



ORIGINAL | RFP # 2023-028

June 22, 2023, 2:00 PM CT

A Proposal for the North Central Texas Council of Governments ("NCTCOG")

GRANT MANAGEMENT & CONSULTING SERVICES



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RFP # 2023-028

June 22, 2023

Submitted by:



P.O. Box 110265

Research Triangle Park, NC 27709

(919) 990-8191 or (800) 977-8191

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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.

Innovative Emergency Management, Inc.

Legal Name of Proposing Firm

Mark Mostad-Klahre

Sr. Contract Administrator

Contact Person

Title

(919) 990-8191

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27560

Street Address of Principal Place of Business

City/State

Zip

P.O. Box 110265

Durham, NC

27709

Complete Mailing Address

City/State

Zip

Acknowledgment of Addenda: #1 X #2 _____ #3 _____ #4 _____ #5 _____

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

DocuSigned by:



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Authorized Signature

Statement of Understanding and Summary of Qualifications

IEM understands and is well experienced with the tasks described in the scope of work, including all aspects of grant management and consulting services. The IEM Team has supported every large (\$1.5 billion+) Community Development Block Grant – Disaster Recovery (CDBG-DR) long-term housing delivery in the nation. We support Emergency Operation Center (EOC) transitions to begin housing recovery. We understand what survivors and communities go through to rebuild, which informs our planning processes. More details on our experience and qualifications can be found in section [D.4 Project Understanding](#).

TAB B: EXECUTIVE SUMMARY

For 38 years, IEM has been at the forefront of supporting the nation's most significant disaster preparedness, mitigation, and recovery efforts. We help our clients develop their own disaster response and recovery capacity by building reliable policies and procedures and training their staff. IEM has helped communities recover from nearly every major disaster in recent history. **Hundreds of customers at the state, county, and local levels have selected IEM as their partner** for major planning, response, and recovery efforts.

IEM will work closely with NCTCOG to provide high-quality recovery support during and immediately after an incident occurs. The IEM Team will help the NCTCOG implement strategies to minimize impacts and expedite access to federal aid program reimbursements. We promise to work with the NCTCOG's recovery team to create a customized solution to ensure ongoing and open collaboration and communication. Our team consists of experienced disaster recovery consultants with expertise in various industries, and we promise to leverage our industry-specific knowledge to provide our clients with the best possible solutions. We will be available to provide guidance and support 24/7, ensuring the NCTCOG has the support you need when you need it the most. IEM's approach to disaster recovery programs begins with the end outcomes in mind, guaranteeing NCTCOG's goals are integrated into our approach. IEM's project management process is designed to ensure consistent engagement with NCTCOG throughout the project, quality and timely deliverables, and the ability to pivot depending on any changing needs. IEM's project management process is used for all our projects to ensure compliance with applicable local, State, and federal laws, regulations, executive orders, and FEMA requirements.

IEM uses a customized, client-focused, and compliance-based approach to accomplish the work and scope of services defined in the RFP. **Our proposed methodology is to work collaboratively with NCTCOG to navigate the complexities of implementing an effective grants management and disaster recovery program.** We will support the NCTCOG by offering advice, guidance, and support for implementing a sound disaster management and Public Assistance grants management program. Our approach includes regular meetings/reviews to assess overall progress, identify and manage risks, ensure close coordination, and foster effective internal and external team communications. **We measure and control all critical aspects of the project's progress while establishing metrics and performance measures to allow our team to react to any issues or challenges in a timely manner.** Our overall project approach is designed to provide continuous advocacy and ensure that NCTCOG remains a top priority.

IEM offers comprehensive, end-to-end FEMA grants management program and management, including **Public Assistance grant administration, data collection, eligibility, allowability and engagement management tasks.** Our comprehensive disaster recovery and compliance experience offers NCTCOG a team with unparalleled knowledge and time-tested methodologies. We can administer and support the delivery of FEMA's Public Assistance grant program in partnership with the NCTCOG in a promptly to enhance results and maintain compliance with speed, accuracy, and empathy.

B.1 FIRM BACKGROUND

As a dedicated disaster recovery firm, IEM has continually demonstrated the capacity to provide top-level talent for our state and local partners, supporting continued training of personnel to ensure we have the most knowledgeable assets, while providing accountability and transparency both to and for our clients. Some clients we have supported include Texas General Land Office (GLO), Harris County, and the City of Houston. **We produce consistent, high-quality deliverables, comprehensive financial cost recovery, and grants management**

capabilities. Our methodologies ensure audit readiness and meet the stringent requirements outlined by federal, state, and local agencies and partners.



Figure 1: IEM Experience

We continue demonstrating our commitment to doing it right and putting survivors first.

Our record speaks for itself. We have effectively managed more than **\$277 billion of federal assistance** from various sources and programs, including FEMA and other federal, state, local, non-profit, philanthropic, and private sector organizations.

Full Legal Name	Innovative Emergency Management, Inc.
Date of Establishment	February 7, 1985
Number of Years in Business	38 years
Number of Employees	1,240
Financial Stability	Financial Stability - IEM operates with a rock-solid financial condition. IEM is a zero-debt company and over the last three years, IEM has operated without requiring any financing. IEM is fiscally solvent, viable, and has continually operated without interruption for its 38-year history. We have maintained this financial stability by wisely adding to our portfolio of work by only pursuing new work if we can continue to meet contractual obligations to our clients. IEM is audited annually and has received an unqualified audit opinion each and every year.

TAB C: EXPERIENCE AND KEY PERSONNEL

C.1 IEM OVERVIEW



Innovative Emergency Management, Inc. (IEM) offers clients access to experienced, well-trained disaster management professionals, led by a project management team dedicated to technical excellence and transparent, accountable, and ethical leadership.

Founded in 1985, **IEM is the largest woman-owned emergency management company in the world.** Over the past 38 years, we have directly managed local and state-wide disaster recovery programs while maintaining decades-long relationships with the Federal Emergency Management Agency (FEMA), the United States Department of Housing and Urban Development (HUD), and other state and local agencies, including the Texas Department of Emergency Management (TDEM). Our dedicated team of professionals has provided integrated program design, delivery, and management from preparedness, protection, and planning to disaster response and recovery operations in all 50 states and four U.S. territories. We have completed hundreds of grant management projects, expeditiously and prudently getting critical grant funding into the hands of those who need it most.



As a dedicated disaster recovery firm, IEM has continually demonstrated the capacity to provide top-level talent for our state and local partners, supporting continued training of personnel to ensure we have the most knowledgeable assets, while also providing accountability and transparency both to and for our clients. Some of our clients we have supported include Texas General Land Office (GLO), Harris County, and the City of Houston, among others. **We produce consistent, high-quality deliverables, comprehensive financial cost recovery, and grants management capabilities.** Our methodologies ensure audit readiness and meet the stringent requirements outlined by federal, state, and local agencies and partners.

OUR TEAM HAS SUPPORTED EVERY TYPE OF DISASTER



CDBG-MIT, CARES Act, American Rescue Plan Act (ARPA), and other federal grant programs. We have worked with natural and human-caused disasters, including 9/11, Hurricanes Katrina, Ike, Irene, Lee, Superstorm Sandy, Harvey, Irma, Maria, and Ian, winter storms and blizzards, Deepwater Horizon, Ebola, Zika, Carr Fire, COVID-19, and many more. IEM has been at the forefront of resiliency initiatives, taking advantage of 428, 406, and Global Match opportunities to make communities more resilient after catastrophic events. We continue to excel in leveraging every federal, state, local, and private dollar to achieve meaningful recovery results.

IEM is highly skilled in administering and maximizing the full complement of federal disaster recovery programs. This includes FEMA Public Assistance (PA), Individual Assistance (IA), Public Assistance Alternate Procedures Section 428, Hazard Mitigation Grant Program also known as Section 404 or HMGP, Hazard Mitigation under PA also known as 406 Mitigation, CDBG-DR,



"It is my pleasure and great appreciation to share with you that PWC has not received any findings on our CARES Act efforts for FY 2020 and FY 2021 (FY 2022 Single Audit is still in progress but no findings yet), which audited about \$77M of the \$82M of CARES Act funds. **This is a testament to the relationship IEM and PWC has built over the years while working through CARES Act, FEMA-Public Assistance, now ARPA, and other grants.** Your team's efforts to gathering the documentation for all CARES Act and ARPA transactions, conducting quality control review over programs to mitigating issues, teaming up with other PWC departments/agencies to assist in administering the grant, researching grant requirements for eligibility and allowability, identifying new grant opportunities PWC Executive Leadership can leverage, and **the numerous discussions and questions your team has answered has been extremely valuable to us.** We appreciate all your efforts and partnership in helping us identify, research, administer, and report on all of these grants. We really couldn't have done it without you these last 2+ years. You all ROCK!"

*Terri Whitt, Comptroller / Assistant Director of Finance for Financial Reporting & Controls
Prince William County Government*

C.2 KEY PERSONNEL

We have built a team for the NCTCOG from our deep bench of disaster recovery, emergency management, mitigation, and subject matter experts. IEM will provide the NCTCOG with access to technical expertise in niche areas from innovation-driven and seasoned teams. These areas include FEMA PA, CARES Act and ARPA, grant management, procurement, insurance and duplication of benefits, closeout, and audit support. IEM's primary focus for all our clients is to provide positive outcomes, putting the well-being of disaster survivors and our clients' goals first.

Our team of subject matter experts has performed the full range of management, support, and administration functions of grant programs at the federal, state, local, and private non-profit levels, including the largest and most technical complex disasters throughout the nation. IEM's proposed staff for this effort have direct experience in supporting projects similar in scope and size to the work described in the RFP and are available around the clock as NCTCOG needs.

Name	Key Staff	Years of Experience Degrees and Designations	Experience
James Clark Project Principal	✓	<ul style="list-style-type: none"> 16+ Years' Experience B.S., Construction Management; Minor, Business Administration, Technical Sales, Louisiana State University, 2008 	<ul style="list-style-type: none"> For more than seven years, Mr. Clark served in numerous positions for the Governor's Office of the Homeland Security and Emergency Preparedness (GOHSEP) managing millions of dollars in grants including \$43 million for Stafford Act Programs as well as the agency budget. Provides executive level advisory and consulting services to state and local government agencies in FEMA PA programs, cross-cutting federal requirements, financial management, and documentation requirements. Represented the State of Louisiana for the Community Disaster Loan Program for Hurricanes Katrina, Rita, Gustav, and Ike. Designated by the Governor as the Alternate State Coordinating Officer (SCO) for the response and

Name	Key Staff	Years of Experience Degrees and Designations	Experience
			recovery of several presidential disaster declarations, including the Mississippi River Flood, Tropical Storm Lee, and Hurricane Isaac.
Kimberly Prosser Program Manager	✓	<ul style="list-style-type: none"> 30+ Years of Experience M.B.A., Business Administration, University of Central Florida, 2006 B.A., Journalism, University of Central Florida, 1992 	<ul style="list-style-type: none"> Assists Directorate with Project and Program Management for five active and eight standby response and recovery projects involving Federal, state, and local programs.
Russell Ermeling Project Manager	✓	<ul style="list-style-type: none"> 34 years of experience Ph.D., Education Administration, and Leadership, Southern Nazarene University, 2021 M.S., Management, Southern Nazarene University, 2018 A.A.S., Business Management, Oklahoma State University, 2017 	<ul style="list-style-type: none"> Oversees APRA grant program, ensuring adherence to program regulations and internal controls. Established a security program that included physical security, IT security, safety and transport of implants, biologics, and biohazard, in addition to state and federal regulation.
Daniel Wright Grants Management Specialist	✓	<ul style="list-style-type: none"> 11 years of experience M.S., Public Administration Kutztown, University, 2008 B.S., Political Science, Moravian College, 2005 	<ul style="list-style-type: none"> Works with clients throughout the country, most recently, the Virginia Department of Emergency Management. Reviews projects and spending within the OPENGOV application. Assists with the review and completion of various grant reimbursement packages. Manages portfolio of more than \$50 million in federal FEMA and DHSES grants.
Fay Part Disaster Recovery Specialist II	✓	<ul style="list-style-type: none"> 14 years of experience B.S., Business Administration, University of Phoenix, 2013 	<ul style="list-style-type: none"> Provides guidance, oversight, and general programmatic assistance to applications and maintains currency of and compliance with applicable state and federal grant management policies and procedures relating to the Public Assistance Grant Program. Identifies potential impacts/implications of policy changes to Federal/State/local programs and provides briefings as required. Leads meetings and briefings with applicants. Performs damage assessment to establish potential eligibility for FEMA funding and extent of applicable damages.
Robin Peters Disaster Recovery Specialist III	✓	<ul style="list-style-type: none"> 19 years of experience B.A., Marketing/Management, Louisiana Technical College, Sullivan Campus, 2000 	<ul style="list-style-type: none"> Assisted grantee applicants within the ARPA Small Business grant program for Tarrant County. Assisted with the approval process of over 250 grant recipients by reviewing critical documentation, tracking report, and preparing

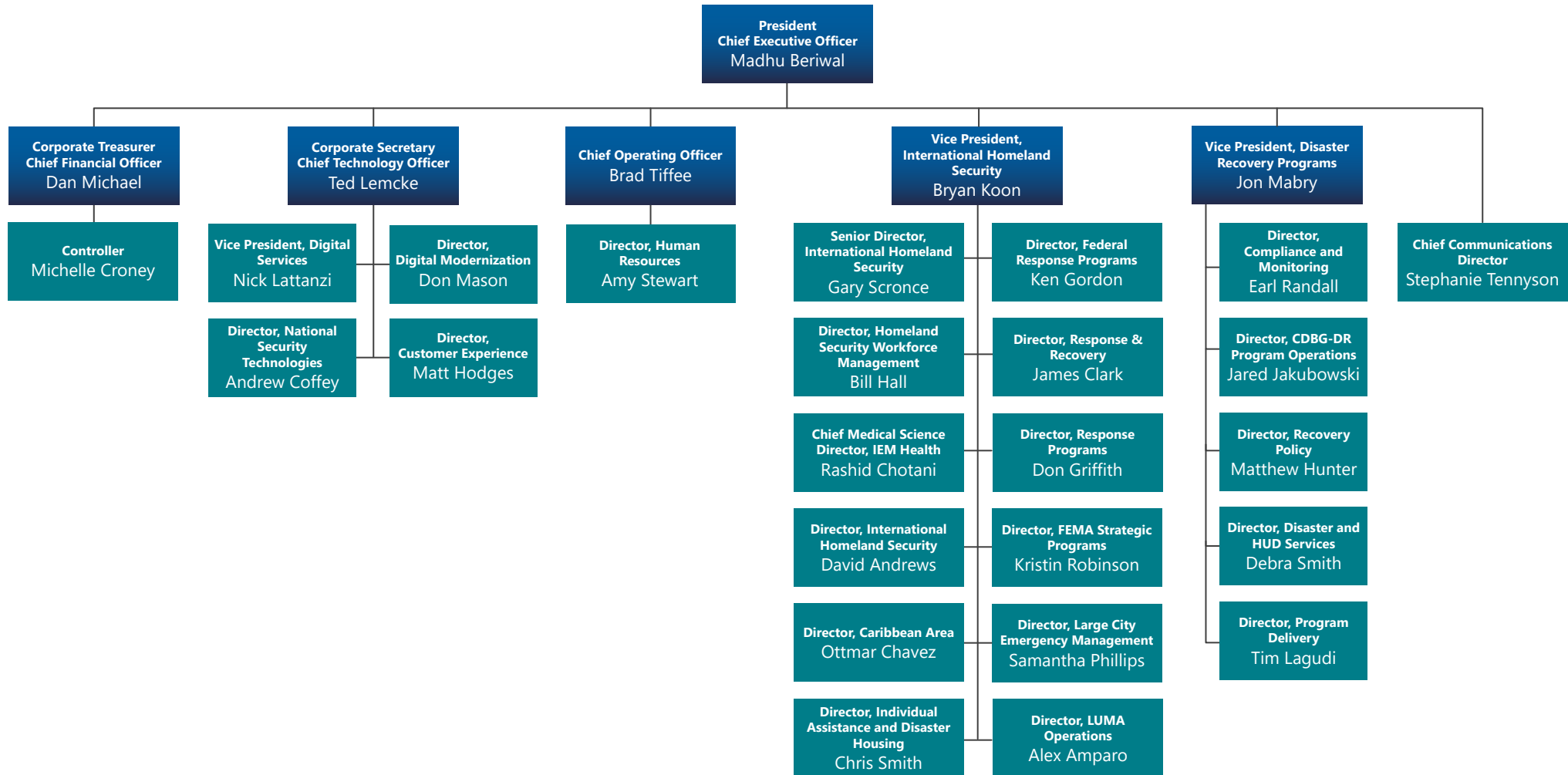
Name	Key Staff	Years of Experience Degrees and Designations	Experience
			<p>necessary correspondence, which helped in grant approvals and awards.</p> <ul style="list-style-type: none"> Notified over 2000 + grantee applicants within the ARPA Small Business grant program for Tarrant County of their grant application status.
Rachel Bringold Disaster Recovery Specialist I		<ul style="list-style-type: none"> Three years of experience A.A., General Studies, Oakland Community College, 2020 	<ul style="list-style-type: none"> Monitored and tracked all mission requests from facilities throughout Oregon state. Worked closely with the project formulation team, the closeout team, and FDEM staff. Acted as a liaison between Oregon Health Authority, the medical staffing vendors, and medical facilities throughout the state of Oregon. Acted as Point of Contact between vendors and facilities; expediently resolved any conflicts regarding provided staff.
Belita Bass Hazard Mitigation Specialist	✓	<ul style="list-style-type: none"> 14+ Years' Experience B.A., Literature and Minor in History, Texas A&M University Master's Program, Humanities Albert-Ludwigs Universitaet, Freiburg, Germany 	<ul style="list-style-type: none"> Supported FEMA programs as HM 406 Crew Lead, HM Hazard Performance Analysis Specialist, 406 Mitigation Specialist, Project Specialist, PA Crew Lead, Quality Assurance, and Quality Control Analyst and Reviewer. Experienced in implementing FEMA policies and procedures for Hazard Mitigation funding and Public Assistance in long-term recovery projects. Guided state and local government officials directly applicable to laws, policies, regulations, or other directives governing the Public Assistance Program.
Eliza Van Overschelde Disaster Recovery Specialist II		<ul style="list-style-type: none"> Four Years' Experience M.S., International Disaster Management, University of Manchester (UK), 2019 B.S., Psychology, Florida State University, 2017 	<ul style="list-style-type: none"> Technical knowledge of the National Disaster Recovery Framework, FEMA Public Assistance Program, and CARES funding guidelines. Guided various agencies regarding the use of CARES Act funding, the FEMA Public Assistance program, and other funding sources to cover expenditures.
Andi Ray Disaster Recovery Specialist I		<ul style="list-style-type: none"> Two years of experience B.S., Emergency and Disaster Management, American Public University System, 2023 	<ul style="list-style-type: none"> Assisted in data analysis, research, and distribution. Project management document development and formatting for clients and project managers. Organized, filed, and tracked documents in a centralized information management system.

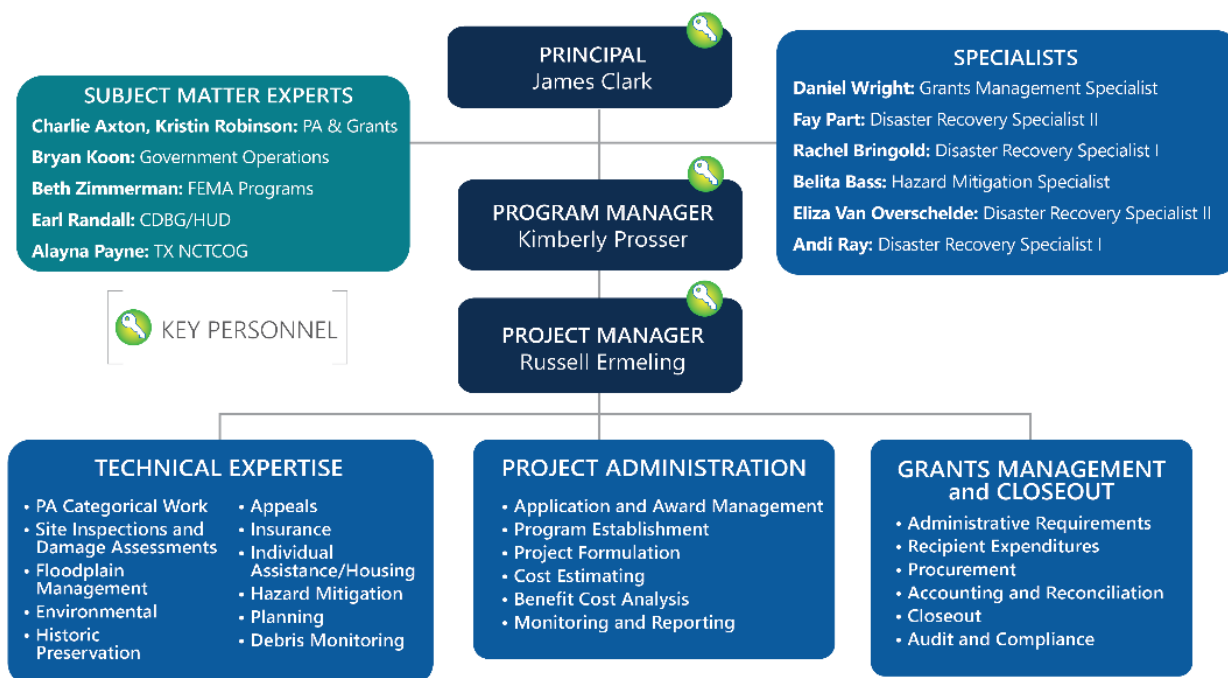
ORGANIZATIONAL CHART

Founded by the current president and CEO Madhu Beriwal in 1985, IEM is the largest woman-owned corporation focused on emergency management and homeland security in the U.S. IEM is privately owned and has over 1,240 employees as of April 2023. IEM maintains nine full-service offices (including its headquarters in Morrisville, North Carolina). We have provided services to 600+ clients (at national, state, and local agency levels) in 15 countries, all 50 U.S. states and several territories, with 74% repeat business. IEM is fiscally solvent, viable, and has continually operated without interruption for more than 38 years, with continued growth and expansion of services. IEM has grown tremendously since 1985. At its core, however, it is still driven by the same values as it was at its inception. Unlike many of our competitors for whom talking to the CEO is a rare event, IEM's leaders are in touch daily, sharing ideas, opportunities, and challenges. Although the company is divided into different sectors, they share personnel and work as the needs of projects evolve.

[IEM's corporate organizational chart is included on the following page.](#)

CORPORATE ORGANIZATIONAL CHART





IEM will provide a program administration team that will be responsible for overseeing the entire grant lifecycle. This team will be comprised of highly skilled professionals with a deep understanding of grant management principles and expertise in disaster recovery funding. The IEM Team will work collaboratively with your organization to develop and implement efficient administrative processes, ensuring smooth operations and streamlined communication. IEM has a strong track record of successfully navigating complex regulatory frameworks and compliance requirements. We will closely monitor and interpret all applicable rules and regulations imposed by FEMA, TDEM, and other relevant authorities. Our team will stay up to date with the latest guidance, policy changes, and reporting obligations to ensure ongoing compliance throughout the program's lifecycle.



Alayna Payne NCTCOG SME

Ms. Payne is an enthusiastic and experienced hazard mitigation planner. She brings to the team over 5-years of specific experience in hazard mitigation planning, mitigation grant writing, creating detailed reports and budgets, developing comprehensive documents, and educating stakeholders in mitigation. She joined IEM from the North Central Texas Council of Governments and currently is supporting multiple planning efforts within the State of Texas.

