal grants management seminar for state employees.
- » Played a key role in the creation and execution of special initiatives, including four statewide events for high school students to promote attendance at the national service academies and three state-federal policy forums hosted by the Governor and Cabinet Secretaries to discuss their legislative priorities with senior staff from the North Carolina Congressional Delegation.

## **Employment History**

Hagerty Consulting, Inc., Senior Managing Associate – Preparedness, 2022 to Present

United Service Organizations (USO), Government Relations and External Affairs, 2018 to 2021

Office of Michigan Governor Rick Snyder, Senior Federal Policy Representative, 2017 to 2018

Office of North Carolina Governor Pat McCrory, Federal Legislative Liaison, 2015 to 2016

Office of North Carolina Governor Pat McCrory, Federal Legislative Assistant, 2014 to 2015

Office of US Representative Jackie Walorski (IN-02), Scheduler/Legislative Correspondent, 2013 to 2014

Office of US Representative Dan Benishek (MI-01), Scheduler, 2011 to 2012

Artemis Strategies and Chrysalis Energy Partners, Associate, 2010

## Tab D – Technical Proposal

Hagerty has proven experience delivering projects for our clients, particularly those related to grant management and disaster recovery consulting. We provide our technical expertise, project approach, and technical approach below.

### Technical Expertise

Hagerty's grants management experience has its roots in our support for state and local governments as they have managed federal funding necessary to respond to and recover from every major US disaster since 9/11. This support has carried forward through disasters including wildfires, winter storms, floods, hurricanes and the COVID-19 pandemic, and the support that we offer for our clients has grown to include preparedness and mitigation activities designed to reduce future risk and build community resilience. We understand federal funding programs and know how to identify and advocate for competitive, formula-based, and non-standard funding opportunities throughout national and state budgets. With the passage of the IIJA, IRA, and other federal legislation that has created an unprecedented landscape of federal funding opportunities, we have begun to specialize in non-disaster related grant management to ensure that state and local governments can obtain, leverage, and manage these resources. **In the past 21 years, Hagerty has helped our clients receive and manage over \$75 billion in federal funding.**

### Mitigation Program Support Services

Hagerty has worked with multiple states – including Texas, California, Colorado, Florida, and Nebraska – in the management and administration of both FEMA HMA and/or HUD CDBG Programs. This is in addition to the numerous subapplicants Hagerty has supported across these programs, to include Section 404 and 406 mitigation, FMA, BRIC and CDBG-DR. Having worked with both States and local governments, Hagerty leverages our experience and expertise positioning NCTCOG and its members for a favorable outcome, whether that be subapplication development, project implementation, grant reimbursement, grant administration, or project closeout.

Hagerty has a large pool of resources that include SMEs in all areas of subapplication development, including experiences grant writers, programmatic support, BCA, and Environmental Planning and Historic Preservation (EHP). The Hagerty team has worked with all project types under the HMA umbrella and most project types under CDBG-DR, including buyout. Hagerty has experience with all FEMA and State grant software, including FEMA GO, eGrants, EMGrants, and TIGR.

### Grant Management Service Offerings

Hagerty is a consulting firm with 20 plus years' experience managing FEMA programs and has recently moved into the diverse stream of federal funds management with the introduction of the COVID-19 relief

packages, the IIJA, the IRA, and other federal programs. These funding streams can be combined to better maximize our client's ability to successfully provide services to their communities and Hagerty professionals are extremely well-versed in managing grants awarded from these funding streams. The following chart details our grant management service offerings, each of which would be readily applied to NCTCOG and its members. It also provides a useful look into how Hagerty would approach each task of the grant management cycle and incorporate them into the three pillars of federal funds management:

- » Strategy and Planning;
- » Program Design and Implementation; and,
- » Administration and Management.

*Summary of Grant Management Service Offerings*

<b>Disaster Program Management</b>	
» FEMA PA	» Small Business Administration Disaster Loan Program
» FEMA HMGP: BRIC, FMA, HMGP	» HUD CDBG-DR/MIT
» Economic Development Administration (EDA) Disaster Supplemental	» Safeguarding Tomorrow Revolving Loan Fund Program (STORM Act)
<b>Infrastructure and Resilience Grant Management</b>	
<b>IIJA funding programs, including:</b>	» RAISE
	» Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT)
	» National Infrastructure Project Assistance Program
	» Consolidated Rail Infrastructure and Safety Improvements Program (CRISI)
	» Clean Water State Revolving Loan Fund
	» Drinking Water State Revolving Loan Fund
<b>IRA funding programs, including:</b>	» Regional Technology and Innovation Hubs (Tech Hubs)
	» Energy Infrastructure Reinvestment Financing
	» Greenhouse Gas Reduction Fund
	» Electric Loans for Renewable Energy
	» Fueling Aviation's Sustainable Transition through Sustainable Aviation Fuels
<b>Other federal funding programs, including:</b>	» EDA Regional Technology and Innovation Hubs Program (Tech Hubs)
	» EDA Build to Scale Program
	» US Department of Agriculture (USDA) Rural Economic Loan and Grant Program
	» USDA Rural Business Development Grants
	» EDA Public Works and Economic Adjustment Assistance

## COVID-19 Recovery Program Management

- » CARES Act CRF
- » ARPA Coronavirus SLFRF
- » ARPA Capital Projects Fund (CPF)

## Grant Management & Consulting Services Offerings

<b>Program Design &amp; Implementation</b>	» Implementation of Programmatic Activities
	» Performance Reporting
	» Program Evaluation Planning
	» Program and File Internal Reviews
	» Subrecipient Monitoring
<b>Strategy &amp; Planning</b>	» Data Collection
	» Development of Funding Agency Required Documents
	» Knowledge of federal regulations, including 2 CFR Part 200, Build America/Buy America, Davis-Bacon Act
	» Grants.gov interpretation
	» Workflow for grant submission approval
<b>Administration &amp; Management</b>	» Grant and Program Administration
	» Business process automation and activity review and tracking
	» Receive, complete, and process grant application forms and data
	» Panel Review Scoreboard
	» Track/Monitor Eligibility, Application, and Award Status
	» Create Award Documents
	» Track and Record Budgetary Revisions
	» Financial Oversight Through Financial System Integration
	» Grants Management Accounting Review and Recommendations

## Emerging Importance of Federal Funding Opportunities

Hagerty continues to evolve as company as the complexity of the disasters and the opportunities in federal funding become available. State, local, and territorial governments are facing an unprecedented surge in federal funding associated with response to and recovery from the COVID-19 pandemic. These new federal funding streams – SLFRF, the IIJA and the IRA – complement and supplement resources available under more traditional federal recovery programs administered by FEMA and HUD. These new funding sources present a transformational opportunity for communities across the US to become more resilient in a way that equitably strengthens community resilience. The Hagerty approach to federal funds management

identifies how communities can leverage this generational opportunity while maintaining compliance with the current and evolving federal requirements associated with each unique federal funding stream. Every community should preserve and maximize resources while limiting any adverse impacts, such as negative audit findings or future recoupment of federal funds. Hagerty professionals have a diverse background that allows us to provide expertise in financial and grants management that is focused on the strategic use of federal funds and the entire grants lifecycle while also providing practical, on-the-ground management of federal and state funds, grants, and programs. Lastly, Hagerty will provide our client with a comprehensive recovery, mitigation, and resiliency perspective.

For example, Hagerty is currently engaged with Lee County, Florida, conducting a fund mapping exercise. The Lee Board of County Commissioners voted unanimously to form the Recovery Task Forces based on the FEMA National Disaster Recovery Framework. Working with the Task Force, Hagerty has helped them develop priorities. Using their priorities, Hagerty professionals have developed a list of potential funding sources. These funding sources are now being vetted to determine if they are potential solutions for priorities or initiatives. Hagerty will be supporting Lee County through the entire grants management process beginning with this first step.

## Project Approach

The following provides an overview of Hagerty's project and technical approach to services offered to NCTCOG and its members. We have included our approach to project management and to the specific types of services requested in the RFP. Hagerty offers a wide variety of subject matter expertise in the core areas of grant management and consulting services.

## Description of Services

Hagerty brings nearly 20 years of experience supporting and partnering with jurisdictions to pursue, manage, and administer federal fundings and grants, including but not limited to new federal stimulus and COVID-19 response funding streams, such as CARES Act, ARPA, IIJA, and IRA, as well as FEMA PA and HMA, CDBG-DR/MIT, and other longstanding state and federal grant funds. This experience uniquely positions Hagerty to assist NCTCOG and its members in evaluating and pursuing funding opportunities made available to NCTCOG, its members, and its strategic partners.

Through this work, Hagerty has developed and operationalized a comprehensive funds management approach refined by years of experience and implementation of best practices. This approach is contingent upon a mindful identification of jurisdictional and regional goals that supports fund identification and maximizes the ultimate utility of the funds.

*Hagerty's Approach to Funds Management*



## PRE-AWARD

Hagerty will initiate each project/task order by strategizing and planning with its client to determine strategic priorities and goals. We will identify the purpose of each project phase and how the client will define success. Once a shared understanding of need is defined, the next step is federal funding optimization, which constitutes a federal funds matching process to identify grants for pursuit. In this stage, the Hagerty team will utilize a standardized grant information sheet to develop grant summaries for presentation to the client, allowing the client to determine a prioritization of available funding opportunities.

Following strategy, planning, and fund matching, Hagerty will then provide the client with project scoping and design for the next phase of the engagement, to include a detailed task order with a budget, staffing breakdown, and timeline of deliverables. Once the task order, budget, and timeline are agreed upon by the client and Hagerty's Operations Division, Hagerty will assign technical experts to the project and begin the process of grant pursuit and proposal writing. The Hagerty team will work with the client to develop all required elements of the application, including developing project scopes and budgets, completing BCAs, drafting grant narratives, and working with stakeholders to build support for applications. The Hagerty team will provide technical assistance through submission using the appropriate grant program. All pre-award expenses are tracked so they may be submitted as part of the grant budget if the grant program allows submission of pre-award costs.

## POST-AWARD

In a grant management engagement, Hagerty is able to leverage a wealth of experience in post-award support, including both compliance and program design activities. Our team relies on experience to integrate the two concepts, allowing us to suggest program designs that reduce compliance burdens and minimize administrative costs. We support our clients by helping to design a robust compliance infrastructure and build internal capacity, instead of implementing systems that require continual reliance on outside resources. We strongly support integrating financial management with programmatic reporting and have significant experience using advanced data management tools, including dashboards and data visualizations, to provide clear and concise grant management capabilities that can also be used to deliver data to the public for the purpose of public engagement and transparency. Our team approaches post-award work with the same vigor as strategic advisory or application development activities, working with client staff on tasks such as determining eligibility and compliance, financial management, continual program management, closeout and audit support, and reporting. With a compliance mindset at the forefront of our work, Hagerty supports audit-ready projects before projects begin by organizing documentation in a manner that facilitates compliance with all state and local regulations, as well as with 2 CFR Part 200, the Uniform Guidance and Administrative Requirements.

## Project Management Approach

The core tasks associated with our project management approach are designed to facilitate two functions. **First**, our team aims to establish an effective management team to work alongside our clients to maintain transparency into the overall project status, coordinate efforts seamlessly, and maintain open lines of communication. **Second**, our team aims to ensure project activities meet local, county, regional, state, and federal rules, regulations, and reporting requirements to maintain compliance with all program requirements. These tactics enable Hagerty to adapt work with our grant management clients to perform the desired work within time, schedule, and budget constraints specified, while maintaining flexibility to address any potential policy changes which may impact any programs as the engagement evolves.

At Hagerty, it is our consistent desire to provide clients with work products and solutions that meet or exceed their expectations. Hagerty understands that a project is a collaborative effort, and to provide our clients with as much visibility as possible, we will regularly distribute status reports, preferably presented verbally, but always in writing.

Upon contract execution, the Hagerty team will work with the contracting organization to promptly schedule a project kickoff meeting. To support this meeting, Hagerty will develop a draft project management plan (PMP) and agenda to support the discussion. Hagerty's PMP will address key issues, such as:

- » **Communication methods for inquiries by client/personnel.** Hagerty recommends establishing a single POC from the Hagerty team responsible for communicating with the client and coordinating timely acknowledgement of and responses to requests. Further, whether it is the project manager or their designated liaison, the role of the POC will include establishing and facilitating formal project status

updates with the client on a bi-weekly basis; fielding and fulfilling ad hoc RFIs from client staff; and conveying and/or coordinating the dissemination of strategic insights or tactical guidance to key stakeholders.

- » **Formats for monthly reports and invoices.** Transparency and accountability are foundational for the Hagerty team. During the kickoff meeting, we will work with client leadership to confirm required reporting, including project plans, budget trackers, invoicing templates, and monthly reports – all designed to capture activities executed by the Hagerty team. These deliverables will position our client to have a full understanding of not only how the budget is being managed relative to the initial contract allocation, but also to have an awareness of any accomplishments, challenges, risks, or opportunities associated with the contract and/or specific work orders executed by Hagerty’s personnel. More importantly, Hagerty can monitor and report on contract performance over multiple workstreams to ensure that personnel, time, and other resources remain agile and responsive to any shifts in our client’s needs and requirements with minimal impact to service delivery.
- » **Contract communications plan(s).** In addition to addressing formal processes for coordination, Hagerty will also ensure the PMP offers a communications plan to our client to ensure contact with designated Hagerty personnel during regular business hours. Hagerty will communicate the standardized administration practices of timesheets, monthly invoicing, and daily log tracking. Our client always has full visibility of what the Hagerty team is supporting.

## Tiers of Project Management

Our project management approach is requirements-driven and based on the three pillars of Project Management.

- » **Scope:** Through regular reporting, Hagerty will provide our client with updates on key areas of the program’s scope. Reporting will focus on critical path activities and recommendations on methods to maintain that path, as well as regular updates on program risks and issues.
- » **Schedule:** The Hagerty team will provide our client with an enhanced delivery schedule as part of our overall PMP. This schedule will be regularly updated with the status of tasks that are ahead of schedule, on schedule, or behind schedule. Our client can expect related analysis of how variances may impact funding timelines.
- » **Cost:** The Hagerty team will provide our client with complete transparency on both contract and program expenses. This will include staffing burn rate, how resources are being deployed for our engagement, and detailed reports summarizing the amount of time expended for and specific activities association with grant management and consulting services in alignment with the reporting requirements outlined in the solicitation.

### Proven Expertise

Our three-pronged approach to overall program management has guided disaster recovery and grants management programs throughout the nation and is one that will establish a transparent partnership between Hagerty and NCTCOG.

Task Managers will be assigned to execute specific items based on the subject matter expertise required for any given task. This structure will allow multiple tasks to occur simultaneously, which is critical given the variety of needs that may be required by our client. The table below describes project management tools that Hagerty may use to ensure our client remains apprised of our performance under the contract.

*Program Management Tools and Tactics*

<b>Project Status Meetings</b>	Bi-weekly meeting for the first three months and then monthly meetings with the client to provide overall updates and seek feedback on key issues or decision points.
<b>Quarterly Status Reports</b>	Written reports include updates to project timelines, identification of efficiencies and deficiencies, and the overall budget status.
<b>Project Plans</b>	Visual reports that chart progress along a timeline across multiple workstreams.
<b>Budget Trackers</b>	Fiscal management tool incorporating burn rate, invoice, and payroll tracking that can be adapted for a client's or a subrecipient's use.
<b>Guidance Memos and Frequently Asked Questions</b>	Communication tools to disseminate interpretations and recommendations as they relate to relevant policies and any underlying rules and regulations governing a program.

