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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.

Continuity Operations Group, LLC

Legal Name of Proposing Firm

Mike Murphy

CEO

Contact Person

Title

703-651-6199

mike.murphy@cog-llc.com

Telephone Number

E-Mail Address

7201 Warbler Lane

McLean, VA

22101-2016

Street Address of Principal Place of Business

City/State

Zip

7201 Warbler Lane

McLean, VA

22101-2016

Complete Mailing Address

City/State

Zip

Acknowledgment of Addenda: #1 ☒ #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



North Central Texas Council of Governments
Purchasing Division
616 Six Flags Drive
Arlington, TX 76011

Charlie Oberrender
(281) 610-8914
coberrender@nctcog.org

June 16, 2023

Re: Proposal Response to NCTCOG RFP for *Grant Management and Consulting Services* issued May 2023

Dear Mr. Oberrender:

On behalf of **Continuity Operations Group, LLC (COG)**, we are glad to present our formal response to your request for proposal (RFP) for grant management and consulting services. These are core proficiencies for our firm and our strengths align closely with your needs.

COG provides grant management and consultancy services for clients of all types and sizes, from small private businesses all the way up to the highest levels of the Federal government. We are strategic consultants with a tactical and operational focus, where regulatory compliance is both an inherent part and a natural outcome of our services. The military background of COG's two principals translates into highly organized, consistent, and thoughtful results for our clients.

This NCTCOG project is well-suited to our operational strengths, for several reasons. The key personnel we propose to lead this project are 'heavy hitters' in the grant management industry, recognized names with extensive experience and an intimate familiarity with all the tasks, methods, and systems needed to satisfy every one of your stated goals.

COG has engineered numerous start-to-finish grant management programs for Counties throughout the southern U.S., so we would be coming into this engagement fully informed and prepared. In addition, our roster of back-end support staff and SMEs brings depth to our work through compliance management, content management, and logistical and administrative support, all of which we make available to our clients and project stakeholders.

Company Identifying Codes / Designations

Official COG company designations are as follows:

Address:	Continuity Operations Group, LLC 7201 Warbler Lane McLean, Virginia 22101-2016
Phone(s) / Fax:	(703) 651-6199 (ofc) / (703) 542-0103 (fax)
Unique ID:	JVN5NNYX49N1
CAGE Code:	6HUT7
FEIN:	27-4510519
SWaM:	691836
Classification:	Small Business, U.S. Dept. of Veteran Affairs Verified SDVO

COG is a Service-Disabled Veteran-Owned Small Business (SDVOSB), certified by the US Veterans Administration. We have ample resources (both personnel and financial) to fully complete any work requirement or Task Order issued under this contract, and our project team is superbly qualified to perform NCTCOG's required tasks.



We hereby acknowledge all amendments issued against the solicitation as of the time of submittal, to include:

- Amendment 01, issued 6/13/2023

Representations and Certifications for our firm are current and active at SAM.gov. After careful review of the documentation, COG accepts all conditions governing the procurement as outlined in the solicitation. As of the date of this submission, no Amendments or modifications have been issued against the solicitation.

Primary Points of Contact

COG's CEO, Mike Murphy, will be the main point of contact regarding decisions made with respect to this submission, the individual authorized to contractually obligate the firm, and the individual authorized to negotiate all contract provisions.

Michael D. Murphy, CEO
Continuity Operations Group, LLC
(703) 651-6199 (office)
(703) 362-7977 (mobile)
(703) 542-0103 (fax)
mike.murphy@cog-llc.com

On behalf of the COG team, I thank you and look forward to hearing from you when you reach your award decision. You may contact me at any time with any questions or requests for clarification you might have.

Sincerely,



Michael D. Murphy
CEO
Continuity Operations Group, LLC

Grant Management and Consulting Services

Formal Response to NCTCOG RFP 2023-028 issued MAY 2023
Due NLT 2:00 PM CDT 22 JUN 2023

Technical and Price/Cost Information



Submitted via Email To:

North Central Texas Council of Governments
Purchasing Division
616 Six Flags Drive
Arlington, TX 76011

ATTN: Mr. Charlie Oberrender
(281) 610-8914
coberrender@nctcog.org



Submitted By:

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*A Service-Disabled Veteran-Owned
Small Business*





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TAB B – Executive Summary



Founded on Pearl Harbor Day in 2010, COG provides Emergency Management and Grant Program Services for engagements of all types and sizes, from those at the highest levels of the Federal government to state- and county-level agencies, transit authorities, educational campuses, and city governments, businesses, and social centers at the local level.

Administrative Information:

Response Date:	June 1, 2023
Proposer POC:	Mike Murphy, CEO / 703-651-6199
Proposal Validity:	This proposal is valid for a time period of at least 90 days from the date of submission.

COG personnel have unique knowledge of, and hands-on experience with homeland security, emergency and disaster preparedness, planning, response, recovery and mitigation management and federally funded programs. We provide expert consulting services to assist federal, state, local, and private sector clients in identifying and achieving their emergency management and disaster recovery goals.

We are proud of our team's integrated experience with and institutional knowledge of Response, Emergency Management, and long-term economic recovery resources and strategies, which we have obtained through hands-on deployments with federal disaster relief and emergency management programs and initiatives administered by the Federal Emergency Management Agency (FEMA), the Department of Housing and Urban Development (HUD), the Natural Resource Conservation Service (NRCS), Department of Defense Education Activity (DODEA) and the Department of Transportation (DOT), as well as other federal agencies. This collective team experience has provided demonstrated results for our clients.

Our professionals have a long running history of engagement associated with the FEMA's Public Assistance (PA) Program. From our collective experiences, we are intimately familiar with the culture of FEMA and how decisions are made at each level of the Agency. As a result, the COG Team has knowledge of the intricacies of the PA program. Our mission is to apply this knowledge, understanding, and expertise to assist local and state governments, and certain non-profits in maximizing all available funding opportunities.

Summary of COG Qualifications

COG is composed of multi-disciplinary professionals who have extensive experience in administering both private and federally funded grant programs. We welcome the opportunity to share with you our many years of experience gained from successfully managing both small and multimillion-dollar programs. As mentioned above, our personnel have been heavily tested with their involvement in some of the nation's largest federally funded recovery efforts. Presently we are engaged in ongoing Public Assistance and Grant Management projects with the New Jersey Office of Emergency Management (NJOEM), State of New Jersey Regional Operations Intelligence Center (ROIC), New Jersey State Emergency Operations Center (SEOC), U.S. Department of Defense Educational Activity (DoDEA), and New Jersey Department of Health (DOH). Our key personnel also advise on other federally funded projects nationally, including in Louisiana and Florida.



Ability to Meet NCTCOG Requirements

Our success is based on listening to our clients, now more than ever and especially within the past two years of the global pandemic. Our success is also based on maintaining a staff of highly competent professionals, who understand our clients' goals and objectives, and who are able and willing to give you that extra effort at every possible opportunity.

Our focus is client-centered with the goal of ensuring that you receive the most out of every grant dollar while striving to minimize all associated risk. Our knowledge of the ever-changing policy and procedures related to federal grants administration enables us to successfully collaborate with grantees and sub-grantees. Our ability to assist our clients via innovative ideas that adhere to and comply with established policies and procedures is what makes us successful grant administrators.

As an SBA-certified Service-Disabled Veteran Owned Small Business (SDVOSB), COG fills an important niche in the industry. We offer the responsiveness and capability of a large company with the flexibility and accessibility expected of a small, agile firm. We tailor our services to meet the needs of your grant administration requirement.

Our Project Manager, Lois Copeland, has extensive experience in administering both small and large federally funded grant programs. As a FEMA Public Assistance Coordinator/Crew Lead, Lois was responsible for assisting applicants and state liaisons with identifying disaster assistance needs, completing project worksheets/applications, and making eligibility determinations in Louisiana and Texas.

Lois's previous specific work assignments included administering PA aid to state-wide health and hospital facilities, scheduling preliminary meetings with applicants and state liaisons, and identifying permanent and emergency work categories and immediate recovery needs. In addition, she maintained consistent and productive working relationships with applicants, state liaisons, project specialists, technical specialists, and internal management throughout her deployments. Complementing our Program and Project Management services is our support staff, which consists of professionals with five (5) years' or more of direct grants administration experience in performing similar or identical work to what NCTCOG ("the Council") requires.

This combination of skilled personnel and project knowledge means COG will enter this engagement with a full awareness of the level of resources needed and knowledge of challenges ahead, with a "boots on the ground" mentality to help administer your grant programs.

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TAB C – Experience and Personnel

Overview, Brief Corporate History, and Unique Qualifications [C.1]

Founded on December 7, 2010, **Continuity Operations Group, LLC (COG)** is an SBA-certified Small Disadvantaged Veteran Owned (SDVO) Small Business that provides administrative professionals and consulting services for a wide range of disciplines, from grants administration and program management to security operations such as Emergency Management and Disaster Recovery planning. The firm has had no judgement, litigation, licensing violation, or other such violation levied against it in the entirety of its operational history.

Our prior and ongoing work with project and program management, grant writing, internal and external agency collaboration, compliance management and consulting, logistics, and property insurance claims administration at the federal, State, and County level gives us comprehensive insight on what NCTCOG seeks in this engagement.

Relevant Experience

COG has managed numerous complex, data-intensive grant management programs in the past ten years, most recently with the New Jersey Department of Health, the New Jersey Office of Emergency Management, and the New Jersey Office of State Police. COG's project staff assess, file, and manage grant applications on a regular basis for these clients.

COG also has supported the State of Louisiana across a broad spectrum of disciplines, including emergency management planning, disaster preparedness, cybersecurity, drug mitigation, health planning, and public assistance grant management. We have done so through contracts with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), the State Police, and the Department of Health. COG staff assess, file, and manage grant applications on a regular basis for our clients, and we clearly understand the procedures involved with those activities, including compliance with all federal and state guidelines.