Personnel, Role	Background	Minimum Qualifications
James Clark, Program Executive	As Director of Response and Recovery at IEM, Mr. Clark provides executive-level advisory and consulting services to state and local government agencies in FEMA Public Assistance (PA) programs, cross-cutting federal requirements, financial management, and documentation requirements. He also provides guidance and expertise on federal regulations that frame response and recovery efforts such as the 44 CFR, Public Assistance Alternative Procedures, Benefit Cost Analysis, and the Stafford Act. In addition, he is an adept leader, having overseen more than 200 state employees and nearly 100 contract staff for the agency.	<ul style="list-style-type: none"> Provides executive oversight for project and client relationship
Kimberley Prosser Program Manager	Ms. Prosser, IEM's Manager, State and Local Response and Recovery, gained extensive knowledge in disaster response and recovery from her background at the local level. Her work as a local Emergency Management Director in Florida included responding to numerous major disasters as Incident Commander, Planning Section Chief, and Public Information Officer. Ms. Prosser also assisted local governments with generating preliminary damage assessments, program administration, worked with the Brevard County team to submit \$21 million in Hazard Mitigation Grant Program projects, \$45 million in Public Assistance projects, and \$13 million in CDBG-DR projects. Her notable disaster experience with local governments includes Tropical Storm Fay; Hurricanes Wilma, Matthew, Irma, Michael, and Dorian; and COVID-19. Since joining IEM, she also has gained significant experience with deployment in support of the State of Florida's and the State of Illinois' response to COVID. Ms. Prosser's innovative approach to problem-solving, ability to manage and lead teams, public communications expertise, and hands-on disaster response and recovery experience makes her a valuable participant in numerous disaster response and recovery projects.	<ul style="list-style-type: none"> Provides project management and client support and interfaces with Program Executive as needed.
Russell Ermeling, Project Manager	Dr. Ermeling is an established Operations and Emergency Management Professional with experience at all levels of government and business. He has proven skills in emergency management, operations, compliance, and leadership development, and he seeks opportunities to contribute transferable skills to develop and capitalize on past successes to drive future growth. Intentions of work include increasing shareholder value in the organization while providing the best products and highest satisfaction levels for the customer. He has senior military and executive-level corporate leadership experience in operations, change management, compliance, and business development. He chooses best practices through research, analytics, and troubleshooting. He has proven	<ul style="list-style-type: none"> Experience in emergency management and disaster response, public health, and/or disaster recovery is desired. Experience deploying for response and recovery clients. Experience managing project teams & writing proposals. Master's Degree in relevant field or relevant professional certification or accreditation Professional Registration or Certification including Professional Engineer (PE), Registered Architect, Project Management Manage the overall operation and direction of the program or project.

	ability to develop strategic partnerships with other experts to develop and share best practices.	<ul style="list-style-type: none"> • Develops and maintains Project Work Plan including budget and schedule. • Serves as Primary Point of Contact between client stakeholders and project team • Provides written and oral reports to contract management and client representatives
Daniel Wright, Project Manager	Mr. Wright has 11 years of experience in federal grants and emergency management. He is an experienced grants and resources manager with extensive expertise in managing federal, state, and local grants. He manages a portfolio in excess of \$50 million in federal FEMA and DHSES grants and leads Project Managers and various stakeholders in identifying critical projects for grant funding with a direct nexus to counterterrorism, security, and public safety. Mr. Wright also served as Chief Logistical Officer during Emergency Operations Center (EOC) activations, including during COVID-19, and is responsible for establishing and facilitating Incident Command at the scene of an incident affecting any Port Authority facility. He has also served as the Deputy Director of the Community and Economic Development Department of the City of Reading, Pennsylvania, where he supervised and managed the Community Development, Codes and Buildings, and Trades Departments.	<ul style="list-style-type: none"> • Bachelor's degree from an accredited college or university with a major in engineering, public administration, emergency management, insurance, business administration, or related field. • Novice level of understanding with Title 2 of the Federal Code of Regulations (CFR) • Novice level of understanding with Federal Awarding Agency's respective Title of the CFR including cross-cutting Federal rules and regulations. • Novice level of understanding with applicable State rules and regulations. • Novice level of understanding with Federal Awarding Agency, State or Recipient program policy rules and guidance • Novice level of understanding with Recipient/Subrecipient's internal management policies, procedures, and practices • Novice level of understanding of grants management, program management, emergency management, or administration of disaster recovery programs preferred • Novice level of knowledge of grant management, accounting and business management, and budget preparation procedures, and department administration. • Novice understanding of grant policy and procedures, and the ability to read and interpret grant guidelines and contracts, and to communicate effectively orally and in writing. • Novice understanding of disaster recovery, emergency management and associated state/federal legislation with the ability to research and organize data. • The ability to assist with preparing written reports and conducting analysis. • Novice level experience using Federal, State and Local grants management workflow software and documentation management systems at either the Federal (preferred FEMA), State, Local Recipient/Subrecipient level.

		<ul style="list-style-type: none"> • Novice level ability to use provided IT tools and document management tools to create, organize and maintain project documents • Novice level knowledge of standard office procedures and basic computer operations to include a working and functional use (preferred intermediate to advanced) of all Microsoft Office applications including Word, Outlook, and Excel as well as smartphone /text usage • At least one year experience with FEMA Grants (Public Assistance, 428, 404, 406 Mitigation)
Fay Part, Senior Disaster Recovery Specialist	Ms. Part is a CDBG-DR and CDBG-MIT Program and Project specialist with demonstrated experience in government administration. She has advanced knowledge developing and implementing disaster recovery programs and procedures. She is acclimated to managing multiple projects and overseeing the implementation of Disaster Recovery Programs, and is Team Lead and point of contact for multiple programs, while also performing a project leadership role.	<ul style="list-style-type: none"> • Five (5) years of experience responding to natural, technological, and human-caused disasters • Experience with EOC operations at the state and/or local level working in functional ICS positions. • Bachelor's degree from an accredited college or university with a major in public administration, emergency management, business administration, or related field. An equivalent combination of training and experience may substitute for a degree. • Advanced level of knowledge of disaster recovery, disaster response, emergency management and associated state/federal legislation with the ability to research and organize data. • Experience in planning in a functional ICS role and/or long-term plan development such as drafting Emergency Operations Plans (EOPs). • The ability to write reports, conduct analysis, and prepare/conduct briefings • The ability to assist with the development of and provision of training to support the recovery process • Advanced level ability to use provided document management tools to create, organize, and maintain project documents • Advanced level knowledge of standard office procedures and advanced computer operations to include a working and functional use (preferred intermediate to advanced) of all Microsoft Office applications including Word, Outlook, and Excel as well as smartphone /text usage • Strong written and oral communications skills including plan writing and meeting facilitation

		with team members and local, state, and federal stakeholders.
Robin Peters Senior Disaster Recovery Specialist	Ms. Peters developed grant reconciliation methods according to the client's organizational needs, ensuring grant funds' retainage. She has assisted in writing processes and procedures to manage and track Public Assistance funds. She can manage personnel effectively to ensure daily operational goals are executed. Ms. Peters has managed a portfolio of 138 Public Assistance (PA) Applicants during disaster response and recovery operations across eight parishes	<ul style="list-style-type: none"> • Provide guidance, oversight, and general programmatic assistance to applicants and maintain currency of and compliance with applicable state and federal grant management policies and procedures relating to the Public Assistance Grant Program. • Identify potential impacts / implications of policy changes to Federal/State/local programs and provide briefings as required. • Lead meetings and briefings with applicants • Perform damage assessments to establish potential eligibility for FEMA funding and extent of applicable damages • Conduct detailed cost estimates of damages • Perform project validation reviews and address any inconsistencies, special considerations, and compliance issues with management • Make hazard mitigation determinations and recommendations to reduce or eliminate the chance of damages occurring in the future • Provide technical guidance and recommendations to management. • Review supporting documentation for the assigned subawards to ensure that each subrecipient receives appropriate reimbursements. • Develop, maintain and implement plans and procedures associated with the effective and efficient delivery and monitoring of grant performance of the Public Assistance Grant Program. • Perform quality control review procedures over work performed by other Disaster Recovery Specialists and Grants Management Specialists. • Provide subject matter expertise directly related to the administration and management of the FEMA grant programs • Collaborate with IEM's Disaster Recovery Grants Management Specialists to identify and elevate financial or administrative issues for resolution, including responding to Federal Awarding Agency or Recipient Request for Information.
Rachael Bringold, Disaster	Rachel Bringold is a highly experienced professional with over 10 years of healthcare expertise, now applying her skills to the field of emergency management. With a focus	<ul style="list-style-type: none"> • Intermediate level of experience in FEMA Public Assistance grant program or other FEMA grant programs

Recovery Specialist	<p>on grant management, public assistance, and emergency medical staffing, Rachel brings a diverse range of knowledge to her work. She holds an Associate's degree in General Studies from Oakland Community College and has undergone extensive training and certification in various emergency management disciplines. Rachel's experience in the healthcare field has equipped her with a deep understanding of grant management best practices. In her role as a Disaster Recovery Specialist at IEM, she has been instrumental in assisting the Virginia Department of Emergency Management with Covid-19 recovery efforts, demonstrating her ability to effectively manage and track productivity metrics. Rachel's attention to detail and adherence to eligibility criteria successfully distributed approximately \$66.5 million in grant funds. Throughout her career, Rachel has consistently demonstrated her commitment to accuracy, efficiency, and client satisfaction.</p>	<ul style="list-style-type: none"> • Experience working in New FEMA PA Delivery Model • Intermediate level understanding of Public Assistance, 428, 404 and 406 Mitigation. • Ability to interpret grant policy and procedures and to read and interpret grant guidelines and contracts • Intermediate level experience using FEMA, State, and Local grants management workflow software and documentation management systems at either the Federal (preferred FEMA), State, and/or Local Recipient/Subrecipient level • Professional Registration or Certification including Project Management
Belita Bass, Hazard Mitigation Specialist	<p>Belita Bass is a highly experienced Public Assistance Consultant with a strong background in FEMA Public Assistance Grant Management and Disaster Recovery. With over 14 years of expertise in disaster response, recovery, and emergency management, she possesses extensive knowledge in PA recovery, hazard mitigation, and disaster preparedness. Ms. Bass holds a Master's degree in Humanities from Albert-Ludwigs Universitaet in Freiburg, Germany, and a B.A. in Literature with a minor in History from Texas A&M University. Throughout her career, Ms. Bass has held various positions within FEMA and other organizations, demonstrating her commitment to public assistance and hazard mitigation efforts. As an HM-406 Crew Lead at FEMA, she played a vital role in supporting the Public Assistance Program and implementing FEMA policies and procedures for hazard mitigation funding and long-term recovery projects. Her responsibilities included conducting preliminary damage assessments, providing guidance to government officials, reviewing funding applications for compliance, and managing projects as a PA Crew Lead.</p>	<ul style="list-style-type: none"> • Bachelor's degree or higher from an accredited college or university with a major in Engineering, Architecture, Environmental Sciences, or related fields. • Must have relevant professional licenses and certifications • A minimum of seven (7) years of substantially continuous experience in FEMA's programs: the Hazard Mitigation Grant Program (HMGP); Flood Mitigation Assistance Program (FMA); and Building Resilient Infrastructure and Communities (BRIC) Program, formerly the Pre-Disaster Mitigation Program (PDM); FEMA Public Assistance (PA) including 428 and/or 406 mitigation, similar Federal or state mitigation or resilience programs; federally funded disaster recovery programs; or some combination thereof. • Knowledge of FEMA Mitigation Grant Programs associated regulations • Three (3) years of substantially continuous experience providing direct programmatic and technical assistance, performing program reviews, and project analysis. • Experience with estimating project costs and timelines
Eliza Van Overschedle, Junior Disaster Recovery Specialist	<p>Ms. Van Overschedle is a highly knowledgeable professional in the field of emergency management, possessing expertise in emergency management policies, procedures, and program design and implementation. With a deep understanding of planning, coordinating, and preparing for various types of emergencies, including natural disasters, technological crises, and man-made incidents, she is adept at executing effective response and</p>	<ul style="list-style-type: none"> • Novice level of experience in FEMA Public Assistance grant program or other FEMA grant programs • Experience working in New FEMA PA Delivery Model • Novice level understanding of Public Assistance, 428, 404 and 406 Mitigation.

	recovery strategies. Her technical proficiency extends to the National Disaster Recovery Framework, FEMA Public Assistance Program, and CARES funding guidelines, enabling her to navigate complex funding mechanisms with ease.	<ul style="list-style-type: none"> • Ability to interpret grant policy and procedures and to read and interpret grant guidelines and contracts • Novice level experience using FEMA, State, and Local grants management workflow software and documentation management systems at either the Federal (preferred FEMA), State, and/or Local Recipient/Subrecipient level • Professional Registration or Certification including Project Management
Andi Ray, Administrative Support	Andi Ray is a dedicated and multicultural professional with a strong background in emergency management, leadership, teamwork, communication, budgeting, and contingency planning. With over two years of experience in communications and emergency management, they possesses a diverse skill set that contributes to their success in various industries. They hold a Bachelor's degree in Emergency and Disaster Management from the American Public University System, and they continuously enhance their expertise through FEMA Independent Study courses and certifications.	<ul style="list-style-type: none"> • One (1) year of experience in an administrative or office manager type role. • Working Microsoft Office knowledge with a strong knowledge of Excel • Strong organizational skills and attention to detail • Experienced, energetic, highly motivated, self-motivated dependable • Must be comfortable in fast paced environment. • Written and Verbal communication skills. • Proficient with computers and various Microsoft programs

RESUMES OF KEY EXECUTIVE PERSONNEL AND STAFF

IEM is pleased to present full resumes that describe each team member's experience and qualifications, which are provided in this section

- James Clark, Principal
- Kimberly Prosser, Program Manager
- Russell Ermeling, Project Manager
- Daniel Wright, Grants management Specialist
- Fay Part, Disaster Recovery Specialist
- Robin Peters, Disaster Recovery Specialist
- Rachel Bringold, Disaster Recovery Specialist
- Belita Bass, Hazard Mitigation Specialist
- Eliza Van Overschelde, Disaster Recovery Specialist
- Andi Ray, Disaster Recovery Specialist



James Clark
Project Principal

Mr. Clark managed \$100 million monthly in Public Assistance grant funds for the State of Louisiana GOHSEP.

15+ YEARS

EXPERIENCE IN DISASTER
RECOVERY & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Disaster Recovery
- ▶ Public Assistance
- ▶ Grants Management
- ▶ Project Management

EDUCATION

- ▶ B.S., Construction Management; Minor, Business Administration, Technical Sales, Louisiana State University, 2008

CERTIFICATION & TRAINING

- ▶ Project Management Professional (PMP)

PROFESSIONAL QUALIFICATIONS

Mr. Clark is a seasoned emergency management professional with over 15 years of experience in disaster recovery and emergency management. Mr. Clark has a strong track record of providing grants management to disaster recovery programs in the State of Louisiana. For more than seven years, Mr. Clark served in numerous positions for the Governor's Office of the Homeland Security and Emergency Preparedness (GOHSEP) managing millions of dollars in grants including \$43 million for Stafford Act Programs as well as the agency budget. Mr. Clark has also responded to several disasters including the Mississippi River Flood and Hurricane Isaac.

As Director of Response and Recovery at IEM, Mr. Clark provides executive-level advisory and consulting services to state and local government agencies in FEMA Public Assistance (PA) programs, cross-cutting federal requirements, financial management, and documentation requirements. He also provides guidance and expertise on federal regulations that frame response and recovery efforts such as the 44 CFR, Public Assistance Alternative Procedures, Benefit Cost Analysis, and the Stafford Act. In addition, he is an adept leader, having overseen more than 200 state employees and nearly 100 contract staff for the agency.

EXPERIENCE

Director of Response and Recovery, IEM | 2021-Present

- Provides executive level advisory and consulting services to state and local government agencies in FEMA PA programs, cross-cutting federal requirements, financial management, and documentation requirements.
- Provides guidance and expertise on Federal regulations that frame response and recovery efforts (44 CFR, Public Assistance Alternative Procedures, Benefit Cost Analysis, Robert T. Stafford Disaster Relief and Emergency Assistance Act, as Amended (Stafford Act).

Senior Manager, Deloitte & Touche, LLP | 2015-2021

- Led the sales and delivery of numerous grant management and disaster recovery program administration contracts for State and local governments across the United States.
- Served as Lead Senior Manager for all Advisory Services for the State of Louisiana account.
- Recruited and trained approximately 35 staff members and managers.
- Developed a Disaster Recovery Bootcamp Training course for new hires.

Various Roles, Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) |

2007-2014

Assistant Deputy Director, Grants & Administration | 2014-2015

Executive Officer, Disaster Recovery | 2010-2014

Problem Resolution Officer, Disaster Recovery | 2008-2010

Intern, Disaster Recovery | 2007-2008

- Designated as the Federal Program Manager to approve all Management Cost expenditures for Stafford Act Program; \$43 million annually.
- Managed averaged processing of \$100 million per month in Public Assistance grant funds.
- Represented GOHSEP in public hearings before the Joint Legislative Committee on the Budget. Routinely conducted 10 CFR 50.59 safety evaluations and screenings for plant modifications ranging from small changes in NSS systems to changes in major plant safety analyses such as increased core flow.
- Designed and implemented new cost allocation methods to Federal programs for agency labor, operating expenses, insurance, and annual financial costs to produce an annual savings of over \$800,000 in State General fund and comply with OMB circular A-87.
- Served as the Contract Manager for all Disaster Recovery contracts for Public Assistance and Hazard Mitigation to include education and outreach, program close-out, technical assistance, software licensing, grant management software enhancement, and management consulting.
- Served as the operations leader for the Disaster Recovery Division comprised of over 200 State employees and nearly 100 contract staff.
- Participated in the evaluation committee for proposals on six different solicitations for consulting, technical assistance, program close-out, and education and outreach services.
- Collaborated with management team to design and implement the organizational structure and business processes to administer a \$12 billion recovery program for the State of Louisiana averaging \$1.2 billion in payments per year.
- Designated by the Governor as the Alternate State Coordinating Officer (SCO) for the response and recovery of the several presidential disaster declarations including the Mississippi River Flood, Tropical Storm Lee, and Hurricane Isaac.
- Developed an unprecedented Programmatic Agreement with FEMA, ACHP, SHPO, and Indian tribes to expedite the NHPA and NEPA approvals for a \$750 million home elevation and reconstruction program by programmatically mitigating adverse effects to historically and environmentally sensitive properties.
- Coordinated Preliminary Damage Assessments for four major disasters, producing 102 parish declarations.
- Represented the State of Louisiana for the Community Disaster Loan Program for Hurricanes Katrina, Rita, Gustav, and Ike.
- Supervised the development and implementation of a tracking and tasking system for Recovery Correspondence.
- Represented GOHSEP in public hearings before the New Orleans City Council, the Joint Legislative Committee on the Budget, the State Bond Commission and the Select Committee on Disaster Recovery.

Non-commissioned Officer - Sergeant, United States Army Reserve | 2001-2009

- Coordinated transportation of troops, supplies, equipment and munitions by rail, sea, air and convoy operations.
- Counseled and evaluated performances of squad members as a non-commissioned officer.
- Veteran of Operation Enduring Freedom – served under the 82nd Airborne, 10th Mountain Division, and 101st Airborne Division at Kandahar Airfield in Southern Afghanistan.
- Executed missions in the United States, Italy, Afghanistan, and Qatar.



Kimberly Prosser, FPEM, CEM, MBA Program Manager

For more than a decade, she has managed EOC activations for dozens of emergencies and planned events: hurricanes, tropical storms, wildfires, space launches, COVID-19, and other incidents.

30+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT &
COMMUNICATIONS

EXPERTISE

- ▶ Public Relations
- ▶ Financial Management
- ▶ Consensus Building
- ▶ Personnel Management
- ▶ Analysis
- ▶ Project Management

EDUCATION

- ▶ M.B.A., Business Administration, University of Central Florida, 2006
- ▶ B.A., Journalism, University of Central Florida, 1992

CERTIFICATION & TRAINING

- ▶ CEM: Certified Emergency Manager, International Association of Emergency Managers
- ▶ FPEM: Florida Professional Emergency Manager, Florida Emergency Preparedness Association
- ▶ Protected Critical Infrastructure Information Authorized User: Department of Homeland Security
- ▶ FEMA Emergency Management Institute Advanced Professional Series

PROFESSIONAL QUALIFICATIONS

Ms. Prosser is an innovative, results-oriented professional with over 30 years of diverse emergency management and communications expertise; proven leadership and policy development skills; demonstrating excellent analytical proficiency and developing sound ethical solutions; excelling in volatile, uncertain, complex, ambiguous situations. Ms. Prosser served as co-chair of the Florida Emergency Preparedness Association's Legislative Working Group and co-chair of the East Central Florida Regional Risk & Vulnerability Assessment Technical Advisory Committee. She collaborated with Coast Guard, 45th Space Wing, KSC, SpaceX, FAA, FDEM, fire, law enforcement, all Brevard municipalities, and surrounding counties to update space launch plans to include landing anomalies including potential for radiological incidents. She is also a former elected member of Rockledge City Council (2009-2012).

EXPERIENCE

IEM | 2020-Present

Manager | 2022-Present

Project Manager | 2020-2022

Assists Directorate with Project and Program Management for five active and eight standby response and recovery projects involving Federal, state, and local programs.

DR-4673-FL | Hurricane Ian

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

DR-4489-IL | Chicago Public Schools

- Managing the Public Assistance/Grants Management process for COVID pandemic expenses. Team is assessing eligibility of CPS-identified expenditures, creating streamlined project applications, reviewing and organizing cost documentation including Force Account Labor and Force Account Equipment usage, substantiating eligibility of work completed and costs incurred, substantiating the nexus to public health emergency, and will support project closeout and recordkeeping.

Southwest Border Bus Response | IDHS

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

DR-4489-IL | Mass Vaccination for COVID

- Co-managing the Coordination for Mass Vaccination project for the Illinois Emergency Management Agency, responsible for 200+ response staff. Phase One of project services included planning, coordinating and supporting mass vaccination sites and community points of dispensing (PODs) for approximately 250 sites weekly; developing and maintaining vaccination dashboards, reports, GIS tools, and analytics; logistical, operational, and planning functions such as vendor assignments, registration management, financial management, and technical advisory services; and supporting the State's Public Information Officer with external communications. POD operations at these equity clinics, school and youth-based organizations, and expanded access clinics resulted in more than 200,000 vaccinations. Phase Two of the project involves documentation, memorialization, knowledge management, plan updates, logistical, and transition activities for all aspects of IEMA's COVID response, with a staff augmentation team of 100+. IEM's EMAP experts are providing significant guidance and support to assist IEMA in its re-accreditation efforts.

EMAP Support | Greater Orlando Aviation Authority

- Providing project management oversight for IEM's EMAP expert who is reviewing Emergency Management Program-related plans, policies, procedures, and other documentation in light of changing EMAP standards and advising of recommended modifications for paths to reaccreditation success.

East Central Florida Regional Planning Council

- Providing project management oversight and coordination for on-demand Incident Command System training courses taught by qualified State & Local Response and Recovery personnel.

DR-4486-FL | Mass Vaccination for COVID

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

Bryan County, GA

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

Data Analysis | VDEM

- Provided asset and personnel typing, categorization, quantification, and data analysis to the Virginia Department of Emergency Management, in order to identify the most frequently requested resources by emergency type and region for disasters occurring between 2011 and 2021, as well as categorize the commonalities that exist. This was part of the State's

efforts to ensure that procurement for frequently needed assets could be prioritized, necessary push packages could be developed, and that efficiency and effectiveness can be maximized. This project received extensions to include 2021 and 2022 data.

CARES/Coronavirus Relief Funds (CRF)

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

EM-3551- FL | Hurricane Eta

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

Brevard County | 2005-2020

Director of Emergency Management | 2012-2020

- Managed Department which included emergency management; 800 MHZ public safety radio system; E-911 administration and address assignment. Operated in accordance with Florida Statutes, Florida Division of Emergency Management grants' scope of work, Florida Emergency Communications E911 State Plan, Federal Communications Commission requirements, Brevard's Comprehensive Emergency Management Plan, Brevard County ordinances and interlocal agreements.
- Deployed to Calhoun County, FL as Planning Section Chief and Public Information Officer for Hurricane Michael. Identified potential recovery shelter in rural county with severe hurricane damage. Educated elected officials, County and City staff on documentation requirements for FEMA reimbursement; recommended proper procurement procedures to ensure eligibility.
- Led the Brevard County Emergency Management team to first-ever national accreditation through the Emergency Management Accreditation Program.
- Led Joint Information Center as Manager in high-intensity simulation at FEMA's Emergency Management Institute, the only time in history of the program that the scenario concluded successfully on first attempt.
- Led response to, and coordinated recovery from, Hurricane Dorian (2019), Hurricane Irma (2017) and Hurricane Matthew (2016). In the latter two events, Brevard was impacted by excessive rainfall, multiple tornadoes, storm surge, and hurricane-force gusts; sustained \$40 million in damage to public infrastructure and private property; and received disaster declarations for public and individual assistance.
- Was lead advocate, project manager, and primary fundraiser for a new County Emergency Operations Center. Developed multiple funding request documents demonstrating the need for a new facility; researched "lessons learned" via other recent EOC projects; lobbied local, state and federal elected officials and agency representatives to advocate for funding; collaborated with architectural team on design requirements; met weekly with construction team to provide functional and financial updates; coordinated development and satisfaction of grant scope-of-work documents for funding reimbursement; and ensured County leadership's awareness of project progress.
- Partnered with 50% of Brevard municipalities on Address Assignment, providing one-location/full service for residents and developers, and strengthening public safety via accurate 911 mapping.