## Responding to an Order for Services

Hagerty's approach to requests for services provides continuous communication to our client, ensuring that our Project Management Team (PMT) and professionals are ready to provide the requested support – even on short notice. Upon receipt of a formal request for support, Hagerty will take the following steps to develop a Task Order.



### Receive and Review Task Order Request

Our PMT will coordinate with our internal Operations Team to initiate the Task Order response process. This will include **(1)** identification of any follow-up questions for NCTCOG, **(2)** selection of personnel to support NCTCOG based on the Task Order, and **(3)** affirming the overall timeline for Task Order response.



### Develop Task Order Response

The Task Order response will include an approach to providing support to the client (where applicable), the staffing resources identified to support the request, timeline, and cost estimate. Where applicable, Hagerty will provide options for consideration by the client to consider within our approach and cost. This may include optional services that could be selected by the client that were not directly identified in the Task Order scope of services.



#### **Provide Task Order Response**

Hagerty will provide our Task Order response promptly, aligning with the support request. Hagerty will offer to set up a conference call with the client to discuss the Task Order and answer any questions. Upon request, Hagerty will review and revise the Task Order prior to final acceptance by the client.



#### **Mobilize Approved Resources**

Once the client has accepted the Task Order and issued a Notice to Proceed to Hagerty, the Hagerty PMT will mobilize approved resources to build or provide the requested support services.

## **Document Management**

When project deliverables are initially prepared, Hagerty will provide a draft version to our client POC for any necessary review or comment. Finalized documents will be provided in native format (Word, PowerPoint, Excel, etc.) or other agreed upon format. Hagerty will collaborate with leverage an existing, or establish a new, document SharePoint or other file storage medium to store work products and transition documentation ownership.

## **Technical Approach**

Hagerty is prepared to provide a full suite of grants management and consulting services to NCTCOG and its members. A key factor in Hagerty's approach to accomplishing the scope of work is understanding NCTCOG's priorities and community needs. By aligning grants management with the strategic priorities and local needs of NCTCOG and its members from the beginning, Hagerty will ensure that services provided to the NCTCOG and its members are grounded in a deep understanding of local needs.

## **Understanding of Local Needs**

Hagerty has analyzed [NCTCOG's Strategic Plan](#) to gain insight on priorities for NCTCOG and its member governments, a preliminary analysis which can help form the basis for future fund mapping efforts. Hagerty will leverage our team's background in grant management and awareness of the challenges and unique needs of North Central Texas. While we understand that the local governments throughout Texas have unique needs and priorities, NCTCOG's planning process is comprehensive and has captured and summarized many of those needs, and accordingly provides an excellent base for needs identification and prioritization. A commitment to understanding local needs is a feature that sets Hagerty apart and allows for truly customized grant management solutions for our clients. Further, Hagerty has a history of building local capacity, and this commitment spans the entire grant management lifecycle, from need identification

through application development to compliance activities. The chart below summarizes regional priorities found within NCTCOG's 2021 to 2025 Strategic Plan that can form a starting point to help optimize the grant pursuit process, along with two examples findings that help demonstrate our team's point of view as to how federal funding could be leveraged to help meet regional needs.

*Strategic Plan for the North Central Texas Council of Governments: 2021 to 2025*

Program Category	Initiatives
Waste Reduction and Storm Water Management	» Promote safety, preserve, and monitor waste and water reduction efforts, implement hazard mitigation programs, provide education and training, and foster a collaborate environment.
Sustainable Environmental Resources Including Water and Energy	» Ensure waterways meet water quality regulations and establish additional renewable energy resources.
Public Works and Building Codes	» Promote an innovative and attractive community by improving living conditions, updating infrastructure capabilities, and maintaining a skilled workforce.
The Aging Program	» Promote secure and cost-effective assistance, transportation, and housing, for the elderly and individuals with disabilities.
Educated Workforce and Supplemental Training	» Provide additional training and resources for the workforce, including law enforcement and local government personnel. » Support career development in youth, maintain certifications, streamline training procedures, and conduct assessments.
Regional 9-1-1 Program and Criminal Justice Program	» Develop, implement, and maintain a cost effective and reliable emergency response system and technical assistance.
Research, Data, and Information Service Development	» Efficiently utilize data and Geographic Information Systems to make informed decisions, improve accuracy, and standardize procedures.
Maintain Transportation Safety, Operations, and Efficiency	» Promote road safety policies and transportation capabilities for all populations, including the elderly, low-income, and minority populations. » Establish advanced technology for maintaining and improving the integrated transportation system and regional rail.
Cultivate a Platform for Communication and Shared Administrative Services	» Create a virtual networking community that encourages collaboration and input from the public and local stakeholders.
Radio Frequency and Severe Weather Radar Technology Response	» Establish improved broadcasting capabilities and accurate weather radar networks to keep the public informed of any emergencies or alerts.

Program Category	Initiatives
Homeland Security and Hazard Mitigation Grant Programs	» Efficiently coordinate an integrated response and emergency preparedness strategies for when situations arise.
Next Generation Aviation Initiatives	» Develop new strategic plans, technology, and policies to remain competitive in the aerospace and air transportation industries.



#### EXAMPLE FINDING #1:

**North Central Texas governments can leverage federal grant funding to intensify efforts to address the needs of their communities by enhancing quality of life, improving safety measures, and strengthening emergency response.**

Hagerty's professionals are at the forefront of designing and implementing innovative programs to support our clients' efforts to enhance the quality of life, health, safety, and education of the general public. Hagerty teams have designed programs using COVID-19 Fiscal Relief Funds that support community priorities in area including education, workforce development, mental health, childcare, economic development, food insecurity, water and wastewater infrastructure, small business and nonprofit support, promotion of arts and culture, stormwater management, broadband deployment, and community violence intervention. Our work was not limited to program design but included all aspects of management of these federal funds, including project scoping, budgeting, community engagement, procurement and contracting, subrecipient monitoring, creation of management dashboards, development of performance metrics, completion of required federal reports, closeout, and preparation for audit. These programs were designed and implemented mindfully, to be consistent with the community's priorities and to be particularly impactful on the individuals and organizations that most needed assistance, including populations disproportionately impacted by the COVID-19 pandemic, members of minority or other disadvantaged populations, elderly and disabled individuals, and children. This same comprehensive approach that was used to support our clients' use of pandemic relief funds can be applied to the available universe of federal funding opportunities, ensuring that available programs are matched to community needs and local resources are strategically deployed. Strategic funding allocation can be designed to advance a resilient future for residents of North Central Texas by ensuring that equity and sustainability remain guiding principles. Our deep experience in comprehensive and strategic disaster and emergency response will also inform our support, especially when advancing initiatives that prepare the region's residents and infrastructure for a resilient future.



#### EXAMPLE FINDING #2:

**North Central Texas governments have prioritized preservation of the natural environment while promoting economic growth within North Central Texas amid rapid population increase**

Growing in a strategic and resilient manner is a clear priority for NCTCOG and the communities of North Central Texas. Per our review of NCTCOG's Strategic Plan, it is evident that promoting the well-being of the

greater community by implementing innovative economic and environmental solutions that encourage smart and resilient growth is of paramount importance. At the same time, recent natural disasters have shown that resilient infrastructure is necessary if population growth is to continue. NCTCOG is working to preserve environmental and historic natural resource features, enhance water management, and establish new renewable energy resources while contending a major increase in the regional population. According to [NCTCOG's 2023 Population Estimates](#), the COG region has already reached population levels not previously forecasted until 2025, with over 8.2 million residents estimated as of the beginning of this year. Hagerty understands the need for new funding initiatives to support NCTCOG's priorities of building and maintaining resilient, region-wide infrastructure and a transportation system that matches resident's evolving needs. Our team has experience supporting grant management in similar environments and understands that the resiliency and equity lenses that are present in nearly all IIJA and IRA programs can be used to help fund this desire for resilient growth. We have submitted or scoped resilient transportation (RAISE), sustainability (Charging and Fueling Infrastructure Discretionary Grant Program [CFI] and Climate Pollution Reductions Grant Program [CPRG]), and resilient infrastructure (BRIC, PROTECT) grant applications for local governments with similar priorities, making our team well positioned to assist NCTCOG and the local governments of North Central Texas.

## Grants Management and Consulting Services

Hagerty's grants management experience directly aligns with the needs of NCTCOG, as detailed below.

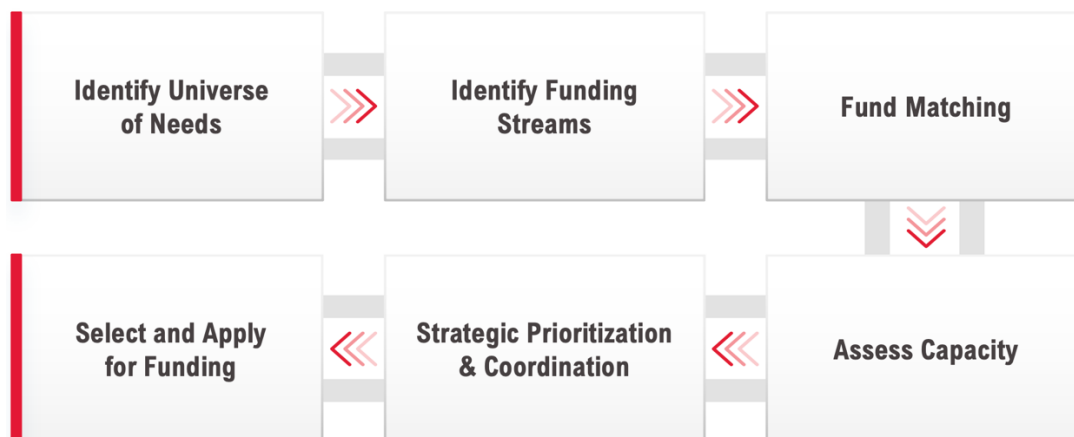
### Grant and Program Administration

Service Alignment		
Grant and Program Administration	» Develop Request for Application (RFA)	» Tracking and Recording Budgetary Revisions
	» Workflow for Grant Submission Approval	» Grant Closeout Checklist Tracking
	» Opportunity Tracking (Grants.gov Interpretation)	» Disposition of Records
	» Grant Application Writing and Submission	» Understanding of State and Federal Regulations

### STRATEGIC GRANT COORDINATION SERVICES (FUND MATCHING)

Hagerty has found that incorporating strategic grant management infrastructure ensures successful and effective use of funding streams. Hagerty uses a six-step method to facilitate the grant program selection process. The identification, prioritization, and fund matching process has become a critical step in successful grant application and management to strategically pursue grant funding and maximize community benefit. **A comprehensive grant management approach will position North Central Texas to maximize the reach**

**and impact of available funding streams.** Listed below are the stages for Hagerty's grant coordination services:



**Develop a List of Unmet Needs and Priorities.** Hagerty's strategy for successful pursuit of federal and local funding relies on undertaking a data-driven approach to grant writing through a mindful assessment of needs. Hagerty will review existing planning documents to develop a framework of our client's priorities and unmet needs. This list of needs and priority project areas will serve as the backbone of program design and prioritizing opportunities to pursue identified grants. This due diligence gathering includes reviewing:

- » Capital Planning Documents;
- » Strategic Plans;
- » Budget and Financial Reports;
- » Planning and Zoning Documents;
- » COVID-19 Recovery Plans; and,
- » Specialized Planning Documents and Reports (e.g., Housing, Economic Development, Digital Equity).

**Identify Funding Streams.** Hagerty will conduct a thorough review of federal, state, and local funding sources available, including HUD, FEMA, *Environmental Protection Act*, ARPA, IIJA, and IRA, to identify potential funding opportunities that align with the interests of NCTCOG and its members. A project tracker will be provided to NCTCOG to summarize and highlight key funding information, including the funding agency, submission deadline, eligible uses, and period of performance. Grants can be targeted to support specific client priority areas, including to advance housing, neighborhood services, and workforce development initiatives.

**Fund Matching.** To maximize and optimize federal funding opportunities, Hagerty recommends NCTCOG and its members engage in a fund matching exercise to match available funding with priority projects. Hagerty has had great success leading clients through this exercise and is available to conduct the analysis for NCTCOG and its members. This analysis will yield a Project Matrix of priority projects that could be funded with the identified funding opportunities.

**Internal Capacity Assessment.** An additional critical component to grant coordination involves confirming internal capacities to apply for and administer grant funding. The output from the fund matching exercise will be used to drive a discussion with key staff and partners about their capacity to meet program design requirements and grant submission deadlines. **Hagerty staff believe that compliance, technical assistance, and capacity building are the cornerstones of effective grant management.** Hagerty offers NCTCOG and its members access to best practices in federal funds management, including:

- » Strategies for securing and administering a federal award,
- » Techniques for applying sound management and implementing internal control practices; and
- » Procedures for employing effective monitoring to ensure compliance with rules and regulations.

**Strategic Prioritization and Coordination.** Recognizing that regional partnership and collaboration can make for a more compelling and impactful grant application, Hagerty can support our clients in establishing relations with critical local, regional, state, and other partners. If appropriate, this coordination may extend to national groups. Engaging with partners early in the process may identify opportunities to combine funds, thereby increasing the amount and flexibility of funds available to support a joint project. Partner engagement will be especially crucial when considering recent federal grants in the IIJA and IRA, some of which encourage partnerships between local governments, non-profits, and institutions of higher education. To identify relevant stakeholders, Hagerty will assess current existing partnerships and evaluate the funding landscape across the region.

**Select and Apply for Funding.** Hagerty will serve as a central resource for assisting our clients in providing grant writing services and application development, including detailed cost estimates and benefit cost analyses, for all relevant project areas. Hagerty will perform quality assurance/quality control (QA/QC) services and validate the complete application package prior to final approval and submission. Any specialized assistance will be addressed using SMEs to ensure high quality project submissions.

## GRANT ADMINISTRATION TOOLS

To support grant management and program administration, Hagerty can provide grant management clients with foundational documents that support overall grant implementation, while accounting for the unique nuances associated with specific funding streams. This may include:

- » **A Grants Management Implementation Plan** to include detailed information on the role of the **client staff**, internal and external partners, and contractors/subrecipients/beneficiaries during the grant management process. The Grants Management Manual will provide tactical-level detail to inform personnel on how to operate within the overall grant program and achieve intended outcomes. This tool documents key decisions and compliance requirements related to program design for each project, which supports grant reporting.
- » **Programmatic SOPs** that support program implementation aligned to the unique considerations of each grant program, including federal legislation and guidance to ensure the client has the accurate and functional guidance necessary to implement each program.

- » **Program Administration Tools**, including processes and checklists for grant funded programs, to ensure compliance with applicable program guidance and 2 CFR Part 200 requirements. Hagerty will perform an in-depth review of existing processes and checklists, including any associated with competitive programs requested, to ensure compliance. Hagerty can assist the client with drafting language for subrecipient and beneficiary agreements to ensure they are compliance with federal and programmatic rules and requirements, develop risk assessment and subrecipient monitoring tools, and a process for documentation collection. Style guides/document templates with complimentary SOPs also ensure consistent formatting, presentation of documents, and comprehensive files. This not only creates efficiency in the presentation of information and streamlines process, but it also establishes closeout ready packages that support audits and closeout compliance.

Hagerty will collaborate with the client to identify additional tools, guidelines, and policies required to support program implementation. This additional work could include designing an RFA process should the funding being targeted be intended to be distributed via subaward.