Further, we have completed relevant work for agencies such as the U.S. Department of Defense (DoD) and the Air Force District of Washington (AFDW). In 2016, we helped the U.S. Air Force eliminate literally thousands of redundant guidance documents and issuances from multiple disparate databases branch-wide; in 2018, we guided the Air Force District Of Washington (AFDW) through compliance checks and revisions of thousands of Air Force Instructions (AFI) and Air Force Manuals (AFMAN), working directly with the organization's Publication Change Manager (PCM) and publication author/OPR to clarify recommendations and prepare the material for the AFDW's stringent coordination and approval process.



All these efforts entailed organization, scheduling, coordination, training, management, and leadership of teams of subject matter experts under formalized plans for Quality Control, timeliness, and reporting – just as this current project requires. We stand ready to use these same capabilities to deliver successful outcomes for the Council on this project.

Project Approach

COG's approach to Grant Management not only includes the tasks of researching and identifying applicable funding sources, it also entails:

- Assisting with budget planning
- Providing needs assessments
- Assisting with grant compliance
- Developing and/or reviewing program descriptions
- Establishing goals and objectives for use of the funds



- Creating measurable performance indications
- Developing evaluation criteria
- Implementing operational procedures
- Evaluating targeted end users

Our Project Work Plan will establish effective stewardship of grants issued on behalf of the Council and any other NCTCOG-designated recipients. The Plan will be designed to describe the process and criteria used to select and prioritize grant recipients for monitoring purposes. This Plan will serve as a template for activities that our team will use as a baseline for planning and reporting throughout the course of the project.

Our services are structured to assist our clients through seven phases of grant administration:

1. Identify the need
2. Develop current year operating projections; apply for grant
3. Research and provide additional supporting information
4. Receive grant funding
5. Execute grant activities
6. Provide final grant report
7. Close grant

The resources we work with daily on a more local level, such as those within the New Jersey Office of Emergency Management (NJOEM), put us in an especially informed position to address the respective goals of our clients at the State and local levels because the approach to fulfilling those goals, being based on shared sets of accepted guidelines, applies in equal measure regardless of location. These foundational techniques and effective procedures are at the heart of every COG project.

Composition and Structure of the Firm

COG has two Principals, Mike Murphy (CEO), and David “Jake” Timm (COO), who jointly determine the direction of the firm and set the corporate standards for quality, regulatory compliance, performance, customer service, and the value of services being delivered. Both partners have military backgrounds and have at least ten years’ experience managing large, complex federal grant programs via dedicated project teams. This experience and knowledge translate directly into successful, consistent results for our clients.

COG also enjoys strong working relationships with friends, colleagues, and partners within our industry that allow our firm to leverage the feature set of a large multinational organization while retaining the flexibility of a small firm.

Key Staff Identification and Qualifications

Personnel designated Key for this contract are listed below:

Key Position	COG Personnel
Principal-in-Charge / Project Executive	Mike Murphy 703-651-6199 mike.murphy@cog-llc.com
Project Manager	Lois Copeland 225-978-1099 lois.copeland@cog-llc.com
Project Coordinator	April Gloston 225-620-2270 april.gloston@cog-llc.com



All of these key staff have at least five (5) years of pertinent experience in their respective roles, and all are available for inquiries and support during all normal working hours.

Qualifications

Individual qualifications for key staff are as follows:

Principal-in-Charge / Project Executive – Mike Murphy: Michael D. Murphy, a 26-year career military officer, served as senior planner for the White House Military Office (WHMO) and Executive Watch Officer in the Presidential Emergency Operations Center (PEOC). Mr. Murphy also served as a Strategic Planner for the Department of Defense, authoring over fifteen comprehensive contingency and hazard mitigation plans and co-authoring ten other hazard mitigation and contingency plans during that time. Following his White House assignment, Mr. Murphy worked at the Pentagon in several positions before establishing COG. As COG CEO, he has delivered successful results in both Emergency Management and Public Assistance programs to Government agencies and educational institutions at all levels.

Project Manager – Lois Copeland: Ms. Lois Copeland has extensive experience in administering both small and large federally funded grant programs. As a FEMA Public Assistance Coordinator/Crew Lead, Lois was responsible for assisting applicants and state liaisons with identifying disaster assistance needs, completing project worksheets/applications, and making eligibility determinations in Louisiana and Texas. Lois's previous specific work assignments included administering PA aid to state-wide health and hospital facilities, scheduling preliminary meetings with applicants and state liaisons, and identifying permanent and emergency work categories and immediate recovery needs. In addition, she maintained consistent and productive working relationships with applicants, state liaisons, project specialists, technical specialists, and internal management throughout her deployments.

Project Coordinator – April Gloston: Ms. April Gloston has a long and varied background in Public Assistance and Disaster Recovery. Her most recent PA contributions include working with the State of New Jersey Office of Emergency Management (NJOEM) as a PA Coordinator, where she assists with the compilation and summarization of costs, develops and submits federal grant applications for FEMA reimbursement, and develops and implements strategies designated to maximize federal and State assistance. She provides expert programmatic and policy advice on State and federal disaster relief programs, supplies procurement assistance, and interfaces with internal staff to ensure procurement processes adhere to FEMA federal grants criteria. April also reviews contracts and purchasing documentation to ensure cost recovery, completes and submits FEMA Project Worksheets on behalf of NJOEM, and collaborates closely with NJOEM staff to compile a comprehensive list of disaster-related costs, and collect and compile cost documentation

Resumes

Resumes begin on the following full page.

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PIC/Project Executive Resume – Mike Murphy

Michael D. Murphy, a retired military officer, has 20+ years direct experience in PA, EM, and Disaster Recovery. He served as senior planner for the White House Military Office (WHMO) and Executive Watch Officer in the Presidential Emergency Operations Center (PEOC). Mr. Murphy also served as a Strategic Planner for the Department of Defense and the Department of the Air Force. He authored over 15 comprehensive contingency and hazard mitigation plans and co-authored ten other hazard mitigation and contingency plans during these tours.

Relevant Experience

Continuity Operations Group, LLC (2010 – Present) *CEO*

Oversee all aspects of the COG operation and its direction with regard to core Public Assistance, Emergency Management, and Disaster Response business functions.

Director of Staff, Multiple Organizations

Director of Staff for two separate organizations, each with over 100 personnel (each tour lasting two years). Directly responsible for contracting and interface with private industry, including think tanks and large government contractors. Extensive interaction with Members of Congress, Congressional committees, professional staffers, think tanks, and other professional organizations on legislative strategies affecting the Air Force.

Chief of Professional Development, Air Staff Directorate (three year tour)

Responsible for recruiting and retention across the country.

Strategic Planner, Air Staff Directorate (two year tour)

Drafted, designed, and briefed strategic plans for organizational objectives, including resource allocation to meet those objectives.

Executive Officer, Air Staff Directorate (one year tour)

Prepared and delivered oral and written briefings for senior leadership. Drafted correspondence for approval and signature by senior leadership. Managed and directed flow of information (internal and external) for the organization.

Staff Officer, White House Military Office (four year tour)

Responsible for drafting, executing, resourcing, exercising, training, and evaluating all contingency plans for WHMO. These plans were directly related to assuring the uninterrupted functioning of the Office of the President. Responsible for all contingency planning relating to WHMO. These duties included a comprehensive rewrite of all continuity plans after September 11, 2001. These plans are still in use today.

As Deployed Military Member

During deployments for Operations PROVEN HAMMER (1990-91), PROVIDE COMFORT (1991), NORTHERN WATCH (1999), ENDURING FREEDOM (2001), IRAQI FREEDOM (2003), developed extensive experience in an international contracting environment, including hiring of local nationals and ensuring contract integrity.

Education

- B.A., University of Houston
- J.D., University of Texas at Austin
- M.S., National Security Studies, National War College\
- Defense Support to Civilian Authority course, Levels I & II, USNORTHCOM (2008)
- Multiple FEMA Emergency Management Institute IS Certificate Courses

Proficiencies

- Emergency Operations Planning
- Continuity of Operations Planning
- Disaster Analysis and Recovery
- Contingency / Hazard Mitigation Planning
- Exercise Planning and Execution
- US Government Policy and Law
- Regulatory Compliance



Project Manager Resume – Lois Copeland

Lois Copeland is a FEMA Public Assistance (PA) Program consultant with a primary focus and expertise in Accounting and Audit Support Services. Her specific skillset enables her to develop programmatic and financial reporting tools to track, maintain, and manage project data efficiently and effectively.

As a FEMA Public Assistance Coordinator/Crew Lead, she was responsible for assisting applicants and state liaisons with identifying disaster assistance needs, making eligibility determinations, and writing project worksheets (PW), both in Louisiana and Texas. Specific work assignments included administering PA aid to state-wide health and hospital facilities, conducting applicant briefings with program participants and state liaisons, and identifying and formulating permanent and emergency work projects.

In addition, she maintained consistent and productive working relationships with applicants, state liaisons, project specialists, technical specialists, and internal management throughout her deployments.

Relevant Experience

City of La Quinta, California (Ongoing)

COVID-19 Grant Administration Assistance

Provide grants management services in support of the City's Streamline Application Claim for eligible COVID-19 emergency protective measures.

St. James Parish School Board – Hurricanes Katrina, Gustav, Isaac, and COVID-19 (2018-present)

Public Assistance Consultant

Provide grants management services in support of the Board's PA Closeout projects and the ongoing COVID-19 response.

Dillard University – Hurricanes Katrina, Gustav, Isaac, and COVID-19 (2014 - Present)

Public Assistance Consultant

Assist the University's facilities and administrative staff in all areas of FEMA PA, from Requests for Public assistance to closeout; also provide Grants Administration services related to the University's Hazard Mitigation Drainage Project.

Audubon Commission – Hurricanes Katrina, Gustav, Isaac, Nate, Barry, Laura, Sally and COVID-19 (2015 – Present)

Provide FEMA PA grants management and accounting and audit support services to assist in resolving issues related to reimbursement requests, project worksheet scope and cost reviews, insurance allocations, and other related items.

City of New Orleans, Louisiana – Hurricanes Katrina, Rita, Gustav (2011 – 2013)

As a FEMA Public Assistance consultant, worked closely with City staff, as well as State and Federal liaisons, to review, validate, and recommend scope and cost alignment adjustments that ultimately resulted in maximized funding to the City for its disaster recovery projects.