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

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

Brevard Community College, Community Relations & Marketing Manager | 1993-2005

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

City of Cocoa, Florida, Public Safety Telecommunicator | 1989-1994

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



**Russell "Bart"
Ermeling**
Project Manager

Mr. Ermeling has extensive experience in operations and emergency management, as well as project management and compliance.

34+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT AND PROJECT
MANAGEMENT

EXPERTISE

- ▶ Emergency Management
- ▶ Project Management
- ▶ Operations Management
- ▶ State and Federal Compliance
- ▶ Cross-Functional Management
- ▶ Budget Accountability
- ▶ Forecasting and Goal Management
- ▶ Change Management
- ▶ Organizational Development and Learning Management

EDUCATION

- ▶ Ph.D., Education Administration and Leadership, Southern Nazarene University, 2021
- ▶ M.S., Management, Southern Nazarene University, 2018
- ▶ A.A.S., Business Management, Oklahoma State University, 2017

CERTIFICATION & TRAINING

- ▶ Peace Officer Certification, State of Oklahoma, CLEET #139938

PROFESSIONAL QUALIFICATIONS

Dr. Ermeling is an established Operations and Emergency Management Professional with experience at all levels of government and business. He has proven skills in emergency management, operations, compliance, and leadership development, and seeks opportunities to contribute transferable skills to develop and capitalize on past successes to drive future growth. Intentions of work include increasing shareholder value in the organization while providing the best products and highest satisfaction levels for the customer. He has senior military and executive-level corporate leadership experience in operations, change management, compliance, and business development. He chooses best practices through research, analytics, and troubleshooting—and a proven ability to develop strategic partnerships with other experts to develop and share best practices.

EXPERIENCE

Project Manager, IEM | 2022-Present

- Oversees APRA grant program, ensuring adherence to program regulations and internal controls.

Vice President of Operations, RX Medical LLC & ZBRX (Zimmer Biomet) | 2020-2022

- Established a security program that included physical security, IT security, safety and transport of implants, biologics, and biohazard, in addition to state and federal regulation.
- Responsible for developing, implementing, and overseeing strategic advancement and day-to-day performance of a multi-campus, multi-brand operational environment, guiding 150-200 employees and maintaining operational control of a total inventory of \$500-\$740M across nine companies.
- Increased customer satisfaction and operational success rates from 83% to 99.2% by refining current processes and establishing new quantitative processes through research, experience, and design in a process that has been accepted and replicated across Zimmer Biomet distributorships.
- Developed and secured new revenue streams to counter the loss of revenue due to Covid-19 and developed a response and recovery plan to mirror the needs of client hospitals and surgical centers.
- Developed and executed a 5-10 year strategic plan advancing the logistical and operational capability/capacity and efficiency through the planning and execution of logistical, operational, and warehouse transformation roadmaps.

Various Roles, Southern Nazarene University | 2017-Present

Director of Veteran Services | 2017-2020

- Developed and implemented plans for increased military and veteran enrollment through collaboration with Department of Defense personnel and local education services staff, resulting in an annual 50% enrollment increase.
- Defined, implemented, and executed new processes to drive student veteran enrollment, persistence, and performance to an 88% graduation rate and 32% matriculation rate in our graduate programs.
- Developed and tracked budget accountability for institutional, federal, and grants.
- Developed institution policies to ensure the university exceeded State and Federal compliance laws.
- Led a program recognized by the State of Oklahoma's Secretary of Military and Veterans Affairs for leading the state in veteran services while increasing MilVet enrollment to 23%.

Adjunct Professor of Business/ROTC | 2017-Present

- Taught undergraduate and graduate level courses in Operations Management, Management Information Systems (MIS), Business Law, Ethics & Compliance, and Supply Chain Management.
- Applied proven methods and current research to real-world experiences to best facilitate learning and immediate application to modern business.
- Developed a lecturer program that brought executives and operations experts into the classroom to illustrate current business practices and facilitate recruitment and internships.
- Established, developed, and facilitated the academic administration of a senior ROTC program.

Medical and Business Consultant – Independent Contract | 2015-Present

- Increased efficiency and profitability by refining existing processes and implementing task-driven procedures and policies that allowed clients to increase productivity, gain market share and increase revenue in a sustainable and replicable manner.
- A key focus is start-up, expansion, change management, talent development, state & federal compliance, and Medicare/Medicaid/Tricare (CMS) compliance.
- Clients include Outpatient Therapy (PT, OT), Orthodontic, Dental, Surgical Centers, Higher Education institutions, and Professional Race Teams.
- 93% of clients achieved their three-year strategic plan goals, and 20% have opened multiple locations.

Deputy Sheriff – Canadian County Sheriff's Department | 2014-2015

- Responsible for protecting the life and property of the citizens of Canadian County with demonstrated experience implementing FEMA doctrine and guidance, including but not limited to the Comprehensive Preparedness Guide, National Disaster Recovery Framework, and National Incident Management System.
- Thorough knowledge of state, federal, and tribal law and an experienced legal researcher that tracks criminal law, civil law, policy, and compliance changes.
- Assisted in the training and development of the department's Tactical Operations Team.
- Assisted in the state Emergency Operations Center during the 2013 Tornado outbreak and served in a joint capacity with Oklahoma County Sheriffs, Cleveland County Sheriffs, and Dept of Public Safety.

JROTC Instructor – Northwest Classen High School & Mustang High School | 2011-2014

- Increased participation in the program by 19% annually through mentorship, cross-departmental tutoring, and civic/volunteer programs.
- Actively participated in the academic administration of the JROTC programs at two diverse schools, propelling them to succeed at the national level by utilizing equity and inclusion planning.
- Worked with and served as a liaison to local community providers of employment placement and support services for homeless students while identifying the conditions needed for successful job placement and negotiating with future employers.

Operations Coordinator – Fluor Federal Government Group (Logar Province, Afghanistan) | 2011

- Staffed, Trained, Maintained, and Supervised the Emergency Operations Center for a 30,000-man firebase and active airbase.
- Decreased emergency response time for fire and emergency services during ground, mortar, and rocket attacks by 32% with an improved communication, readiness, and accountability process.

- Developed an improved communication platform for stakeholder leadership on system resources, strengths, and challenges and recommended corrective actions.
- Reviewed and compiled operational data or information; prepared and distributed reports on operation and maintenance status; maintained data as necessary for analysis, planning, and reporting.

Command Sergeant Major – US Army, 17th Psychological Operations Battalion (ABN) | 1988-2011

- Culminated a highly decorated 22-year career as the Senior Enlisted Advisor of the largest Psychological Operations Battalions in the US Army, with 647 members across five states.
- Served in several Joint and Combined roles in Special Operations Command. Directly supported multiple countries assisting in governance, emergency management, and nation-building.
- Conducted numerous successful high-level engagements with political, military, government, and non-governmental organization leaders across all socio-economic and geo-political spectrums.
- Served as the Anti-Terrorism Force Protection officer and Safety Officer, responsible for establishing the Emergency Management Protocols, including Threat and Hazard Identification and Risk Assessment, capability assessments, gap analysis, and overall risk assessments.



Daniel Wright

Grants Management Specialist

Managed a portfolio of more than \$50 million in federal FEMA and DHSES grants and led in identifying critical projects for grant funding for counterterrorism, security, and public safety.

11+ YEARS

EXPERIENCE IN FEDERAL
GRANTS & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Grants Management
- ▶ Project Management
- ▶ Incident Command

EDUCATION

- ▶ M.S., Public Administration, Kutztown University, 2008
- ▶ B.S., Political Science, Moravian College, 2005

CERTIFICATION & TRAINING

- ▶ Continue Education Certificate Program – Leadership 21st Century
- ▶ National Preparedness Leadership Initiative Program
- ▶ ICS 100, 200, 300, 700, 800
- ▶ Jurisdictional Crisis Incident Management
- ▶ DHS ICS All Hazards Logistics Section Chief L-967
- ▶ DHS ICS All Hazards Situation Unit Leader L-964

PROFESSIONAL QUALIFICATIONS

Daniel Z. Wright is an experienced grants and resources manager with extensive expertise in managing federal, state, and local grants. He manages a portfolio in excess of \$50 million in federal FEMA and DHSES grants and leads Project Managers and various stakeholders in identifying critical projects for grant funding with a direct nexus to counterterrorism, security, and public safety. He has been successful in applying for and receiving DHSES counterterrorism grant funds for the Port Authority in FY2015, FY2016, FY2017, FY2018, FY2019, FY2020, and FY2021.

Mr. Wright also served as Chief Logistical Officer during Emergency Operations Center (EOC) activations, including during COVID-19, and is responsible for establishing and facilitating Incident Command at the scene of an incident affecting any Port Authority facility. He has also served as the Deputy Director of the Community and Economic Development Department of the City of Reading, Pennsylvania, where he supervised and managed the Community Development, Codes and Buildings, and Trades Departments.

EXPERIENCE

Counterterrorism Grants Manager, The Port Authority of New York and New Jersey | 2014-Present

Director, Preparedness Programs | 2005-Present

- Working with clients through the country, most recently the Virginia Department of Emergency Management.
- Reviewing projects and spending within the OPENGOV application.
- Assisting with the review and completion of various grant reimbursement packages.
- Manage portfolio more than \$50 million in federal FEMA and DHSES grants.
- Lead Project Managers and various stakeholders in identifying critical projects for grant funding with a direct nexus to counterterrorism, security, and public safety.
- Successfully applied for, and received, DHSES counterterrorism grant funds for the Port Authority in FY2015, FY2016, FY2017, FY2018, FY2019, FY2020 and FY2021.
- Chief Logistical Officer during Emergency Operations Center (EOC) activations, including during COVID-19.
- OEM Duty Officer – responsible for establishing and facilitating Incident Command at the scene of an incident affecting any Port Authority facility.
- Responsible for the compliance and oversight of the Agency's counterterrorism grant program, including determining confidential documentation and managing both internal and external audits.
- Responsible for the supervision of consultant staff.

Grants and Resources Manager, The New York Public Library | 2012-2014

- Managed NY State, Federal and NYC grant funds to further enhance the strategic goals of NYPL.
- Led efforts to fund manuscript conservation and preservation, rehabilitate historic library branches, and managed the Mayor's Fund contributions to Hurricane Sandy relief efforts in Staten Island.
- Led coordination efforts with representatives from NYPL Foundations, Planned Giving, and Government Affairs to better leverage and increase overall resource effectiveness
- Responsible for the supervision of various working groups and staff.

Deputy Director, City of Reading, Pennsylvania, Community, and Economic Development Department | 2012-2014

- Supervised and managed the Community Development, Codes and the Buildings, and Trades Departments.
- Authored and received housing rehabilitation grants (neighborhood stabilization) for the City of Reading.
- Led and managed projects and activities with funds provided by the Department of Housing and Urban Development, the State of Pennsylvania, and local economic development grants of more than \$13 million annually.
- City's representative on the Blighted Property Review Committee.
- Appointed by the then-Mayor to serve as the City's "Stimulus Czar," seeking new funding opportunities.
- Led efforts among community stakeholders in leveraging private and public resources.



Fay Part

Disaster Recovery Specialist III

Ms. Part has demonstrated proficiency in compliance, project, and program management and has 14 years of Disaster Recovery Experience.

14+ YEARS

EXPERIENCE IN DISASTER
RECOVERY

EXPERTISE

- ▶ CDBG-DR
- ▶ Disaster Recovery
- ▶ Program and Project Management

EDUCATION

- ▶ B.S., Business Administration, University of Phoenix, 2013

CERTIFICATION & TRAINING

- ▶ CDBG-DR and CDBG-MIT HUD Training
- ▶ CDBG-DR Advanced Boot Camp Training
- ▶ URA and CDBG 104 (d) Compliance HUD Training
- ▶ CDBG Best Practices, Understanding Section 3 HUD Training

PROFESSIONAL QUALIFICATIONS

Ms. Part is a CDBG-DR and CDBG-MIT Program and Project specialist with demonstrated experience in government administration. She has an advanced knowledge developing and implementing disaster recovery programs and procedures, and she is acclimated to managing multiple projects and overseeing the implementation of Disaster Recovery Programs. She is Team Lead and point of contact for multiple programs, while also performing project leadership roles.

EXPERIENCE

Disaster Recovery Specialist III, IEM | 2022-Present

- Provides guidance, oversight, and general programmatic assistance to applications and maintain currency of and compliance with applicable state and federal grant management policies and procedures relating to the Public Assistance Grant Program.
- Identifies potential impacts/implications of policy changes to Federal/State/local programs and provide briefings as required.
- Leads meetings and briefings with applicants.
- Performs damage assessment to establish potential eligibility for FEMA funding and extent of applicable damages.
- Conducts detailed cost estimates of damages occurring in the future.
- Provides technical guidance and recommendations to reduce or eliminate the chance of damages occurring in the future.
- Provides technical guidance and recommendations to management.
- Reviews supporting documentation for the assigned subawards to ensure that each subrecipient receives appropriate reimbursement.
- Develops, maintains, and implements plans and procedures associated with the effective and efficient delivery and monitoring of grant performance of the Public Assistance Grant Program.
- Performs quality control review procedures over work performed by other Disaster Recovery Specialist and Grants Management Specialist.
- Provides subject matter expertise related to the administration and management of the FEMA grant programs.
- Collaborates with IEM's Disaster Recovery Grants Management Specialist to identify and elevate financial or administrative issues for resolution, including responding to Federal Awarding Agency or Recipient Request for Information.

Resilience and Mitigation Program Specialist, Louisiana State Office of Community Development | 2008-2022

- Served as the Team Lead for the Louisiana Watershed Initiative Local and Regional Program, a \$100M competitive mitigation program.

- Informed and coordinated with project managers who coordinate with federal, state, and local entities working on recovery and resilience efforts, including FEMA, HUD, GOHSEP, CPRA, non-profits and local governments to maintain interconnections with recovery operations, priorities, and guidelines.
- Provided technical assistance to grantees, to assure that all projects and expenditures comply with federal rules and regulations as well as program agreements.
- Maintained adequate monitoring and reporting systems to ensure the adequacy, quality, and timeliness of State disaster recovery programs.
- Held and conducted regular staff meetings, to include the communication and training in program policies.
- Provided staff reports for the Director and Managers, as assigned.
- Represented the office to outside agencies; coordinate office activities with those of cities, and outside agencies and organizations.

Economic Development and Infrastructure Project Analyst | 2018-2022

- Managed the implementation of Round 1 projects under the Louisiana Watershed Initiative's Local and Regional Program, a \$100M competitive mitigation program.
- Managed projects under the Municipal Infrastructure Program, Long Term Recovery Program, and FEMA PA Match, ensuring accountability for the expenditures of CDBG-DR funds while providing technical assistance in areas such as URA, Section 3, Section 504, Procurement, Davis-Bacon, and Fair Housing.
- Reviewed applicant submitted request for payments ensuring all cost are eligible and substantiated and authorizes subsequent payments.
- Conducted QA/QC reviews on projects under multiple programs to verify completeness.
- Scheduled and conducted regular monthly meetings with grantees documenting the status of each project and providing technical assistance for grantees and awardees.
- Establishing and monitoring performance measures and program milestones for compliance through desk reviews.
- Monitored quantitative and qualitative performance, expenditures and reporting results across multiple programs and disaster events.
- Worked closely with the Closeout Team to provide reports that have unobligated funds returned into the program when CEA/projects are in closeout.
- Conducted CDBG Boot Camp training, serve as a subject matter expert, and provide technical assistance to team members and grantees.

Compliance and Monitoring | 2012-2018

- Conducted onsite monitoring reviews for all assigned grantees and direct subrecipients who received funds as a result of Hurricanes Katrina, Rita, Gustav, and Ike to verify compliance with all federal and state regulations, program policies and contracts.
- Facilitated all communication with grantee and subrecipient personnel, which included conducting all entrance and exit meeting identifying concerns, findings, corrective actions needed.
- Complete monitoring reports reflecting the results of the onsite visit and conducting follow-up activities to ensure completion of any required corrective action needed.
- Reviewed all Infrastructure projects verifying all completed projects were conducted in accordance with CDBG-DR requirements ensuring accuracy by collecting documentation.

Administrative Assistance, Compliance and Monitoring | 2008-2012

- Prepared outgoing mail and correspondence, including e-mail and fax supporting executive staff.
- Processed time sheets, expense statements, invoices, and departmental supplies.
- Reviewed reports, data and information supplied by other personnel, check for accuracy and adherence to standard procedures and policies.
- Strong knowledge of MS Office, including Word, Excel, PowerPoint and Outlook Travel and meeting arrangements.
- Worked closely with executive office administrative support.



Robin Peters

Disaster Recovery Specialist

Over the past 19 years, Ms. Peters has worked with federal, state, and local governments, non-profits, businesses, and individuals within the grants industry. She has managed over \$3 billion in federal, state, and non-profit grant funds, which spans over ten disasters.

19+ YEARS

GRANTWRITING, GRANTS
DEVELOPMENT, GRANTS
MANAGEMENT & CLOSEOUT

EXPERTISE

- ▶ Grants
- ▶ Grants Writing
- ▶ Grant Management
- ▶ Strategic Planning
- ▶ Training

EDUCATION

- ▶ B.A., Marketing/Management, Louisiana Technical College, Sullivan Campus, 2000
- ▶ Courses, Marketing / Management, Southeastern Louisiana University, 1996-1998

CERTIFICATIONS & TRAINING

- ▶ Training in Strategic Organizational Planning, The Wire Group, 2003-2009
- ▶ US Department of Housing and Urban Development, "The Art and Science of Grant Writing"
- ▶ Certificate: The Art and Science of Grant Writing
- ▶ Various FEMA IS Courses

PROFESSIONAL QUALIFICATIONS

For more than 19 years, Ms. Peters has mastered grant writing, grant development, grants management, and closeout. As a Subject Matter Expert (SME), she has held various positions, including a CEO, Assistant Project Manager, and Grants Specialist. Within this timeframe, Ms. Peters has managed more than \$3 billion in grant funds while working alongside federal, state, and local governments and non-profits over ten disasters.

As an SME, Ms. Peters developed grant reconciliation methods according to the client's organizational needs, ensuring grant funds' retainage. She has assisted in writing processes and procedures to manage and track public assistance funds. She can manage personnel effectively to ensure daily operational goals are executed. Ms. Peters has managed a portfolio of 138 Public Assistance (PA) Applicants during disaster response and recovery operations across eight parishes. She worked directly with applicants and the Federal Emergency Management Agency (FEMA) in formulating and writing over \$60 million in federal PA funds. She has extensive working knowledge of construction reconciliation, where she was responsible for reconciling over \$100 + million in construction contracts.

EXPERIENCE

Grants Management Specialist III, IEM | 2022-Present

- Tasked with assisting grantee applicants within the ARPA Small Business grant program for Tarrant County, having assisted with the approval process of over 250 grant recipients by reviewing critical documentation, report tracking, and preparing necessary correspondence, which helped in grant approvals and awards.
- Tasked with notifying over 2000 + grantee applicants within the ARPA Small Business grant program for Tarrant County on their grant application status. I provide specified rejection details for each grantee application based on reviews, program decisions, and determined outcomes. Assists in managing the report to track all rejected applications.
- Tasked with assisting grantee applicants within the ARPA Small Business grant program for Tarrant County regarding their appeals, preparing appeal correspondence for over 120 + grantee applications. Log and document each appeal application for further processing. I catalog all appeal correspondence to be utilized in decision making.

Strike Team Specialist, Sides & Associates for Deloitte, Baton Rouge, LA | 2017-2022

- Assisted grantee applicants with resolutions and action plans to complete closeout on project worksheets for Hurricane Katrina, Rita, and Severe Storms and Flooding 4263 and 4277.

- Assisted in developing a reconciliation method to ensure all costs associated with projects for Facility Planning and Control (FP&C) are verified to ensure accuracy at closeout.
- Reviewed contracts, invoices, contract amendments, proof of payment records, supporting documentation, and previously submitted requests for reimbursements to determine and resolve issues that require correction to complete the closeout process.
- Reconciled all assigned contracts across FP&C's project worksheets.
- Assisted in managing \$1.4 billion in project worksheets for FP&C. Assisted in submitting 75 + project worksheets for closeout.

Senior Project Specialist II-Assistant Project Manager, DMS Disaster Consultants, Baton Rouge, LA | 2014-2017

- Managed projects for multiple state agencies by providing direct assistance and customer service relating to project worksheets, payments, programmatic policy questions, eligibility determinations, and infrastructure repair.
- Reviewed contracts, invoices, and labor/equipment records to submit grant payment requests.
- Managed more than \$84 million in public assistance grants.
- Created, wrote, and assisted in writing processes and procedures to manage and track public assistance funds.
- Assisted in developing and implementing accounting reconciliation methods to verify all project costs.
- Coordinated daily with state agencies, contractors, Grantee (State of Louisiana), and Federal Emergency Management Agency (FEMA) on several matters related to public assistance, totaling \$2.8 billion following all federal and state regulations, including but not limited to the 44 Code of Federal Regulations, Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) of 1974, and Disaster Mitigation Act of 2000.
- Assisted the project manager with managing the daily work assignments for all staff.
- Created reports to properly track approved costs, resolved issues of the day-to-day operation of grants management wrote project worksheets, and version requests.
- Coordinated meetings with FEMA, Grantee, and State Agencies.
- Monitored grants, reimbursement of funds, site visits/meetings, insurance reconciliation, and grant closeout.

State Applicant Liaison (SAL), Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), Baton Rouge, LA | 2009-2014

- Managed a portfolio of 138 Public Assistance (PA) Applicants during disaster response and recovery operations across eight parishes.
- Worked directly with applicants and the Federal Emergency Management Agency (FEMA) in formulating and writing over \$30 million in federal PA funds, which spans over eight disasters.
- Distributed funds to PA applicants for construction, renovation, mitigation, purchasing goods and services, etc.
- Managed more than \$290million in PA funds by providing project management, technical assistance by way of writing scope alignments, drafting responses to FEMA determinations, educating and counseling PA applicants with the public assistance process from inception to completion, and advocating on behalf of PA applicants to FEMA as it pertains to the Robert T. Stafford Disaster Relief and 2 Emergency Assistance Act (Public Law 93-288) of 1974.
- Provided visibility and established confidence in disaster assistance programs by assisting federal, state, and local government officials by supporting programmatic initiatives and implementing new policies and procedures.
- Assisted in identifying short and long-term problems that have affected and could affect the delivery of available disaster programs.

Life Choice Project (LCP) Project Coordinator, Christian Contracting Services, Baton Rouge, LA | 2008

- Responsible for a \$1.5 million Temporary Assistance for Needy Families (TANF) grant for 15 pregnancy centers across Louisiana.
- Answered directly to the Project Director concerning all grant deliverables and was a direct liaison between the pregnancy centers, sub-contractors, and LCP staff.
- Responsible for \$125,000-\$250,000 in billing verifications monthly while coordinating efforts with sub-contractors, vendors, state entities, and individuals to ensure those grant deliverables were met monthly.
- Coordinated and implemented all LCP activities.
- Prepared all written materials for meetings.

- Prepared all reports, applications, and Non-Governmental Organization's requests for submission to the State of Louisiana and national foundations.
- Responsible for all staff assignments and ensured they were complete for submission.

Development Director, Reconciliation and Development Corporation (RADCORP), Baton Rouge, LA | 2007-2010

- Responsible for finding and prospecting funding opportunities.
- Presented value-driven grant and loan proposals to potential charities, foundations, banking institutions, corporations, small businesses, not-for-profit organizations, and federal agencies.
- Worked directly with the organization's CEO/President, RADCORP Board of Directors, Government of Benin, and other African countries.
- Assisted with the development of collaborative partnerships with other groups and ministries to offer various services to our local communities and Africa.
- These collaborative efforts included: Developmental, Humanitarian, and Environmental efforts for schools, micro business development, macro business development, health services, water supplies, and youth outreach.
- Educated volunteers and donors on the purpose of RADCORP and the services we offered.