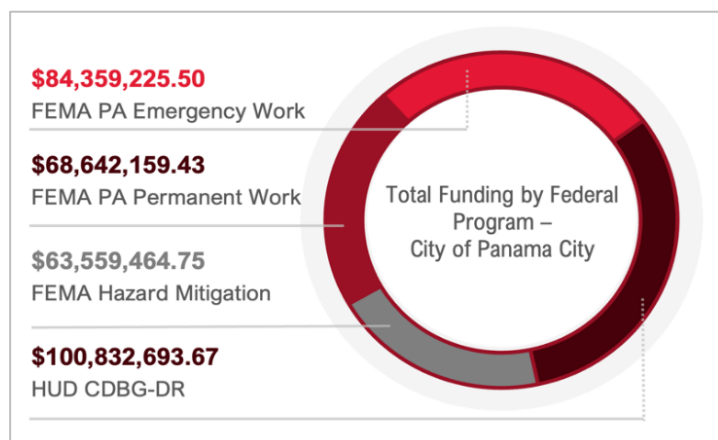
### WORKFLOW FOR GRANT SUBMISSION APPROVAL

Hagerty will establish an effective and productive workflow to meet grant submission deadlines. Efficient time management and strategic planning are supported by developing project tracking systems, technical assistance, and employing SMEs internally and externally through partnerships. Engaging with staff on program design considerations early in the process and with application program requirements in mind will allow our client to be proactive in its grant strategy.

### Project Highlight: Panama City FEMA PA, Hazard Mitigation, and HUD CDBG-DR

For more than four years, Hagerty has been a close partner to Panama City, Florida, providing comprehensive recovery support after Hurricane Michael. The Category 5 storm caused devastating damage to over 45,000 structures, **including 98 percent of Panama City's infrastructure**. Hagerty has supported the City as they have sought out more than **\$445 million** from various funding streams. Utilizing fund mapping allowed Hagerty to assist with identifying eligible grants and streamlining the reimbursement process. By assembling a mobilized expert team, Hagerty was able to

*Hagerty has Supported the City of Panama City to Secure Over \$300 Million in Recovery Funding Across Federal Funding Streams*



provide a myriad of services including, but not limited to: FEMA PA cost recovery services, long-term recovery planning (including economic and redevelopment planning), CDBG-DR application and grant management support, comprehensive water management planning with a strategic mitigative approach, and

much more. By prioritizing a stable workflow and organized grants administration plan, it was possible to leverage multiple sources of funding and maximize Panama City's total allocation amount. Hagerty has established a wide range of beneficial funding resources and provided substantial efforts for recovery, including:

- » Assisting the City with being reimbursed for 98 percent of the debris removal costs.
- » Correcting \$9.8 million in errors and omissions during the review of cost estimates created by FEMA.
- » Led the City to become the single largest recipient of CDBG-DR home buyout funding, receiving \$5 million to purchase more than a dozen repetitive flood homes.
- » Rewarded \$50 million in funding to support the recovery of underground water infrastructure.

## OPPORTUNITY TRACKING

Using grants.gov and a proprietary system that includes the commercial Fiscal Note and Curate solutions, Hagerty maintains a robust system of tracking NOFOs. Our grant management clients have access to our policy experts that are tracking NOFOs and conducting grant research in real-time as part of engagements nationwide. This deep base of research is customized to the needs of each client but provides the solid foundation necessary to ensure that fund mapping can begin without delay, which is critical given that many of these programs have open or expected NOFOs.

## Project Highlight: Bloomberg e311 Financial Assistance Program

---

The Bloomberg e311 Financial Assistance Program is a resource for cities to maximize and retain federal funding for COVID-19 response and recovery. Since April 2021, Hagerty has worked in collaboration with Bloomberg Philanthropies, Kobre & Kim, the US Conference of Mayors, and other project partners to bring advice and resources to cities nationwide as they manage federal funding, with an emphasis on SLFRF, and now including funding available through the IIJA.

Hagerty is an Expert Partner in the Bloomberg program, assessing federal policy and providing analysis and recommendations; reviewing eligibility; advising on compliance issues; developing and leading webinars; conducting one-on-one technical assistance; and developing tools and templates for cities. Key examples of our assistance include:

- » Our team of experts have answered over 300 policy, eligibility, compliance, and other questions from cities across the country, with an emphasis on SLFRF. Questions focus on the streams of federal funding available to support each city's COVID-19 recovery and transportation infrastructure, best-in-class strategies, and practices for accessing and spending it, technical requirements for compliance, and more.
- » Hagerty professionals have created and administered six content training workshops, made available to cities live and online. Each workshop includes 120 to 150 participants. We have led or co-led the two best attended workshops in the e311 program's history.

- » Developed over ten tools and templates for public access on the Bloomberg website to educate municipalities on various federal funding topics and help them implement programs.
- » Consulting and advising in a one-on-one setting with nine different municipalities, for 27 meetings.

## **GRANT APPLICATION WRITING AND SUBMISSION**

We are prepared to mobilize our grant writing professionals and SMEs to support our grant management engagements quickly and effectively. As a national firm with over 500 employees, Hagerty has deep experience and a broad range of technical staff that NCTCOG and its members will have access to. With Hagerty, North Central Texas governments can expect to have the resources needed to be successful in leveraging federal funding opportunities.

### **Project Highlight: Huntsville Utilities Federal Funds Strategy and Support**

Hagerty was hired by Huntsville Utilities to assess how the IIJA, US Department of Energy, *Environmental Policy Act* (EPA), and other federal programs could support their electricity, natural gas, and water priorities. Huntsville Utilities is the seventeenth largest public utility in the nation and provides service to more than 200,000 electric, 100,000 water, and 56,000 natural gas customers in and around the City of Huntsville, Alabama. As part of our work, our team mapped Huntsville Utilities' real and potential projects to federal funding opportunities. Importantly, and recognizing that regional partnership and collaboration play a key role in contributing to more compelling and impactful grant applications, Hagerty is also supporting Huntsville Utilities in identifying and engaging critical local, regional, and other partners. Recently, our team assisted them in preparing their Grid Resilience and Innovation Partnerships (GRIP) Program Grant Concept Paper. The GRIP Program is a set of IIJA-funded programs, totaling \$10.5 billion, that enhance grid flexibility and improve the resilience of power systems against growing threats of extreme weather and climate change. Through this work, Hagerty assessed the federal program; documented key legal, compliance, and other requirements; and assisted Huntsville Utilities in defining and selecting four resilience eligibility categories to guide the development of their program plans. As part of our work to write the Concept Paper, Hagerty also incorporated stakeholder perspectives and community feedback.

### **Project Highlight: Howard County Infrastructure Grant Writing Support**

Hagerty has also recently supported the successive stages of preliminary research, project scoping, fund matching, preapplication work, application development and award management in response to NOFOs stemming from the IIJA, IRA, and the 2023 Omnibus. Some representative examples of recent federal grants related to promoting sustainability and increasing community resilience for which Hagerty has provided significant support for client efforts include:

- » RAISE, USDOT program funded through the IIJA;
- » Congressionally Designated Spending Pre-Disaster Mitigation, FEMA program funded through the 2023 Omnibus;
- » Local Food Promotion Program, USDA program funded through both IIJA and IRA;

- » Urban and Community Forestry Grant Program, USDA program funded through the IRA;
- » CPRG, EPA program funded through the IRA; and,
- » CFI, USDOT program funded through the IIJA.

## **TRACKING AND RECORDING BUDGETARY REVISIONS**

Hagerty's primary mode of tracking budgetary changes in its grants management engagements is through the task order development and revision process. For instance, when a task order is initially drawn up by our firm, negotiated, and agreed to by all parties in writing, this marks the beginning of an ongoing process in which any alterations to the original budget will be accounted for and memorialized through periodic negotiated updates to the task order. Our team also relies heavily on the use of automated budget tracking tool/systems that enable us to input/update individual or multiple workstreams, tasks, and resource allocations in accordance with the task order and the most recent version of a project's budget.

Hagerty's grants management team assists our clients in developing a robust infrastructure for compliance, reporting and financial management, which includes tracking and recording revisions to project budgets, including those requested by subrecipients or contractors. Close attention to such budgetary revisions is critical for maintaining compliance with award terms and with Uniform Guidance provisions, including those related to cost principles and administrative cost, so these revisions are tracked proactively in accordance with subaward and contract provisions and verified as part of regular monitoring, reporting and invoice validation. Appropriate processes and internal controls are recommended to be established as part of the grant management SOP and are memorialized in the appropriate agreements and contracts.

## **GRANT CLOSEOUT CHECKLIST TRACKING & DISPOSITION**

Hagerty has extensive experience with performing grant closeout and writing clear, concise, and complete SOPs for the entire grant life cycle. Hagerty also emphasizes the importance of preparing documentation methodically during grants administration to streamline the closeout process. Closeout documentation may vary depending on specific grant program requirements and client's policies and procedures. Hagerty can prepare a customized closeout packet with written SOPs for grant management clients which provides a detailed overview of project closeout requirements. Additionally, a condensed Closeout Checklist can also be made available for clients who are more familiar with closeout procedures. Below includes a broad list of areas that can be included in the closeout packet:

- » Overview and Purpose of Closeout;
- » SOPs;
- » Regulatory and Reporting Requirements;
- » Role and Responsibilities;
- » Basic Closeout Requirements;
- » Closeout Timeline;
- » Closeout Procedures;
- » Accessing Local Records;

- » Appeals and Complaints Process; and,
- » Regulatory Framework Links and Information.

### **Project Highlight: Fort Bend County Closeout Policies & Procedures Manual**

In Fort Bend County, Texas, Hagerty developed an SOP for the County's SLFRF Nonprofit Grant Partnership Program. This SOP established the guidelines for subrecipient risk assessment, monitoring, and appeals. Hagerty formulated a step-by-step closeout process, including a SOP packet, for nonprofits within the County who expended their SLFRF funding and were ready for closeout. Hagerty would build upon this previous experience and proceed with the closeout procedure stages as detailed below:

- » **Project Overview.** In Fort Bend County, Hagerty prepared and delivered a request for project information documentation to the nonprofit point of contact as part of the program to review for completeness and accuracy. The documentation included items submitted during the monitoring process along with supporting agreements, audits, and certifications.
- » **Extension Report.** If applicable, Hagerty would author this report to summarize why the expenditure deadline required an extension.
- » **Final Performance Report.** Hagerty reviewed Fort Bend County's final performance report to ensure that expenditures were compliant with federal statutes and regulations associated with the SLFRF Nonprofit Grant Partnership Program. The document detailed the use of allocated funds to verify that they were utilized for eligible activities in accordance with the grant.
- » **Final Financial Report.** After project overview and performance packets are reviewed, and after any further information has been requested, expenditure data and financial reporting are required. In support of NCTCOG, Hagerty would ensure that records adequately identify the source and application of funds for federally funded activities. These records must contain information pertaining to federal awards, authorizations, financial obligations, unobligated balances, assets, expenditures, income, and interest and be supported by source documentation.
- » **Procurement Records, Property Management Records, and Disposition Records.** This stage is to review and determine if the subrecipient has funding that needs to be returned; It is crucial for record keeping and retention purposes to confirm if disposition is required. The client must provide procurement procedures consistent with state, local, and federal laws supporting the grant award. If the program has capital expenditures, an ineligible use, or is equal to or greater than \$1 million, property management records may be required. If the program has any real or personal property or equipment acquired with federal funds valued at \$5,000 or more, the client needs to provide disposition records. The disposition requirement is determined based on whether the real property or equipment purchased will continue to be utilized for its originally authorized purpose. If it is no longer needed, the client is required to obtain disposition instructions from the federal grant agency. The client will be required to retain the title and compensate the grant agency, sell the property, and compensate the grant agency, or transfer the title to the federal awarding agency. The same principles apply to equipment that is no longer needed.

- » **Amounts Due Report.** Hagerty provides support in identifying any funds that may need to be returned due to being unused or corrected during an audit.
- » **Record Retention.** Grants require that the client shall maintain and retain complete and accurate records, documents, accounts, and other evidence, for a period after closeout. For example, SLFRF grant requirements state records must be maintained for three years following the end of a retention period, or until the audit, litigation, or other action happens first. Hagerty assists with creating or modifying electronic storage systems to support documentation storage.
- » **Audit Readiness.** Hagerty conducts a final review of all reconciled invoices, project totals, expenditure tracking, timesheets, and closing documentation. A final report confirming audit readiness and completion of closeout is provided to the client. Certifying that the applicant has complied with all regulations of the grant will prevent any issues arising during future audits and promotes a seamless grant closeout process.

Hagerty supported New York City by communicating SLFRF requirements to its 30 agencies. Hagerty developed policies and tools that outlined requirements set forth by the US Treasury and 2 CFR Part 200, including a checklist that details the requirements associated with procurement, subrecipient monitoring, and contract oversight.

## UNDERSTANDING OF STATE AND FEDERAL REGULATIONS

At the core of our compliance efforts are federal rules and regulations. Our deep knowledge of the:

- » 2 CFR Part 200;
- » *National Environmental Policy Act*;
- » *National Environmental and Protection Act* (40 CFR Part 1500-1518);
- » *Davis-Bacon Act* (24 CFR Part 906);
- » *Buy American Act*;
- » FEMA HMA and DOB (44 CFR Part 206);
- » CDBG-DR (24 CFT Part 570);
- » Property Acquisition and Relocation for Open Space (44 CFR Part 80);
- » Section 3 (24 CFR Part 75);
- » Environmental Review Procedures for Entities Assuming HUD Environmental Responsibilities (24 CFR Part 58); and
- » Other federal requirements anchor our support within grant administration, including program compliance, regulation compliance, and alignment with grant administration requirements, including Single Audit requirements.

Hagerty will develop tools, policies and procedures, and training materials to help ensure our grant management client, has the tools, resources, and support needed to comply with federal regulations including the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal

Awards (2 CFR Part 200); and local laws, regulations, policies, and program requirements, as applicable. Based on requirements common among multiple federal funding programs, key considerations in overall program design will also include a review of federal, state, and local requirements applicable to specific grant programs, which may include:

- » **Justice40 Initiative:** The federal government has made it a goal that 40 percent of the overall benefits of certain federal investments flow to disadvantaged communities that are marginalized, underserved, and overburdened by pollution. Many grant programs align with NCTCOG and its members' priorities fall within the scope of the Justice40 Initiative. Hagerty will work with grant management clients to identify the benefits of the program, determine how the program will distribute its benefits, and identify how to best track and report on reaching the goal of the Justice40 Initiative to meet federal requirements.
- » **Compliance Requirements Imposed by 2 CFR Part 200:** In addition to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, the Uniform Guidance imposes compliance obligations related to numerous other federal laws. Our deep knowledge of the *National Environmental Policy Act*, *Davis-Bacon Act*, *Build American Buy America Act*, and other **similar** requirements is at the core of our support within program design, including program compliance, regulation compliance, and alignment with grant administration requirements, including Single Audit requirements and any potential audits.

Hagerty also recognizes that engaging with internal and external partners and providing them support is paramount to compliance efforts. Hagerty has a record of accomplishment of providing technical assistance and capacity building to recipients of federal funds. For example, in Fort Bend County, Texas, Hagerty designed and administered training and technical assistance for over 70 subrecipients and beneficiaries, including breaking down complex concepts and working one-on-one with organizations. It is through our close working relationship that we established with Fort Bend County leadership from the beginning that has made the program a success. Examples of our work in Fort Bend County include:

- » Developed and held six technical assistance sessions regarding proper documentation and compliance for the SLFRF allocation awards;
- » Provided one-on-one answers to technical questions regarding financial and compliance requirements set forth by the US Treasury and as referenced in 2 CFR Part 200;
- » Developed and transmitted simple and clear definitions and examples of key concepts discussed during the training; and
- » Provided written technical assistance regarding guidance on grant agreements for subrecipients and helped subrecipient navigate eligibility.