Texas Division of Emergency Management – Tropical Storm Dolly, Hurricanes Gustav and Ike (2009 – 2010)

Education

- Bachelor of Science in Accounting, Nicholls State University, Thibodaux, LA
- FEMA Public Assistance Operations, Project Worksheet Development, and Hazard Mitigation Workshops
- Web-Based Training Development and Technical Writing Certification, LA Tech University, Ruston, LA
- National Grant Management Association (NGMA)
- Member, Construction Management Association of America (CMAA)
- National Association of Tax Preparers (NATP)

Proficiencies

- FEMA PA Grant Management
- Disaster Recovery project management
- Accounting / Budget assessment and consultation
- Audit Support



As a contract FEMA Public Assistance Coordinator, assisted State agencies like The Texas Department of Criminal Justice, Texas Animal Health Commission, Texas Alcoholic Beverage Commission, Texas Youth Commission and the Lower Neches Valley Authority in formulating project scope and cost, and making eligibility determinations.

State of Louisiana – Community Development Block Grant Awards (2008 – 2009)

Employed by a consulting firm assisting the State of Louisiana in administering \$640 million in Community Development Block Grant funding for infrastructure projects awarded to Orleans, Jefferson, and Saint Charles Parishes. Coordinated accounting and audit support services between the consulting firm and the State of Louisiana's Office of Community Development Disaster Recovery Unit (DRU) Project Experience.

State of Louisiana – Statewide FEMA Public Assistance, Hurricanes Katrina and Rita (2005 - 2008)

As a FEMA contractor, assisted in administering FEMA Public Assistance aid to applicants throughout the State of Louisiana, specifically the Louisiana Department of Health and Hospitals and all associated agencies under its umbrella, as well as other eligible non-profit agencies; supervised a team of 12 Project Officers and assisted in writing, reviewing, and monitoring over 1500 project worksheets.

Business Development and Client Outreach Experience

- **FEMA Public Assistance Program and Policy Guide Training**

Client: Continuity Operations Group, LLC, McLean, Virginia

Medium/Content: Virtual training; 10 participants; developed and presented a 4-day training course to provide a detailed overview of the FEMA Public Assistance Program and Policy Guide, (revised June 1, 2020); and to assist participants in gaining a better understanding of how Public Assistance policy is applied during disaster events.

- **FEMA Public Assistance Program Overview – COVID-19 Declaration**

Client: Coalition for Adequate School Housing (CASH), Sacramento, California

Client: California State Association of Counties (CSAC), Sacramento, California

Medium/Content: Virtual Webinar; (CASH and CSAC) 100 + participants; presented an overview of the FEMA Public Assistance Program and eligibility under the COVID-19 Disaster Declaration; group discussion and Questions and Answers segment.

Medium/Content: Virtual Webinar; (CASH) 100 + participants; presentation consisted of an overview of the FEMA Streamlined Application process for COVID-19 claims; group discussion and Questions and Answers segment.

- **CARES Act Funding Opportunities in Coordination with FEMA Public Assistance**

Client: Navajo Nation (Arizona) and Construction in Indian Country (CIIC)

Client: Tohono O'odham Nursing Care Authority; Sells, AZ

Medium/Content: Virtual presentation; content centered on CARES Act funding and set asides for tribal nations, as well as an overview of the FEMA Public Assistance Program; group discussion and Questions and Answers segment.



Project Coordinator – April Gloston

Engaged with several organizations in responding to substantial emergencies, including Hurricanes Katrina, Sandy, Maria and, most recently, Harvey. Work experiences include Public Assistance (PA), Individual Assistance (IA) and Hazard Mitigation (HMGP 404 and 406) programs along with spearheaded teams, providing subject matter expertise and innovative program solutions, and determined Community Development Block Grant–Disaster Recovery (CDBG–DR) eligibility.

Relevant Experience

Continuity Operations Group, LLC (2021 – Present) *Project Control Specialist*

Provide day-to-day direction, guidance, and decision making for operations involving Contractor services for PA grant management & administration efforts. Recent PA contributions include working with the State of New Jersey Office of Emergency Management (NJOEM) as a PA Coordinator, assisting with the compilation and summarization of costs, developing and submitting federal grant applications for FEMA reimbursement, and developing and implementing strategies designated to maximize federal and State assistance.

Provide expert programmatic and policy advice on State and federal disaster relief programs, supplies procurement assistance; interface with internal staff to ensure procurement processes adhere to FEMA federal grants criteria. Review contracts and purchasing documentation to ensure cost recovery; complete and submit FEMA Project Worksheets on behalf of NJOEM; collaborate closely with NJOEM staff to compile a comprehensive list of disaster-related costs, and collect and compile cost documentation.

Additional Relevant Positions:

Tidal Basin Temp, State Of Florida, Tallahassee, FL
(Feb 2021 - May 2021)
Project Manager, Vaccine Project

Idea Public Schools, Louisiana (Aug 2019 – Feb 2021)
Teacher, East Baton Rouge School District

Dept. Of Economic Opportunity (DEO), State Of Florida
(June 2018 – 2019)
Govt. Consultant III, CDBG-DR

Harvey Horne LLP (July 2017 – Mar 2018)
Senior Grant Manager

Office Of Community Development Disaster Recovery (CDBG-DR) (Oct. 2008 – June 2011)
Division of Administration

Education

- Bachelor of Science, Southern University
- Master of Public Administration, JD concentration (Concurrent) Southern University

Proficiencies

- Experienced leader as a governmental SME, consultant, and contractor.
- Effective coordination with sub-grantees to ensure compliance with all Public Assistance program requirements and timely project closeouts.
- Extensive knowledge in compliance review, QA/QC, and oversight expertise all rooted in programmatic guidelines and public law.
- ICS-100 Introduction to Incident Command System
- IS-00200.c Basic Incident Command System for Initial Response
- IS-00700.b An Introduction to the National Incident Management System
- IS-00800.d National Response Framework, An Introduction
- IS-01026 Eligibility of Private Nonprofit Organizations
- IS-01020 Public Assistance Donated Resources
- IS-01017 Scope Change Requests, Time Extensions, Improved/Alternate Project Requests



Communications With NCTCOG

COG key staff possess smartphones that ensure their access during all normal working hours for voice communications, with access via email and text 24/7/365. Issues and questions from clients are treated as High Priority at all times during projects, and are handled quickly upon receipt. Issues requiring corporate intervention may be escalated directly to the PIC whenever needed.

During the project, we anticipate participating in regular project status meetings – typically monthly, conducted via virtual teleconference such as Zoom, MS Teams, etc. – and will work with our Council POCs during phase-in to determine an amenable schedule.

Management Plan

This solicitation requests the services of a firm whose team will serve as a trusted partner with the NCTCOG staff. We fully understand this role. Our approach for this engagement is to effectively provide the fullest extent of our Team's capabilities as mentors in FEMA Public Assistance and Grant Management in general in a seamless and uncomplicated manner. We want to ensure that the Council can immediately access any of the resources provided by our team without any administrative entanglements.

The following table outlines our management approach to addressing the needs specified in the Scope of Services for this RFP, as well as our anticipated scheduling of activities.

Table 1: Anticipated Schedule of Project Events

Approach/Process Step	Description/Anticipated Schedule	Relevant Scope Reference
Kick-off Meeting with NCTCOG Staff	<p>Upon receiving a Notice of Award, our team will meet with NCTCOG staff to discuss scope details, level of effort, schedules, and potential issues, in addition to gathering information on current, ongoing issues or events.</p> <p>Anticipated Schedule: Within 5 days of Notice of Award</p>	<ul style="list-style-type: none"> • Ensure all eligible costs/damages have been identified and reported to FEMA. • Support efforts to train internal staff on FEMA documentation requirements.
Work Plan Development	<p>Immediately after consulting with NCTCOG officials, our Project Manager and Project Coordinator will develop the Project Work Plan, outlining scope, staff assignments, in-depth project schedules, administrative procedures and client contacts, reference documents, and quality assurance / quality control procedures. The Work Plan will be updated in collaboration with NCTCOG staff as projects progress and circumstances change.</p> <p>Anticipated Schedule: Within 30 days of Notice of Award</p>	<ul style="list-style-type: none"> • Ensure all eligible costs/damages have been identified and reported to FEMA. • Categorize NCTCOG losses: FEMA categories A through G. • Assist in separating damages and costs to the appropriate declared disaster for multiple events as required by FEMA. • Support efforts to train internal staff on FEMA documentation requirements. • Create and maintain the critical contract list.
Regularly Scheduled Project Meetings	<p>Our assigned PM will interact daily and will meet formally, not less than weekly, to discuss progress, work with NCTCOG staff to plan and coordinate activities and next steps, work with our POCs to address or make known any potential problems or issues, and work with NCTCOG to present potential options and solutions to any open and active action items, inclusive of those issues related to funding delays and risk assessments.</p>	<ul style="list-style-type: none"> • Categorize County losses: FEMA categories A through G. • Identify any circumstances that may require special reviews and support the County with these efforts. • Support efforts to train internal staff on FEMA documentation requirements.