Advocacy Planning Associate, Public Allies AmeriCorps – East Baton Rouge Parish Long Term Recovery Committee (EBRP-LTRD), Baton Rouge, LA | 2006-2007

- Provided comprehensive support to the Advocacy Committee of EBRP-LTRC in developing a substantive written plan for advocacy on behalf of people affected by Hurricanes Katrina and Rita.
- Made initial contacts and cultivated relationships with organizations whose cooperation was necessary to develop and write an advocacy plan.
- Assisted committee members in managing a \$2.1 million grant-funding pool by reviewing and organizing data from Unmet Needs and other committees which awarded individual grants.
- Prepared post-reports following events, arranging meetings, relaying and receiving information through e-mails, faxes, phone calls, written letters, and agendas.
- Assisted with the development and execution of an affordable housing summit that addressed the shortage of affordable housing,
- Assisted in the development of a succession clinic that addressed title/probate law issues among homeowners applying for the Road Home Program,
- Assisted as a coordinator of community initiatives and represented the organization in meetings with people in positions of authority across five parishes.
- Created a comprehensive database that catalyzes change in advocacy efforts and projects.
- Worked with and cultivated working relationships with over 60 organizations across the State of Louisiana and out of state, including governmental entities, non-profits, for-profit businesses, advocacy agencies, city and parish government, housing developers, Community Development Corporations (CDCs), investment firms, banks, and social services agencies.

Owner/CEO, P-Global Services, Baton Rouge, LA | 2003-Present

- Global Services provides financial, business-ownership, and personal consulting services for small businesses, corporations, non-profit organizations, government offices and agencies, and individuals.
- Global's primary services include preparing, developing, and writing grant proposals (oral or written), business plans, marketing plans, strategic plans, financial budgeting, managing and disbursement of funds, set-up of business storefronts or offices, developed workshops to apply for funding and operate businesses.
- Global Services has extensive knowledge of federal and state grant programs, regulations, policies, and procedures.
- Global has had over 60 clients from CA, TX, LA, MS, and GA.
- Global Services has written and submitted over 30 grant proposals, applications, and marketing plans.
- Global Services has successfully represented clients receiving over \$3.3 million in grants and loan funds.
- Global Services has managed and operated three businesses and non-profits.
- Global Services was awarded a resolution from Washington Parish in 2003 to develop youth and finance programs within the parish.
- Global Services represented consulting firms on the Small and Emerging Business Asset Mapping Committee in 2007/2008 to develop funding opportunities for small businesses



Rachel Bringold

Disaster Recovery Specialist

Bringing over ten years of Healthcare experience to the Emergency Management Field, Ms. Bringold is highly experienced in Grant Management, Public Assistance, and Emergency Medical Staffing.

3+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Healthcare
- ▶ Emergency Management
- ▶ Public Assistance

EDUCATION

- ▶ A.A., General Studies, Oakland Community College, 2020

CERTIFICATION & TRAINING

- ▶ IS-00100.c
- ▶ IS-00200.c
- ▶ IS-00230.3
- ▶ IS-0700.b
- ▶ IS-0800.d
- ▶ IS-01000
- ▶ IS-01005
- ▶ ICS-300
- ▶ ICS-400

PROFESSIONAL QUALIFICATIONS

Ms. Bringold is a professional who brings more than ten years' experience in the healthcare field to the Emergency Management and Consulting sphere. She is skilled in grant management best practices and has worked on multiple Public Assistance contracts. Most recently, Ms. Bringold assisted the State of Oregon with medical surge staffing due to Covid-19 and assisted with invoice validation PA recovery efforts.

EXPERIENCE

Disaster Recovery Specialist, IEM | 2022-Present

- Assisting Virginia Department of Emergency Management with Covid-19 Recovery Efforts.
- Responsible for creating and maintaining various reports for tracking productivity metrics, as well as throughput for various client tasks.
- Creation and Maintenance of productivity reports provided to client weekly.

Business Analyst, AC Disaster Consulting | 2020-2022

- Served as Mission Coordination Lead for the Oregon Health Authority medical surge staffing contract.
- Conducted bi-weekly survey to quickly become aware of and mitigate any staffing challenges facing facilities.
- Monitored and tracked all mission requests from facilities throughout the state → Coordinated the deployment of staff to approved facilities.
- Acted as a liaison between OHA, the medical staffing vendors and medical facilities throughout the state of Oregon.
- Acted as Point of Contact between vendors and facilities; expediently resolved any conflicts regarding provided staff.
- QAQC invoices to ensure accuracy and eligibility for FEMA Public Assistance reimbursement.
- Organize and prepare back-up documentation for Public Assistance reimbursement.
- Located and flag any errors on invoices, coordinate with vendor for corrected documentation.
- Served on the QAQC team reviewing Covid-19 expenses incurred by the State of Florida and preparing them for Public Assistance reimbursement.
- Worked closely with the project formulation team, the closeout team, and FDEM staff.
- Provided reports to leadership on eligibility concerns and identified issues with documentation.
- Utilized WebEOC and Salesforce.
- Reconciled expenses with invoices and mission tasking and assignments
- Coordinate with vaccine sites and medical teams to ensure vaccine data was collected and reported daily.
- Maintained 100% compliance rate for data reporting metrics.

- Work closely with medical clinicians for operations, site logistics, resource needs and to troubleshoot issues.

Grant Compliance Reviewer / Team Lead, North Dakota Department of Commerce, Economic Resiliency Grant Programs | 2020-2021

- Member of the ACDC team managing the North Dakota Economic Resiliency Grant Program, made available through a CARES Act allocation to the State of North Dakota.
- Conducted application reviews and provide final award determinations for small business grants .
- Worked alongside North Dakota escalations team to provide eligibility guidance to the Department of Commerce for the ERG program.
- Participated in internal trainings with grant reviewers, grant escalations team, and compliance personnel.
- Performed grant compliance reviews, gather applicant documentation, and process grant closeouts in accordance with applicable grant rules and eligibility criteria.
- Ensured accuracy and efficiency in adjudicating grants and closing out awards to small businesses for approximately \$66.5 million in ERG funds.
- Member of the ACDC team managing the North Dakota Council on the Arts Program, made available through a CARES Act allocation to the State of North Dakota to benefit non-profit arts organizations throughout the state.
- Validated recipient provided invoices to ensure they are within the scope of the grant program.
- Ensured all money granted by North Dakota Council on the Arts is eligible in all categories established by the State of North Dakota.
- Prepared reports for the client as needed.
- Provided staff augmentation for the Florida Division of Emergency Management (FDEM) at the State Emergency Operations Center (SEOC)- Med Staff Team.
- Assisted with medical staffing missions, including the scheduling and deployment of medical staff to vaccination sites throughout the state.
- Provided guidance and created data tracking method to accurately capture insurance billing proceeds to avoid future duplication of benefits with Federal Funds.
- Ensured accuracy and timeliness of staff tracking metrics.
- Supported process and operational improvements within the med staff team.
- Prepared reports and contributed to client dashboards as needed.

Medical Assistant, ENT Specialists PC | 2019-2020

- Scheduled patient appointments and verified insurance.
- Conducted patient intake, history and vitals.

Manager, Zerbos Health Foods | 2013-2019

- Responsible for scheduling, quality control, supply ordering, hiring, coaching team members and team building, food preparation and maintaining.

Patient Care Technician, The Medical Team Inc | 2009-2013

- Directed patient care including bathing and assisting with toileting.
- Responsible for medication management, insulin administration, and obtaining/verifying blood glucose levels.

Patient Care Technician, St. Joseph Mercy Hospital | 2003-2008

- Obtained vital signs, glucose monitoring, and patient bathing.

Nurse Aid, Garden City Hospital Foundation | 2002-2003

- Obtained vital signs, glucose monitoring, and patient bathing.



Belita Bass

Hazard Mitigation Specialist

Ms. Bass is experienced in FEMA Public Assistance Grant Management and Disaster Recovery.

14+ YEARS

EXPERIENCE IN DISASTER
RESPONSE, RECOVERY &
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ PA Recovery
- ▶ Hazard Mitigation
- ▶ Fluent in German
- ▶ Disaster Preparedness

EDUCATION

- ▶ Master's Program, Humanities, Albert-Ludwigs Universitaet, Freiburg, Germany
- ▶ B.A., Literature & Minor in History, Texas A&M University

CERTIFICATIONS & TRAINING

- ▶ B312 – Fundamentals of Building Science
- ▶ L: 163, 292, 239, 727, 381, 382, 313, 212, 213, 276, 823
- ▶ ICS 100, 200, 700, 800

PROFESSIONAL QUALIFICATIONS

Ms. Bass brings 13 years of experience in Public Assistance Recovery Operations. She has supported FEMA programs such as HM 406 Crew Lead, HM Hazard Performance Analysis Specialist, 406 Mitigation Specialist, Project Specialist, PA Crew Lead, Quality Assurance, and Quality Control Analyst and Reviewer.

EXPERIENCE

Disaster Recovery Specialist III, IEM | 2022-Present

- Initializing efforts to identify and pursue hazard mitigation opportunities to build back stronger in the recovery/reconstruction phase.
- Assisting with mitigation grant proposals for permanent repairs.
- Focusing on teamwork and integrating historical "best practices" to enhance and achieve the best outcome.

HM-406 Crew Lead, FEMA | 2009-2022

- Supported the recovery activities focused on the Public Assistance Program.
- Experienced in the implementation of FEMA policies and procedures for Hazard Mitigation funding and Public Assistance long-term recovery projects.
- Specialized in 406 Hazard Mitigation and Hazard Mitigation Hazard Performance Analysis.
- Worked as Project Specialist and was promoted to Public Assistance (PA) Crew Leader.
- Participated in Preliminary Damage Assessments accompanied by state and local officials, thereby supporting Public Assistance operations in advance of Joint Field Office Operations.
- Provided guidance to state and local government officials which directly applies to laws, policies, regulations, or other directives governing the Public Assistance Program.
- Communicated effectively with public officials at post-disaster Applicant Briefings and Kick-Off meetings, summarizing available funding and discussing the adherence to application guidelines.
- Served as a technical 406-mitigation expert at local, state, and regional meetings presenting and discussing recovery policy while providing applicants with resources, ideas, and cost-effective alternatives (hazard mitigation solutions) for rebuilding safer and more disaster-resilient structures in their reconstruction efforts.
- Reviewed and analyzed Public Assistance Funding applications for compliance with statutes, regulations, and policies, including the Code of Federal Regulations 44 and the Public Assistance Program and Policy Guide.
- Performed site visits to record and assess the damage to public property.

- Embedded in Public Assistance to identify Hazard Mitigation Opportunities and develop Hazard Mitigation Proposals involving the repair or replacement of the following major public infrastructures and facilities:
 - road systems, bridges, culverts, and embankments
 - water control facilities, levies, dams, and storm-water management systems
 - buildings, such as schools, hospitals, museums, and libraries
 - utility systems, water, and sanitary sewer treatment facilities
 - engineered beach systems, parks, and recreational facilities
- Coordinated with floodplain management and environment and historic preservation specialists to ensure a cohesive and unified application of federal, state, and local laws to expedite the submittal of funding requests.
- Managed projects and presented conclusive reports internally to FEMA management and externally to state and local officials while supervising the 406-mitigation staff as PA Crew Lead.
- Assembled and disseminated data for a Loss Avoidance Study on successful mitigation practices in Massachusetts.
- With attention to detail and an eye for accuracy, extracted information from Excel databases to update sophisticated charts used in an interactive web-based pro-type, which was designed for public officials to access flood data and maps.

ESL Instructor, Brewster Academy | 2000

- English as a Second Language (ESL) Instructor/Sport and Outdoor Activities Coordinator: Royal Thai Scholar Program, Brewster Academy, Wolfeboro, New Hampshire, summer program.

ESL Coordinator/Teacher/Student Advisor, Darrow School | 2000-2001

- Coordinated and instructed ESL classes for international students not yet prepared for the “mainstream” curriculum; facilitated efforts to welcome and integrate foreign students into the campus community.

ESL Teacher/Outdoor Activities Coordinator/Community Outreach Spokesperson Summer English Immersion Program for International Students, Penobscot School | 2001-2002

- Enabled students to improve their confidence by realizing the value of communicating their ideas versus the act of rote learning; initiated outdoor activities to augment experiential learning; solicited community involvement for cultural exchange.

EFL Instructor and Translator at 3 Institutes: Institut fuer Sprachen and Wirtshaft I.S.W (Institute for Language and Business Studies), International House, Carl Schurz House (Deutsch-Amerikanisches House) | 1988-2000

- Taught English as a Foreign Language (EFL) in multiple adult education settings in business schools and private enterprises
- Researched and developed curriculum for three EFL institutes; assisted in a marketing campaign by compiling data on current demands.
- Translated technical and scientific texts from German to English.
- Created customized classroom material geared to meet the individual needs of EFL and ESL learners.
- Designed team-oriented classroom tools by incorporating task-based games and role play to focus on improving communication skills; coached professionals on how to give presentations in English.
- Established introductory training workshop for teachers to learn course design and methodology to promote interactive communication, enhance and supplement existing material, and create a stimulating environment for learning.
- Recruited new teachers and solicited new clients.



**Eliza
Van Overschelde**
*Disaster Recovery Specialist
II*

Supported LUMA Energy in their mission to develop a robust emergency response structure while strengthening the island's electric grid to create a more resilient Puerto Rico.

5+ YEARS

EXPERIENCE IN PREPAREDNESS,
RESPONSE, AND RECOVERY

EXPERTISE

- ▶ Planning
- ▶ COVID-19 Response and Recovery
- ▶ FEMA PA
- ▶ Crowd Safety

EDUCATION

- ▶ M.S., International Disaster Management, University of Manchester (UK), 2019
- ▶ B.S., Psychology, Florida State University, 2017

CERTIFICATIONS & TRAINING

- ▶ Emergency Management and Homeland Security Certificate, Florida State University, 2017
- ▶ Professional Series Certificate, Emergency Management Institute, 2017
- ▶ Collectively 25+ FEMA approved Emergency Management related Courses
- ▶ NCS4 Fundamentals of Crowd Safety Course, 2022

PROFESSIONAL QUALIFICATIONS

Ms. Van Overschelde has knowledge of emergency management policies and procedures; the design, execution, and implementation of emergency management programs; and planning, coordinating, preparing for, responding to, and recovering from emergencies: natural, technological, and man-made. She has technical knowledge of the National Disaster Recovery Framework, FEMA Public Assistance Program, and CARES funding guidelines. She has experience with multi-project management and the ability to multitask in a timely manner. Ms. Van Overschelde has knowledge of and experience with the National Incident Management System (NIMS), the Incident Command System (ICS), and other federal guidance documents and resources.

Ms. Van Overschelde possesses excellent organizational skills with experience displaying a high degree of administrative, critical thinking and emergency response skill sets. She has experience coordinating with various municipal, regional, and state agencies, first responders, and other volunteer groups, and experience with participating in disaster and emergency response exercises in the United States and the United Kingdom with local, state, and national agencies. She has exceptional communication skills, both oral and written, with officials from various levels of government to include external stakeholders.

EXPERIENCE

Various Roles, IEM | 2020-Present

Disaster Recovery Specialist II | 2022-Present

Disaster Recovery Specialist I | 2021-2022

Disaster Recovery Apprentice | 2020-2021

- Supported LUMA Energy in their mission to develop a robust emergency response structure while strengthening the island's electric grid to create a more resilient Puerto Rico.
- Assisted in developing and writing the Emergency Response Plan, Major Outage Restoration Annex, and Crisis Management Strategy.
- Assisted in developing a successful tabletop exercise designed to facilitate discussion and decision-making activities surrounding a Category 3 hurricane scenario expected to impact Puerto Rico directly.
- Assisted in developing and conducting a workshop that brought together 17 agencies including PREPA, Puerto Rico Aqueduct and Sewer Authority (PRASA), FEMA, U.S. Army Corps of Engineers, U.S. Department of Energy, Puerto Rico National Guard, Puerto Department of Public Safety, the Governor's Office, and the Puerto Rico Department of Public Health.
- Supported the LUMA response to Hurricane Elsa, and Tropical Storms Fred and Grace.
- Assisted in the development of the After-Action Reviews (AARs) and Improvement Plans for all three responses.
- Assisted in teaching FEMA IS courses to LUMA employees onsite in Puerto Rico.

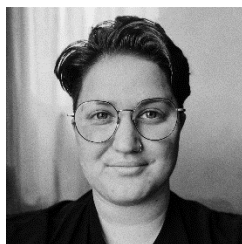
- Worked onsite for a project with the Illinois Emergency Management Agency (IEMA), working with the FEMA Public Assistance Programs and Grants Portal. Gained experience reading and interpreting grant guidelines and contracts.
- Deployed to the Florida Department of Emergency Management's (FDEM) State Emergency Operations Center to coordinate vaccination sites across the state of Florida for minority populations.

Temporary Emergency Management Planner, City of San Marcos | 2020

- Responsible for the development, revision, and coordination of the comprehensive emergency management plan and associated annexes.
- Responsible for coordinating with all municipalities in Hays County Texas, private organizations, and non-profits to enhance public-private partnerships and ensure feasibility of plans and procedures for an effective response during emergencies. Served as the San Marcos – Hays County Emergency Operations Center Command Staff Section Controller and Documentation Unit Leader while activated for the COVID-19 response.
- Co-led the Hays County Recovery Task Force comprised of participants from many different agencies, private organizations, businesses, and other local governments with an emphasis on inclusiveness of the community in the recovery process.
- Drafted the Hays County Community Recovery Plan for COVID-19 addressing the recovery process and assistance available to businesses, the public, school districts, and institutes of higher education.
- Established new agency contacts and networks for disaster recovery processes, resources, and support systems available to the municipal and county government. Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Organized and led the Hays County Testing Task Force responsible for testing more than 1,000 employees and residents for COVID-19 across six nursing home facilities. Responsible for and assist with drafting weekly COVID-19 situation reports and incident action plans for San Marcos and Hays County.
- Served as the project manager for the evaluation of San Marcos Community Lifelines and the review and approval of the Lifelines summary document in collaboration with IEM.
- Assisted in drafting the first High Consequence Infectious Disease plan for the City of San Marcos.
- Responsible for the management, documentation, and distribution of large quantities of personal protection equipment (PPE) for the county to include 15 municipalities.
- Provided subject matter expertise surrounding the COVID-19 pandemic to members of the public and other local municipalities.
- Conducted public outreach and provided resources regarding disaster preparedness in three (3) municipalities reaching over 400 households in San Marcos.
- Ensured emergency management COVID-19 response expenses were properly tracked and documented.
- Provided guidance to various agencies regarding the use of CARES Act funding, the FEMA Public Assistance program, and other funding sources to cover expenditures.

Disaster Services Intern, American Red Cross | 2018

- Responsible for the coordination and completion of school surveys in four school districts that contributed to the successful update of shelter use agreements across three counties.
- Coordinated over 50 volunteers to aid with fire prevention for approximately 200 families in the Home Fire Preparedness Campaign.
- Completed disaster services course work for national shelter operations, recovery services, psychological first aid, and others to expand knowledge of the career field.
- Participated in weekly briefings with Capital Area regional directors. Conducted multiple public outreach projects that increased community preparedness in and around the Florida capital area.
- Responsible for conducting training and exercise programs for local governments, emergency responders, volunteers, and private organizations.



Andi Ray

Disaster Recovery Specialist I

Andi Ray is a collaborative, self-motivated, multicultural professional with experience in Emergency Management, Leadership, Teamwork, Communication, Budgeting, and Contingency Planning.

2+ YEARS

EXPERIENCE IN
COMMUNICATIONS &
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Emergency Management
- ▶ Organization
- ▶ Communication
- ▶ Mediation
- ▶ Delegation

EDUCATION

- ▶ B.S., Emergency and Disaster Management, American Public University System, 2023

CERTIFICATIONS & TRAINING

- ▶ Various FEMA-IS Certifications
- ▶ Concilium Advance Field Security Training
- ▶ Conflict Resolution Training
- ▶ Worldview & Cultural Training

PROFESSIONAL QUALIFICATIONS

Andi Ray is a multicultural professional with experience in emergency management in the non-profit, private, and public industries. They have international emergency management experience while working and living in Malaysia and Indonesia, with over ten years of international experience combined. They are trained in high-stress, emergency management, and security scenarios, including government and non-government interrogation, hijacking, and kidnapping. They consistently seek new training to better themselves through FEMA's Independent Study courses and are certified in various courses. While working as a Donor Team Communication Coordinator, they were trained on methodical strategies to adapt to different cultures and accept various worldviews. As a result, they are collaborative, team-oriented, and open to new ways of problem-solving.

EXPERIENCE

Disaster Recovery Apprentice, IEM | 2022-Present

- Apprentice to the Disaster Recovery Team under the mentorship and leadership of Leigh Cowan and Michele Jones.
- Assisted in data analysis, research, and distribution.
- Project management document development and formatting for clients and project managers.
- Organized, filed, and tracked documents in a centralized information management system.
- Maintained project records.
- Organized and ensured the availability of IEM's Disaster Recovery Center of Excellence for all employees.

Activity Coordinator Crew Member, Casini Ranch Family Campground | 2021

- Supported the activity coordinator in preparing for large-scale events (250+ people) and ensuring guest safety, excellent customer service, and risk mitigation.
- Mediated conflicts in a calm and prosperous manner to ensure positive employee relationships.
- Utilized and advocated for conflict-resolution methods to be used during conflicts, resulting in clear and positive communication efforts for employees and guests.

Security Supervisor, Citizens of the World Charter School | 2019

- Helped the school to keep 30+ students safe during an off-campus event while mitigating and minimizing potential hazard risks.

Various Roles, Glory Church | 2018-2020
Homeless Outreach Specialist | 2019

- Cooked and passed out soup and warm clothing to our homeless & under-resourced communities on Troost Avenue with a crew of 20 people, strengthening our community's overall population resiliency.

Quarterly Clean-Up Project Team Lead | 2018-2020

- Led a group of 8-15 volunteers every quarter in projects cleaning up debris and trash along Troost Avenue, investing in our under-resourced communities.

Donor Team Communication Coordinator, Crossworld | 2016-2018

- Designed and developed a functioning Emergency Operations Plan during a 12/2020 University project.
- Built and conveyed contingency plans for security and health purposes in Indonesia and Malaysia tailored to specific, applicable conditions of the employee and their family, resulting in a practical and innovative emergency action plan.
- Generated \$40,000 in funds in 3 months for the logistical move of an employee to overseas placement.
- Formulated and developed a monthly budget for donor team funds, communicating company capital spending through monthly expense reports for integrity.
- Coordinated monthly email communication with a donor team of 150+ people while engaging in narrative story-telling and monthly goal summarizations to donor audience and bosses.

C.3 TEXAS AND OTHER STATE REGISTRATIONS

IEM is registered with the state of Texas as a foreign entity, a copy of our registration can be found in [Tab G](#).

C.4 IEM EXPERIENCES

IEM is pleased to showcase our company's experience, subject matter expertise, stability, and adaptability to help illustrate our capacity to meet and exceed clients' expectations regarding grant management support. It takes dedication, teamwork, pride, and sustainability to remain in business for over 38 years. We bring all these attributes to the client for any current and future needs.

In the days, weeks, and months following a disaster, IEM helps communities by delivering planning, technical assistance, and programmatic support. **IEM provides fiscal and programmatic assistance with recovery—exploring all funding opportunities, managing programs and financial documentation, and identifying necessary and available resources to support robust community recovery.** Just as importantly, IEM supports public officials, planners, and community members by developing and implementing a long-term recovery strategy to foster a disaster-resilient and economically stable community that is prepared for future disasters.

Our holistic approach, executed and tailored for each client, has allowed us to reduce administrative costs and maximize the effectiveness of grant funding—a process we are excited to continue offering to our Texas partners. In short, IEM's capabilities center around helping our clients prepare for, respond to, recover from, and mitigate against all hazards.

IEM led disaster response and recovery programs for almost every major disaster in the last six years, including Florida and Puerto Rico after Hurricanes Irma and Maria, Texas after Hurricane Harvey, Georgia after Hurricanes Irma and Michael, and North Carolina after Hurricanes Matthew and Florence. We also assist numerous counties, cities, states, and agencies nationwide in recovering from the COVID-19 pandemic, including FEMA, CARES, and ARPA funding.