Furthermore, through Hagerty's engagement with Cal OES, Hagerty professionals have provided expertise and technical assistance with EHP to 209 subapplicants across 27 events.

## Development of Funding Agency Required Documents

### Service Alignment

<b>Development of Funding Agency Required Documents</b>	<ul style="list-style-type: none"> <li>» Create Award Documents</li> <li>» Progress Dashboard</li> <li>» Track/Monitor Eligibility, Application, and Award Status</li> </ul>
---	--

Hagerty has extensive experience working with a variety of state, local government, and nonprofit stakeholders to develop and implement their funding source's documentation requirements. Doing so requires a keen understanding of the terms and conditions of the grant program and the rules and regulations governing those provisions. For each grants management engagement, Hagerty engages our team of experts to develop a NOFO Summary to document grant requirements and to identify and mitigate compliance risks associated with those requirements. With a comprehensive understanding of grant requirements in mind, Hagerty's experts develop grant documents, including creating award documents, panel review scorecards, reporting templates, subrecipient agreements, memoranda of understanding, evaluation reports, and action plans, to support compliance and enhance a grant program's effectiveness.

For example, Hagerty has supported the State of Nebraska in their recovery efforts after Winter Storm Ulmer, including the development of the State's Action Plan, a requisite step to receive CDBG-DR funding. Hagerty subsequently leveraged its CDBG-DR expertise to support the State in the development of guidebooks and training for subrecipients and other applicants, including homeowners, detailing the processes by which assistance may be received. The development of these materials showcased Hagerty's CDBG-DR expertise, and in this case, were specifically oriented towards increasing the supply of affordable housing and supporting disadvantaged households with home purchases.

Similarly, Hagerty also supported the State of Maryland in preparing its CPF application to the US Treasury to fund the expansion of its broadband networks to bridge the digital divide after the pandemic. In addition to creating program narratives, this involved the compilation of support documentation in a form and structure similar to the US Department of Energy's electrical grid resilience grant program. Our firm also incorporated Davis-Bacon and Broadband Infrastructure compliance requirements into program plans. Our team ultimately worked hand in hand with key stakeholders to guide the State through the grant application process, and the State secured \$171 million in CPF funding, allocated across four primary projects that incentivize the construction of broadband network infrastructure across Maryland, fund efforts to close the digital divide between urban and rural areas, and support the construction of broadband infrastructure in public housing.

### CREATE AWARD DOCUMENTS

Hagerty has broad experience in preparing and reviewing subrecipient agreements, creating risk assessments and writing risk assessment notification letters, as well as monitoring notification letters and award notification letters. These documents can be included in a SOP and administered throughout the grant

and/or program. Hagerty will ensure that all agreements are specific to client needs and comply with all state, local and federal laws. Examples of typical award documents may include:

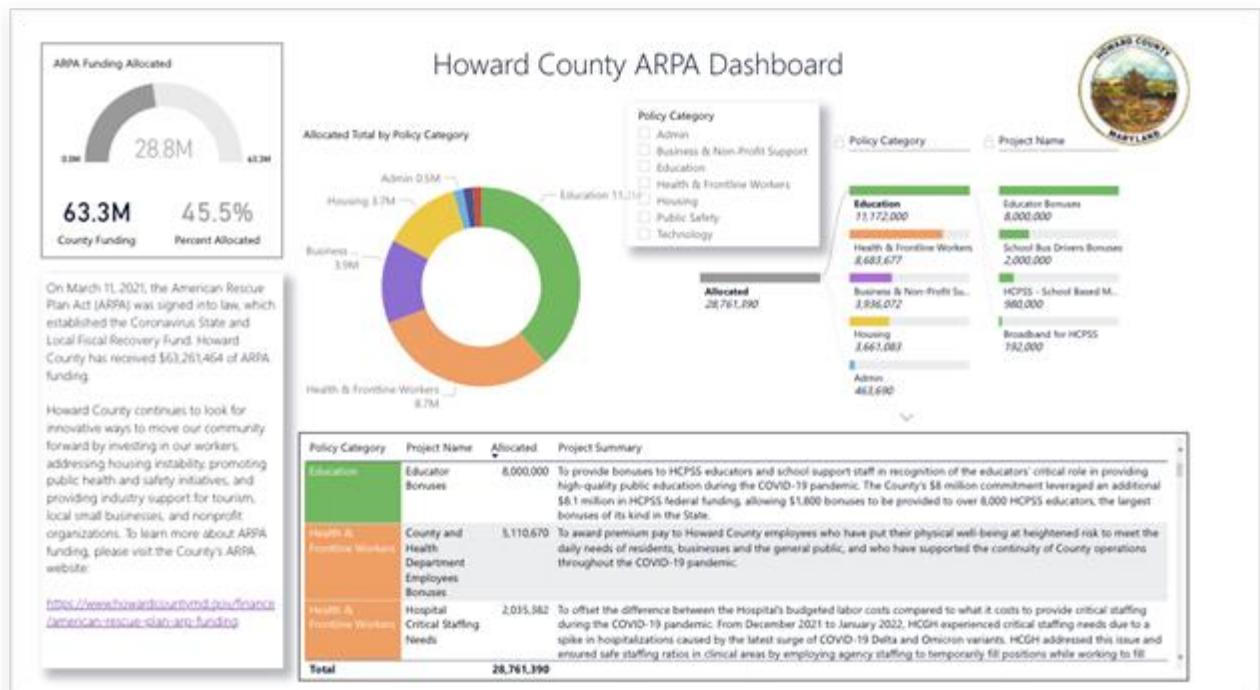
- » Award Notification Letters;
- » Subrecipient Agreements;
- » Risk Assessments; and,
- » Monitoring Notification Letters.

## PROGRESS DASHBOARD

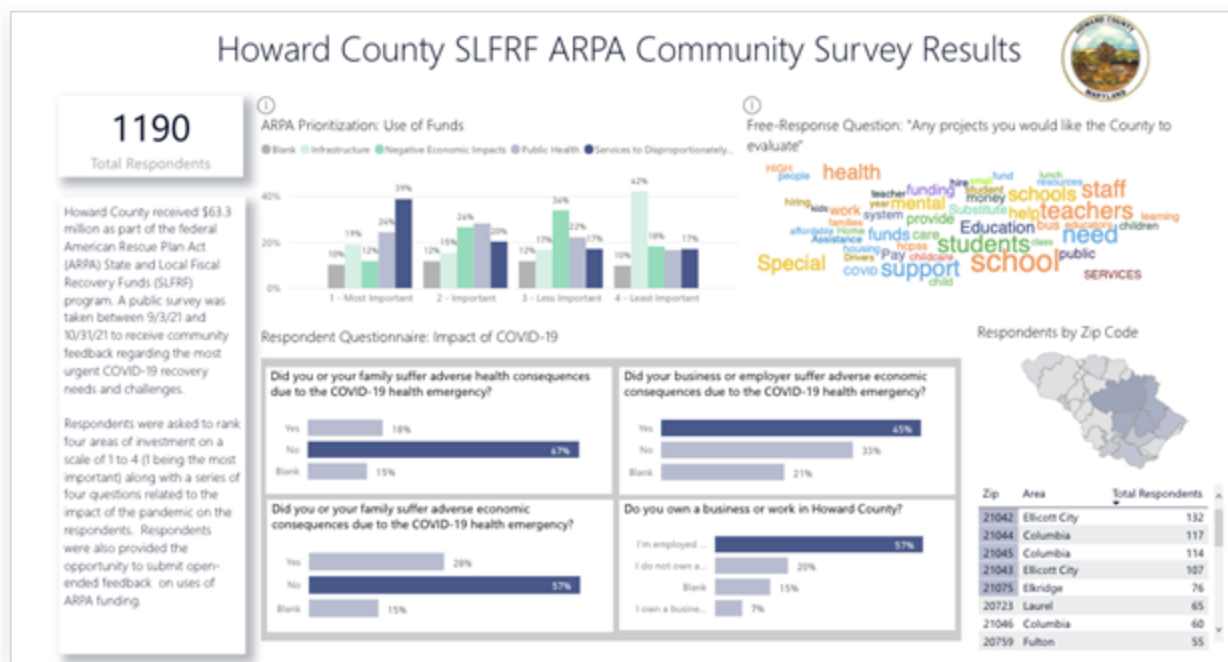
Hagerty can develop an internal or public-facing dashboard or scorecard to assist with documenting the progress of the fund mapping, application development, and grant management lifecycle. Hagerty has developed similar scorecards to assess program eligibility for nonprofit programs and to assess the program's success during monitoring and has developed extensive dashboards to communicate the results of public engagement efforts. These tools can be very useful at promoting transparency in government and fostering community support. All such tools are developed with client staff and approved by the client before deployment.

In **Howard County, Maryland**, our project team supported the development of two community-facing dashboards for ARPA that promote community awareness and access to information regarding SLFRF programs that can be found [here](#).

*Hagerty Supported the Development of Two Interactive Dashboards for ARPA Funding:  
Main ARPA Reporting Dashboard*



*Hagerty Supported the Development of Two Interactive Dashboards for ARPA Funding:  
Community Survey/Utilization Dashboard*



As a unique testament to the capacity of our project team to support our client's development of a reporting dashboard, in recognition of Howard County's commitment to transparency, accountability, and community engagement, Howard County received a 2022 National Association of Counties (NACo) Achievement Award in Financial Management for Process/Engagement/Transparency for ARPA Funding. Hagerty's project team coordinated the implementation of this dashboard and the broader program administration and compliance framework recognized by NACo.

## TRACK/MONITOR ELIGIBILITY, APPLICATION, AND AWARD STATUS

Hagerty's experience tracking and monitoring developments throughout the grant lifecycle is extensive, involving not only pre-award eligibility and application/award status considerations (e.g., implementation of risk-based assessments for subrecipients) but also monitoring activities during the post-award phase. Our firm looks forward to working with our clients to identify its requirements, articulate its objectives, and formulate any relevant strategies and tactics to ensure that the grant management clients are well-positioned to troubleshoot and appropriately address all developments as they relate to the statuses of a grant award's subrecipients or beneficiaries.

## Project Highlight: State of Maryland Water System Assistance Program

For instance, in the State of Maryland, Hagerty is supporting the DBM's efforts in managing a \$20 million SLFRF grant to provide financial assistance to community water systems across the state, impacting more than 30,000 residents who require assistance paying their water bills due to economic hardships related to

the pandemic. This has involved surveying a fragmented service landscape to identify underserved communities and working with DBM and other state agencies to ensure that communities receiving SLFRF funding do not receive duplicate payments. Moreover, Hagerty manages these efforts by regularly tracking and exchanging applicant information with several administering agencies, while also interacting with dozens of small-sized water systems operators daily to troubleshoot eligibility, funding access, and service-delivery issues.

## Implementation of Programmatic Activities

### Service Alignment

<b>Implementation of Programmatic Activities</b>	» Recommended Training
--	------------------------

Hagerty has worked alongside state and local governments, and nonprofit stakeholders for over 20 years to implement grant activities through the pre-award, award, and post-award phases of the grant lifecycle. Recognizing that contracts awarded under this RFP may result in a wide range of projects among Hagerty offers implementation support to augment client capacity for projects and programs across federal funding streams. Importantly, Hagerty has demonstrated experience in leveraging key relationships along the grant lifecycle to achieve desired outcomes, whether that involve working hand in hand with procurement departments to evaluate, score, and determine grant awards or providing technical assistance and capacity building to both subrecipients and grant beneficiaries through reporting and closeout.

For example, as part of US Treasury's SLFRF program, Hagerty led the design and implementation of a \$19 million Nonprofit Partnership program in Fort Bend County, Texas, which directs SLFRF funds to nonprofit beneficiaries that experienced negative impacts from the pandemic to facilitate community-wide recovery. As part of this effort, Hagerty was responsible for tasks including:

- » Evaluating application submissions for compliance and working directly with potential grantees to refine application documents as needed based on evaluation findings.
- » Defining and implementing program-specific subrecipient monitoring and risk assessment of 78 nonprofit participants.
- » Developing clearly written SOPs, including appeal procedures regarding level of risk classification and monitoring findings.
- » Conducting training sessions and providing one-on-one technical assistance for nonprofit grantees related to risk assessment, monitoring document submission, and general uniform guidance compliance requirements.

### **Project Highlight: California Governor's Office of Emergency Services Home Hardening Program**

---

Hagerty supported Cal OES with developing a first in-the-nation community home hardening program to retrofit homes with fire-resistant materials and create defensible space for socially vulnerable homeowners at high risk to wildfires. In coordination with state and local partners, Hagerty developed a framework, created local implementation tools, and designed processes that California communities can use to establish locally run, state supported home hardening programs. Our firm's long-standing expertise in resilience, disaster recovery, and maximizing federal funding opportunities was instrumental in developing a process whereby Cal OES can use the Home Hardening Program to leverage future state and federal funds, including FEMA HMGP funding. To support this work, Hagerty built a social vulnerability ranking system to pre-select communities with high vulnerability indicators and then accelerated program development by establishing a community home hardening model based on lessons learned and best practices. Notable achievements of the Hagerty team included:

- » Secured \$8.2 million in FEMA HMGP funding to support development of the program;
- » Led a project planning process and authored the program's PMP, which achieved every major program milestone;
- » Created a project management system that communities use to track a participating property's program lifecycle, from application intake through project closeout;
- » Designed outreach materials, an online homeowner application portal, and implementation framework that communities can use long after our contract is over to stand up locally run home hardening programs; and,
- » Provided enhanced technical assistance to local communities to access federal and state grant funding for home hardening projects. The Hagerty team leveraged \$21 million in state appropriated funding to be multiplied four-fold with FEMA HMGP funding, which maximized the impact of home hardening projects throughout the state.

### **Project Highlight: New York City, New York Comprehensive Recovery Support**

---

Hagerty has been working with NYC since January of 2013 in support of recovery from Hurricane Sandy – a comprehensive recovery program which has utilized more than \$15 billion in post-disaster recovery funding. Our work includes extensive support for hazard mitigation programs, supporting NYC to maximize funding and build resilience during recovery. Hagerty supports NYC on both 406 mitigation projects and 404 HMGP through our dedicated Hazard Mitigation Team and the Project Conformance Team. Specific tasks include:

- » Managing the program oversight of mitigation projects as they are implemented, from design through construction;
- » Proactively monitoring scope and scope modifications; and

- » Re-evaluating project cost effectiveness using BCA methodologies and justifications that support increased valuation of NYC assets and services.

Specific to BCA, our professionals gathered disaster-specific flood data and used this data to re-engineer the BCA's Depth-Damage Function by recalculating the amount of pre- and post-disaster damages, resulting in enhanced project benefits. Hagerty also proactively identified projects for consideration and possible resubmission to the state and FEMA if additional HMGP funds become available, such as the Lower Manhattan Integrated Flood Protection and the NYC Housing Authority (NYCHA) Comprehensive Flood Management projects, valued at \$120 million and \$238 million, respectively.

Because of our deep relationships with and understanding of the City, Hagerty was awarded a contract to support surge response operations for disasters and emergencies. In response to the COVID-19 pandemic and outbreak in NYC, NYC Emergency Management (NYCEM) activated its emergency surge support contract and directed Hagerty to identify and mobilize qualified personnel to support immediate emergency response activities. Within 24 hours, Hagerty mobilized emergency response personnel to the NYC Emergency Operations Center and other NYCEM mission sites across NYC (e.g., Logistics Center, Javits Center) to support operational activities.