Approach/Process Step	Description/Anticipated Schedule	Relevant Scope Reference
	Anticipated Schedule: Initially on a regularly scheduled weekly basis; as project progresses, bi-weekly and monthly, depending on NCTCOG preferences.	<ul style="list-style-type: none"> Support training related to the overall recovery process and FEMA Public Assistance program.
Quality Assurance	<p>Central to the quality assurance/quality control step is continual communication with NCTCOG staff by the PM and Project Coordinator to ensure quality work products and to ensure the staff's adherence to the intent of the contract. Confirmation of the process is assured by periodic independent auditing of work at key milestones, as well as client satisfaction surveys and performance updates.</p> <p>Anticipated Schedule: Ongoing throughout the life of the project</p>	<ul style="list-style-type: none"> Identify any circumstances that may require special reviews and support the Council with these efforts. Provide QA/QC support and general eligibility guidance.
Issue Resolution	<p>Our experienced professionals are trained to immediately report issues to our PM for immediate elevation to the client for transparency and input, when warranted. Our Team members are experienced in FEMA Policy and guidance and have applied this knowledge and expertise to resolving very complex Public Assistance issues that have arisen during our deployments on national assignments. Our PM will always coordinate with assigned Council staff regarding proposed resolutions. Open and honest communication is critical to the success of all stakeholders.</p> <p>Anticipated Schedule: Ongoing throughout the life of the project</p>	<ul style="list-style-type: none"> Identify any circumstances that may require special reviews and support the Council with these efforts. Assist in dispute resolution or appeals.
Technical Assistance Support Sessions	<p>Our field staff will maintain close contact with NCTCOG officials on a regular basis via regularly scheduled Technical Assistance Support Sessions and will report project status, share information, and become familiar with developing issues, as well as explore and develop HMGP opportunities, Alternate and Improved (A/I) projects, insurance, and compliance. The Sessions will be held routinely, as agreed, and are structured to receive feedback and discuss open agenda items.</p> <p>Anticipated Schedule: Initially on a regularly scheduled weekly basis; as project progresses, bi-weekly and monthly, depending on NCTCOG preferences; COG's Technical Assistance Support is</p>	<ul style="list-style-type: none"> Assist in separating damages and costs to the appropriate declared disaster for multiple events as required by FEMA. Work with the Council to identify any possible alternate or improvement projects. Support overall Project Worksheet formulation efforts to include development of damage descriptions, scopes of work, and valid cost estimates. Support efforts to train internal staff on FEMA documentation requirements. Create and maintain engineering plans, projections, and cost estimates for projects that require that level of detail.



Approach/Process Step	Description/Anticipated Schedule	Relevant Scope Reference
	ongoing throughout the life of the project.	
Monthly Progress Reports	<p>Technical assistance progress, grant management, and financial assistance status will be formally communicated to NCTCOG staff in monthly progress reports, which will include:</p> <ul style="list-style-type: none"> Project accomplishments Status of open items, including due dates, assigned personnel, foreseen obstacles, and paths forward. <p>Anticipated Schedule: On a monthly basis</p>	<ul style="list-style-type: none"> Identify any circumstances that may require special reviews and support the Council with these efforts. Provide support through project closeout activities.
Project Tracking Matrix and Accounting and Audit Support Services	<p>A progress tracking system will be developed to monitor and maintain project status; our staff will also assist the Council by providing accounting and auditing support services for all grant awards, inclusive of reimbursement processing, procurement, and compliance tracking, and other as needed financial related services.</p> <p>Anticipated Schedule: Ongoing throughout the life of the project</p>	<ul style="list-style-type: none"> Assist in separating damages and costs to the appropriate declared disaster for multiple events as required by FEMA. Assist in compiling and summarizing Category A through G costs and preparing support documentation for presentation to FEMA and the State. Creation of project tracking mechanism to include timelines and deadlines.
Deliverables and Closeout	<p>Deliverables will be submitted to NCTCOG staff at key points during development and production, and as they are finalized. Additional information needed by the Council to submit applicable quarterly progress reports will also be provided.</p> <p>Anticipated Schedule: For COG, Closeout begins at project inception, so this is an ongoing process.</p>	<ul style="list-style-type: none"> Assist in separating damages and costs to the appropriate declared disaster for multiple events as required by FEMA. Completion of FEMA Project Worksheet. Provide support through project closeout activities.



Organizational Chart

Our project team is organized as shown in Figure 1, below.

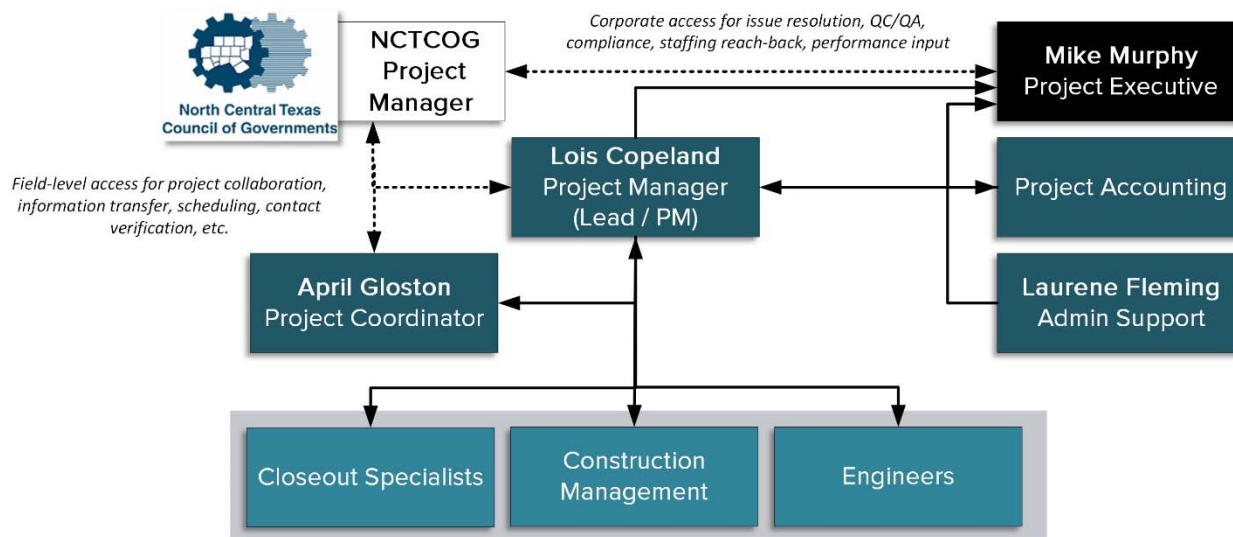


Figure 1: COG Team Organization and Lines of Authority / Communication

Roles and Minimum Qualifications for COG Project Team Positions

Project roles and the minimum qualifications for each position are defined below.

Principal Project Management (Project Executive)

Name:	Mike Murphy
Key Staff (Y/N):	Yes
Functions and Proficiencies:	Serves as corporate resource for technical information, compliance, quality control, customer satisfaction, and programmatic reach-back / industry outreach to the COG team and client project management. Provides oversight of all program activities including program system development and internal system development. Provides guidance and supervises Project Managers. Manages work performance to ensure that services are being provided efficiently and effectively and takes corrective action, as necessary. Communicates with contractors and client personnel, staff, and other interested parties regarding all aspects of program operations. Makes effective presentations as required.
Minimum Qualifications:	Five or more years' experience overseeing grant management and consultancy programs at similar levels; demonstrated ability to respond to and facilitate response to issues affecting project performance and quality control / quality assurance

Project Manager

Name:	Lois Copeland
Key Staff (Y/N):	Yes
Functions and Proficiencies:	Provides day-to-day direction, guidance, and decision making for operations involving Contractor services for the client's grant management & administration efforts. Plans, directs, and coordinates daily project activities to ensure project goals and objectives are accomplished. Establishes work plan and staffing for each phase of the project. Confers with the project staff to outline the work plan and to assign duties, responsibilities, and authorities. Prepares project reports for client management. Plans, reviews, and evaluates the work of subordinate professional and operational staff. Reviews and



	evaluates project and service delivery. Develops systems and maintains records that provide for the proper evaluation, control, and documentation of all program activities. Provides explanations, clarifications, and other communications with contractors, client staff, and other interested parties regarding all aspects of program operations.
Minimum Qualifications:	Five (5) years direct experience managing the duties of the position for projects of similar size, scope, and complexity

Project Coordinator

Name:	April Gloston
Key Staff (Y/N):	Yes
Functions and Proficiencies:	Provides day-to-day direction, guidance, and decision making for operations involving Contractor services for the client's PA grant management & administration efforts. Plans, directs, and coordinates program activities to ensure goals and objectives are accomplished. Establishes work plan and staffing for program phases. Confers with various project staff to assess work plans and verify task compliance. Develops systems and maintains records that provide for the proper evaluation, control, and documentation of all program activities. Provides explanations, clarifications, and other communications with contractors, client staff, and other interested parties regarding all aspects of program operations.
Minimum Qualifications:	Five (5) years direct experience managing the duties of the position for projects of similar size, scope, and complexity

Closeout Specialist

Key Staff (Y/N):	No
Functions and Proficiencies:	Serves in a client-facing role providing comprehensive FEMA PA grant management services. Works with the Budget Analyst and Admin Support to organize, streamline, and maintain grant program workflows. Advises staff regarding grant compliance and requirements. Conducts meetings to establish initial assessment of proposed recovery projects and activities and to explain funding rules and regulations. Prepares project descriptions and initial and final applications for funding. Coordinates application development with other team staff. Assists with compiling required documentation and complying with all program requirements. Provides review and oversight of funded projects through project close-out.
Minimum Qualifications:	Five (5) years direct experience managing the duties of the position for projects of similar size, scope, and complexity

Project Accounting

Key Staff (Y/N):	No
Functions and Proficiencies:	Works closely with COG Team members and client personnel to facilitate grant management and reimbursement, budget preparation, personnel and process monitoring and compliance, Environmental Sciences (if required), stormwater program management (if required), and overall financial management of claim and project activities.
Minimum Qualifications:	Five (5) years direct experience managing the duties of the position for projects of similar size, scope, and complexity

Construction Manager

Key Staff (Y/N):	No
Functions and Proficiencies:	Responsible for all aspects of construction management and related oversight on the contract. Plans and implements contract support activities in accordance with cost, schedule and performance of Performance Work Statement (PWS)



	requirements. Responsible for monthly financial reconciliation; analyzes and provides perspective to clients for proper risk control; coordinates with subcontractors and Government client to ensure funding is allocated, spend plans are accurate, and technical tasks/deliverables are on schedule; creates/conducts briefings with leadership and client; prepares monthly reports and ensures all contractual deliverables are accurate and delivered on time.
Minimum Qualifications:	Five (5) years direct experience managing the duties of the position for projects of similar size, scope, and complexity

Engineer

Key Staff (Y/N):	No
Functions and Proficiencies:	Independently plans and accomplishes complete projects or studies of broad scope and complexity, or serves as an expert in a narrow aspect of a particular field of engineering, e.g., environmental factors affecting electronic engineering. Complexity of assignments typically requires considerable creativity and judgment to devise approaches to accomplish work, resolve design and operational problems, and make decisions in situations where standard engineering methods, procedures, and techniques may not be applicable. Supervisor or professional engineer provides advice on unusual or controversial problems or policy matters. Completed work is reviewed for compliance with overall project objectives.
Minimum Qualifications:	Five (5) years direct experience managing the roles of the position for projects of similar size, scope, and complexity; licensing and/or certification commensurate with industry requirements based upon skill level

Administrative Support

Key Staff (Y/N):	No
Functions and Proficiencies:	Works closely with project team managers and staff to establish and maintain Grant Management and administration program workflows within the team and between COG and the client. Enforces and manages version control of project documentation, guidance, compliance, project-pertinent internal and external communications (memos, faxes, etc.), and related materials in order to maintain consistency in COG deliverables. Tracks forms and performs visual quality checks on project materials. Confers with the Principal and Project Manager to ensure all items generated by COG meet standards for consistency, messaging, branding, tone, and quality.
Minimum Qualifications:	Five (5) years direct experience managing the roles of the position for projects of similar size, scope, and complexity

Technical Approach

Based on our extensive experience in our industry, we have a clear understanding of the work that needs to be done in this engagement, from initial preparation and mobilization to the “nuts and bolts” of the research and management tasks themselves, culminating in comprehensive deliverables that are easily understood and fundamentally useful to the Council.