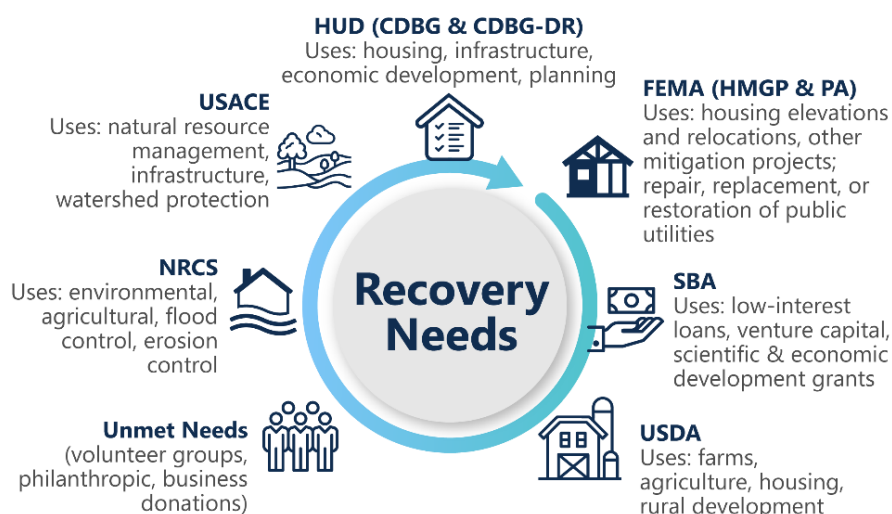


Figure 2: Emergency Management Recovery Needs

IEM is uniquely equipped to help our clients meet unexpected challenges head-on. As a dedicated emergency management firm, IEM's entire business portfolio centers in and around disaster preparedness, protection, response, recovery, and mitigation.

IEM will provide access to technical expertise in niche areas—including, but not limited to, Grant Management Services for Disaster Recovery through the American Rescue Plan Act (ARPA), FEMA Public Assistance, the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), Community Development Block Grant (CDBG), Community Development Block Grant-Disaster Recovery (CDBG-DR) and Building Resilient Infrastructure and Communities (BRIC), Texas Parks and Wildlife Department (TPWD), HOME Investment Partnerships Program (HOME), and Neighborhood Stabilization Program (NSP2) programs as well as providing procurement advice and assistance through a seasoned team of staff who are equipped to drive innovation. IEM's primary focus for all our clients is to provide positive outcomes, putting the well-being of disaster survivors and our client's goals first. IEM has team members who are familiar with the TPWD and NSP2 programs. IEM has also facilitated work under the ARPA for multiple counties and government entities, including Sacramento County, California, Tarrant County, Texas, the State of Nevada, and Bloomberg Philanthropies in New York.

IEM's expertise in Public Assistance, including grant management services outlined in NCTCOG's RFP, has been honed over our extensive history. IEM has managed billions in public funds and is the industry leader in helping clients receive the maximum recovery funding from FEMA and other applicable grant programs while maintaining high compliance with regulatory requirements. **Moreover, IEM employs the very architects and leaders who helped develop several of FEMA's grant programs, to including the Public Assistance program.**

WHY IEM is the BEST CHOICE for NCTCOG



OUR APPROACH

IEM takes an outcome-based approach, always with the end result in mind.



OUR EXPERIENCE

IEM was one of the first companies in the world to focus exclusively on crisis/emergency management. Unlike many of our competitors, this is all that we do.



OUR PEOPLE

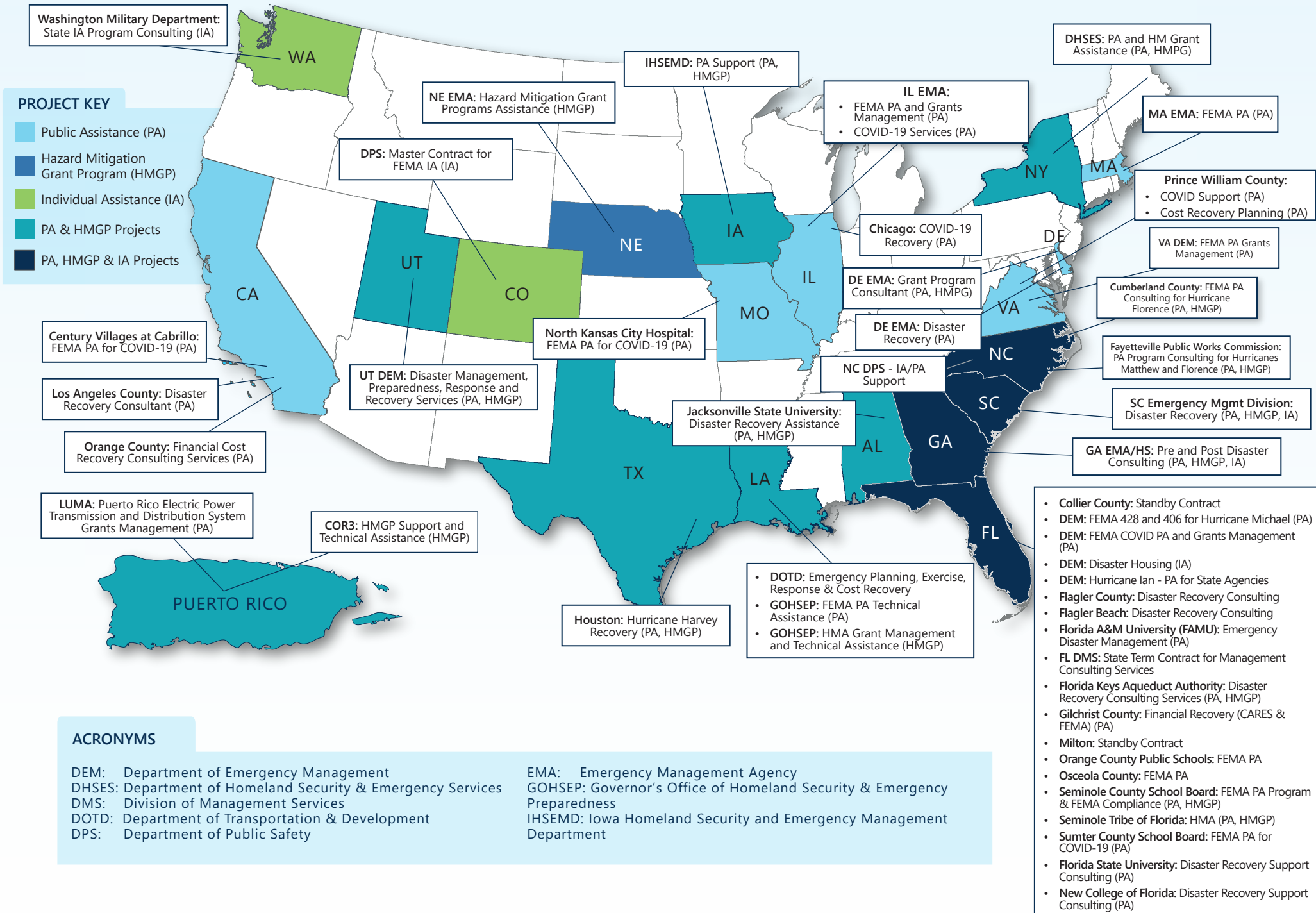
Our slogan "I think, therefore IEM" is more than our tagline; it is our commitment to attract people who have superb technical skills.

NCTCOG seeks a firm's expertise concerning managing, overseeing, compliance, and administering federal funds. IEM has demonstrated experience and knowledge in project management, compliance with the federal Office of Management and Budget's (OMB) Uniform Guidance 2 CFR, Part 200 federal funding requirements, federal acquisition and compliance requirements, and funding eligibility and reporting requirements. As such, we have designed a customized strategy to augment and complement your staff's capabilities to ensure compliance with federal regulations while maximizing the recovery of and beneficial uses of federal dollars.

At IEM, our core strengths, hands-on experience with federal fund oversight, history of client advocacy, and dedication to enabling a complete and efficient financial recovery make us an invaluable addition to your team. The IEM Team can "hit the ground running" on behalf of the organization.

Our primary goals are always to help maximize and expedite federal funding under disaster recovery programs while ensuring you retain grant funds in an Office of Inspector General (OIG) audit environment. IEM's leadership understands better than anyone else how these programs work and how to apply decades of expertise in disaster recovery to help clients get the most out of every PA and any other federal dollars available. The **following maps** provide examples of our disaster recovery experience on the national level.

IEM's FEMA Disaster Recovery Experience





IEM: NATIONAL LEADER IN COMPLIANT RECOVERY

NEW YORK RISING: HURRICANE SANDY

2014 - 2019

\$1.75B PROGRAM VALUE **12,000+** HOMES

NEW JERSEY RREM: HURRICANE SANDY

2017 - PRESENT

\$150M PROGRAM VALUE **1,700+** HOMES

HUD COMMUNITY COMPASS TECHNICAL ASSISTANCE

2015 - PRESENT

REBUILD NC: HURRICANE MATTHEW

2018 - 2019

\$232M PROGRAM VALUE **3,000+** HOMES

FLORIDA: HURRICANES HERMINE & MATTHEW

2018 - PRESENT

\$118M PROGRAM VALUE **1,000+** HOMES

REBUILD FLORIDA: HURRICANE IRMA

2018 - PRESENT

\$1.3B PROGRAM VALUE **7,000+** HOMES

PUERTO RICO R3: HURRICANE MARIA

2019 - PRESENT

\$1.5B PROGRAM VALUE **12,000+** HOMES TO DATE

OKLAHOMA CDBG-DR TECHNICAL ASSISTANCE: 2013 TORNADO

2014 - 2016

\$56M PROGRAM VALUE **600** HOMES

ORANGE COUNTY, CA CDBG-DR, CV, MIT TECHNICAL ASSISTANCE

2020 - PRESENT

TEXAS HOMEOWNER ASSISTANCE PROGRAM: HURRICANE HARVEY

2018 - PRESENT

\$386M PROGRAM VALUE **3,000+** HOMES

SHREVEPORT, LA CDBG-DR, CV, MIT TECHNICAL ASSISTANCE

2020 - PRESENT

RESTORE LOUISIANA: 2016 FLOODS

2017 - PRESENT

\$1.3B PROGRAM VALUE **43,000+** HOMES

C.5 DESCRIPTION OF WORK PERFORMANCE AND EXPERIENCE

Below, IEM presents examples of our current and historical experience and project descriptions for all engagements of comparable complexity and sensitivity to the requirements of the RFP that have been conducted within the last five years.

Table 1: Current and Historical CDBG-DR and Public Assistance Experience Last Five Years

Agency	Brief Description of Contract
 <p>TX GLO CDBG-DR Homeowner Assistance Program</p>	<p>TX GLO CDBG-DR – Homeowner Assistance Program</p> <p>As Program Manager for the Texas General Land Office’s CDBG DR and CDBG MIT Homeowner Assistance Program, IEM provided services to survivors of Hurricane Harvey across 13 counties and has repaired or reconstructed 1,710 homes. The program conducted office set-up in the designated locations within 43 days, exceeding contractual obligations by 17 days. Within the first 90 days, IEM had arranged more than 53 grassroots public outreach events, mailed program information to more than 18,000 households, arranged the distribution of information in utility bill inserts for 462,500 households, engaged over 430 nonprofit groups and partners, and placed paid advertising in more than 11 local media outlets.</p>
 <p>Harris County, Texas</p>	<p>Community Development Block Grant – Mitigation (CDBG-MIT)</p> <p>Texas’ Harris County Water Control contracted IEM in 2020 to develop Hazard mitigation projects which would be viable activities under the state’s HMGP and the Texas General Land Office’s (GLO) CDBG-DR programs. The tasks included the development of the applications, public outreach, and submitting the mitigation actions through the State’s online application software. Each activity was developed under the “covered project” amount; however, a qualifying BCA was provided for future potential needs throughout the lifecycle of the proposed activity.</p>
 <p>Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)</p>	<p>FEMA Public Assistance and Hazard Mitigation Grant Program</p> <p>From Hurricane Katrina to the Great Floods of 2016 and beyond, IEM has provided technical assistance services to the Louisiana GOHSEP. IEM partnered to administer \$15 billion in PA and \$1.5 billion in HMGP funds in support of 13 open disasters. PA subject matter areas addressed by IEM staff included cost reasonableness and support, PA policy-relevant technical assistance, insurance, eligibility, procurement requirements, debris, state management costs, appeals and arbitration, and DHS-OIG audit defense assistance. IEM assists with developing applications and amendments for all three FEMA Hazard Mitigation Assistance programs: HMGP projects on open disasters; Flood Mitigation Assistance (FMA) program for projects that are developed for each Fiscal year; and Pre-Disaster Mitigation (PDM) or Building Resilient Infrastructure and Communities (BRIC) projects. IEM also assists annually in closing out Hurricane Katrina HMGP grants and was recently assigned another dozen projects for 2020. In addition, IEM Benefit-Cost Analysis experts work with local Applicants to determine which projects are cost-effective, or find additional benefits, or provide advice on how to reduce costs.</p>
 <p>Orange County, California</p>	<p>Technical Assistance and Support to CDBG-CV Activities</p> <p>IEM is helping to identify the risks associated with the nature of the underlying costs and supporting documentation available, to determine the probability of FEMA acceptance, and forecast the expected timing of FEMA reimbursements based on the current COVID-19 FEMA policy and reimbursement processing timelines. For each project the County elects to submit to FEMA, IEM will assist with preparing and reviewing the application package for</p>

submission. IEM has also developed and provided training to Financial Budget, Public Works, and Controller Auditor stakeholders related to FEMA PA and CARES Act funding, FEMA Grants Portal, and FEMA Compliance.



Los Angeles County, California

Disaster Cost Recovery Consultant

In partnership with Los Angeles County, IEM assists with all steps of the disaster recovery lifecycle from project formulation and financial reimbursement to reporting and closeout required by FEMA, California's Office of Emergency Services, or other agencies. IEM continues to perform oversight and monitoring of all programmatic, financial, and accounting components for Los Angeles County to ensure all costs eligible for disaster grant funding are documented, successfully claimed/reimbursed, and retained withstanding any local/federal/State/ third party program or project review.

The IEM Team in Southern California has supported California Disaster Assistance Act Funding (CDAA) for multiple disasters including the Woolsey Fire of 2018. The applicant support includes collecting, reviewing, and analyzing required documentation for CDAA projects. Additionally, if CDAA forms need to be completed, IEM has completed these on behalf of the applicant.

The IEM Team also focuses on ensuring full reimbursement for eligible projects. As CDAA projects are likely to be audited, similarly to FEMA Public Assistance, IEM approaches these projects to be created and completed properly, as regulation requires.



Virginia Department of
Emergency Management

Statewide Grants Management Support

IEM has augmented traditional with surge staffing to connect with 374 Applicants virtually. IEM implemented the Disaster Recovery Center of Excellence's remote call center to deliver guidance and support on the public assistance process. IEM supports and monitors Grants Portal, conducts Applicant Briefings on behalf of VDEM, reviews Requests for Public Assistance, administers Grant Awards, and completes grant management activities, including reimbursement requests, scope of work changes, time extensions, and grant closeout. IEM staff has leveraged their abilities to conduct front-end desk audits on contracts to ensure expeditious FEMA payment.



South Carolina Emergency
Management Division (SCEMD)

Statewide Grants Management Support

IEM is assisting South Carolina Emergency Management Division with project formulation, reimbursement requests, and closeout on several legacy disasters including the 2015 Severe Storms and Flooding, Hurricanes Matthew, Irma, Florence, Dorian, and Ian. The IEM Team performs project inventory reviews, acts as a liaison between SCEMD and FEMA, financial reconciliation, and managing project closeout. IEM also provides mitigation support including project scoping, developing applications for mitigation grants, and compliance monitoring for these disasters. Additionally, IEM provides standby immediate recovery support for upcoming disasters through managing Public Assistance programs, supporting Individual Assistance programs, and supporting short-term recovery operations while developing long-term recovery strategies.



Illinois Emergency
Management Agency
(IEMA)

Statewide Grants Management Support

IEM was instrumental in creating timelines to maximize the use of Federal funding sources, such as FEMA Public Assistance and the CARES Act, to stretch dollars further and reduce the financial burden on stakeholders. IEM developed a database of 8000+ potential applicants, graphically depicted the status of applications, and deployed 12+ staff to assist subrecipients directly. IEM supported the development of the State's Recovery Strategic Plan for this incident, utilizing an objective-goal-task framework to drive strategic outcomes. IEM developed timelines for engaging partners, crafted strategic communications and key reporting outcomes, and supported Recovery Task Force planning sessions. IEM also worked with the IEMA-OHS Recovery Director to develop a new guidance document for subrecipients that explained the Public Assistance process from beginning to end. IEM is developing a training program and a "train the trainer" to assist subrecipients in getting through the next similar disaster



Prince William County,
Virginia

Comprehensive Emergency and Grants Management

To fully leverage its CARES Act funding to meet the community's pandemic-related unmet needs, IEM is assisting Prince William County (PWC) to identify implementable CARES Act programs. To maximize federal funds available, IEM is helping PWC identify opportunities to submit COVID-19 costs to other federal programs, such as the FEMA Public Assistance Program, when such costs meet that program's eligibility requirements. To position PWC and its community for future cost recovery effort success, IEM will conduct a gap analysis of current cost recovery processes and create community-specific job aids and training to help maximize future disaster federal funds received.



Stafford County,
Virginia

Comprehensive Grants Management

IEM provides FEMA Public Assistance and CARES Act technical, financial, and grants management assistance to Stafford County. IEM prepared procurement cost estimation or market analysis services, provided price comparison and cost negotiation templates, substantiated sole source purchases over the acquisition threshold, and reviewed certification documentation for the Memorandum of Agreements. IEM provided quick review and research for all CARES Act eligibility questions and developed a strategy for utilizing CARES Act funding to provide reimbursement for childcare services for County employees who had intended to use the school system to provide supervised learning. IEM's Team developed the program documentation, workflow, application form, and process for submittal and internal tracking.



LUMA Energy Company,
Puerto Rico

Comprehensive Emergency and Grants Management

IEM provides federal fiscal fund management services and supports emergency management efforts to LUMA. IEM is part of the opportunity to help create a more resilient Puerto Rico. The Puerto Rico Public-Private Partnerships Authority (P3) Board voted in favor of LUMA Energy, a newly formed company composed of Quanta and ATCO – supported by IEM, to rebuild, operate, and maintain Puerto Rico's electric transmission and distribution (T&D) system for a term of 15 years following a transition period.



Delaware Emergency
Management Agency

FEMA Disaster Recovery Public Assistance and Recovery Planning Support

The Delaware Emergency Management Agency (DEMA) partnered with IEM to provide DEMA with hazard mitigation and municipal vulnerability preparedness technical assistance during times when the State of Delaware prepares to apply for, has received, is distributing, or anticipates receiving Hazard Mitigation Grants and Municipal Vulnerability Preparedness (MVP) Action Grants, and general state support to include the federal Hazard Mitigation Assistance programs. DEMA also utilized the contract for disaster recovery contractor/consultant to assist DEMA and certain applicants with all aspects of the grant management life cycle.



State of Nebraska

Comprehensive Grant Management Support

IEM was selected by the State of Nebraska to provide knowledgeable and experienced personnel familiar with all FEMA programs administered under the Stafford Act or National Flood Insurance Act (NFIA), i.e., Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Programs (HMGP). Specifically for FEMA's PA program, IEM supports the agency with expediting recovery operations from current and future federally declared disasters and assisting the applicants of those disasters by maximizing their grant opportunities.



Flagler County,
Florida

FEMA Disaster Recovery Public Assistance Support

Flagler County selected IEM in 2020 for technical and professional services to provide disaster recovery, mitigation management, and fiscal and administrative services as needed. As a coastal county, they wanted to be prepared for the emergencies that would no doubt impact their infrastructure and residents. IEM was engaged to support the County with their initial recovery from Hurricane Ian. IEM staff worked on-site to provide Preliminary Damage Assessment support, coordination with State and FEMA stakeholders, and Public Assistance eligibility and policy guidance. Additionally, staff coordinated with internal stakeholders to compile comprehensive damage inventories and build initial cost estimates for damages sustained and work performed by the County.



City of Flagler Beach,
Florida

FEMA Disaster Recovery Public Assistance Support

The City of Flagler Beach chose IEM for disaster administrative and management services designed to ensure efficient and effective disaster recovery activities and documentation, with a focus on expediting and maximizing available cost recovery and grant opportunities, inclusive of grant applications, project identification / development, cost capturing, report preparation, invoice reconciliation, closeout processes, and audit responses. IEM is supporting the City with their financial recovery from Hurricanes Ian and Nicole and continuing recovery from Hurricane Matthew. IEM continues to support on-site and remotely, coordinating the recovery effort between City staff, the State Recovery Bureau, and FEMA, providing policy and eligibility guidance, and advising on all matters related to Public Assistance and Hazard Mitigation. The IEM Team is responsible for compiling damage inventories, cost estimates, project worksheet formulation, document preparation, validation, and submission, and overall grant management activities.



FEMA Public Assistance and 406 Mitigation Technical Advisory Services

IEM provided strategic and operational support to FDEM for Public Assistance Alternative Procedures for permanent work projects under Section 428 of the Stafford Act and 406 Mitigation for all permanent work projects following Hurricane Michael. Our support included identifying benefits and risks for proposed 428 and 406 projects, ensuring and maintaining compliance with program rules and timelines, and ensuring projects align with the planned use of funding and financial management. IEM provided technical and programmatic advisory services in identifying damages, developing scopes of work, determining cost estimates, adhering to federal and state regulatory and environmental requirements, and other project formulation requirements. In addition to these services, our team supported FDEM with administrating 406 Mitigation projects under Hurricane Michael, ensuring the resilience measures proposed for these permanent projects were identified and justified in the projects' supporting documentation. Our team understands the importance of ensuring compliance throughout the project's lifecycle and meeting all requirements outlined by the grants. Our goal is to ease the burden of managing grants through their entire lifecycle, from application for funding to closeout.



FEMA Disaster Recovery Services Assistance (PA, Recipient- Subrecipient Advocate)

IEM is providing program administration for 350 subrecipients throughout 28 counties for FEMA's Public Assistance Program, with a focus on assisting clients with their COVID-19 expedited projects. IEM has processed all sub-recipient grant agreements while ensuring compliance with state and Federal guidelines, continues to review applicants' submitted grant projects, and will continue to provide support by conducting project closeouts and processing grant reimbursements.

C.6 IEM LEGAL STATUS

Plexos Group, LLC v. IEM—Claimant filed a demand for arbitration against IEM, alleging nonpayment for completed work performed. IEM denies all allegations in the demand.

TKTMJ, Inc. v. IEM—Claimant filed a demand for arbitration against IEM, alleging nonpayment for completed work performed. IEM denies all allegations in the demand.

C.7 CLIENT CLAIMS

IEM has had no claims submitted against it by any client within the past two years related to the services provided by IEM or its key personnel.

TAB D: – TECHNICAL PROPOSAL

Point of Contact Information	
Bid Process POC	Mark Mostad-Klahre contracts@iem.com
Contracting Process POC	Keith Reynolds contracts@iem.com
Contract Administration POC	Kimberly Prosser Kimberly.prosser@iem.com

D.1 DESCRIPTION OF SERVICES THAT IEM WILL PROVIDE FROM THE SCOPE OF WORK

D.1.1 GRANT AND PROGRAM ADMINISTRATION

HOW IEM WILL BEST MEET THE NEEDS OF NCTCOG

IEM's experience and subject matter expertise make us uniquely suited to partner with NCTCOG on your disaster recovery needs. **We will approach the scope of work with an eye toward critical actions needed before, during, and after disasters to ensure maximum reimbursement potential and measures that will help expedite disaster recovery.**

IEM provides targeted, customized services that deliver a uniquely comprehensive response to each client's needs. IEM conducts a judicious assessment of staffing needs before deploying staff either virtually or physically. We observe the tenets of project resource economy and will only deploy resources when their involvement is required. **IEM brings experience in managing, delivering, and administering the full spectrum of response and recovery operations and the personnel resources needed to meet the challenge.**

IEM has the right resources to assist the NCTCOG's stakeholders with disaster recovery efforts for any given requirement. IEM will provide expert programmatic and policy advice on federal disaster relief programs to ensure the NCTCOG is able to maximize all eligible federal grants for certain increased expenses, as well. IEM's cadre includes emergency managers, finance managers, engineers, outreach and external affairs personnel, planners, cost estimators, insurance specialists, and attorneys.

The NCTCOG will benefit directly from IEM's experience supporting state, local, and tribal governments in recovering from disasters in Texas. The map below shows our experience working on various disaster recovery grant programs throughout the State of Texas.