Hagerty continues to support every major component of NYCEM's COVID-19 response and recovery mission and has been supporting the City's response to and recovery from Hurricane Ida. Further, via our strategic partnership with the NYC OMB through our ongoing work focused on Hurricane Sandy Recovery, Hagerty is working with OMB to develop an administration and management strategy for the City's \$5.88 billion Coronavirus SLFRF allocation under ARPA. Broadly, this includes devising an SLFRF Compliance Framework and developing supporting materials (e.g., compliance checklists, templates) for SLFRF grant monitoring; facilitating discussions to ensure stimulus funding administration integrates within existing workflows and staffing structures; working directly with SLFRF-funded agencies to bring existing, completed, or upcoming partners into compliance; performing QA/QC on data reported; and finally, coordinating quarterly and annual reporting.

Hagerty supported NYC and its 30 agencies to draft the City's Annual SLFRF Recovery Plan Performance Report and Interim Expenditure Report and is preparing the Project and Expenditure Report due to the US Treasury by October 31, 2021. Hagerty has developed tools to gather reporting data points from agencies to quickly synthesize and report on the status of the City's 45 SLFRF programs. Prior to reporting and upon receipt of their first tranche of funds, Hagerty assisted OMB to communicate SLFRF requirements to the City's agencies. Hagerty developed a tool that outlined requirements set forth by the US Treasury, Uniform Guidance, and Title 2 CFR Part 200, including a checklist that details the requirements associated with procurement, subrecipient monitoring, and contract oversight.

## **RECOMMENDED TRAINING**

Hagerty recognized the need to provide enhanced services to its clients. One of these enhanced services is training. Hagerty's training is provided to various stakeholders – beneficiaries, subrecipients, client staff and

local and state elected officials. Most of Hagerty's training has recently focused on monitoring and reporting. However, a standard for Hagerty is to provide a recording of the training, a copy of the PowerPoint presentation and a Frequently Asked Questions (FAQs) sheet; all of which help build internal capacity among training attendees for the future. Hagerty will produce the FAQs sheet based on the training itself and emails and phone calls. Hagerty professionals and clients may receive. Hagerty has experience hosting training sessions on platforms such as Zoom or Microsoft Teams.

For example, in Fort Bend County, Texas, Hagerty hosted three separate training sessions for its beneficiaries based on their risk classification. Hagerty professionals provided the training documents and hosted a question-and-answer session afterward. Hagerty professionals also met with any nonprofit on a one-on-one basis for further technical advice and/or training. Hagerty hosted nine training sessions in Fort Bend County. Moreover, with Dallas County, Hagerty has hosted four training sessions- two on monthly reporting and two on subrecipient monitoring- and assisted with two office hours. Following each of the training sessions and office hours, the FAQs were updated, and the training sessions recordings are posted on the County's website for viewing anyone's convenience. Lastly, Hagerty professionals also developed and delivered almost 110 webinars/trainings to Cal OES mitigation staff and subapplicants to further support the State.

### **Project Highlight: State of Maryland NEU Technical Assistance Program**

Since June 2021, Hagerty has designed and is implementing a NEU Technical Assistance Program for the State of Maryland to help their NEUs manage their LFRF allocations. Our role in designing and implementing this program stemmed from Hagerty recommending that the State of Maryland establish a formal, proactive technical assistance program for their NEUs. Later that summer, the Governor announced a \$1 million commitment to support NEUs and the State requested that Hagerty develop and implement the program in line with our original recommendations.

The main objective of the program is to strengthen NEUs' capacity to manage and administer their LFRF allocations by helping them understand the eligibility, reporting, and compliance requirements. Hagerty also led the distribution of the \$529 million that were made available to NEUs in Maryland.

Overall, the program has had over 1,400 touchpoints with NEU representatives across live webinars, answering policy, eligibility, and compliance questions, survey responses, phone conversations, in addition to our development and dissemination of written materials, collaboration with the Maryland Municipal League (MML), and participation in advisory and ad-hoc conversations with NEUs.

"These meetings [Office Hours] have been extremely helpful. The guidance received here is the main reason I have been able to move forward. I asked many, yes many, questions and I received answers to all my questions -even if after they researched it. Thank you again."

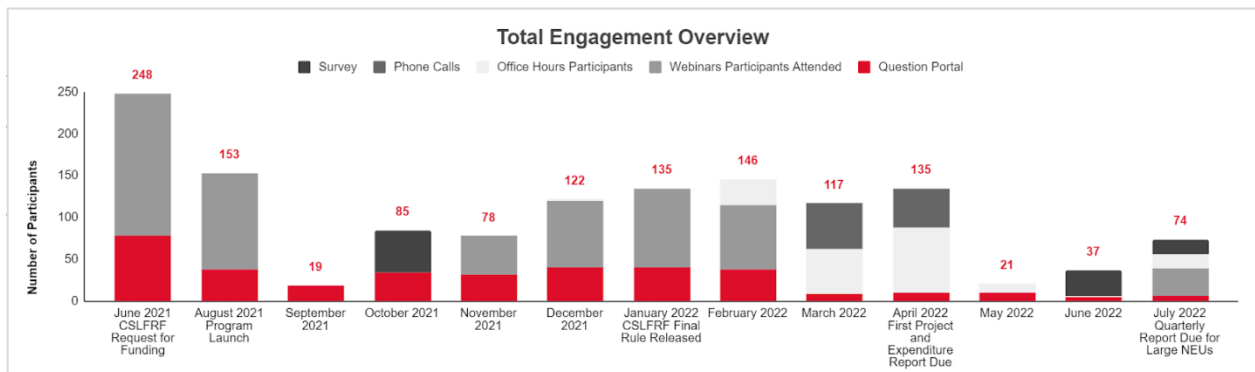
- **NEU Program Lead from a Larger Municipality**

Most NEUs in Maryland have very limited experience in managing federal funds, especially among the smallest municipalities, which constitute the majority of Maryland NEUs. While some larger NEUs often have the necessary resources to properly manage and administer federal funds, small municipalities seldom have the capacity to meet basic reporting and compliance requirements. Often, these NEUs are run by volunteer mayors or part-time staff and do not have the time or resources to understand and comply with federal program requirements. The range in capacity among NEUs in Maryland plays a key role in the design and implementation of our programming, and we continuously push ourselves to maintain inclusivity and adaptability during service delivery.

Hagerty leads the **entire** development and implementation of the program. Our team has tested, validated, and refined initiatives during the Program's initial design phase. To date, our team has provided the following services, among others, to NEUs through the Technical Assistance Program.

- » Hagerty helped four NEUs secure over \$600,000 for which they were eligible, but which otherwise would not have been received following changes in LFRF program guidance.
- » Our professionals have conducted policy research and analysis on more than 360 questions, providing written responses to questions submitted through a Question Submission Portal (which we also administer) on topics such as eligibility, program design, compliance, and reporting.
- » Hagerty has designed and executed eight webinars on various LFRF topics with an average of 80 attendees per webinar. Our webinars, associated presentations, and supporting documentation can be found at [this link](#).
- » Our professionals have executed more than 50 hours of NEU Office Hours, with an average of three NEUs engaged, per call.
- » Our experts have developed four NEU newsletter issues, published, and distributed among more than 120 readers per issue. [Click here](#) to view the latest issue of the NEU newsletter.

*Hagerty's Engagement Over the First Year of the Program by Technical Assistance Survey Area*



Our assistance under the Technical Assistance Program has always been tailored to meet the needs of the NEUs. For instance, during March 2022 to April 2022, our team undertook an outreach campaign to support NEUs in meeting Treasury's April 30, 2022, reporting deadline. Through this effort, our team guided many NEUs through their **first-ever** experience reporting on federal funds.

"As a fiscal guy, I'm impressed by the data quality you manage and that's the way to my heart, but man, these NEU answers you all provide really shine

- **State of Maryland DBM**  
**Client Lead**

Importantly, over the NEU Technical Assistance Program, Hagerty has designed and implemented two NEU surveys, each garnering over 50 responses and providing data used to refine and strengthen technical assistance services. Responses from the NEU surveys from Fall 2021 and Summer 2022 indicate that the NEU Technical Assistance Program has **increased NEU familiarity with federal funds compliance by 20 percent**.

## Data Collection

### Service Alignment

Data Collection	» Receive, Complete, and Process Grant Application Forms and Data
-----------------	---

Hagerty has broad experience planning and implementing data collection initiatives for grant programs administered by government and nonprofit stakeholders. To support our grant management clients, Hagerty can facilitate a meeting with key stakeholders to develop and integrate a data collection strategy that aligns with the client's overarching grants management approach. As such, for each grant, our team can work to identify:

- » Data requirements, rooted in the reporting obligations and the rules and regulations governing the grant;
- » Metrics to determine grant program's outcomes; and
- » Methodologies to meet data collection needs.

Hagerty professionals have also generated reports, processes, dashboards, and reporting tools used at all operations levels. In addition to telling the story of federally funded projects, Hagerty places a strong emphasis on collecting, analyzing, and visualizing data through internal and public facing dashboards to guide operational planning, inform executive leadership on progress, identify opportunities to improve operations, and drive better decision making and resource management.




Hagerty has developed a business process automation and activity review tracking system to help our clients in the form of a dashboard to help data collection for several clients, most notably the State of Arkansas. The Dashboard acted as a collection and tracking mechanism to track the status of the SLFRF applications from submission to funding. This tracking also helped track/monitor eligibility, application, and award status.

The Hagerty team offers our clients access to best practices in program management, including the practical data management processes and procedures critical to the success of both reporting and evaluation. In partnership with our client, we will analyze local policies along with current guidance documents, and examine the relevant applicable laws, rules, regulations, and policies, to ensure a comprehensive understanding of all required data to meet federal, state, and local requirements.

Once programmatic data metrics have been evaluated, Hagerty will work with our client to develop clear processes and procedures framework to collect data for each program and grant in alignment with its strategic priorities and existing data processes. Our approach will be customized to ensure each grant initiative stakeholder and member has a clear understanding of the identified metrics and the mechanism for collecting and submitting that data, and has support to collect data from all sources, including subrecipients, contractors, grantees, and other third parties. Performance data will be collected to enable an analysis and evaluation of individual programs and of the overall impact of all funded programming.

Hagerty offers a robust suite of tools that are repeatable, scalable, and streamline the data collection and upload process. Hagerty's goal is to collaborate closely with NCTCOG and its members to identify first the most strategic outcomes for specific projects and second all the available internal mechanisms already established to track that information. Where any gaps exist, Hagerty would provide both thought partnership and practical implementation to align desired outcomes with operational and functional tools. To support this, Hagerty will facilitate a meeting to develop and confirm both qualitative and quantitative performance metrics, discuss additional communications needs, and identify other key performance indicators (KPIs).

Hagerty's data collection and management capabilities are strategically designed for agencies who receive large influxes of complex federal grant funding. Program elements of Key Performance Indicators might include performance metrics, community impact, funding distribution and expenditures, and the status of agreements/contracts.

Tool	Notes
Microsoft PowerBI  Power BI	Tool that connects to, models, and visualizes data using a unified, scalable platform. Reports can be shared with State and local leadership and/or residents if desired.
Tableau  + a b   e a u	Interactive, self-service reporting and analytics tool that enables the integration of data from multiple sources into visualizations that can be accessed through a shared dashboard.
QuickBase  quickbase	Web-based service that builds database applications and drives workflows to track the status of program elements.

## RECEIVE, COMPLETE, AND PROCESS GRANT APPLICATION FORMS AND DATA

Hagerty understands the importance of data collection in the grant application process, both for the client's primary grant application and for subapplications it may receive following an award. The grant application forms must gather all the necessary information to have a complete and thorough review of the proposed activities. Each grant application will go through a quality assurance/quality control check before the final draft is approved. The Hagerty team can process grant application forms and/or train necessary staff to process grant application forms. For example, in Dallas County, the County requires nonprofit subrecipients under its SLFRF nonprofit program to submit monthly expenditure reports. With collaboration from the County, Hagerty created forms and provided training on form submission procedures.

Our team can lead a collaborative process to evaluate grant applications and support implementation. Key activities could include:

- » Verify activities within each proposal are eligible under federal guidance;
- » Develop a risk assessment process and tools; conduct a risk assessment for grantees to determine the level of monitoring required throughout the grant;
- » Prepare grant agreements and recommend application dispositions; and,
- » Develop award notification documentation and communicate notice of award to the grantee, detailing all requirements to comply with federal and local requirements.

## Performance Reporting

### Service Alignment

Performance Reporting	
	» Grant Management and Data Reporting Review and Recommendations
	» Business Process Automation and Activity Review and Tracking

Hagerty has extensive experience designing and producing performance reports for grant programs administered by state, local government, and nonprofit stakeholders. As such, our team has implemented performance reporting initiatives with a mindful awareness of the client's reporting obligations and the rules and regulations governing those requirements, the metrics that best determine program success, effective strategies to collect, digest, and frame performance data, and the intended end user(s) who may receive the information.

As part of our support for Howard County, Maryland's administration and management of Local Fiscal Recovery Funds, Hagerty supported the County's development of a comprehensive framework for reporting and data review. These processes were recognized as a best practice by NACo, which awarded Howard County a 2022 Achievement Award for Process/Engagement/Transparency Processes for American Rescue Plan Funding.

## GRANT MANAGEMENT AND DATA REPORTING REVIEW AND RECOMMENDATIONS

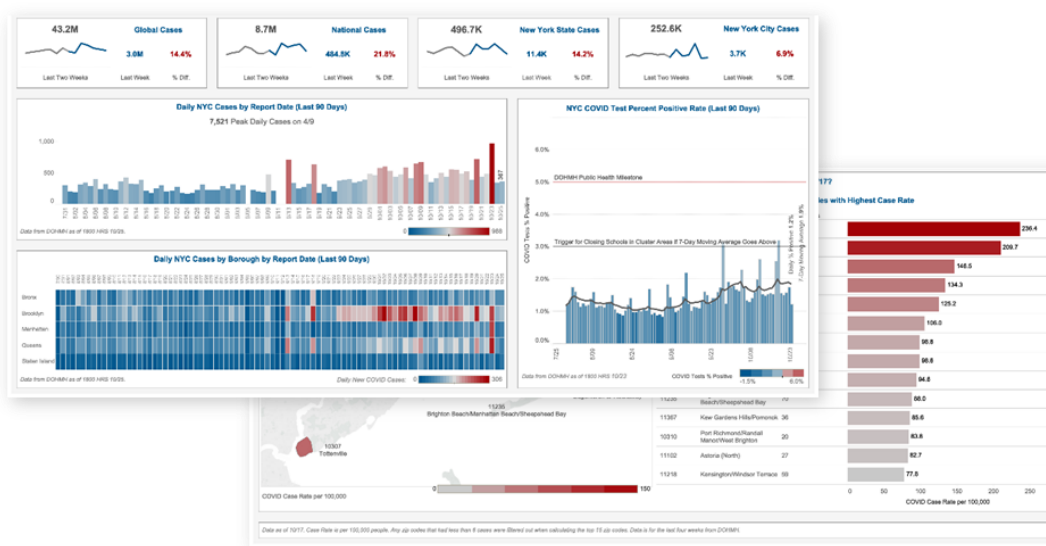
Public accountability and transparency are hallmarks of open government and demonstrating successful stewardship of federal dollars. To maintain a framework for both sharing success and accountability, Hagerty has developed multiple dashboards and coordinated this using a variety of methods to suit the specific needs and preferences of each client, ranging from comprehensive development, management, and oversight of standalone dashboards on behalf of our client to collaborating closely with in-house agency employees as staff multipliers in any stage of the data management process: from data collection, entry, analysis, to report out using agency-owned and managed instruments.