Mobilization Workflow / Requirements

A typical mobilization will involve the following steps:

1. Award notification received
2. Mobilization / Team staff notified via email
3. Acknowledgement of notification received from Team members
4. Mobilization schedule drawn up by PIC and Project / Program Management
5. Mobilization schedule distributed to pertinent staff
6. Schedule dates/times confirmed by staff, locked in
7. Travel times / rationale calculated (if and as required)



8. Contract controls personnel provided with project PWS
9. Internal Master Control Documentation Library / File System compiled
10. Internal SOW analysis meeting conducted
11. Contact established with NCTCOG PM / stakeholder(s)
12. Initial COG- NCTCOG planning meeting time/date/location established
13. COG- NCTCOG Initial Planning Meeting conducted
14. Follow-up preparations conducted
15. COG Team transition-in conducted
16. Establishment of development timeline and work calendar
17. Legislative Tracking / Contractual and Regulatory Compliance Check

Project Management Methodology

COG's project management and quality assistance approach to this engagement is informed by Program Management Institute (PMI) principles and portfolio, program, and project practices and components. The PMI's Book of Knowledge (PMBOK) framework ensures effective communication between COG personnel, while establishing the foundation for our plans to manage, control, and supervise the contract to ensure quality contract completion.

PMBOK establishes consistency and effective mutual understanding of roles, responsibilities, expectations, and requirements, as well as establishing the foundations for identifying issues before they become problems. Our work plans focus on the following components:

- Charter Scope (Work Plan)
- Deliverable/Performance
- Time/Schedule
- Quality Assurance
- Risk
- Communication
- Staffing/Human Resources

Each of these components is integrated into COG's model for the lifecycle of our contract with NCTCOG. The model below illustrates our engagement and focus on continuous improvement and high-quality delivery to the Council.



Figure 2: Continuous Improvement Workflow Steps and Interrelationships

More detailed information on our technical approach is included in TAB D – Technical Proposal (starting page 22).



State of Texas Business Registration [C.2]

A report confirming COG's registration to conduct business in the State of Texas is shown below.

5/9/23, 10:42 AM

Franchise Tax - You Have Filed Successfully

Franchise Tax

2023 Annual No Tax Due Report

Confirmation

You Have Filed Successfully

Please do NOT send a paper form

Since you are electronically reporting this tax, you will not receive a paper tax return in the mail for subsequent reports due. To keep you up-to-date and informed of due dates for this tax, we will send a courtesy e-mail reminder to you at the e-mail address on file for this account.

Print this page for your records

Submission ID: 68925552

Date and Time of Filing: 05/09/2023 12:42:21 PM

Taxpayer ID: 32069707316

Taxpayer Name: CONTINUITY OPERATIONS GROUP, LLC

Taxpayer Address: 7201 WARBLER LN MC LEAN, VA 22101 - 2016

Entered By: Angela Chavez

Email Address: angela.chavez@incorp.com

Telephone Number: (702) 372-5932

IP Address: 66.209.73.94

Additional Reports

Is this the reporting entity of a combined group?	No
Do any of the entities in the combined group have a temporary business loss preserved?	No
Will your total revenue be adjusted for the Tiered Partnership Election?	No

No Tax Due Report

SIC Code:	NAICS Code: 541618
Accounting Year Begin Date: 01/01/2022	Accounting Year End Date: 12/31/2022
Is this a passive entity as defined in Chapter 171 of the Texas Tax Code?	No
Is this entity's annualized total revenue below the no tax due threshold?	No
Does the entity have zero Texas Gross Receipts?	Yes
Is this entity a Real Estate Investment Trust (REIT) that meets the qualifications specified in section 171.0002(c)(4)?	No
Is this entity a New Veteran-Owned Business as defined in Texas Tax Code Sec. 171.0005?	No
Total Revenue:	\$10,530,689

Mailing Address

Street Address: 7201 WARBLER LN
City: MC LEAN
State: VA
Zip Code: 22101 - 2016
Country: USA

Public Information Report

Taxpayer

Taxpayer Name: CONTINUITY OPERATIONS GROUP, LLC
Taxpayer Number: 32069707316
SOS File Number or Comptroller File Number: 0803234481
Mailing Address: 7201 WARBLER LN
MC LEAN, VA 22101-2016
Principal Office: 7201 WARBLER LN MC LEAN, VA 22101
Principal Place Of Business: 7201 WARBLER LN MC LEAN, VA 22101

<https://mycpa.cpa.state.tx.us/franchisetax/GotoSuccess.do>

1/2



5/9/23, 10:42 AM

Franchise Tax - You Have Filed Successfully

Changes from previous year?: Yes			
Officers, Directors, Managers, Member or General Partner			
Name: MICHAEL MURPHY	Director? No	Term Expiration Date:	
Title: Member	Mailing Address: 7201 WARBLER LN MCLEAN, VA 22101		
Name: David Timm	Director? Yes	Term Expiration Date:	
Title: Member	Mailing Address: 7201 WARBLER LN MCLEAN, VA 22101		
Owned Entity(s)	State of Formation	Owned Entity(s)	TX SOS File #
		None entered.	Percentage of Ownership
Owned Entity(s)	State of Formation	Owners	TX SOS File #
		None entered.	Percentage of Ownership
Registered Agent and Office			
Agent: INCORP SERVICES, INC.			
Office: 815 BRAZOS, SUITE 500 AUSTIN, TX 78701-2016			
Declaration Statement			
I declare that the information in this document and any attachments is true and correct to the best of my knowledge and belief, as of the submission date, and that a copy of this information has been mailed to each person named in this section who is an officer, director or manager and who is not currently employed by this, or a related, corporation or limited liability company.			

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<https://mycpa.cpa.state.tx.us/franchisetax/GotoSuccess.do>


2/2




Prior Relevant Service History / Governmental Clients [C.3]

Recent examples of COG's Grant Management engagements are described below.

Reference 1: Statewide Public Assistance Technical Support Services, NJOEM

Services Provided:	Statewide FEMA Public Assistance Program Management and Support Services Staff Augmentation	
Year of Program:	2019 to Present (ongoing); Nine (9) Active Disasters	
Project Description:	<p>For the past three years, COG has provided staff augmentation to the State of New Jersey in support of its statewide FEMA Public Assistance Program. We employ over 75+ full-time, part-time, and contract personnel who are actively involved in assisting the New Jersey State Police, Office of Emergency Management in administering FEMA Public Assistance funding to State agencies, local municipalities, Tribal entities, and certain Private Non-Profits for nine (9) federally declared events, both legacy and recent.</p> <p>The Public Assistance Unit is responsible for the infrastructure and human services elements of the Federal Disaster Assistance Program. The Unit coordinates the damage and needs assessment related activities performed in response to expected or actual emergency situations. Additionally, the Unit provides disaster assistance training and outreach to County and Local emergency management officials on the Public Assistance Grant Program.</p> <p>Events include DR 4021 Hurricane Irene, DR 4086 Hurricane Sandy, DR 4264 Winter Storm Jonas, DR 4368 Winter Storm Quinn, DR 4488 COVID 19, DR 4574 Tropical Storm Isaias, DR 4597 Winter Storm Orlena, DR 4614 Tropical Storm Ida, and EM 3573 Tropical Storm Ida. Our staff are involved in every aspect of providing FEMA Grant and Program Management services to the State of New Jersey.</p>	
Project Funding:	Multi-billion dollars in Statewide program funding for research, grant writing, and grant administration activity – breakdown proprietary to client but can be requested	

Reference 2: State of NJ Regional Operations Intelligence Center (ROIC)

Services Provided:	PA services and consulting	
Year of Program:	2014 – Present (ongoing)	
Project Description:	<p>COG provides high quality Public Assistance services, EM services, and timely reporting to the New Jersey Regional Operation Intelligence Center (ROIC). Duties performed under this contract extend across four pillars: Data collection and processing, collaboration and strategic response consultation, direct systems operation, and results / performance assessment.</p>	
Project Funding:	Multi-million dollar Statewide program funding for research, grant writing, and grant administration activity – breakdown proprietary to client but can be requested	


Reference 3: Incident Planning and Response, NJOEM / NJ OHSP

Services Provided:	Planning, logistics, forecasting, IT systems activity monitoring, threat assessment, event response planning and direction, staffing analysis and process recommendation, grant application consulting / processing
Year of Program:	2011 to Present (ongoing)
Project Description:	COG works closely with Law Enforcement agencies in Trenton, NJ and areas state-wide on a daily basis. In 2013 we conducted a Full-Scale Exercise that spanned six (6) days and involved no fewer than 215 individuals, including law enforcement, administrative and logistics staff, professionals, and civilians. In