NCTCOG Long Range Planning

IEM will help NCTCOG pursue Long-Range Planning of Regional Transportation and Stormwater Management for the Trinity River watershed that was affected by recent floods. The IEM Team is experienced in seeking out and maximizing funding from local, state, and federal sources to help our clients achieve their desired outcomes efficiently. Given our extensive experience with CDBG-DR programs and Texas Governor's Land Office (Texas GLO), we are uniquely positioned to assist the NCTCOG with pursuing these projects.

IEM Projects in Texas



FEDERAL DIRECTED

• FEMA GPD Grants Management TA

- » Direct TA Workshop for Houston UASI
- » Workshop for DPS/SAA

• FEMA Technical Assistance Program

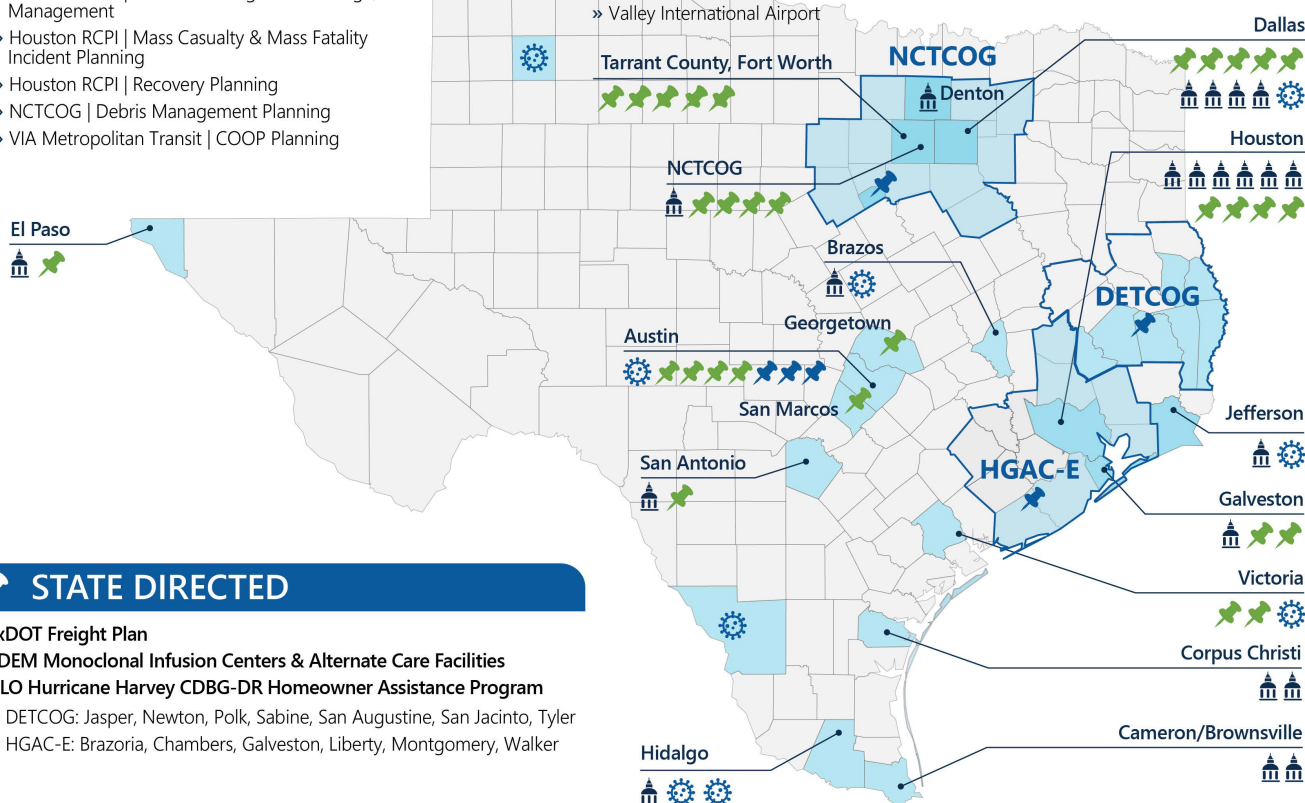
- » Dallas | Access & Functional Needs Planning
- » Dallas | Debris Management Planning
- » DART | COOP & Emergency Operations Planning
- » DART | Evacuation Planning
- » Houston | MOU Evaluation
- » Houston RCPI | COOP Planning & EOC Design/Management
- » Houston RCPI | Mass Casualty & Mass Fatality Incident Planning
- » Houston RCPI | Recovery Planning
- » NCTCOG | Debris Management Planning
- » VIA Metropolitan Transit | COOP Planning

• FEMA Air Ops Programs

- » Corpus Christi International Airport
- » Easterwood Field Airport
- » Ellington Airport
- » El Paso International Airport
- » George Bush Intercontinental Airport
- » Jack Brooks Regional Airport
- » Scholes International Airport at Galveston
- » Brownsville/South Padre Island Int'l Airport
- » McAllen-Miller International Airport
- » Valley International Airport

KEY

- State Projects
- Local Projects
- Federal Projects
- Public Health Response



STATE DIRECTED

- TxDOT Freight Plan
- TDEM Monoclonal Infusion Centers & Alternate Care Facilities
- GLO Hurricane Harvey CDBG-DR Homeowner Assistance Program
 - » DETCOG: Jasper, Newton, Polk, Sabine, San Augustine, San Jacinto, Tyler
 - » HGAC-E: Brazoria, Chambers, Galveston, Liberty, Montgomery, Walker



LOCAL DIRECTED

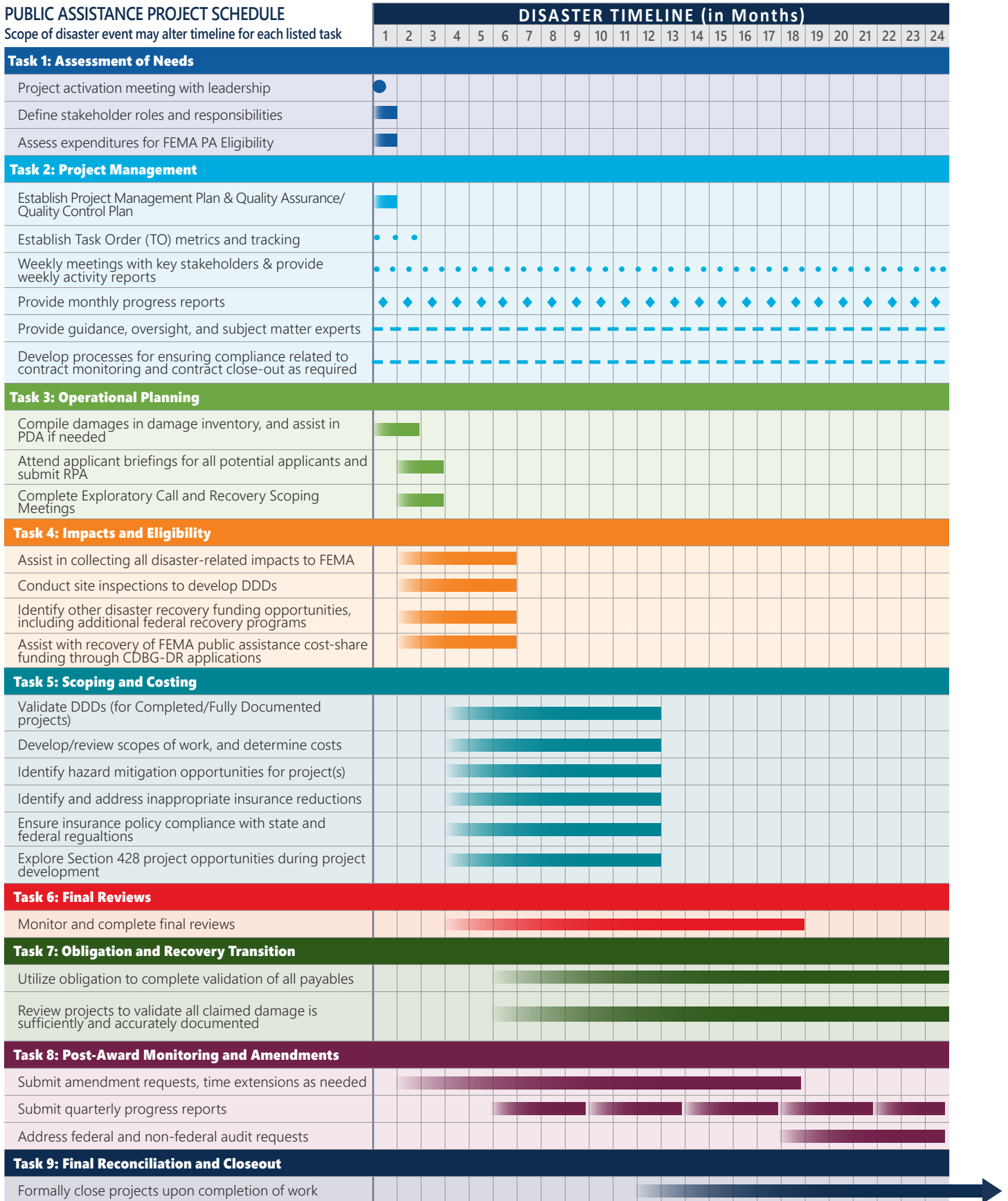
- Austin Capital Metro | Winter Weather After-Action Project
- Austin JFO | Database Development
- Dallas Area Rapid Transit (DART)
 - » Table Top Exercises
 - » Updated Regional Transit Security Strategy (RTSS) and Training & Exercise Plan
- Dallas | CCTA Project
- Dallas | DFWA CCTA Grant Program
- Dallas | Regional Catastrophic Preparedness
- El Paso | Regional Catastrophic Preparedness Plan with Supply Chain Resilience, Evacuation, and Shelter Annexes
- Exelon Victoria | Evacuation Time Estimate
- Fort Worth | Winter Storm AAR
- Galveston County FEMA Hazard Mitigation Assistance
- Georgetown | Hazard Mitigation Plan
- Harris County Water Control District No. 74 | CDBG MIT
- HGAC | All Hazards Preparedness, Planning, Consulting & Recovery Services
- Houston METRO | Capital Security Project Plan
- Houston | Disaster Recovery and Consulting Services
- Houston | Regional Catastrophic Preparedness Grant Program Planning Support
 - » Multi-Agency Coordination Center SOPs, Position Descriptions & Job Aids
 - » Regional Technology Inventory and Evaluation Project
 - » Wildfire AAR
- Leander | Hazard Mitigation Plan Update
- NCTCOG
 - » Disaster Recovery Plan
 - » Emergency Operations Checklist Enhancement
 - » Housing and Infrastructure Recovery Planning
 - » Family Assistance Center SOP Checklist
- San Antonio Regional Catastrophic Preparedness Planning
- Tarrant County | COVID-19 AAR
- Tarrant County | COVID-19 Needs & Resources Assessment & Related Support
- Tarrant County | American Rescue Plan Program Implementation
- San Marcos | Community Lifelines Assessment
- TXU Power's Comanche Peak Plant | Evacuation Time Estimate
- Victoria Co. Station | Nuclear Power Plant Evacuation Time Estimate Study

PUBLIC ASSISTANCE TIMELINE

When a disaster impacts NCTCOG, the IEM Team will help NCTCOG prioritize the order of work to address disaster recovery utilizing the draft timeline displayed on the following page.

PUBLIC ASSISTANCE PROJECT SCHEDULE

Scope of disaster event may alter timeline for each listed task



● Kickoff ■ Duration ◆ Monthly --- Ongoing Weekly

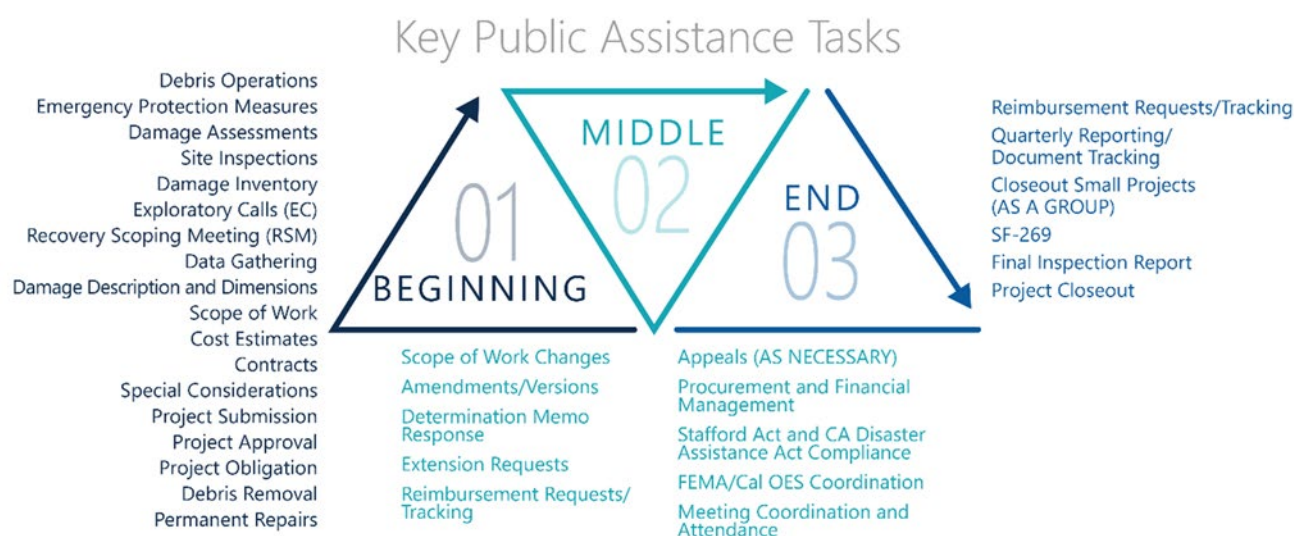
D.1.2 DEVELOPMENT OF FUNDING AGENCY REQUIRED DOCUMENTS

OPERATIONAL AND PROCESS DOCUMENTS

Prior to program start up, IEM will work with the NCTCOG to create operational documents; including but not limited to: Standard Operating Procedures (SOP)s, process documents, and other materials needed to ensure consistent and compliant operations throughout the project.

SUBRECIPIENT AGREEMENT DEVELOPMENT, REVIEW, AND COORDINATION

Assistance Regarding Disaster Assistance and Management: IEM has the programmatic, scientific, technical, and grants management expertise and experience to successfully administer the programs to support NCTCOG's recovery, resiliency, and financial reimbursement goals following disasters and emergencies. We understand the frustration often felt with the intricacies of the FEMA PA program and will lean on our past experience to provide NCTCOG an understanding of the sequencing of events that must occur in managing pa grants and subgrants to set appropriate expectations of the process upfront. IEM will coordinate with the state of Texas Division of Emergency (TDEM), FEMA and the appropriate NCTCOG staff to provide technical advisory services for the overarching tasks listed. An overview of our process is shown below.



GUIDANCE IN RECOVERING REIMBURSEMENT

Our professional team of recovery experts will provide broad-based support services designed to help maximize all federal and state funding sources available to NCTCOG for the repair and potential replacement of critical infrastructure under the FEMA PA program. We will provide advice and guidance on matching federal funds to maximize reimbursement of expenditures made by NCTCOG, expedite the reporting process and funding recovery, and ensure that funding reimbursement claims are correctly maintained for the closeout audit.

IEM will provide expert programmatic and policy advice on federal disaster relief programs to ensure NCTCOG can maximize all eligible federal grants. At IEM, we use a grant and subgrant checklist to ensure all administrative requirements, laws, regulations, and guidelines are followed. IEM's design consultants, federal program specialists, financial and grant analysts, engineers, and cost estimators have helped clients streamline processes and maximize their disaster assistance funding. Simultaneously we mitigate their exposure to de-obligations and "clawbacks" due to compliance failures and programmatic deficiencies. The IEM Team will assist NCTCOG with grant and project fund accounting to ensure each grant's funds and accounting are tracked, maintained, and reported to provide proper accounting. Our Team will follow federal, State, and other agency guidelines to capture force account labor

(FAL) eligible expenses, force account equipment (FAE) per FEMA’s regulations, and project cost accounting. We will review the NCTCOG’s personnel policies for eligible cost reimbursement.

On many previous FEMA PA projects, IEM established an electronic document control and file retention system and a standardized data management process to ensure financial records are complete for future audits. It is critical to have a functional and comprehensive document control using a reliable file retention system and data management processes to ensure disaster records are complete and ready for audit. We will assist with maintaining financial records per requirements for financial reporting to ensure project costs are accurately captured and prompt reimbursement from FEMA. **The bottom line: we set up procedures that get our clients paid quickly and reduce risk, not processes that increase consultant hours with no purpose.** Strong internal control calls for the performance of periodic (generally monthly) account reconciliations, which can become complex in a fund accounting environment when there are multiple disasters and projects. IEM will prepare the necessary schedules and perform any required reconciliations to ensure the disaster-related costs recorded in the NCTCOG’s financial records are correct and auditable by auditors. Our Request for Reimbursement (RFR) processing strategy involves establishing and executing audit-proof procedures relentlessly.



“On behalf of the State of Georgia, I would like to extend our sincere appreciation for the **awesome work you have performed for Hurricane Michael recovery**. Your attention to details, dedication to the people of Georgia, self-motivation, and willingness to go the extra mile has truly impacted the State of Georgia in a great way. **You have been a true asset to our Public Assistance Team.**”

Valarie Grooms,
GEMA/HS Disaster Recovery

ANNUAL ACTION PLANS

IEM will attend all meetings with the NCTCOG, FEMA, and insurance representatives and regularly participate with the NCTCOG’s designated FEMA workgroup, whether virtually or in person, as requested. Our team will assist in developing new projects, as requested, and consulting on ongoing activities of the NCTCOG’s PA team. Our professional staff has the ability and experience to coordinate activities across multiple agencies with NCTCOG when affected by a disaster. Activities include close synchronization of data and documentation to address those services related to project worksheet formulation and grant management/close-out activities. To succeed, IEM will develop effective strategies to ensure close coordination with any staff from your participating local governments with a role in the recovery process. Participants will include emergency management staff, public works officials, procurement and contracting personnel, budget and finance staff, risk managers, and any individuals who will keep progress and financial records on each project. As necessary, we will hold routine status and action plan meetings to ensure transparency and include relevant parties throughout the process. We will also assist in developing a Recovery Team who will be responsible for identifying any ongoing activities necessary to support the management of the FEMA PA process.

IEM will support the NCTCOG with technical and programmatic advisory advice on federal disaster relief programs to support overall recovery efforts. IEM has the experience to address impacts that FEMA cannot, or which may be the responsibility of another federal agency. Our knowledge of FEMA’s National Disaster Recovery Framework, which provides context for how the community works together to restore, redevelop, and revitalize the community’s health, social, economic, natural, and environmental fabric, will genuinely be a value-add to the NCTCOG. Under FEMA’s grant programs, all work must be completed per applicable codes and standards. IEM will support the NCTCOG in documenting permit requirements and ensuring appropriate permits are obtained from the appropriate agencies before proceeding with work. When necessary, our team will coordinate with FEMA staff to ensure the work complies with laws, regulations, and applicable Executive Orders. Because FEMA provides PA funding to restore facilities based on pre-disaster design and function in conformity with current applicable codes, specifications, and standards, IEM will assist NCTCOG in getting reimbursed for costs associated with these codes. We will provide

documentation to support the eligibility of code or standard upgrades, including the requirement to apply the codes or standards and to document that they were formally adopted, implemented, and uniformly applied. Sometimes local, State, or Federal regulations have permit exemptions. IEM will evaluate and identify the appropriate agencies for any exemptions and expedited permit processes that may be applicable.

MULTI-YEAR CONSOLIDATION PLANS

Indicative of our company's name, our primary business practice is offering innovative and enduring solutions for our customers. IEM has been innovating in emergency management, homeland security, and national security since its inception. As we face increasingly costly disasters, innovative thinking will be necessary to move toward a resilient future. We bring innovative ideas that we and the grantees developed to solve problems for other programs. Our experts are familiar with the many creative strategies pursued around the nation and new concepts and ideas to address climate change.

Stretching The Dollar: IEM is a leader in leveraging every dollar and ensuring we meet all funding source requirements without duplicating funding. IEM uses **Global Match** – combining FEMA, HUD, state, private, and other funds for significant infrastructure and housing projects. For New York, IEM's assistance with FEMA HMGP public-sector project work included \$250 million in acquisition projects throughout Long Island and \$1 billion for wastewater plant reconstruction and improvement. Overall, we implemented more than \$1.5 billion in Global Match. With the recently approved Flexible Match agreement between FEMA and HUD, we can assist the NCTCOG in leveraging the funding streams from both agencies.

Disaster Lifecycle Budget Forecasting: Applicants are allocated 5% of the Federal share of their recovery projects in management cost funding to administer their recovery funding. Suppose the spending of management cost funds needs to be managed against recovery progress. In that case, the NCTCOG could spend the 5% management cost funds and be forced to use its operating budget to complete the job or stop work and risk de-obligation. IEM's experience managing disaster programs has allowed us to develop program lifecycle budgets. We break the disaster lifecycle into three objective and quantifiable stages, Project Formulation, Grant Management, and Project Closeout. We establish a management cost budget for each lifecycle stage.

MEMORANDA OF UNDERSTANDING

The IEM Mitigation and Resiliency Team comprises Hazard Mitigation Specialists and Technical Specialists who work towards resiliency in every project. From vulnerability assessments and project scoping to implementation and closeout, this team is well-prepared to support NCTCOG with its hazard mitigation needs. We move quickly across all phases of the grants management lifecycle to get projects awarded, facilitate their completion, reimbursement, and grant closeout, and set up, for post-project monitoring while staying compliant at each step.

Understanding the nuances and how to interpret federal regulations related to grants management is key to obtaining funding through FEMA's HMA programs, including Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA). Furthermore, protecting the funding once it is received, and in reducing or eliminating the risk of disallowed costs for ineligible reimbursable expenditures. IEM's experienced staff have executed grants as the federal grantor, the recipient, and the sub-recipient of grant funds and are ready to ensure all related and needed program requirements are met consistent with funding and legal requirements. In addition, the IEM Team's grant development, execution, and management acumen cross over all different types of infrastructure categories.

IEM is exceedingly successful in this regard because our experience in developing and writing federal and state grant applications consistently includes solid **Benefit-Cost Analysis (BCA)** that ensures the project will bring a high return for every dollar invested and that the community shows its commitment to a project by using local and/or in-kind match to identify funding resources needed for the non-federal share. Once an approach is identified to

mitigate a vulnerability, project scoping will be completed with cost estimations and assumptions by our Resiliency and Mitigation Specialists, then the development of a preliminary BCA will be performed.

IEM adds value to hazard mitigation through the skilled application of the BCA process. Our well-experienced professionals anticipate project development needs based on understanding what is needed at each step of project planning. Every hazard mitigation project, large or small, is as unique as the community it benefits, and constant innovation is necessary to craft a successful mitigation solution with social and economic benefits substantially outweighing the cost of implementation. Just as a mitigation project increases the resiliency of the community it affects; a robust BCA is much more resilient to withstand multiple layers of FEMA scrutiny and program revisions; changes in project costs; and other unanticipated conditions that might arise during implementation. A BCA showing benefits just slightly greater than implementation costs will likely require a dedicated effort to allow the mitigation project to survive until implementation. On the other hand, a BCA that demonstrates and clearly documents a social and economic benefit well more than the proposed cost should easily be approved as a viable, cost-effective mitigation project.

DEVELOP GRANT APPLICATIONS

Numerous funding sources with differing regulations and constraints will confound contractors with limited federal grant program experience. The NCTCOG would benefit from a firm with extensive knowledge of braiding multiple streams of federal funding (e.g., PA, HMGP, FMA, BRIC, CDBG-DR, and CDBG-MIT, among other potential federal funding sources). Many firms have experience with one or two programs, yet IEM has decades of experience in the full spectrum of emergency management with all funding streams that can potentially be used in conjunction with a federally supported recovery while ensuring no duplications of submission.

Where some firms try to maximize client funding, we seek to **optimize** funding. Our decision support tool allows us to work strategically to achieve this in an environment where communities are subject to internal constraints that may not align with funding programs. This allows us to direct limited local budgets to their most impactful uses while leveraging multiple funding sources and ultimately maximizing risk reduction. In a world of multiple funding timelines—often disjointed, sometimes overlapping, but almost all out of the client’s control—that require constant reevaluation of the community’s needs and priorities, having this playbook allows us to balance all these constraints in a coherent way to achieve the **community’s** priorities. **This results-driven concept allows us to achieve our client’s goal rather than just touting the biggest funds capture.**

Our team will work with NCTCOG to coordinate goals, problems, existing capabilities, and project types. At any point, we can adjust our processes to account for new declarations, new NOFOs, new programs, and new or changing community or program priorities. And because this is an ongoing process, we can achieve continuous improvement at every step.