Following the development of any internal or public facing dashboards for our client, the Hagerty team will provide ongoing support and maintenance, while ensuring our grant management clients are equipped to navigate and manage the flow of information directly. Hagerty will facilitate a smooth transition at the appropriate time and provide all raw and backend data as requested. For past initiatives, our dashboards have been made available via an interactive public-facing website to support transparency and accountability.

### Project Highlight: Data Analytics and Reporting in New York City

Hagerty was selected in 2019 to provide Surge Capacity Staffing on a standby basis to NYCCEM. To address the rapidly evolving data needs, Hagerty analytics professionals integrated with various NYCCEM components and established robust data pipelines, enabling rapid aggregation of disparate data sets; coordinated the implementation of a cloud-based database/data warehouse platform to efficiently manage information; and created dynamic data visualization dashboards. The outputs of these processes allowed NYC to maximize the utility of available data by providing partners with customized, scalable, adaptable, and intuitive products that leverage existing City processes, systems, and partnerships.

#### *NYCEM Dashboard Tracking Key Performance Metrics*



## Project Highlight: Using Data and Reporting to Support Disadvantaged Communities in the State of California

For the State of California, Hagerty leveraged Microsoft Power BI to help the State make data driven decisions about federal funds, including where additional stakeholder and community outreach is needed, how funding is benefiting the most vulnerable communities, and which communities have the highest level of participation in a federally funded program. This information has been used to conduct targeted outreach to stakeholders that engage with communities that have been historically left out of specific federal funding programs. This business intelligence tool analyzes and visualizes large raw datasets and presents actionable information in various custom formats tailored to user needs. The figure below illustrates the dashboard of products developed using Microsoft Power BI for both executive leadership and daily operations reporting.

*Microsoft Power BI Reports Produced for Use by State-Level Executive Leadership  
to Evaluate the Performance of a Federal grant program*



## BUSINESS PROCESS AUTOMATION AND ACTIVITY REVIEW AND TRACKING

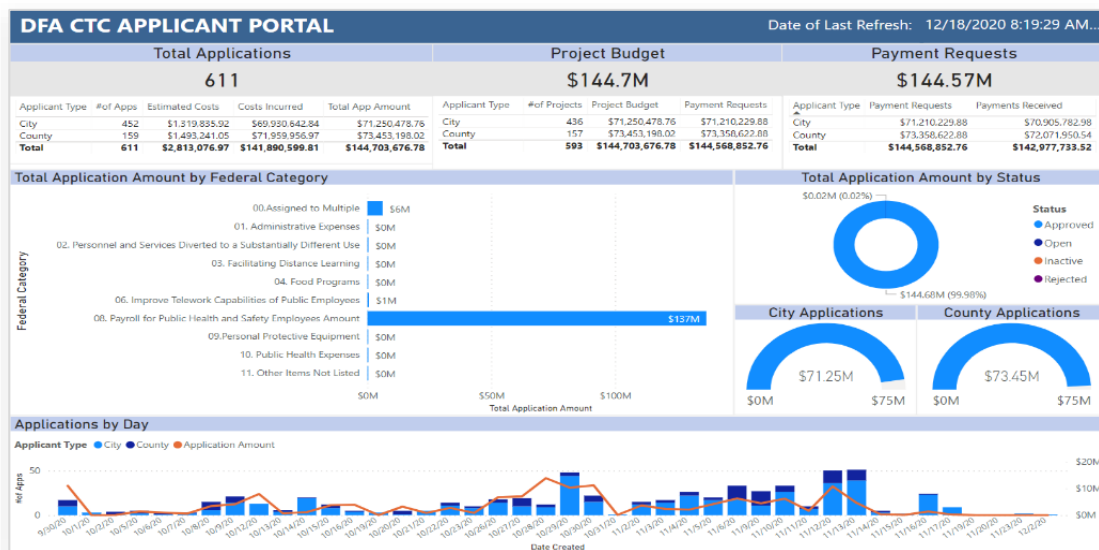
Recent federal investment only serves as a reminder of how important efficient process development and the tracking of project activities are: for ultimate project success as well project compliance. Hagerty worked with the State of Arkansas to ensure oversight of CARES Act and ARPA funds after disbursement by setting up advanced, rigorous internal programs which have helped keep projects compliant with guidance and eligibility requirements.

As an example of this toolset, Hagerty has devised a three-phased approach to data collection for compliance with CRF guidance for the State of Arkansas. Currently, in the Discovery phase, Hagerty engaged with the participating agencies about their ARPA funded projects to determine the documentation required for

Treasury reporting. In the Document Gathering phase, agency POCs are invited to a document upload portal, set up for the upload of requested documents to Grants Management System (GMS) without the need to log into the database. As the requested documentation is being uploaded, Hagerty will begin to evaluate these documents for completeness. In this Evaluation phase, the documents are analyzed, tagged to the appropriate ARPA funded programs, and evaluated to assure compliance. If any further documentation is required, Hagerty will continue to engage with agency POCs and work with them to provide the required data.

Hagerty will approach business process automation and activity review and tracking with the same focus and innovative digital infrastructure deployment. Hagerty has experience with creating public-facing webpages for recipients to submit requisite project-related information and with careful review of collected documents to ensure validation and compliance.

### *Hagerty's Centralized Applicant Portal Offered Program Visibility*



## Program Evaluation Planning

### Service Alignment

#### Program Evaluation Planning

» Program Evaluation

Hagerty begins each grant management engagement by conducting planning meetings to gather input necessary to define program success, develop a strategy for identifying data sources and metrics to measure program success, and implement an evaluation methodology that yields grant performance insights that are valid, accurate, reliable, and replicable.

For example, as part of US Treasury's SLFRF, Hagerty worked with the State of Maryland's DBM to conduct a thorough evaluation of 25 individual State agencies and 98 programs. To assist the State in evaluating its

SLFRF programs, Hagerty helped DBM establish a multi-year federal State Agency Technical Assistance Program to evaluate such initiatives for compliance with SLFRF regulations.

Each evaluation includes a comprehensive review of SLFRF-funded activities for compliance with program management, financial management, procurement, subrecipient monitoring, asset management, and internal controls requirements. Many state agencies also have subrecipient and contractual relationships with nonprofit entities. Hagerty has guided agencies in administering these relationships and thoroughly reviewed their activities during evaluation. Hagerty also created a “Program Performance Questionnaire” that allows DBM to evaluate each state agency consistently, both as an evaluation of their specific activities and as part of a broader portfolio for the State of Maryland.

In another example of Hagerty’s ability to assist a grant management client in meeting strategic goals, Hagerty worked with Howard County to conduct a comprehensive evaluation of its Mobile Crisis Team (MCT) program to identify opportunities aligned with best practices for providing mental health crisis care. To complete this performance report, Hagerty analyzed a number of factors, including MCT response times; user experience interviews; and other performance monitoring metrics, requiring the collection of both qualitative and quantitative data by way of open-source research and extensive stakeholder interviews. The results of the gap analysis offered eight recommendations for improving delivery of mobile crisis services, maximizing available resources, and informing the expansion of performance standards for crisis services. County leadership intends to leverage the results of Hagerty’s performance report to build a consistent, data-driven implementation plan for improving the sustainability of its MCT program and to help align the reimagined program with newly issued state standards to obtain external funding. In recognition of the work done during the program evaluation, Hagerty has been engaged to complete this project's implementation phases.

## Program and File Internal Reviews

### Service Alignment

<b>Program and File Internal Reviews</b>	» Financial Oversight Through Financial System Integration
	» Grants Management Accounting Review and Recommendations
	» Grant Audit Review and Recommendations

Hagerty’s foundation as an emergency management firm with deep experience in the detail-oriented funding stream of FEMA PA resonates throughout all of the firm’s engagements. Accordingly, the value of proper documentation is emphasized on all projects and is built into all workflows. Proper documentation is the foundation of a robust compliance infrastructure, and our teams strive to create a compliance environment in which decisions regarding program design are informed by considerations such as financial system and reporting integration and risk-based decision-making.

## **FINANCIAL OVERSIGHT THROUGH FINANCIAL SYSTEM INTEGRATION**

As part of Hagerty's work with the City of New York, our team also directly supports NYC OMB with comprehensive financial oversight and management on several programs. As part of Hagerty's deep experience working with NYC OMB, from Hurricane Sandy recovery to cost recovery and program compliance across multiple funding streams, Hagerty has provided policy expertise and financial and grant management skills, which have enabled NYC to strategically leverage funds to recover from disasters effectively and resiliently. In total, Hagerty has helped NYC manage approximately \$24 billion of federal recovery funding, including \$9 billion obligated for COVID-19 recovery. Hagerty is working to support NYC OMB in recovering from two additional disasters from 2020 and 2021, with estimated FEMA PA-eligible damages as a result of Tropical Storm Isaias and Hurricane Ida of more than \$300 million.

Hagerty has also advised Howard County on a financial performance management solution that streamlined data collection and reporting processes. Our team worked with County staff to create a system that integrates financial and programmatic reporting for the ARPA program with their enterprise resource planning software. Hagerty collaborated with County staff to develop a process for leveraging the data maintained in the system to feed into a community-facing dashboard for ARPA that promotes community awareness and access to information regarding SLFRF programs. This integration has saved significant client staff time and consultant resources during the preparation of each required US Treasury report.

## **GRANTS MANAGEMENT ACCOUNTING REVIEW AND RECOMMENDATIONS**

Hagerty is committed to ensuring a strong stewardship of all funding streams. Implementing best practices in financial management and grant oversight and developing supporting policies and procedures ensures that funding is appropriately, efficiently, and effectively deployed and managed both internally and externally. As a best practice, Hagerty will establish compliance and grant management policies and procedures that complement our client's existing grant management procedural guidance. Concurrently, we will provide stakeholders directly responsible for and impacted by award funds with the knowledge and tools necessary to successfully implement a funded program. Our procurement SMEs have prepared checklists and tools that guide procurement staff and subrecipients as they navigate compliance requirements and 2 CFR Part 200 to ensure new and existing contracts and agreements are developed in compliance with all local, state, and federal requirements.

Additionally, Hagerty offers our clients a robust suite of tools to support improved financial and programmatic oversight. Hagerty can establish a tracking system that ensures funds are expended within established timelines, information is recorded appropriately in accounting systems, staff can generate information needed for grant reporting, and overall program successes and community impact are documented. For example, with NYC, Hagerty assisted the City in modifying its GMS for disaster funding to incorporate its \$5.88 billion SLFRF allocation. With the State of Maryland, Hagerty tracks the State's \$3.7 billion allocation and spending through tracking and coordinating with State agencies. On behalf of the Maryland DBM, Hagerty also has responsibility for working with each state agency to determine the amount

of IIJA and IRA grant funding the agency has applied for and received and reporting this data to the state legislature on a quarterly basis.

Developing an effective compliance regime will also foster continued public accountability and transparency for use of grant funds, which is critical to maintaining program integrity and keeping communities engaged and up to date on the status of projects.

## GRANT AUDIT REVIEW AND RECOMMENDATIONS

It is important to note that although Hagerty is not an auditing firm, Hagerty can conduct a grant program review and provide recommendations which can provide important information to clients about the administration of their awards and can serve as mindful preparation for future audit activity. As part of our compliance support, we assist our clients in preparing for audits and responding to audit questions or potential findings, including federal single audits, by gathering documentation, clarifying procedures, and providing other support within the scope of our services.

### Project Highlight: State of Maryland Desk Reviews

Hagerty has worked with the State of Maryland to prepare program reviews as part of evaluation processes. Each evaluation includes a comprehensive review of SLFRF-funded activities for compliance with program management, financial management, procurement, subrecipient monitoring, asset management, and internal controls requirements. Many state agencies have subrecipient and contractual relationships with nonprofit entities. Hagerty has guided agencies in administering these relationships and thoroughly reviewed their activities during evaluation. Hagerty also created a “Desk Review Questionnaire” that allows us to evaluate each state agency consistently, both as an evaluation of their specific activities and as part of a broader portfolio for the State of Maryland.

### Project Highlight: State of Arkansas Compliance Review

The State of Arkansas has expanded the CTEH/Hagerty engagement into compliance review which will eventually lead to closeout of the State’s ARPA SLFRF allocation. Hagerty and its team are currently supporting the Department of Finance and Administration on performing a compliance review. Hagerty is providing a compliance framework for the participating agencies and analyzing their current documentation and reporting practices to identify and resolve any gaps regarding ARPA compliance guidance.

## Subrecipient Monitoring

### Service Alignment

Subrecipient Monitoring	» Activity and Task Tracking
-------------------------	------------------------------

Hagerty has extensive experience supporting all elements of the grants management process, including developing subrecipient monitoring agreements, policies, and tools and supporting financial audits and the

Single Audit. Hagerty excels at the identification and resolution of eligibility, policy, performance, reimbursement, and overall grant management issues related to federal funding programs.

### ACTIVITY AND TASK TRACKING

While the Hagerty team offers significant capability in compliance and grants management, we know from experience that technical assistance and training at every stakeholder level are critical to ensure programs are implemented effectively and in alignment with applicable rules and regulations. **Hagerty staff believe that compliance, technical assistance, and capacity building are the cornerstones of effective grant management.** Hagerty offers our clients access to best practices in federal funds management, including:

- » Techniques for effectively administering a federal award;
- » Strategies for applying sound management and implementing internal control practices; and
- » Procedures for employing effective monitoring to ensure compliance with rules and regulations.

Throughout implementation, effective subrecipient monitoring will help to alleviate future issues. It is critical to engage subrecipients early on and work with them to monitor compliance and identify and address risks. Drawing on our experience with other public sector clients, our team can design a two-tiered framework for subrecipient risk assessment that will then inform a two-tiered, risk-based subrecipient monitoring approach. The Hagerty team can design risk assessment and monitoring tools, including a preliminary risk screening, a detailed risk assessment questionnaire, a detailed risk assessment scoresheet, a basic monitoring worksheet, and a detailed monitoring worksheet. Hagerty can also conduct this risk assessment and make recommendations about assignment of subrecipients to appropriate subrecipient monitoring tiers, and the Hagerty team will assist our clients to conduct monitoring for any awards that have subrecipients.

When engaging in subrecipient monitoring, our aim is to advance a unified approach to grant management across all client entities, ensuring that various funding streams are efficiently and efficiently managed and deployed in a manner that is compliant and advances our client's priorities.

### Project Highlight: Dallas County, Texas Subrecipient Monitoring

Through our SLFRF compliance work with Dallas County, Texas, Hagerty has worked with the County Budget Office to develop SLFRF compliance guidance, tools, and other materials to support the Budget Office and agencies responsible for implementation SLFRF-funded programs and services.

At the start of the County's SLFRF program, Hagerty conducted risk assessments which divided sub-awardees into 2 categories – low- and high-risk, based on their demonstrated history and capacity to manage public grant funds in accordance with the County's goals and US Treasury's Uniform Guidance. Hagerty used risk categories to determine the cadence of monitoring for each subrecipient – low-risk nonprofits were monitored bi-annually, while their high-risk counterparts were monitored quarterly. In addition to developing standard operating procedures and templates to facilitate the monitoring process, Hagerty also developed expense, invoice, and payroll tracking tools to create a formal monthly reporting process, which the County lacked from the outset.