	<p>this we conducted both pre- and post-landfall situational analysis for Hurricane Sandy response efforts.</p> <p>Duties included Hurricane Timeline Decision Support (pre-landfall); situational analysis of initial damage to support response; situational analysis of initial damage to assess State-wide impact to State essential functions; analysis of Continuity of Operations (state-wide); and the fusion of Analysis of Impact and coordination with the NJSP Intelligence for Threat Assessment.</p> <p>COG also conducted the CCTA exercise GOTHAM SHIELD with the State of New Jersey Office of Emergency Management in March of 2017. This event, spanning metropolitan areas in New York and New Jersey, involved 450 total participants over thirteen days. It assessed regional and national incident management and incident support capabilities, to include pre- and post-nuclear device detonation and recovery, after the effects of an Improvised Nuclear Device attack using established exercises to achieve objectives in the relevant mission areas and capabilities.</p>
Project Funding:	Multi-million dollar Statewide program funding for research, grant writing, and grant administration activity – breakdown proprietary to client but can be requested

Reference 4: Medical Countermeasures Plan Development, State of NJ Dept. of Health

Services Provided:	Assessment, consulting, formal plan development	
Year of Program:	2017 – Present (ongoing)	
Project Description:	<p>This project entails a complete rewrite of the Department's Medical Counter Measures (MCM) Plan. The MCM Plan consists of the process that the State of New Jersey uses to implement medical countermeasures in response to a myriad of disasters impacting public health. The MCM plan could be utilized in response to incidents such as a pandemic outbreak, terrorist attack, nuclear detonation, or chemical release.</p> <p>The most significant aspect of the MCM plan involves the process to request, receive and distribute the Strategic National Stockpile (SNS) from the Centers for Disease Control (CDC). The SNS contains pharmaceuticals and medical supplies needed in response to a serious incident that has overwhelmed the State's medical system. COG also facilitates training and exercising upon all plans with the State and the Department of Health.</p>	
Funding:	Multi-million dollar Statewide program funding for research, grant writing, and grant administration activity – breakdown proprietary to client but can be requested	

Reference 5: Program Support, NJ OHSP

Services Provided:	Strategic advisement, guidance compliance, oversight, technical support
Year of Program:	Oct 2011 – Present (ongoing)
Project Description:	<p>The COG team is presently supporting the NJ Office of Homeland Security and Preparedness (NJ OHSP) in the effort to improve resiliency and recovery operations in the state following a disaster. Focusing on critical infrastructure in the area surrounding Exit 14 of the NJ Turnpike, the COG Team developed the Decision Support Tool (DST) to link all selected facilities' interdependencies to develop "what if" scenarios, identify opportunities for prevention and mitigation, and anticipate outcomes to improve recovery times. Results from this project provide public and private sector stakeholders with strategic planning points and an optimized sequence of activities to follow in response to and recovery from a disaster.</p>



	<p>The project ultimately has resulted in the development of a Baseline Port Interdependency Analysis and a Port-wide Resiliency and Resumption of Trade Plan for use following a major security incident, natural disaster or catastrophic event.</p> <p>The Plan identifies specific actions and priorities to: 1) ensure the resiliency of critical assets, systems and networks; 2) mitigate the economic impacts of such events on port operation and commerce; and 3) enable expeditious resumption of trade at the NJ/NY Port. To that end, the planning effort includes an interdependency analysis to determine how these critical sites work in conjunction with one another and what cascading effects would follow from a natural disaster or terrorist incident.</p> <p>Deliverables also include operational decision matrices for key leadership, which outline critical actions needed to bring back port operations, critical infrastructure, and the resumption of trade.</p>
Project Funding:	Multi-million dollar Statewide program funding for research, grant writing, and grant administration activity – breakdown proprietary to client but can be requested

Summary Listing of Judgments / Pending Lawsuits [C.4]

COG has never had any judgments or pending lawsuits or actions taken against the firm.

Claim Submitted Against the Respondent [C.5]

COG has never had a claim submitted against the firm.



TAB D – Technical Proposal

This section describes COG’s approach to the technical aspects of the project and our approach to the Scope of Work.

Proposed Services / Service Categories [D.1]

As a result of our substantial experience assisting State and federal government clients in administering their federally awarded programs, COG personnel are eminently knowledgeable of program guidance and cost principles which govern federal awards, specifically the Uniform Guidance or 2 CFR. Therefore we are proposing to provide Grant Management and Consulting Services to the NCTCOG, to include all tasks outlined in the project Scope of Work.

We are specialists in the areas of procurement and contracting in compliance with federal requirements. Our Team understands the importance of comprehensive and effective document management as a key element of grants administration. Our professionals are experienced in establishing document management and recordkeeping systems. In our roles as recovery program professionals, we manage information daily, which gives our clients the basis for tracking and reporting on project progress, identifying issues or deviations, responding to audit findings or conducting compliance reviews, often in real time.

Our familiarity with the work and the accepted industry standards and methods by which grant management programs are run will dictate all of our activity under this contract. The two Tables below indicate the division of labor we anticipate will be our baseline for the project.

Table 2: Grants Management Overarching Activities w/Key Staff Responsibilities

GM Scope of Work Task	COG Experience	Responsible Personnel	
		Project Manager	Project Coordinator
Grant and Program Administration	YES	●	●
Development of Funding Agency Required Documents (incl. Subrecipient Agreement development, review and coordination, Annual Action Plans, Multi-Year Consolidation Plans, Memoranda of Understanding, and Evaluation Reports)	YES	●	●
Implementation of Programmatic Activities	YES	●	●
Data Collection	YES		●
Performance Reporting	YES	●	
Program Evaluation Planning	YES	●	
Program and File Internal Reviews	YES	●	
Subrecipient Monitoring	YES		●

Table 3: Consultancy Activities

Consultancy Task	COG Experience	Responsible Personnel	
		Key Staff	Support Staff
Develop Request for Application (RFA)	YES	●	
Workflow for grant submission approval	YES	●	●



Consultancy Task	COG Experience	Responsible Personnel	
		Key Staff	Support Staff
Grants.gov interpretation	YES	○	
Grant application writing and submission	YES	○	○
Business process automation and activity review and tracking	YES	○	
Receive, complete, and process grant application forms and data	YES	○	○
Panel review scorecard	YES	○	
Track/Monitor eligibility, application, and award status	YES	○	○
Create award documents	YES	○	○
Track and record budgetary revisions	YES	○	○
Financial oversight through financial system integration	YES	○	○
Grants management accounting review and recommendations	YES	○	○
Grant audit review and recommendations	YES	○	○
Activity and task tracking	YES	○	○
Grant closeout checklist tracking	YES	○	○
Disposition of records	YES	○	
Grant management and data reporting review and recommendations	YES	○	○
Recommended training	YES	○	○

In responding to this solicitation, COG hereby acknowledges:

- We have identified the services our firm is able to provide
- We are not required to be able to respond to all project services in order to submit this formal proposal
- The services COG is able to provide are indicated in the Tables above (2 and 3)
- COG can offer services to the TXShare Public Purchasing Cooperative in all of the following areas:
 - Damage assessments
 - Remedial measures
 - Grant management and closeouts
 - Risk analysis and mitigation
 - Emergency preparedness
 - Exercises and drills
 - Manpower assessment
 - Guidance reform
 - Threat assessment
 - Counter-terrorism
 - Bio-surveillance
 - Training and outreach

Descriptions of these capabilities would add considerable volume to this proposal and have been omitted as a result; however, we will readily provide information (write-ups, capabilities statements, etc.) in response to specific requests.

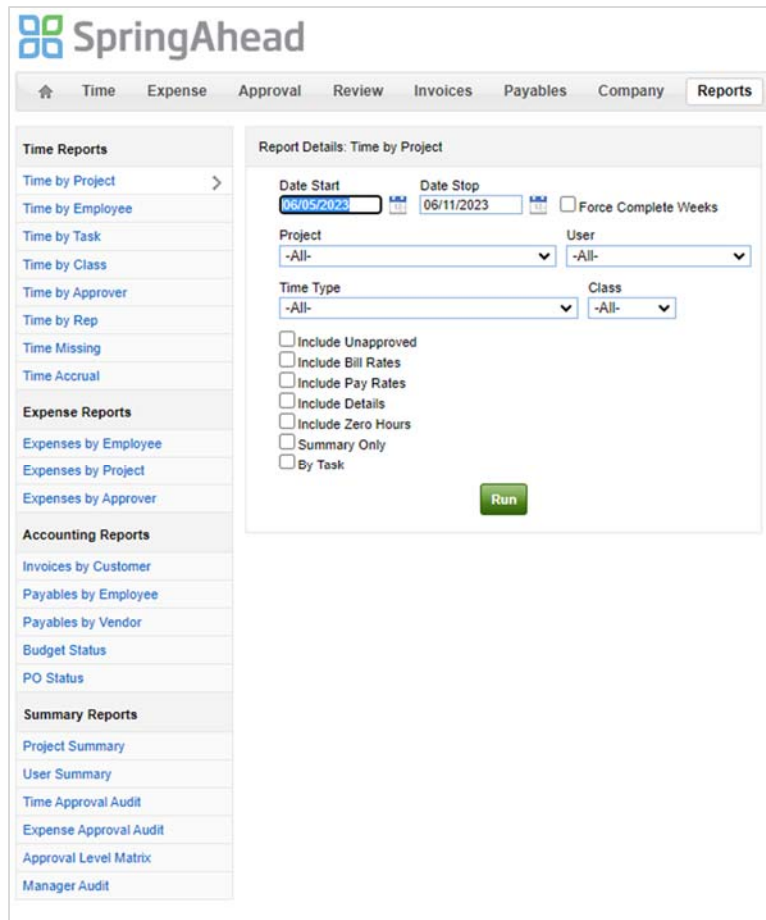


Service Order Response Process [D.2]

Our service order response process will flow logically from the FEMA process; that is, most deployments of personnel will occur upon notification by the client. We maintain a 48-hour response capability. Our initial footprint is smaller. We send forward personnel to assess the situation and coordinate with the client(s). After this first step, our Project Manager alerts additional personnel who are needed on scene and/or virtually. Our process is so highly automated that we use “reach back” capabilities to minimize forward deployments. This is based upon our experience that client office space is often limited and tightly constrained. When needed, we rent/lease space from which to conduct operations. The process seems simple but it is not. It involves early and comprehensive contact with the client(s), followed by periodic revisits on site as needed. Often, there is no substitute for in-person meetings.