DEVELOP AMENDMENTS

Developing amendments is an important piece of ensuring our clients are able to recover expenses incurred for projects already obligated. FEMA allows for the submission of additional costs for projects as long as the costs are in line with the original scope of work and within the operational period for the project. Our team will work with NCTCOG to identify any costs not previously captured and to determine the appropriate method of submitting those costs, whether that be through an amendment or the creation of a new project.

Amendments can be developed for already obligated projects for various reasons. As applicants work to complete projects submitted to FEMA, oftentimes, the original scope of work only captures some potential factors that may increase the cost of the project or change the scope of the project. When this occurs, FEMA allows for an amendment to be developed when more cost-effective methods of repair are identified, damages not captured previously were uncovered during construction, the original scope of work is determined not to be feasible, request for a project or capped project to be converted to an alternate or improved project, cost adjustments need to be made for insurance recovery, capped project funding will be used for hazard mitigation measures, or the scope of work is defined

following the completion of Architectural/Engineering design. This list is not all-inclusive, and our team will work to ensure all potential expenditures for recovery are identified and submitted to FEMA for reimbursement.

INSURANCE OPTIMIZATION

IEM has extensive experience addressing the insurance requirements necessary to avoid duplication of benefits. We assist in pursuing insurance proceeds per the types and extents of coverages in Applicant policies, creating an appropriate nexus between insurance coverages and FEMA-eligible funding, and addressing FEMA's insurance obtain and maintain requirements. IEM's experience and expertise in developing strategic risk management solutions are available to NCTCOG.

After an event, Applicants are often left with the daunting task of managing and coordinating the insurance recovery with the FEMA PA program while continuing to carry out their day-to-day activities. IEM's experience and understanding of the insurance recovery process and the FEMA Public Assistance program allow IEM to help expedite the recovery. Our team of insurance specialists can assist NCTCOG with reviewing insurance allocations by building to ensure that FEMA makes the correct insurance deductions to each Project Worksheet (PW) and assisting with reconciling insurance proceeds as well as the requirements to obtain and maintain insurance. Additionally, our insurance specialists can help NCTCOG to ensure they comply with 44 CFR § get and maintain requirements so NCTCOG obtains the maximum amount of insurance coverage.

UNDERSTANDING OF TEXAS WINDSTORM POLICIES, NATIONAL FLOOD INSURANCE

FEMA grant programs can be complicated, and navigating the complex world of policies, rules, requirements, etc. can be daunting and jeopardize funding. Our team will meet with the various NCTCOG departments to help guide them through the FEMA process as it relates to Texas-based windstorm policies and the National Flood Insurance Program (NFIP). We will educate them on basic eligibility requirements and assist them in avoiding common pitfalls that can delay the recovery process and increase the potential for future audit findings.

As part of IEM's FEMA PA experience following Hurricane Michael, we assisted Applicants in reviewing all current insurance policies and procedures, reviewing DDDs and scopes of work for projects as developed by FEMA CRC and coordinating anticipated and actual insurance reductions for PWs. This coordination effort gave Applicants a realistic view of how much federal grant money they would receive once a project was obligated by FEMA. IEM supports Prince William County in Virginia with their yearly and 5-year re-certifications through the NFIP and Community Rating System (CRS). The CRS provides community-wide insurance discounts for developing and maintaining flood prevention methods, such as dam/levee inspections, keeping a record of all community elevation certificates, maintaining flood insurance rate maps and flood insurance studies, tracking the area of regulated floodplain and a number of buildings within the regulated floodplain, and staying in compliance with the minimum requirements of the NFIP.

EVALUATION REPORTS

IEM establishes a collaborative and process-driven procedure to manage, control, and supervise all contract activities. Our team consists of project and task managers who develop program tracking, mobilize resources for individual assignments, and implement standardized protocols for evaluation and reporting purposes.

Implementation of Preliminary Damage Assessments (PDAs) Preliminary Damage Assessments (PDAs) are conducted to enable FEMA — as well as state, local, tribal, and territorial partners — to determine the magnitude of damage and impact of disasters. Our team has experience gathering data, capturing and logging damages to verify damages exceed the minimum threshold for a declaration, and ensuring all documentation is submitted to the State promptly. This should not be confused with the preliminary damage assessment process whereby the State and FEMA attempt to assess whether a Presidential Declaration is warranted that may ultimately lead to a PA grant award. During this phase, the IEM Team will accompany personnel during on-site inspections and conduct preliminary damage assessment activities. Our team will conduct multiple comprehensive walk-throughs and take

extensive photos to enable the IEM Team to compile an inventory of accurate damages. We will develop a damage inventory list including all categories of work and coordinate with the NCTCOG to capture all expenditures for incident period outlays. We will work to coordinate recovery scoping meetings and FEMA site inspections. In our experience, extensive inspections with photographic evidence and preliminary estimates are helpful prior to the formal State/FEMA site inspections and can result in a smoother capture of the full scope of damages.

The Damage Inventories (DIs), Damage Descriptions and Dimensions (DDDIs), and Scope of Work/Cost included in the Project Worksheet (PW) are all dependent on the Preliminary Damage Assessments performed immediately after the disaster. Conducting thorough Preliminary Damage Assessments and capturing all damages caused by the disaster is critical to ensuring NCTCOG will receive maximum funding to restore facilities back to pre-disaster conditions and mitigate against future disaster events.

Environmental Review Requirements IEM has developed and refined our team management techniques based on our experience performing over 20,000 environmental reviews and assessments across the nation necessitated by Hurricanes Harvey, Matthew, Maria, Irma, Gustav, and Isaac, as well as the Great Floods of 2016 in Louisiana.

The IEM Team comprises IEM's own in-house environmental scientists, veteran HUD CDBG-DR Housing NEPA reviewers, and seasoned professionals from NERIS. The engine behind our environmental work is the personnel performing the environmental site assessments and analyzing site-specific conditions to generate our environmental review documentation. Our staffing plan can increase or decrease based on project needs. This allows for increased staffing to meet aggressive timelines or reduced staffing as the project approaches conclusion. With the combination of on-site technical staff and management, and a network of environmental professionals and subject matter experts, IEM offers unparalleled service, experience, and cost-effective solutions to meet the NCTCOG's request.

The IEM Team will function as an extension of NCTCOG's staff, and our teaming approach emphasizes excellent oral and written communication. This approach ensures that all stakeholders remain well informed and up to date on project status, risks, and accomplishments.

D.1.3 IMPLEMENTATION OF PROGRAMMATIC ACTIVITIES

IEM is committed to supporting clients in developing, preparing, and submitting any required program documents. Our experienced team will work closely with the client to gather relevant information, compile data, and ensure all documents are comprehensive, accurate, and aligned with the specified requirements. We will collaborate with your organization to meet all submission deadlines for each document. Required documents include Subrecipient Grant Agreements, Annual Action Plans, Multi-Year Consolidation Plans, Memoranda of Understanding (MOUs), Evaluation Reports, and any other reports as requested by NCTCOG.

D.1.4 DATA COLLECTION

IEM recognizes the significance of collecting, compiling, and organizing supporting data for grant management. Our team will diligently gather all necessary documents, including financial records, programmatic reports, compliance documentation, and any other required materials. We will ensure the documents are complete, accurate, and meet the specific submission requirements of federal and state agencies like the Texas Department of Emergency Management (TDEM) and FEMA.

To facilitate the submission process, IEM will upload the compiled supporting documents into a SharePoint site or other technology selected by NCTCOG. This file will be organized according to your organization's specifications and will be readily accessible for submission to federal agencies. Our meticulous approach to file organization will enable efficient retrieval of documents and ease of access for future reference. IEM staff has considerable experience assisting clients through internal and external audits. At IEM, we know full well the amount of backup documentation

and leg work required to pass audits successfully, and our team can make this process more comfortable for NCTCOG.

D.1.5 PERFORMANCE REPORTING

As part of our engagement management, IEM will diligently prepare weekly summary reports to provide a comprehensive overview of project progress, accomplishments, challenges, and upcoming milestones. Our reports will include key performance indicators, financial updates, and any other relevant information to keep stakeholders informed and engaged. We will work closely with your organization to establish reporting templates, review processes, and submission timelines, ensuring that our reports align with your expectations and facilitate effective decision-making.

D.1.6 PROGRAM EVALUATION PLANNING

Effective communication and collaboration are paramount to successful engagement management. IEM is committed to attending planning and progress update meetings to ensure continuous alignment with project goals and objectives. Our team will actively participate in these meetings, providing insights, updates and addressing any challenges or concerns. We will work collaboratively with your organization to establish meeting schedules, agendas, and objectives, ensuring that our attendance contributes to the overall success of the grant management process.

D.1.7 PROGRAM AND FILE INTERNAL REVIEWS

Our team understands the significance of well-prepared and meticulously reviewed documents and files in the grant management process. We have a wealth of experience in this area, and we employ a comprehensive approach to ensure that documents and files meet the highest standards of clarity, completeness, and justification.

We believe in fostering close collaboration with clients to gather all relevant information and develop a deep understanding of the proposed projects. Our team will work closely with NCTCOG staff, project managers, and subject matter experts to gather input and insights to draft accurate and detailed projects. Our team will meticulously review and refine the projects to ensure clarity and completeness. We will verify that all sections are adequately addressed, including project goals, objectives, activities, deliverables, timelines, and milestones. Our team will carefully assess the alignment of each program component with the overall disaster recovery strategy, ensuring that the proposed approach is coherent and actionable.

We understand that each program is unique, and therefore, we will critically evaluate the adequacy of the proposed approach in each project. Our team will carefully assess the proposed strategies, methodologies, and resources to determine if they are appropriate for achieving the desired outcomes. We will provide constructive feedback and recommendations to strengthen the proposed approach, if necessary, ensuring that it aligns with best practices and industry standards.

Our team will rigorously review the justification of requirements outlined in each project. We will assess the feasibility, rationale, and expected impact of the proposed requirements. **Our experts will ensure that each requirement is well-justified and supported by evidence, making a strong case for the allocation of resources and funding.**

NCTCOG is requesting competitive proposals from qualified firms to establish a pre-positioned contract for technical and professional services to assist or implement the NCTCOG's responsibilities with respect to satisfying the requirements under the FEMA PA Program following an emergency or disaster event and grant administration services. IEM can confidently perform the requested scope of services provided by NCTCOG. We are a national leader in providing comprehensive grants management services related to the Robert T. Stafford Disaster Relief and Emergency Assistance Act and other related State and Federal grant programs. IEM is an emergency management-focused company providing expertise in the field of Disaster Recovery Support Consulting. These services will

include assistance and support for grants management and administration and associated project management services. IEM is prepared to meet all requirements of the scope of services as described in the RFP and in the Recovery Continuum featured on the following page.

RECOVERY CONTINUUM

NATIONAL DISASTER RECOVERY FRAMEWORK (NDRF)



D.1.8 SUBRECIPIENT MONITORING

IEM is well-prepared to respond to sub-recipient monitoring as required by the grant. The IEM team will collaborate with the client to ensure proper recording and accounting of eligible expenditures and assist with the preparation and coordination of internal, external and agency audits. We recognize the importance of maintaining accurate financial records and ensuring proper accounting of eligible expenditures in grant management for disaster recovery. Our organization collaborates closely with our clients to facilitate a smooth and transparent process.

IEM is also well-prepared to handle sub-recipient monitoring on behalf of our clients, and we are committed to collaboration with clients while leading this process. IEM ensures our assistance with monitoring is properly recorded, accounted for, and audited in accordance with the highest standards of integrity. We bring extensive expertise in financial management, compliance, and auditing, and we are confident in our ability to support your organization in these critical aspects of grant management for disaster recovery.

We have designed automated quality checks so that transactions are checked and rechecked throughout the process and by design not to impede the speed of delivery. **Our system of controls has withstood rigorous audits and achieved unmatched results with error rates of less than 1/10th of 1 percent on \$5.4 billion in federal grant funds in Mississippi, where our Vice President delivered a cadre of housing programs that served more than 40,000 homeowners.**

D.1.9 TYPICAL TASKS REQUIRED

IEM has designed an approach and a work plan to provide the NCTCOG with the best value. We are confident we will support the NCTCOG's Disaster Recovery operations to adeptly expedite financial recovery and mitigation to minimize impacts from future disasters. Our approach and work plan will assist with the **management of FEMA-administered and/or other federal or state grants** while fulfilling the requirements for **compliance with all applicable laws, rules, regulations, and orders of any governmental authority**.

The approach IEM will take to address the NCTCOG's needs is comprehensive, focusing on positive outcomes through four critical interconnected phases. Our associated work plan complements our approach through structured functional action areas within each phase. These action areas are designed to emphasize and focus on four key elements of success for the NCTCOG.

- Expedited access to federal aid program reimbursements.
- Customer service commitment through collaboration and communication.
- Accountability in the process to assure high-quality results.
- Maximizing every federal dollar through efficient and effective service.

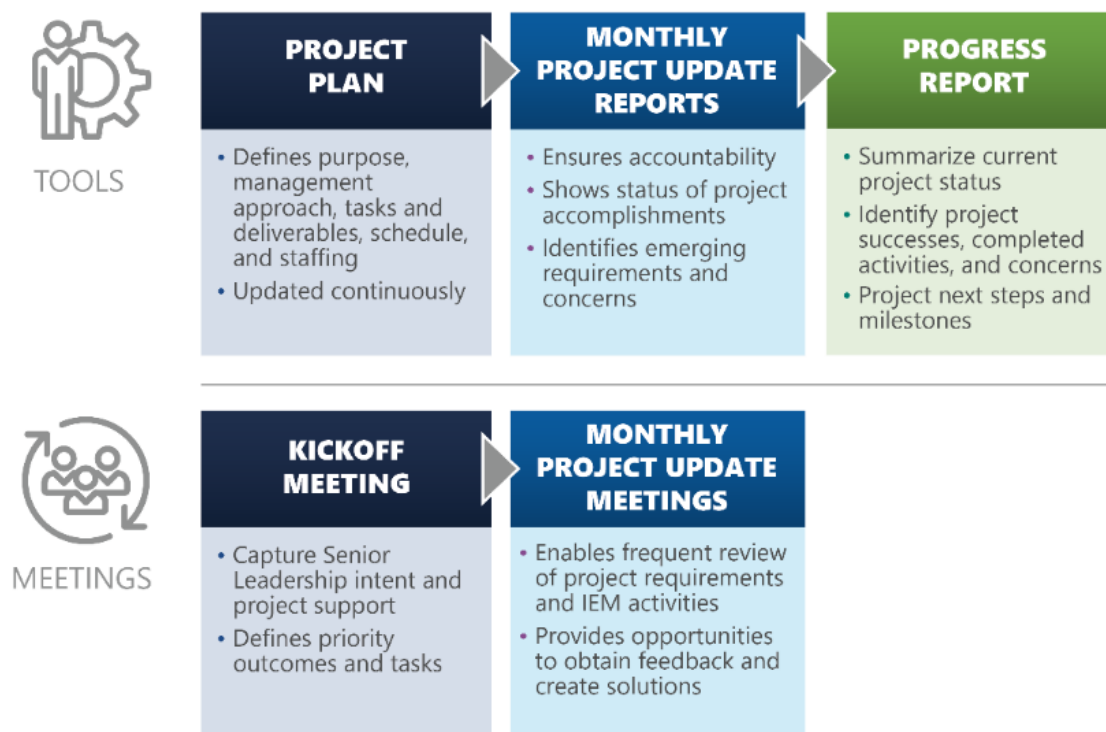
IEM will bring NCTCOG the programmatic, scientific, technical, and grants management expertise and experience to successfully administer disaster recovery programs to support the NCTCOG's recovery, resiliency, and financial reimbursement goals following disasters and emergencies.

IEM has a dynamic portfolio of experience with high-quality, cost-effective services and superior customer responsiveness. This approach is key to providing post-disaster recovery management under State and Federal aid programs, as requested in the RFP. IEM's unparalleled experience managing contracts with local, state, regional, and federal governmental bodies drives us to analyze and craft our corporate processes continually. We integrate lessons learned and several feedback venues in project implementation, bringing state-of-the-art experiences to every customer. The benefits of using this proven project management approach include:

- Quality delivery of services on individual programs to meet schedule and budget constraints.
- Consistent delivery of the same quality work across all deliverables.
- Readily available metrics to track financial, resource, and schedule status.

- Flexibility to react to unanticipated or planned scheduling, sequencing, or content changes.

Key dates for services, deliverables, and milestones will commence immediately after the signing of an agreement and be set after meeting with County staff to determine their priorities and needs; however, below outlines IEM's general project management methodology, which would be followed to support the NCTCOG:



IEM Project Management Process

IEM's project management process ensures consistent engagement with the NCTCOG throughout the project, quality and timely deliverables, and the ability to pivot depending on the NCTCOG's changing needs. IEM's project management process is used for all our projects to **observe and advise on plans and specifications to assure compliance with applicable local, state, and federal laws, regulations, executive orders, and FEMA requirements**. The critical elements of our approach include:

- **Project Management Plan.** We develop a detailed work plan that outlines the objectives, activities, milestones, and dependencies to complete the project tasks within the timeline agreed upon by the NCTCOG. This confirms that IEM will meet project requirements and client expectations.
- **Regular Meetings.** IEM will schedule a regular weekly meeting to be hosted virtually or on-site with the NCTCOG to review progress on the project and keep stakeholders informed of any potential issues related to the project timeline or deliverables. IEM will identify possible solutions to any issues and mitigate them accordingly. IEM will additionally attend all meetings with FEMA, FDEM, insurance representatives, and other agencies as necessary and regularly participate with the NCTCOG's designated FEMA workgroup, whether virtually or in person, as the NCTCOG requests.
- **Progress Reports.** IEM provides weekly, biweekly, and/or monthly reports documenting project accomplishments and progress and identifying the next steps and dependencies for activities moving forward.

- **Meeting Documents.** IEM will prepare all meeting materials, including but not limited to printouts of drafts, PowerPoint presentations, sign-in sheets, and meeting notes. For each meeting and conference call, IEM will provide meeting notes no more than three business days after a meeting.
- **High-Quality Deliverables.** IEM will deliver and produce documents of the highest quality. All materials will be provided in electronic, editable Microsoft Office format for documents, such as Word, Access, Excel, and PowerPoint; Adobe InDesign, Geodatabase, or Shapefiles in the State Plane Coordinate System as specified by NCTCOG GIS staff, or in other systems when discussed.

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

KEY ELEMENTS OF SUCCESS



Expedited access to federal aid program reimbursements



Customer service commitment through collaboration and communication



Accountability in process to assure high-quality results



Maximizing every federal dollar through efficient and effective service

Methodology And Approach to FEMA Grant Management Services

To address the various elements necessary for effective support services related to Grant Management, Eligibility, Allowability, and Engagement Management Tasks outlined in the RFP, IEM has separated our approach to the NCTCOG's scope of work related to FEMA Grant Management Services into four critical phases:

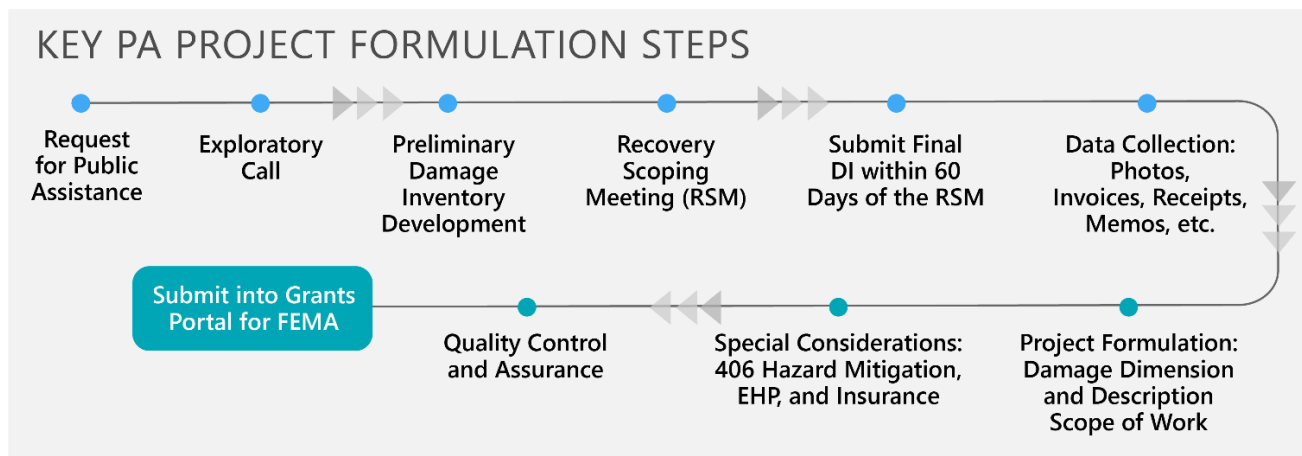
1. Project Formulation,
2. Grant Management and Closeout
3. Appeals/Dispute Resolution, and
4. Recovery Planning. Each is discussed in detail below:

Project Formulation

When it comes to Public Assistance advisory services and project formulation, IEM's philosophy is, "Get it right the first time!" We initiate our process by supporting the NCTCOG with the exploratory call and scoping meeting coordinated by FEMA and TDEM and assisting in developing a defensible list of projects for FEMA. We will then collaborate with your recovery team to conduct damage intake and initial eligibility reviews, actively flagging any questionable items early and ensuring issues or concerns are addressed before any FEMA reviews. These efforts are designed to segment work based on already available data and to assign projects to different processing lanes.

This triage process helps to assign appropriate resources (e.g., technical experts) to the right types of projects and prioritize projects that can help expedite the reimbursement process for the NCTCOG. Our dedicated team of subject matter experts will work collaboratively with the NCTCOG to successfully guide you through the ins and outs of developing an efficient project formulation strategy, including determinations of how to organize projects, which to select for improved or alternate project status, and identifying critical facilities that qualify for FEMA’s temporary facility program.

Project staff will visit each site where the damage occurred and collect detailed information to support the project formulation process with FEMA and TDEM. Scopes of work and narratives will be developed for small and large projects that describe the damages as thoroughly as possible, and backup documentation for all work completed will be maintained in compliance with grant requirements. Digital photos and GPS coordinates will be used at each site visit to support project development, and once all information is gathered, it will be reviewed by the IEM Team and submitted to the client for approval. Our team will work closely with the NCTCOG to ensure all project worksheets go through an extensive Quality Assurance/Quality Control (QA/QC) process in order to provide the most detailed damage descriptions, scopes of work, and cost estimates. Upon completion of individual project reviews, staff will provide the NCTCOG with QA/QC Reports highlighting any areas of concern.



We will use RS Means software to conduct estimates using FEMA’s Cost Estimating Format (CEF). With the increasing use of 428 projects and FEMA now increasing the Small Project threshold to \$1 million, cost estimation becomes even more important—428 grants and Small Projects are capped, and an accurate cost estimation is vital for having enough funding to complete PA projects. This demands that the contractor team possess the right combination of specialized skills so they have deep subject matter knowledge of all aspects of both the CEF process and FEMA PA regulations. The team must also possess practical on-the-ground knowledge of the many obstacles that can unexpectedly change the cost and scope of a project. Just as important is the use of RS Means as a tool for cost estimating—the same software used by FEMA cost estimators and IEM has several licenses that we deploy with our staff.

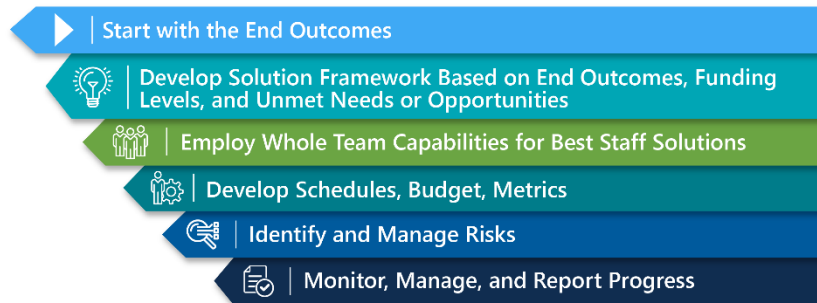
D.2 RESPONDING TO AN ORDER

Once an order for services is received, the IEM Project Management Team will determine the correct project staff to complete the assigned work and draft an estimated level of effort for the NCTCOG Team to review and approve.

While NCTCOG is reviewing, the IEM Team will be placed on standby until a notice to proceed is issued so the Team can begin work immediately following approval.

The Project Management Team will keep the NCTCOG Team apprised of progress through weekly and monthly progress reports. Following the project's conclusion, the Project Management Team will send a closeout report and ensure the NCTCOG has all documents and resources needed for future inquiries. Should the NCTCOG require future audit or arbitration support, the IEM Team can be utilized for that support.

IEM APPROACH TO DISASTER RECOVERY



D.3 AUTOMATED SYSTEMS

IEM has a management task tracker for the Center of Excellence that tracks costs by project internally for our team. The tool tracks management and consultant team management costs by specific project for disaster declarations and emergency declarations. This tool is used for budgeting, planning purposes, supporting monthly billing, and provides the underlying details and material for billable time. NCTCOG can utilize this tool to track management costs for the Category Z project worksheets. The tool meets FEMA management cost tracker guidelines. The tool is similar to the Direct Administrative Costs (DAC) tracker that was previously used by FEMA.

For CDBG-DR Case Management, IEM is providing comprehensive program design and implementation services for various states' disaster-recovery programs. IEM builds and maintains the system of record, HomeRecoveryIQ (HRIQ), for the registration process in CDBG-DR rebuild programs. Applicants are directed to a dedicated HRIQ site from the state's website when they want to register their damaged property for assistance. IEM's HRIQ provides a workflow-integrated Case Management System that includes the capabilities of a HUD-compliant System of Record – a crucial component of a successful CDBG-DR delivery. The system can also implement a reporting database and document management storage system, ensuring that production data is backed up and can be easily accessed.

D.4 PROJECT UNDERSTANDING

IEM is in complete understanding of the requirements of this solicitation. We have designed an approach and a work plan that will provide the NCTCOG with the best value, and we are confident will support NCTCOG's Disaster Recovery operations and CDBG-DR preparation to expedite financial recovery and mitigation to minimize impacts from future disasters. At IEM, we believe all disasters start and end locally. Our mission is to improve our clients' outcomes through appropriate planning and collaboration. Our approach and work plan will assist with managing FEMA-administered and/or other federal or state grants while fulfilling the requirements for compliance with all applicable laws, rules, regulations, and orders of any governmental authority.

IEM will provide key staff who are well-experienced in grant administration and emergency planning. A list of the previous projects in which each team member has played a significant role is provided in the following table.

Team Project Task Leaders		
Title:	Name:	Similar Experience:
Project Manager	Kimberly Prosser	<ul style="list-style-type: none"> DR-4673-FL, Hurricane Ian Southwest Border Bus Response, IEMA DR-4489-IL, Mass Vaccination for COVID-10 DR-4486-FL, Mass Vaccination for COVID-19 Bryan County, GA Data Analysis, VDEM CARES/Coronavirus Relief Funds (CRF) EM-3551-FL, Hurricane Eta
Program Manager	Russell Ermeling	<ul style="list-style-type: none"> Nevada American Rescue Plan Act Tarrant County, TX American Rescue Plan Act
Disaster Recovery Specialist(s)	Fay Part Rachel Bringold Eliza Van Overshelde Andi Ray Robin Peters	<ul style="list-style-type: none"> LUMA Energy Illinois Emergency Management Agency (IEMA) Public Assistance Florida Department of Emergency Management's (FDEM) State Emergency Operations Center
Grants Management Specialist	Daniel Wright	<ul style="list-style-type: none"> Virginia Department of Emergency Management Public Assistance and Grants Management
Hazard Mitigation Specialist	Belita Bass	<ul style="list-style-type: none"> South Carolina Public Assistance and Hazard Mitigation

As a disaster recovery firm, IEM's entire business portfolio centers on and around disaster preparedness, protection, response, recovery, and mitigation. **We produce consistent, high-quality deliverables, comprehensive financial cost recovery, and grants management capabilities.**



"We greatly appreciate your partnership. **Thank you for the critical work you do!**"

*Jamela Reeves, M.B.A.,
Contract Management Supervisor,
FDEM (Florida Division of
Emergency Management)*

IEM has extensive experience and subject matter expert staff as it relates to managing and administering Homeland Security Grant Programs, in particular, the CDBG-DR. We have previously provided communities and recipients of these funds with training, assistance in strategic planning, and in-depth perspectives on how to spend project funds more effectively and efficiently across a wide spectrum of programs and activities to contribute towards more impactful outcomes. IEM staff have expertise in business continuity programs and how they relate to HSPG funding, as well as counterterrorism initiatives, risk assessment and extensive knowledge of eligible equipment purchases through FEMA's Approved Equipment List. It has been expressed through the NCTCOG's most recent Strategic Plan that the partnering counties would like to seek a more cohesive and

comprehensive approach in which the ways CDBG-DR funds can be implemented, with the desired outcome of more efficient and coordinated response to an incident. IEM has been working with clients in providing that very critical service. IEM also has staff with subject matter expertise in Incident Command Systems and has helped trained and develop other entities and agencies within Incident Command and in improving upon best practices in responding to incidents through a robust training curriculum.

Table 2: Project Manager’s Experience with Similar Projects in the Last 5 Years



Texas GLO Housing
Implementation
May 2018-June 2022

The Texas General Land Office hired IEM to provide **Housing Implementation services** under a CDBG DR grant award after Hurricane Harvey. IEM **developed housing program guidelines, performed housing needs assessments** to identify areas with substantial recovery needs, **conducted community outreach** to over 430 non-profit groups and 18,000 households across 13 counties in the first 90 days, **oversaw construction management and project monitoring**, and provided case management to survivors.

Role: Project Manager – Tammie Hinson



Planning
Considerations:
Disaster Housing
May 2019 – April 2020

IEM provided technical assistance on national **housing priorities**, housing types, **key considerations**, and **housing-specific planning** and **policy recommendations** that jurisdictions can apply when developing or improving housing plans. Clients included:

- Centralina (NC) Emergency Management Recovery and Resiliency Planning
- **North Central Texas Council of Governments (TX) Regional Recovery Planning Support**
- City of Dallas (TX) **Urban Housing Recovery Planning Support**.




Role: Project Manager -Krista Houk

D.5 QUALITY ASSURANCE/ QUALITY CONTROL PROCEDURES

IEM conducts each program, project, and activity in line with best practice compliance standards to support local, state, and federal audit functions. Our team monitors project costs and national objective goals while supporting clients. We develop programs and projects consistent with all applicable local, state, and federal rules and regulations while maximizing funding available to support program administration and project costs. We will further ensure compliance through regular quality control/quality assurance evaluations that will provide both routine and random checks on the compliance of our services and deliverables.

To successfully implement its disaster management program, the NCTCOG is seeking comprehensive disaster consulting services before, during, and after emergencies and natural disasters. IEM shares the NCTCOG’s vision and seeks to develop an **ongoing relationship based on exceptional quality of work, responsiveness, a goal-oriented approach, and focused on compliance and high-standards of administration. We strive to maximize recovery dollars and minimize risk, as well as establishing best practices for future disaster response and recovery.** IEM will provide strong leadership and advocacy throughout the project. IEM’s focus on strong leadership means providing transparency, accountability, ethics, responsiveness, and continual improvement. This leadership focus, combined with a solid technical and solutions-based approach, forms the foundation of our services.

There are three main components necessary for providing technically sound deliverables: Speed, Cost-Effectiveness, and Compliance.

	<p>Speed: Disasters can happen at any time – with or without notice. IEM is available 24/7 to support the NCTCOG by providing support on a continuum -- before, during, and after events. We offer customized support to the NCTCOG at large, and the associated divisions and departments needing guidance. Our support includes helping develop capacity for damage assessment, developing grants management expertise, and educating personnel about the need to adhere to federal policies and procedures in the program and fiscal management. Speed is critical during disaster recovery because the sooner funding is distributed, the quicker recovery will occur. IEM's end-to-end approach facilitates reimbursement speed by understanding program reimbursement guidance that helps cut through what seems like a wall of federal bureaucracy. We excel at clearly defining a project's scope, so it meets FEMA requirements from the outset.</p>
	<p>Cost Effectiveness: Based on our understanding of the NCTCOG's needs, our leadership, team members, and project approach will yield the appropriate tools and resources necessary to deliver services well within the applicable spending timeframes. We will provide these services through a risk-based framework outlining opportunities, alternatives, and mitigating measures associated with each task. In doing so, we establish achievable timelines for implementation, institute preventive and detective financial and compliance controls, and define reporting requirements for each project and task. We identify risks early, investigate root causes, and implement mitigating measures to prevent schedule overruns, compliance, and budget challenges. IEM's process helps ensure accurate deliverables that maximize the use of recovery funding.</p>
	<p>Compliance: IEM conducts each program, project, and activity in line with best practice compliance standards to support local, state, and federal audit functions. Our team monitors project costs and national objective goals while supporting clients. We develop programs and projects consistent with all applicable local, state, and federal rules and regulations while maximizing funding available to support program administration and project costs. We will further ensure compliance through regular quality control/quality assurance evaluations that will provide both routine and random checks on the compliance of our services and deliverables.</p>

All too often, these components: speed, cost, and compliance in disaster program management, create competing priorities as grantees seek to achieve these goals. IEM's program management process provides a balance between these competing priorities, ensuring we can help the NCTCOG pursue available funding as quickly as possible without sacrificing cost or compliance.

IEM's approach to disaster recovery and disaster management programs begins with the end in mind, guaranteeing NCTCOG's goals are integrated into our approach. We will support an aggressive implementation schedule and strive to execute tasks and deliverables quickly. IEM's project manager will conduct a kick-off meeting following contract execution with NCTCOG to review desired goals, priorities, and outcomes for disaster management. We know how important it is to have a clear and consistent understanding of what success looks like, goals and priorities, and timeline. We will refine our assumptions and approach after the initial kick-off meeting providing a final workplan and schedule incorporating NCTCOG's requested revisions/changes. **This outcome-focused approach is a hallmark of IEM; we start with the end in mind.**

IEM takes great pride in our ability to remain solution-focused under pressure when our clients are faced with a challenge and the stakes are high. We are not simply reactive to problems, but proactively seek solutions based on desired outcomes and anticipate and mitigate obstacles to meet our clients' needs.

D.6 PROJECT ASSUMPTION

There are no assumptions made in responding to the requirements.

D.7 EXCEPTIONS TO THE REQUIREMENTS

No exceptions are taken to any part of this RFP.

D.8 SPECIAL FEATURES OR SERVICES

Beyond utilizing remote platforms for meetings, such as Zoom or Microsoft Teams, our agility is complemented by the innovative resources we employ to provide our services and train our employees. Through IEM's Disaster Recovery Center of Excellence, we trained our team to provide remote support through the chronological FEMA PA Grants Management Steps, successfully plan and implement recovery strategies, and facilitate and document meetings and associated materials. Our platform allows for the immediate sharing of leading response and recovery strategies, tools, and regional and national FEMA decisions that impact clients.

Once it became clear to IEM that COVID-19 would require a more agile approach to assisting our clients, we enhanced our technology. We conducted a corporate-wide remote test of our systems, ensuring the ability to accommodate the increase in users and the expansion of client sites within our systems. We can provide on-site support as required by the NCTCOG, but we are agile, and this tool closes the physical distance with our clients and allows our clients to see daily progress.

Our Center of Excellence will provide the NCTCOG with an efficient, low-overhead, and expert-level team to successfully administer the FEMA Public Assistance program. The Center of Excellence supports all types of disaster and emergency declarations.

Cost-Effective Model: Your IEM Project Manager, support personnel, and expert-level specialists in the Disaster Recovery Center of Excellence are available to meet with you in-person as needed and available to you in a remote environment daily. Our Center of Excellence is scalable and thus can meet your FEMA PA and other grant program administration requirements.

Disaster Recovery Center of Excellence Staffing: We staff the IEM Disaster Recovery Center of Excellence (Figure 3) with experienced, highly motivated, and technologically capable professionals to complete the grant application, pre-award, post-award, financial reconciliation, and grant closeout processes in support of Applicants. The Center of Excellence is scalable to concurrently meet your requirements and the requirements of other Applicants nationwide.

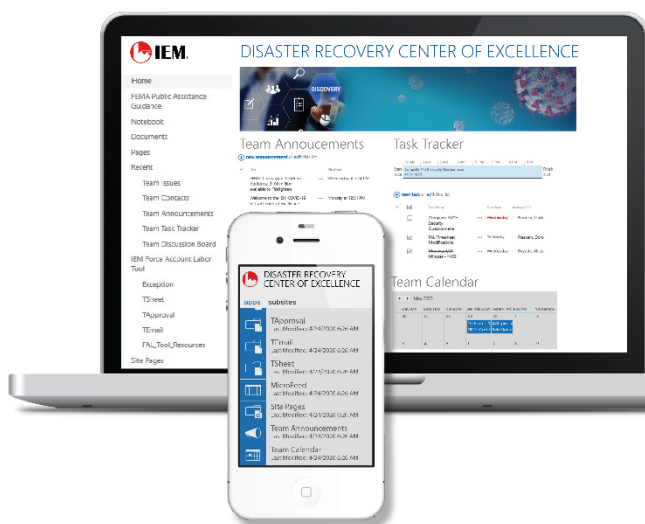


Figure 3: Disaster Recovery Center of Excellence

TAB E: REFERENCES

IEM provides information for four clients NCTCOG may wish to contact regarding projects managed and services delivered. The array of projects shows the degree to which IEM is experienced in developing plans.

Reference No. 1:	
Project Title	Prince William County (VA)
Address:	1 County Complex Court, Prince William, VA 22192
Point of Contact:	Terri Whitt
Phone number:	703-792-6905
E-mail:	twhitt@pwcgov.org
Reference No. 2	
Project Title:	Virginia Department of Emergency Management (VDEM)
Address:	9711 Farrar Court, Suite 200, North Chesterfield, VA 23236
Point of Contact:	Robin Pulkkinen
Phone number:	804-267-7600
E-mail:	robin.pulkkinen@vdem.virginia.gov
Reference No. 3	
Project Title	Delaware Emergency Management Agency (DEMA)
Address:	165 Brick Store Landing Road, Smyrna, DE 19977
Point of Contact:	Paige Fitzgerald
Phone number:	302-659-2324
E-mail:	paige.fitzgerald@delaware.gov
Reference No. 4	
Project Title:	TX GLO CDBG-DR General Services
Address:	1700 N. Congress Ave., Austin, TX 7801
Point of Contact:	Sayed Hejazi, Inspector V
Phone number:	512-475 5116
E-mail:	sayed.hejazi.glo@recovery.texas.gov

TAB F: PROPOSAL PRICING

Position	Hourly Rate
Program Executive	\$ 240.00
Program Manager	\$ 180.00
Project Manager	\$ 155.00
Deputy Project Manager	\$ 140.00
Senior Specialist	\$ 125.00
Specialist	\$ 115.00
Junior Specialist	\$ 105.00
Administrative Support	\$ 60.00

Note 1: These hourly rates do not include travel. If travel requirements are approved, those expenses would be invoiced separately utilizing the prevailing GSA per diem rates without any additional markup.

TAB G: REQUIRED ATTACHMENTS

- Attachment I: Instructions for Proposals Compliance and Submittal
- Attachment II: Certification of Offeror
- Attachment III: Certification Regarding Debarment
- Attachment IV: Restrictions on Lobbying
- Attachment V: Drug-Free Workplace Certification
- Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- Attachment VII: Certification of Fair Business Practices
- Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- Attachment IX: Historically Underutilized Businesses, Minority or Women-Owned or Disadvantaged Business Enterprises
- Attachment X: Attestation of Contracts Nullifying Activity
- Exhibit A: Service Area Designation Forms

**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):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



Date: 6/20/2023

**ATTACHMENT II:
CERTIFICATIONS OF OFFEROR**

Name of Organization/Contractor(s):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



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Date: 6/20/2023

**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):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



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Date: 6/20/2023

**ATTACHMENT IV:
RESTRICTIONS ON LOBBYING**

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using non-appropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

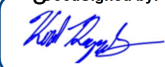
The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



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Date: 6/20/2023

**ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION**

The Innovative Emergency Management, Inc. (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Innovative Emergency Management, Inc. (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



Date: 6/20/2023

**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):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



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Date: 6/20/2023

NOT APPLICABLE

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

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).

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.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 ☐ 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.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

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.

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?

☐

Yes

☐

No

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?

☐

Yes

☐

No

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.

6 ☐ 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).

7

Signature of vendor doing business with the governmental entity

Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.

**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):

Innovative Emergency Management, Inc.

Signature of Authorized Representative:



Date: 6/20/2023

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.

 X The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

_____ The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.


Type of Business (if not corporation):

☐ Sole Proprietor

☐ Partnership

☐ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Keith Reynolds, Manager of Contract Administration
(Printed/Typed Name and Title of Authorized Representative)

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Signature

Date: 6/20/2023

**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:

DocuSigned by:

964FBB635BAD47E...
Keith Reynolds
Innovative Emergency Management, Inc.
6/20/2023

-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:

NOT APPLICABLE

**ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED
BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.

If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

_____ Minority-Owned Business Enterprise

_____ Women-Owned Business Enterprise

_____ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

Authorized Signature

Typed Name

Date

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

Notary Public in and for _____ (County),

State of _____ Commission expires: _____

SEAL

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:

DocuSigned by:



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Keith Reynolds

Innovative Emergency Management, Inc.

6/20/2023

-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:

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:

DocuSigned by:



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Keith Reynolds

Innovative Emergency Management, Inc.

6/20/2023

-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:

EXHIBIT A
Service Area Designation Forms

Texas Service Area Designation or Identification			
Respondent Name:			
Notes:	Indicate in the appropriate box whether you are proposing to service the entire State of Texas		
	Will service the entire State of Texas	Will not service the entire State of Texas	
	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.		
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:			
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all Fifty (50) States	Will not service Fifty (50) States	
	<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>		
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		



Office of the Secretary of State

July 10, 2015

CT Corporation System
701 Brazos, Ste. 720
Austin, TX 78701 USA

RE: Innovative Emergency Management, Inc.
File Number: 802250846

It has been our pleasure to file the application for registration and issue the enclosed certificate of filing evidencing the authority of the foreign for-profit corporation to transact business in Texas.

Unless exempted, the foreign entity is subject to state tax laws, including franchise tax laws. Shortly, the Comptroller of Public Accounts will be contacting the entity at its registered office for information that will assist the Comptroller in setting up the franchise tax account for the foreign entity. Information about franchise tax, and contact information for the Comptroller's office, is available on their web site at <http://window.state.tx.us/taxinfo/franchise/index.html>.

The registered foreign entity is not required to file annual reports with the Secretary of State. An application for amended registration must be filed with the Secretary of State if the foreign entity changes its name, changes the purposes to be pursued in Texas, or changes the assumed name it elected to use on its application for registration. It is important for the foreign entity to continuously maintain a registered agent and office in Texas. Failure to maintain an agent or office or file a change to the information in Texas may result in the revocation of the entity's registration by the Secretary of State.

If we can be of further service at any time, please let us know.

Sincerely,

Corporations Section
Business & Public Filings Division
(512) 463-5555

Enclosure



Office of the Secretary of State

CERTIFICATE OF FILING OF

Innovative Emergency Management, Inc.
File Number: 802250846

The undersigned, as Secretary of State of Texas, hereby certifies that an Application for Registration for the above named Foreign For-Profit Corporation to transact business in this State has been received in this office and has been found to conform to the applicable provisions of law.

ACCORDINGLY, the undersigned, as Secretary of State, and by virtue of the authority vested in the secretary by law, hereby issues this certificate evidencing the authority of the entity to transact business in this State from and after the effective date shown below for the purpose or purposes set forth in the application under the name of

Innovative Emergency Management, Inc.

The issuance of this certificate does not authorize the use of a name in this state in violation of the rights of another under the federal Trademark Act of 1946, the Texas trademark law, the Assumed Business or Professional Name Act, or the common law.

Dated: 06/30/2015

Effective: 06/30/2015



A handwritten signature in black ink, appearing to read "Cascos", followed by a horizontal line.

Carlos H. Cascos
Secretary of State

Form 301
(Revised 05/11)

Submit in duplicate to:
Secretary of State
P.O. Box 13697
Austin, TX 78711-3697
512 463-5555
FAX: 512/463-5709
Filing Fee: \$750



**Application for
Registration of a
Foreign For-Profit
Corporation**

This space reserved for office use
FILED
in the Office of the
Secretary of State of Texas

JUN 30 2015

Corporations Section

1. The entity is a foreign for-profit corporation. The name of the entity is:

Innovative Emergency Management, Inc.

Provide the full legal name of the entity as stated in the entity's formation document in its jurisdiction of formation.

2A. The name of the corporation in its jurisdiction of formation does not contain the word "corporation," "company," "incorporated," or "limited" (or an abbreviation thereof). The name of the corporation with the word or abbreviation that it elects to add for use in Texas is:

2B. The corporation name is not available in Texas. The assumed name under which the corporation will qualify and transact business in Texas is:

The assumed name must include an acceptable organizational identifier or an accepted abbreviation of one of these terms.

3. Its federal employer identification number is: 72-1045884

☐ Federal employer identification number information is not available at this time.

4. It is incorporated under the laws of: (set forth state or foreign country) Louisiana

and the date of its formation in that jurisdiction is: 02/07/1985
mm/dd/yyyy

5. As of the date of filing, the undersigned certifies that the foreign corporation currently exists as a valid corporation under the laws of the jurisdiction of its formation.

6. The purpose or purposes of the corporation that it proposes to pursue in the transaction of business in Texas are set forth below.

Any lawful business or activity under the law of this state.

The corporation also certifies that it is authorized to pursue such stated purpose or purposes in the state or country under which it is incorporated.

7. The date on which the foreign entity intends to transact business in Texas, or the date on which the foreign entity first transacted business in Texas is: 01/01/2010
mm/dd/yyyy Late fees may apply (see instructions).

8. The principal office address of the corporation is:

<u>2801 Slater Road, Suite 110</u>	<u>Morrisville</u>	<u>NC</u>	<u>USA</u>	<u>27560</u>
<i>Address</i>	<i>City</i>	<i>State</i>	<i>Country</i>	<i>ZipCode</i>

☒ 9A. The initial registered agent is an organization (cannot be entity named above) by the name of:

OR

<i>First Name</i>	<i>M.I.</i>	<i>Last Name</i>	<i>Suffix</i>
-------------------	-------------	------------------	---------------

<i>Street Address</i>	<i>City</i>	<i>State</i>	<i>Zip Code</i>
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11. The name and address of each person on the board of directors is:

Director 1				
Madhu		Beriwal		
First Name	M.I.	Last Name	Suffix	
2801 Slater Road, Suite 110	Morrisville	NC	USA	27560
Street or Mailing Address	City	State	Country	Zip Code

Director 2				
<i>First Name</i>	<i>M.I.</i>	<i>Last Name</i>	<i>Suffix</i>	
<i>Street or Mailing Address</i>	<i>City</i>	<i>State</i>	<i>Country</i>	<i>Zip Code</i>

Director 3				
<i>First Name</i>	<i>M.I.</i>	<i>Last Name</i>	<i>Suffix</i>	
<i>Street or Mailing Address</i>	<i>City</i>	<i>State</i>	<i>Country</i>	<i>Zip Code</i>

Text Area: [The attached addendum, if any, is incorporated herein by reference.]

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Effectiveness of Filing (Select either A, B, or C.)

- A. ☒ This document becomes effective when the document is filed by the secretary of state.
- B. ☐ This document becomes effective at a later date, which is not more than ninety (90) days from the date of signing. The delayed effective date is: _____
- C. ☐ This document takes effect upon the occurrence of a future event or fact, other than the passage of time. The 90th day after the date of signing is: _____

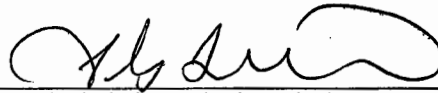
The following event or fact will cause the document to take effect in the manner described below:

--

Execution

The undersigned affirms that the person designated as registered agent has consented to the appointment. The undersigned signs this document subject to the penalties imposed by law for the submission of a materially false or fraudulent instrument and certifies under penalty of perjury that the undersigned is authorized under the provisions of law governing the entity to execute the filing instrument.

Date: April 27, 2015



Signature of authorized person (see instructions)

Ted Lemcke, Secretary

Printed or typed name of authorized person.



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P.O. Box 110265 • Research Triangle Park, NC 27709 • (919) 990-8191 or (800) 977-8191 • www.iem.com