During the monitoring process, Hagerty examines each subrecipient's monthly expenses over the quarter, which are allocated across a dozen expense categories, including direct and indirect costs. Relying on these reports, coupled with surveys and narrative summaries attesting to program activities over the period (monthly or bi-annually), our firm then validates each subrecipient's expenses, as well as the program's control environment, for the period. During this process, Hagerty assigns each subrecipient risk points based on any deficiencies observed in their monitoring packet. All scoring categories are weighted for standardization, and final scores may be normalized, provided there are several or more subrecipients whose programs are in the same SLFRF expenditure category. At the conclusion of a monitoring round, Hagerty presents the scores with justifications to the County, including recommendations for either changing or maintaining a subrecipient's current risk designation.

## Quality Assurance/Quality Control Procedures

Hagerty's approach to grants management is rooted in the principle of continuous improvement through our QA/QC approach – we view every stage of an engagement as an opportunity to evaluate and perfect the current state of implementation to achieve improved results for our clients.

### Commitment to Continuous Improvement

As part of our commitment to continuous improvement, Hagerty will provide monthly and quarterly reports on each engagement's status. Where appropriate, these status updates will include the period's activities, accomplishments, and any challenges observed, or risks anticipated by the Hagerty team. Hagerty will regularly convene key stakeholders to convey status updates, which will be supplemented by a status summary (either in the form of an agenda, status memo, or presentation) and an updated project plan. These status updates, coupled with any other touchpoints, constitute a feedback loop in which Hagerty can integrate improvements into its grants management engagements.

A careful eye towards compliance is also central to Hagerty's approach to continuous improvement. As such, we are prepared to provide our clients with timely and customized policy guidance in the form of advisory memos throughout any stage of an engagement to ensure compliance with state, local or federal laws, rules, or regulations. These efforts may also include examining the universe of NCTCOG-administered grants, either to identify and troubleshoot system-wide compliance risks or for the design and implementation of future grant initiatives.

### Quality Assurance and Quality Control

Throughout any grants management engagement, Hagerty will work closely with our clients to establish QA standards and QC procedures.

QA standards, whether intended for our client's own strategic initiatives or for constituent-focused services, will be determined during the strategic planning phase of each engagement. During this initial stage, QC objectives, roles and responsibilities, deliverables, and processes subject to quality review, and control

milestones will also be identified. Hagerty will document QA/QC procedures in the preferred format, such as logic models, process checklists, standard operating procedures, scorecards, memos, or trainings. Hagerty will then work closely with key stakeholders at every subsequent stage of the engagement to monitor QA/QC parameters, refining them where appropriate.

All deliverables produced by Hagerty will be our client's assets. As such, Hagerty has and follows its own QA/QC protocols as it relates to the creation and dissemination of all client-facing deliverables. These procedures ensure that all work products developed by our firm are vetted for accuracy, clarity, consistency, and uniformity to meet Hagerty's own quality standards and any standards specified by our clients.

### **RFP Exceptions**

No exceptions are taken to any part of this RFP.

## Tab E – References

Hagerty has worked with many government entities to assess capabilities, provide recommendations, and oversee implementation of best practices in disaster recovery and grant management from our experts.

Reference 1	Disaster Response, COVID-19 and Grant Management Support
Client	Howard County, Maryland
Point of Contact	Felix Facchine, Assistant Chief of Staff to the County Executive
Address	3430 Courthouse Dr, Ellicott City, MD, 21043
Phone	410-313-2689
Email	<a href="mailto:fefacchine@howardcountymd.gov">fefacchine@howardcountymd.gov</a>

Since 2016, Hagerty has provided FEMA PA recovery support services for two flash flooding events in 2016 and 2018. Recovery efforts included FEMA PA project development and submission. Since the beginning of the COVID-19 pandemic, Hagerty has become a trusted partner and advisor with Howard County. Hagerty's work has grown to include providing strategic advice on their \$63.2 million SLFRF allocation and grant management services for funding streams contained within the IIJA, IRA and other recent federal legislation. Key tasks include:

- » Providing strategic advice to senior leadership on the use and prioritization of various federal funding streams, including funding opportunities stemming from the SLFRF program and various federal grants.
- » Advise on compliance matters and policy interpretation, including special emphasis 2 CFR Part 200 compliance.
- » Develop a subrecipient monitoring framework and implementation tools for risk analysis and subrecipient monitoring.
- » Conduct alternative funding analysis to identify potential opportunities through IIJA and other federal programs.

Reference 2	Grant Management Compliance and Related Activities
Client	Fort Bend County, Texas
Point of Contact	Ed Sturdivant, County Auditor
Address	301 Jackson, Richmond, TX 77469
Phone	281-341-3760
Email	<a href="mailto:ed.sturdivant@fortbendcountytexas.gov">ed.sturdivant@fortbendcountytexas.gov</a>

Since January 2022, Hagerty provided compliance, implementation, and reporting support to Fort Bend County, Texas, related to the County's utilization of its \$157.6 million allocation of federal recovery funds under the ARPA Coronavirus SLFRF Program.

In addition to providing strategic guidance to the County Auditor and the Commissioners Court, Hagerty has led design and implementation of a \$19 million Non-Profit Partnership Grant Program which directs SLFRF funds to nonprofit beneficiaries that experienced negative impacts from the pandemic to facilitate community-wide recovery. As part of this effort, Hagerty is responsible for tasks including:

- » Evaluating application submissions and working directly with potential grantees to refine application documents.
- » Defining and implementing program-specific subrecipient monitoring and risk assessment of 78 non-profit participants.
- » Developing clearly written SOPs, including appeal procedures regarding level of risk classification and monitoring findings.
- » Conducting training sessions and providing one-on-one technical assistance for non-profit grantees related to risk assessment, monitoring document submission and general uniform guidance compliance requirements.

Having become a trusted advisor and valued partner to the County's senior leadership, this engagement has quickly grown beyond SLFRF program support for nonprofits. Additional workstreams being performed to support the County's overall recovery efforts include payroll validation/audit preparation for SLFRF and CRF expenditures. This involves reviewing 16 departments within the County to ensure the intended uses of the allocated funds are eligible and compliant with grant standards. After reviewing supporting information, Hagerty developed a formal grant fund tracking and reporting process, detailing specific documentation requirements and standard operating procedures. This methodology can be applied to future grant programs to streamline the process of utilizing and tracking funds and prepare for potential audits. Furthermore, Hagerty has assisted Fort Bend County with Force Account Labor validation associated with PW submissions for DR-4485-TX (COVID-19 Recovery). Hagerty analyzed employee labor documentation and prepared a project submission worth \$12 million. In the pipeline currently, the firm is working to create a PW submission to support FAL costs eligible for the FEMA 90/10 Cost Share Adjustment. Both workstreams have included development and refining SOPs and providing training for the County to assist with building internal capacity for future recovery needs.

Reference 3	COVID-19 Recovery Support
<b>Client</b>	State of Arkansas, Department of Finance and Administration
<b>Point of Contact</b>	Andy Babbitt, Assistant Accounting Administrator
<b>Address</b>	1509 W 7 <sup>th</sup> St, Room 401, Little Rock, AR 72201
<b>Phone</b>	501-682-5228
<b>Email</b>	<a href="mailto:andy.babbitt@dfa.arkansas.gov">andy.babbitt@dfa.arkansas.gov</a>

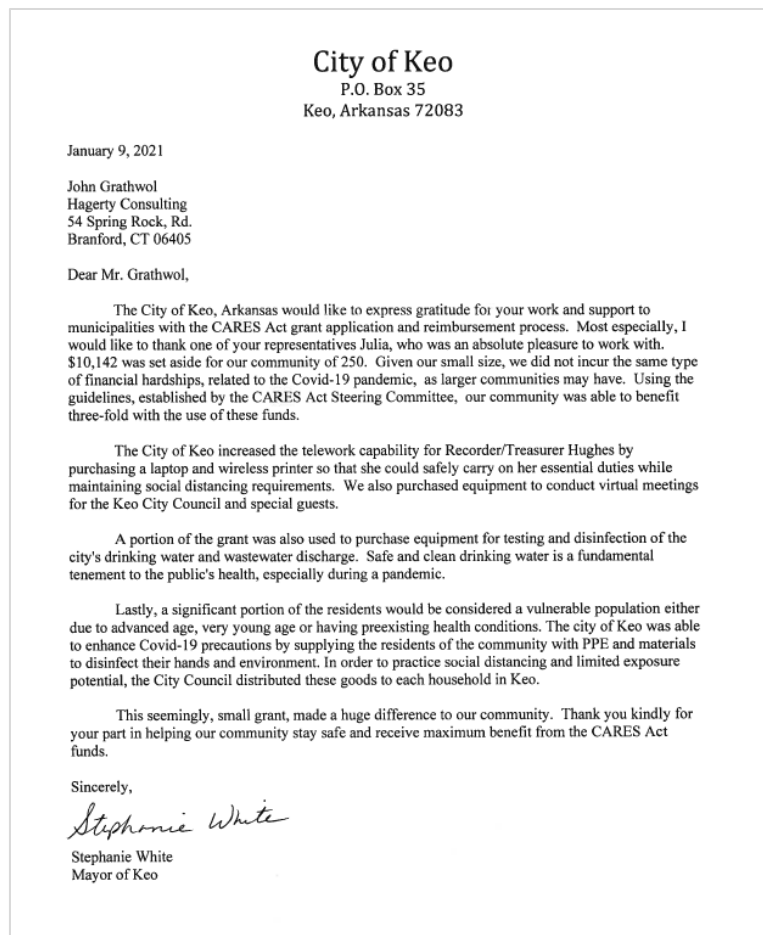
Throughout the COVID-19 pandemic, Hagerty has found innovative ways to assist new and existing clients with comprehensive, need-based programs that help state and local governments address urgent pandemic-related challenges. For the State of Arkansas, that meant providing three solutions in a short time period:

- » A GMS to help track and report on the \$1.25 billion in CRF resources available to the State.
- » A Cities, Towns, and Counties (CTC) Program to deploy CRF to aid local governments in only 10 weeks.
- » A Business Interruption Grant (BIG) Program to distributing CRF aid to struggling small businesses in the hospitality, tourism, and personal care sectors, in a compressed five-week window.

The GMS utilized a secure, cloud-based database to record and track CARES Act-funded programs across all state agencies. This database provided a centralized data repository for the Arkansas CARES Act Steering Committee, simplifying evaluation of existing program funding and reporting to the federal Department of the Treasury, both now and during future compliance monitoring.

The CTC and BIG programs each utilized unique, Hagerty-developed, public-facing online portals to collect information and applications from municipalities or small businesses, respectively. Hagerty created online databases to receive applications and staffed diverse, expert review teams to validate submitted applications before making recommendations to the appropriate State Agency for approval and funding reimbursement.

The creation of secure portal-database solutions and rigorous internal program controls kept both projects compliant with CRF guidance and eligibility requirements. In the CTC Program, these included requiring a binding Subrecipient Agreement between Local Executives and the State Comptroller and a multi-stage review of applications, supporting documentation, and line-item expenditures. Hagerty reviewed and recommended reimbursement of applications from each of Arkansas's 75 Counties, in addition to 268 cities and towns. These funds reimbursed the payroll of public safety officers substantially dedicated to the pandemic response, helped local governments shift to telework, reimagined safe, socially distant public buildings, and provided personal protective equipment for citizens of entire, very small, towns.



Simultaneously, Hagerty created and managed a BIG program, incorporating best practices from the CTC portal-database design as well as separate policies and procedures to ensure successful project delivery. Successfully administering the BIG program required Hagerty's consultants to review and validate portions

of claims made by thousands of businesses, totaling over \$562 million, as well as administering a formula to equitably distribute grant funds to Applicant business from the tourism, hospitality, and personal care industries. The Arkansas Department of Parks, Heritage, and Tourism reviewed recommendations and the State distributed \$48 million in grants to 2,139 small businesses across the State. Much of this small business assistance addressed claims for payroll expenses, rent and utilities, and operational expenses.

Coupled with a multi-stage review and validation process that **screened over 5,200 potential Applicants**, Hagerty recommended grants be awarded to businesses that suffered the greatest economic impact from public health restrictions on their sector, helping bridge the gap and keep small businesses in Arkansas alive.

Since the State of Arkansas received its first tranche of the SLFRF, Hagerty has provided compliance guidance to the State as they review proposals made by State agencies and community partners to allocate funding. As proposals are submitted to the State of Arkansas Department of Finance and Administration, Hagerty has reviewed the proposals applicant and relationship to the State and policy response. Upon review of each proposal, Hagerty identifies how the proposed project may be eligible under the US Treasury's guidance for SLFRF use. If Hagerty identifies proposed services that are unallowable, Hagerty will notify the State along with recommendations to adjust the project to bring it into compliance. Upon review and recommendation of the State's proposals, Hagerty's response is provided to the ARPA Steering Committee for final approval and award.

Reference 4	Dallas County ARPA Risk Assessment & Monitoring
Client	Dallas County, Texas
Point of Contact	Charles Reed, Assistant County Administrator for Governmental Affairs
Address	500 Elm Street, 7th Floor, Suite 7600, Dallas, TX 75202
Phone	214-875-2185
Email	<a href="mailto:charles.reed@dallascounty.org">charles.reed@dallascounty.org</a>

Since January 2023, Hagerty has provided risk assessment, subrecipient monitoring, compliance, compliance mapping, and strategic advisory support to Dallas County, Texas related to the County's utilization of its \$512 million allocation of federal recovery funds under ARPA Coronavirus SLFRF Program.

Hagerty has led the design and implementation of a \$50 million Non-Profit Partnership Program which directs SLFRF funds to nonprofit subrecipients, which serve as vehicles to deliver necessary pandemic-relief services to the residents of Dallas County. As part of this effort, Hagerty is responsible for tasks including:

- » Defining and implementing program-specific risk assessments and subrecipient monitoring of approximately 35 nonprofit subrecipients.
- » Establishing compliance mapping and reviewing of key program design features and data points. The compliance mapping's purpose is to effectively determine whether the subrecipient programs are

reaching targets in disadvantaged communities and ensuring whether adequate data metrics are being collected to determine whether the program is meeting goals relating to promoting equitable outcomes.

- » Developing clearly written SOPs, including appeal procedures regarding level of risk classification and monitoring findings.
- » Conducting training sessions and providing one-on-one technical assistance for non-profit subrecipients and county staff related to risk assessments, monitoring document submission and general uniform guidance compliance requirements.

This workstream has included development and refining of SOPs and providing training for the County to assist with building internal capacity for future recovery needs.

## Tab F – Proposal Pricing

Per the requirements of the RFP and the instructions under **Exhibits B and C**, Hagerty is pleased to provide our price proposal utilizing labor categories and per-hour pricing. Years of experience and educational requirements are interchangeable on a one-for-one basis. Our rates do not include:

- » Travel costs. Travel costs are typically billed to our clients in alignment with the US General Services Administration Federal Travel Regulations.
- » Other direct costs. Other direct costs may include printing and reproduction, facility rental, equipment rental, or refreshments. Other direct costs are identified at an open market rate specific to a project based on the scope of work requirements of NCTCOG.

Hagerty requests NCTCOG consider annual rate adjustments aligned to increases to the Consumer Price Index. Hagerty will collaborate with NCTCOG to negotiate any rate increases over the life of the contract.

Labor Category	Staff Qualifications	Hourly Rate
Mitigation/Recovery Project Executive	Experience of twelve or more years with an advanced degree or fifteen or more years with a Bachelor's degree. Demonstrates senior experience in management consulting.	\$260.00
Mitigation/Recovery Subject Matter Expert	Experience of fifteen or more years in a specific subject or industry, or ten years' experience and more than one specialized advanced degree.	\$225.00
Mitigation/Recovery Project Manager III	Experience of fifteen or more years in a specific subject or industry and a college degree.	\$215.00
Mitigation/Recovery Project Manager II	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$195.00
Mitigation/Recovery Project Manager I	Experience of seven or more years of experience in a specific subject or industry and a college degree.	\$175.00
Mitigation/Recovery Consultant IV	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$200.00
Mitigation/Recovery Consultant III	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00
Mitigation/Recovery Consultant II	Experience of two or more years of experience in a specific subject or industry and a college degree.	\$145.00
Mitigation/Recovery Consultant I	College degree.	\$120.00

Labor Category	Staff Qualifications	Hourly Rate
Mitigation/Recovery Project Accountant	Experience of four or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance).	\$155.00
Mitigation/Recovery Senior Closeout Specialist	Experience of five or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance).	\$165.00
Mitigation/Recovery Closeout Specialist	Experience of two or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance).	\$145.00
Mitigation/Recovery Senior Engineer / Scientist	Experience of fifteen or more years plus at minimum a college degree in a relevant field (e.g., engineering, biology, ecology, construction management).	\$235.00
Mitigation/Recovery Engineer / Scientist III	Experience of eight or more years plus at minimum a college degree in a relevant field (e.g., engineering, biology, ecology, construction management).	\$210.00
Mitigation/Recovery Engineer / Scientist II	Experience of six or more years plus at minimum a college degree in a relevant field (e.g., engineering, biology, ecology, construction management).	\$185.00
Mitigation/Recovery Engineer / Scientist I	Experience of four or more years plus at minimum a college degree in a relevant field (e.g., engineering, biology, ecology, construction management).	\$160.00
Mitigation/Recovery Senior Field Representative / Technical Associate	Experience of one or more years plus at minimum a college degree in a relevant field (e.g., engineering, biology, ecology, construction management).	\$130.00
Mitigation/Recovery Field Representative / Technical Associate	College degree.	\$115.00
Mitigation/Recovery Senior Financial (Grant) Information Management Expert	Experience of five or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance, information technology).	\$175.00
Mitigation/Recovery Financial (Grant) Information Management Expert	Experience of three or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance, information technology).	\$150.00
Mitigation/Recovery Senior Grant Manager	Experience of five or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance).	\$175.00

Labor Category	Staff Qualifications	Hourly Rate
Mitigation/Recovery Grant Manager	Experience of three or more years plus at minimum a college degree in a relevant field (e.g., accounting, management, finance).	\$150.00
Mitigation/Recovery Analyst	Minimum college degree.	\$115.00
Mitigation/Recovery Administrator	No college degree required.	\$80.00
Preparedness Project Executive	Experience of twelve or more years with an advanced degree or fifteen or more years with a Bachelor's degree. Demonstrates senior experience in management consulting.	\$260.00
Preparedness Subject Matter Expert	Experience of fifteen or more years in a specific subject or industry, or ten years' experience and more than one specialized advanced degree.	\$225.00
Preparedness Project Manager III	Experience of fifteen or more years in a specific subject or industry and a college degree.	\$215.00
Preparedness Project Manager II	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$195.00
Preparedness Project Manager I	Experience of seven or more years of experience in a specific subject or industry and a college degree.	\$175.00
Business Continuity Planner IV	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$200.00
Business Continuity Planner III	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00
Business Continuity Planner II	Experience of two or more years of experience in a specific subject or industry and a college degree.	\$140.00
Business Continuity Planner I	College degree.	\$120.00
Preparedness Consultant IV	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$200.00
Preparedness Consultant III	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00
Preparedness Consultant II	Experience of two or more years of experience in a specific subject or industry and a college degree.	\$140.00
Preparedness Consultant I	No college degree required.	\$120.00
Preparedness Analyst IV	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00

Labor Category	Staff Qualifications	Hourly Rate
Preparedness Analyst III	Experience of three or more years of experience in a specific subject or industry and a college degree.	\$145.00
Preparedness Analyst II	College degree.	\$120.00
Preparedness Analyst I	No college degree required.	\$90.00
Preparedness Administrator I	No college degree required.	\$80.00
Emergency Response Project Executive	Experience of twelve or more years with an advanced degree or fifteen or more years with a Bachelor's degree. Demonstrates senior experience in management consulting.	\$260.00
Emergency Response Subject Matter Expert	Experience of fifteen or more years in a specific subject or industry, or ten years' experience and more than one specialized advanced degree.	\$235.00
Emergency Response Project Manager III	Experience of fifteen or more years in a specific subject or industry and a college degree.	\$215.00
Emergency Response Project Manager II	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$195.00
Emergency Response Project Manager I	Experience of seven or more years of experience in a specific subject or industry and a college degree.	\$175.00
Emergency Response Consultant IV	Experience of ten or more years of experience in a specific subject or industry and a college degree.	\$200.00
Emergency Response Consultant III	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00
Emergency Response Consultant II	Experience of two or more years of experience in a specific subject or industry and a college degree.	\$140.00
Emergency Response Consultant I	College degree.	\$120.00
Emergency Response Analyst IV	Experience of five or more years of experience in a specific subject or industry and a college degree.	\$165.00
Emergency Response Analyst III	Experience of three or more years of experience in a specific subject or industry and a college degree.	\$140.00
Emergency Response Analyst II	College degree.	\$120.00
Emergency Response Analyst I	No college degree required.	\$90.00
Emergency Response Administrator I	No college degree required.	\$80.00

## Tab G – Required Attachments

## **Attachment I – Instructions for Proposals Compliance and Submittal**

**ATTACHMENT I:  
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

**Compliance with the Solicitation**

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

**Acknowledgment of Insurance Requirements**

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 6.04.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

---

Signature of Authorized Representative:



---

Date: 6/22/2023

## **Attachment II – Certifications of Offeror**

**ATTACHMENT II:  
CERTIFICATIONS OF OFFEROR**

Name of Organization/Contractor(s):

---

Signature of Authorized Representative:

---

Date: \_\_\_\_\_

DOES NOT APPLY: Hagerty Consulting, Inc.

## **Attachment III – Certification Regarding Debarment, Suspension, and Other Responsibility Matters**

**ATTACHMENT III:  
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

Signature of Authorized Representative:



Date: 6/22/2023

## **Attachment IV – Restrictions on Lobbying**

**ATTACHMENT IV:  
RESTRICTIONS ON LOBBYING**

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using non-appropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

**LOBBYING CERTIFICATION  
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

Signature of Authorized Representative:



Date: 6/22/2023

## **Attachment V – Drug-Free Workplace Certification**

**ATTACHMENT V:  
DRUG-FREE WORKPLACE CERTIFICATION**

The Hagerty Consulting, Inc. (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Hagerty Consulting, Inc. (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

**CERTIFICATION REGARDING DRUG-FREE WORKPLACE**

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

Signature of Authorized Representative:



Date: 6/22/2023

## **Attachment VI – Certification Regarding Disclosure of Conflict of Interest**

**ATTACHMENT VI:  
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

Signature of Authorized Representative:



Date: 6/22/2023

<b>CONFLICT OF INTEREST QUESTIONNAIRE</b> <b>For vendor doing business with local governmental entity</b>		<b>FORM CIQ</b>
<p><b>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</b></p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<div style="text-align: center; border-bottom: 1px solid black; padding-bottom: 5px;"> <b>OFFICE USE ONLY</b> </div> <div style="padding: 5px;"> Date Received </div>	
<div style="border: 1px solid black; padding: 5px;"> <b>1 Name of vendor who has a business relationship with local governmental entity.</b> </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>2</b> <input type="checkbox"/> <b>Check this box if you are filing an update to a previously filed questionnaire.</b> (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.) </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>3 Name of local government officer about whom the information is being disclosed.</b>   <div style="text-align: center; border-top: 1px solid black; width: 80%; margin: 0 auto;"> Name of Officer </div> </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</b>           <div style="margin-left: 40px;"> <p>A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> </div> </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</b> </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>6</b> <input type="checkbox"/> <b>Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</b> </div>		
<div style="border: 1px solid black; padding: 5px;"> <b>7</b>   <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 60%;"> <div style="border-top: 1px solid black; width: 100%;"></div> Signature of vendor doing business with the governmental entity </div> <div style="width: 35%;"> <div style="border-top: 1px solid black; width: 100%;"></div> Date </div> </div> </div>		

## **Attachment VII – Fair Business Practices**

**ATTACHMENT VII:  
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

Hagerty Consulting, Inc.

Signature of Authorized Representative:



Date: 6/22/2023

## **Attachment VIII – Certification of Good Standing**

**ATTACHMENT VIII:  
CERTIFICATION OF GOOD STANDING  
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

      X      

The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):      ☐      Sole Proprietor  
  
   ☐      Partnership  
  
   ☐      Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Katie Freeman, Director of Operations

(Printed/Typed Name and Title of Authorized Representative)



Signature

Date: 6/22/2023

## **Attachment IX – Historically Underutilized Businesses, Minority or Women-Owned or Disadvantaged Business Enterprises**

**ATTACHMENT IX:  
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED  
BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program  
Texas Comptroller of Public Accounts  
Lyndon B. Johnson State Office Building  
111 East 17th Street  
Austin, Texas 78774  
(512) 463-6958  
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency  
624 Six Flags Drive, Suite 100  
Arlington, TX 76011  
(817) 640-0606  
<http://www.nctrca.org/certification.html>

**Submitter must include a copy of its minority certification documentation as part of this solicitation.**

If your company is already certified, attach a copy of your certification to this form and return with your proposal.

**Indicate all that apply:**

\_\_\_\_\_ Minority-Owned Business Enterprise

\_\_\_\_\_ Women-Owned Business Enterprise

\_\_\_\_\_ Disadvantaged Business Enterprise

**ATTEST TO Attachments of Certification:**

DOES NOT APPLY: Hagerty Consulting, Inc.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Date

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ (month), 20\_\_ in

\_\_\_\_\_ (city), \_\_\_\_\_ (county), \_\_\_\_\_ (state).

Notary Public in and for \_\_\_\_\_ (County),

State of \_\_\_\_\_ Commission expires: \_\_\_\_\_

**SEAL**

## **Attachment X – Attestation of Contracts Nullifying Activity**

**ATTACHMENT X  
ATTESTATION OF CONTRACTS NULLIFYING ACTIVITY**

The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment.

Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g. phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country.

The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED  
PERSON:



NAME OF AUTHORIZED PERSON:

Katie Freeman

NAME OF COMPANY:

Hagerty Consulting, Inc.

DATE:

6/22/2023

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

---

---

---

---

## **Discrimination Against Firearms Entities**

## DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that "discrimination against a firearm entity or firearm trade association" includes the following:

- A) means, with respect to the entity or association, to:
- I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
  - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
  - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
- I. contracts with a sole-source provider; or
  - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED  
PERSON:



NAME OF AUTHORIZED PERSON:

Katie Freeman

NAME OF COMPANY:

Hagerty Consulting, Inc.

DATE:

6/22/2023

**-OR-**

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

## Boycotting of Certain Energy Companies

## BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that "boycott energy company" means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED  
PERSON:



NAME OF AUTHORIZED PERSON:

Katie Freeman

NAME OF COMPANY:

Hagerty Consulting, Inc.

DATE:

6/22/2023

**-OR-**

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

## **Exhibit A – Service Area Designation Forms**

**EXHIBIT A**  
**Service Area Designation Forms**

Texas Service Area Designation or Identification			
<b>Respondent Name:</b>	Hagerty Consulting, Inc.		
<b>Notes:</b>	<b>Indicate in the appropriate box whether you are proposing to service the entire State of Texas</b>		
	Will service the entire State of Texas	Will not service the entire State of Texas	
	Yes		
	<b>If you are not proposing to service the entire State of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.</b>		
<b>Item</b>	<b>Region</b>	<b>Metropolitan Statistical Areas</b>	<b>Will You Serve This Designated Service Area?</b>
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

Nationwide Service Area Designation or Identification Form			
<b>Respondent Name:</b>	Hagerty Consulting, Inc.		
<b>Notes:</b>	<b>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</b>		
	Will service all Fifty (50) States		Will not service Fifty (50) States
	Yes		
	<p><b>If you are not proposing to service to all Fifty (50) States, then designate on the form below the States that you will provide service to. By designating a State or States, you are certifying that you are willing and able to provide the proposed goods and services in those States.</b></p> <p><b>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</b></p>		
<b>Item</b>	<b>State</b>	<b>Region/MSA/City</b>	<b>Designated as a Service Area</b>
1.	Alabama		
2.	Alaska		
3.	Arizona		
4.	Arkansas		
5.	California		
6.	Colorado		
7.	Connecticut		
8.	Delaware		
9.	Florida		
10.	Georgia		
11.	Hawaii		
12.	Idaho		
13.	Illinois		
14.	Indiana		
15.	Iowa		
16.	Kansas		
17.	Kentucky		
18.	Louisiana		
19.	Maine		

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

## **Exhibit B – Description of Desired Services to be Priced**

**EXHIBIT B**  
**Description of Desired Services to be Priced**

Responses to this Exhibit should be addressed in Tab F.

Respondents should furnish a price proposal that specifies pricing at an hourly rate for the various services they propose to offer. This pricing shall be available for the same rate at any location in the United States unless designated otherwise in your proposed pricing.

*Examples of position pricing proposal format:*

<u>Position</u>	<u>Hourly Rate</u>
<i>Project Executive</i>	<i>\$XXX.XX per hour</i>
<i>Project Manager</i>	<i>\$XXX.XX per hour</i>
<i>Damage Estimator</i>	<i>\$XXX.XX per hour</i>
<i>Grant Management Specialist</i>	<i>\$XXX.XX per hour</i>
<i>Senior Engineer/Planner</i>	<i>\$XXX.XX per hour</i>
<i>Engineer Analyst</i>	<i>\$XXX.XX per hour</i>
<i>Administrative Assistant</i>	<i>\$XXX.XX per hour</i>

The actual cost to each member agency will be negotiated between the awarded Contractor and the member agency based on the size and scope of the specific services needed to successfully complete the work using the hourly rates provided in Tab F.

Hagerty Consulting, Inc. response: all cost information is provided in Tab F.

## Exhibit C – Service Questionnaire

**EXHIBIT C**  
**Service Questionnaire**

Respondents are encouraged to consider that cooperative contracts are able to be offered to any public-sector agency that can benefit from them, anywhere in the nation.

In Exhibit B, you provided your standard rates for services. For any or all of these services, you may therefore provide a percentage discount off of this standard pricelist. A 0% discount must still be denoted on the line item(s) with the number zero. Respondents are **not** required to propose a discount.

Indicate the services you are able to offer, as well as any Proposed % Discount from the pricing offered on Exhibit B. If you are not proposing a percentage-discount, please mark that field as "0".

Category #	Description	Yes	No	Proposed % Discount
1	Grant Management & Consulting Services	X		0

Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Service Category as described in Exhibit B.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXShare Public Purchasing Cooperative. The numbered activities in each Service Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.
- Respondents who wish to propose additional services or pavement analysis services are encouraged to do so by attaching additional (as many as necessary) to describe said products or services and their associated pricing structures.

Note: Respondent is not required to complete any questions that are not applicable to the services you are bidding.