Automated Systems Utilized [D.3]

For efficient Time and Materials tracking, COG uses **SpringAhead** accounting software. SpringAhead utilizes online timesheets, enabling our staff to create time entries using any browser while leveraging a variety of entry methods including clock-in, timers, weekly entries, and a mobile app.



The screenshot shows the SpringAhead dashboard. At the top is the SpringAhead logo and a navigation bar with tabs: Time, Expense, Approval, Review, Invoices, Payables, Company, and Reports. The left sidebar contains a list of report categories and their sub-items: Time Reports (Time by Project, Time by Employee, Time by Task, Time by Class, Time by Approver, Time by Rep, Time Missing, Time Accrual), Expense Reports (Expenses by Employee, Expenses by Project, Expenses by Approver), Accounting Reports (Invoices by Customer, Payables by Employee, Payables by Vendor, Budget Status, PO Status), and Summary Reports (Project Summary, User Summary, Time Approval Audit, Expense Approval Audit, Approval Level Matrix, Manager Audit). The main content area is titled 'Report Details: Time by Project' and contains a form with the following fields: Date Start (06/05/2023), Date Stop (06/11/2023), Force Complete Weeks (checkbox), Project (dropdown), User (dropdown), Time Type (dropdown), and Class (dropdown). Below these are several checkboxes: Include Unapproved, Include Bill Rates, Include Pay Rates, Include Details, Include Zero Hours, Summary Only, and By Task. A green 'Run' button is at the bottom right of the form.

Figure 3: SpringAhead Dashboard Indicating Scope of Available Functions

SpringAhead's online expense reports are simple and straightforward for our staff to use. Both these features allow us to collect accurate, real-time data at the client, project, and task levels. This assures accurate and detailed invoicing and reporting. Once billing cycles are closed, SpringAhead allows us to download the project data into customizable reporting formats, tailored to client specifications and searchable by date, employee, project, task, and work descriptions.



Understanding of and Approach to Chosen Work Categories [D.4]

Our approach to providing administrative services for Grant Management and consulting services begins with a dedicated Project Manager (PM) who will work with a team of COG Public Assistance (PA) Support staff on the Council's behalf on a daily basis. The PM reports to COG's Principal, who oversees the program, manages the overall direction of the Team's efforts, and will serve as the point of contact for the Council at the corporate level.



Our initial approach will be to conduct a kick-off meeting with NCTCOG project personnel who can identify what COG's immediate, intermediate, and long-term tasks will be. We will discuss schedules, priorities, desired outcomes, specific products and services, preferred methods for formal and informal communications, quality expectations, and other related matters to ensure that all parties reach agreement in terms of expectations, goals, objectives, and outcomes. We will document agreements reached at this initial meeting into a Project Work Plan. The Project Work Plan will then form the roadmap for our team's support on the project.

As requirements are identified and defined by Council project staff, our team will discuss issues, ask questions, and engage with your team such that we can turn around custom-tailored methodologies and approaches that address all of your specific sub-task areas prior to initiating the work. This will ensure that NCTCOG personnel understand and approve of the actions we intend to take before work begins. As may be required for specific deliverables, we will generate written initial outlines and drafts for review before expending resources on full development, which may include research, analysis, evaluation, meetings, negotiations, and other similar tasks depending on the requirement.

Approach to Grant Management and Consultancy

COG's approach to Grant Management not only includes the tasks of researching and identifying applicable funding sources, it entails all of the following:

- | | |
|--|--|
| ✓ Assisting with budget planning | ✓ Developing evaluation criteria |
| ✓ Providing needs assessments | ✓ Implementing operational procedures |
| ✓ Assisting with grant compliance | ✓ Evaluating targeted end users |
| ✓ Developing and/or reviewing program descriptions | ✓ Establishing goals and objectives for use of the funds |
| ✓ Creating measurable performance indicators | |

Project Management and Planning

COG's proposed team members possess a strong understanding of the activities involved in providing superior administrative grant management and comprehensive program management services to our clients. We have formed solid working relationships with our regional partners at the local and federal level, which sometimes plays a crucial part in getting questions answered, issues resolved, and reimbursement requests processed in a timely manner. In planning for and managing this project, our team will assist the Council in:

- **Initiating the grants application process:** Whether it is submitting a request for Public Assistance through FEMA or providing technical specifications for Community Development Block grant awards, our team is experienced in starting the process.
- **Performing assessments:** We will assist the Council in identifying funding needs and providing the support documentation necessary to meet program eligibility requirements.
- **Uploading and tracking grant applications:** Specific documentation is required to support project eligibility, write scopes of work, develop cost estimates, and prepare budgets. Our



Team will guide you in compiling project specific documents and completing applications so that any requests for additional information can be eliminated or held to a minimum once submitted.

- **Reviewing projects for completeness and cost accuracy:** Once scopes and costs are developed, COG will assist the Council in reviewing project applications for scope omissions and/or opportunities for additional funding opportunities.

These activities lay the foundation for making certain that we provide you with the best possible grant administration services, minimizing risks and maximizing funding opportunities.

Experienced and Informed Collaboration with NCTCOG Personnel

COG understands that NCTCOG is seeking a true working partner with whom they may manage, diversify, and expand Council's grant programs. Such management activity will require close collaboration between COG and NCTCOG personnel, and will focus on expediting the generation and processing of project documentation, grant applications, other grant funding technical specifications, insurance documents, and related documentation that results in the maximum benefits possible for the Council based on particular (site- and project-specific) conditions.

Project Reporting

Over the course of support activities, our team will: generate plans and procedures; review documents, plan and conduct internal audits and evaluations; and perform internal checks to ensure that our professional support and work products are maintained at the highest level of quality. The team will also ensure that schedules are met while keeping Council project staff informed of all potential risk areas through regularly scheduled meetings.

We will maintain a Deliverables Tracking Log indicating the planned and actual delivery date for all required and requested deliverables. This log will be based on the project schedule and will be created in conjunction with all project-tracking activities since any interim or milestone schedule slippages may affect deliverable due dates. While routinely monitoring the project schedule, our team will identify and take any corrective actions that might be necessary.

Scheduling and Milestones

Task scheduling and event milestones are derived from analysis of the overall volume of work to be performed and the estimation of what the team members are able to perform within a given period of time. Other factors will include NCTCOG priorities (i.e., tasks that must be completed by a particular date), NCTCOG preferences, the overall project deadline (projected end date), and any deadlines that lie beyond the Council's control. All of these elements are to be considered and discussed with NCTCOG during the initial phase-in period, to where COG and the Council come to mutual agreements for each milestone generated.

COG's Principal and PM will collaborate with our Council POCs and stakeholders to ensure all required tasks are mapped out and milestones are created within realistic timeframes.

Quality Assurance / Quality Control Procedures and SOP [D.5]

From project kickoff through transition-in, COG staff and corporate support personnel will communicate regularly with our POCs to ensure we understand the full extent of our duties and are able to fulfill them as the Council intends.

COG understands that regular communication is vital to the success of the project activities—between team members, between Team members and the COG Principals, and between COG and the Council—and we have mechanisms already in place to establish and support communications at every stage of the process. Recurring videoconference calls can be scheduled based on the volume of work; typically, an in-person project status meeting once or twice a week is sufficient to keep everyone well-informed, but we (COG and NCTCOG) can determine a schedule during transition-in when more information is available.



Deficiency Control and Mitigation

The team members tasked with monitoring Quality in our work are guided by best practices, lessons learned, and adherence to prevailing federal, state, and local / municipal regulations as they apply to the work being performed. In short, this means maintaining a high level of **clerical accuracy** (i.e., forms filled properly, errors corrected prior to submission, etc.) along with maintaining a working familiarity with the rulesets that define what our team can and cannot do within the framework of each respective grant program we accommodate. Team members who have questions can reach our PM at any time, day or night, and can query the home office for compliance questions 24/7 as well. Most every form, item, or deliverable submitted on behalf of the COG team will have undergone review and approval by at least two team members.

COG's quality effort includes a comprehensive **self-inspection/continuous improvement** dynamic that covers all the services we provide in the contract, tailored to each service as needed for each specific scope of work. Work schedules, methods of inspection, and specific surveillance techniques are noted in an employee Quality Control Plan (QCP), as are the processes for identifying quality deficiencies in our work and corrective action for substandard performance. The QCP also covers how the team must respond to client feedback and gather information to correct validated complaints.

Quality Assurance

Providing staffing support services can provide unique challenges. Often requests for deliverables arise at a moment's notice and require a quick turnaround period. It is incumbent upon the contractor to ensure that all products are developed in a manner that assures quality, while being generated in a timely and cost-effective manner. COG's approach to ensuring quality starts with planning. Our Team will conduct short, weekly staff meetings to review schedules, product deadlines, and status of on-going efforts to ensure that sufficient time is allocated to product development to include quality review.

Quality assurance reviewers will be included in these weekly meetings to ensure that team members can manage schedules to provide responsive support. Likewise, our Quality Assurance personnel will work with the project team to discuss issues associated with each task at the initiation of task activities. Engaging quality assurance at the front end of task development reduces the likelihood of errors or other issues at the back end of delivery.

Informal deliverables and quick turnaround deliverables will have established quality assurance steps to address quality in the context of available time and resources. We have specifically selected our team Project Manager and Team, who are seasoned professionals with years of grant management and FEMA program-specific experience. These individuals will ensure that quality reviews are performed prior to any submissions.

Assumptions [D.6]

COG assumes only the following:

- COG will have adequate time to outline project plans and receive buy-in from NCTCOG during project phase-in
- COG will have timely access to key NCTCOG project personnel to discuss / resolve any issues that may arise during the contract
- COG will receive timely response from NCTCOG regarding any questions or issues concerning or impacting the project
- NCTCOG will be forthcoming with answers to questions and requests for data

We envision no additional responsibilities or costs attributed to NCTCOG aside from those expressed in the solicitation.

Exceptions to Project or Contract Requirements [D.7]

COG has carefully reviewed all available RFP documentation and takes no exception to any of the terms and conditions expressed therein.



Special Features / Services Proposed [D.8]

In addition to the Grant Management and Consultancy strengths that are inherent to our Team, COG also can leverage our sizable network of industry partners and support organizations to assure we address every NCTCOG goal to its fullest extent. For example, we can reasonably anticipate circumstances during this project in which Engineering expertise may be required. To meet that emergent need, we have available tremendous resources from NOVACES LLC, headquartered in New Orleans LA, standing by to assist.



NOVACES, LLC (www.novaces.com) is a small business that specializes in delivering performance management, continuous process improvement (CPI), and project management services for disaster management programs. Headquartered in New Orleans, LA since 2001, NOVACES's current disaster management clients include the US Department of Commerce Economic Development Administration (EDA) under the FEMA National Disaster Recovery Framework (NDRF) Economic Recovery Support Function (ERSF) and the FEMA ORR Public Assistance Division as a subcontractor supporting the FEMA Public Assistance Technical Assistance Contract IV (PA TAC IV).

Where formal training and curriculum development skills are needed or desired, we can tap our colleagues at High Street Consulting LLC, whose staff have firsthand experience countering and responding to domestic and international terrorism, and supporting first responders during domestic events.



High Street Consulting (www.hscllc.net) is a certified SWaM and veteran-owned small business with a team of experts possessing more than 40 years of experience in Homeland Security and Defense. They provide clients with unparalleled risk assessment & analysis, planning, training, and exercises to improve workforce preparedness. HSC was a significant contributor to FEMA's 2017 Hurricane Maria AAR. HSC helped contribute to five focus areas selected by Agency leadership at headquarters, regional, and field offices. HSC used the findings to develop strategic-level recommendations for FEMA and the Interagency for future Hurricane

response. The AAR reflected a wide variety of input from FEMA and its whole community partners.

Contact Personnel (per Project Phase)

Points of contact for each phase of the resultant project are as follows:

Project Phase	COG Primary Contact	Secondary Contact
Bid Process	Mike Murphy, CEO 703-651-6199 mike.murphy@cog-llc.com	David "Jake" Timm, COO 703-651-6199 jake.timm@cog-llc.com
Contracting Process	Mike Murphy, CEO 703-651-6199 mike.murphy@cog-llc.com	Lois Copeland, Director, Finance and Compliance 225-978-1099 lois.copeland@cog-llc.com
Contract Administration	Mike Murphy, CEO 703-651-6199 mike.murphy@cog-llc.com	N/A



TAB E – References

References who can speak to COG’s abilities, reliability, and outcomes are listed below.

Point of Contact:	Patty Panaro NJOEM Grants Manager New Jersey Office of Emergency Management (NJOEM) P.O. Box 7068, West Trenton, NJ 08628
Telephone / Email:	(609) 963-6931 / Patricia.Panaro@njsp.gov
Point of Contact:	Major Christopher M. DeMaise Commanding Officer, Emergency Management Section State of New Jersey Regional Operations Intelligence Center (ROIC) 2 Schwarzkopf Dr., Ewing Township, NJ 08628
Telephone / Email:	(609) 273-1334 / christopher.demaise@njsp.gov
Point of Contact:	Capt. Dan Engelhardt, Executive Officer New Jersey Office of Emergency Management, Office of the Regional Operations Intelligence Center (ROIC), Critical Infrastructure Protection Bureau, New Jersey Office of Homeland Security and Emergency Preparedness (OHSP) 1200 Negron Dr., Hamilton Township, NJ 08691
Telephone / Email:	(609) 218-2532 / lpp5263@gw.njsp.gov
Point of Contact:	Sejal Patel Director, Emergency Management New Jersey Department of Health 369 S Warren St., Trenton, NJ 08608
Telephone / Email:	609-984-7922 / sejal2.patel@doh.nj.gov



TAB F – Proposal Pricing

Rates for a 4-year effort are shown below.

NOTE: Hourly rates are not inclusive of travel and other direct costs, as those are dictated by client / NCTCOG requirements and cannot be estimated accurately without such.

Base Year

Labor Category	Rate
Principal	165
Project Manager	135
Project Coordinator	97
Closeout Specialist	93
Project Accounting	150
Construction Manager	132
Engineer	155
Admin Support	91

Option Year 1

Labor Category	Rate
Principal	165
Project Manager	135
Project Coordinator	97
Closeout Specialist	93
Project Accounting	150
Construction Manager	132
Engineer	155
Admin Support	91

Option Year 2

Labor Category	Rate
Principal	169.95
Project Manager	139.05
Project Coordinator	99.91
Closeout Specialist	95.79
Project Accounting	154.5
Construction Manager	135.96
Engineer	159.65
Admin Support	93.73

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Option Year 3

Labor Category	Rate
Principal	175.05
Project Manager	143.22
Project Coordinator	102.91
Closeout Specialist	98.66
Project Accounting	159.14
Construction Manager	140.04
Engineer	164.44
Admin Support	96.54



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.

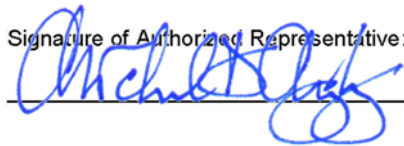
Acknowledgment of Insurance Requirements

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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 2023



Attachment II: Certification of Offeror

This form is Reserved / N/A per solicitation Amendment 01.

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Attachment III: Certification Regarding Debarment

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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 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 of 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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 2023



Attachment V: Drug-Free Workplace Certification

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The Continuity Operations Group, LLC (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 Continuity Operations Group, LLC (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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 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.

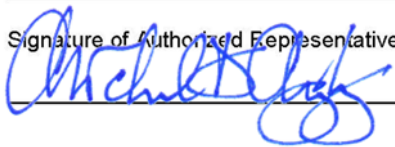
No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 2023



Attachment VII: Certification of 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):

Continuity Operations Group, LLC

Signature of Authorized Representative:



Date: 22 JUN 2023



Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification

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:

_____ 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.

Michael D. Murphy, CEO
(Printed Typed Name and Title of Authorized Representative)

Signature

Date: 22 JUN 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/>

DOES NOT APPLY

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:

Authorized Signature

DOES NOT APPLY

Typed Name

Date

Subscribed and sworn to before me this _____ day of _____ (month), 20__ in
_____ (city), _____ (county), _____ (state).

SEAL

Notary Public in and for _____ (County),

State of _____ Commission expires: _____



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:

NAME OF COMPANY:

DATE:



Michael D. Murphy, CEO

Continuity Operations Group, LLC

22 JUN 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: _____



Exhibit A: Service Area Designation Forms

EXHIBIT A Service Area Designation Forms

Texas Service Area Designation or Identification							
Respondent Name:	Continuity Operations Group, LLC						
Notes:	<p>Indicate in the appropriate box whether you are proposing to service the entire State of Texas</p> <table border="1"> <tr> <td>Will service the entire State of Texas</td> <td>Will not service the entire State of Texas</td> </tr> <tr> <td style="text-align: center;">✓</td> <td></td> </tr> </table> <p>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.</p>			Will service the entire State of Texas	Will not service the entire State of Texas	✓	
Will service the entire State of Texas	Will not service the entire State of Texas						
✓							
Item	Region	Metropolitan Statistical Areas	Will You Serve This Designated Service Area?				
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							
Respondent Name:	Continuity Operations Group, LLC						
Notes:	<p>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</p> <table border="1"> <tr> <td>Will service all Fifty (50) States</td> <td>Will not service Fifty (50) States</td> </tr> <tr> <td style="text-align: center;">✓</td> <td></td> </tr> </table> <p>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.</p> <p>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.</p>			Will service all Fifty (50) States	Will not service Fifty (50) States	✓	
Will service all Fifty (50) States	Will not service Fifty (50) States						
✓							
Item	State	Region/MSA/City	Designated as a Service Area				
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 Proposed Pricing for Desired Services

It should be noted that grant programs do allow for the recoupment of both administrative and program related project management fees, usually in the 5% of total project costs range. At COG, we strive to keep our pricing within this range so that our clients can maximize their federal funding opportunities. We realize that this RFP does not reference any project related costs by which we can gauge our pricing for grant administration services, but we firmly believe that the pricing structure we are presenting here will adequately meet the Council's needs to successfully administer its grant program(s).

See TAB F on page 30 for rates and estimated hours.



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	✓		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.



Conflict of Interest Questionnaire

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</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="border: 1px solid black; padding: 2px; text-align: center;">OFFICE USE ONLY</div> <div style="border: 1px solid black; height: 100px; margin-top: 5px;"></div>	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <div style="border: 1px solid black; height: 30px; margin-top: 5px;"></div>		
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (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.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <div style="border: 1px solid black; height: 30px; margin-top: 5px; text-align: center;">Name of Officer</div>		
<p>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.</p> <div style="text-align: center; font-size: 24px; font-weight: bold; color: red; margin: 20px 0;">DOES NOT APPLY</div> <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> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <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> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>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.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div>		
<p>6 <input type="checkbox"/> 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).</p>		
<p>7</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 60%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <p style="font-size: small; text-align: center;">Signature of vendor doing business with the governmental entity</p> </div> <div style="width: 35%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <p style="font-size: small; text-align: center;">Date</p> </div> </div>		

Form provided by Texas Ethics Commission www.ethics.state.tx.us Revised 1/1/2021



Discrimination Against Firearms Entities or Firearms Trade Associations

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:

NAME OF COMPANY:

DATE:



Michael D. Murphy, CEO

Continuity Operations Group, LLC

22 JUN 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.

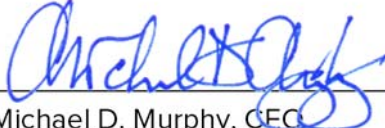
☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:



Michael D. Murphy, CEO

Continuity Operations Group, LLC

22 JUN 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:

