

Comprehensive Disaster Recovery Services and Financial and Grant Management Support

Williamson County, Texas

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Prepared By

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Tab A: Qualifications of the Firm

Hagerty Consulting (Hagerty) is passionate about helping communities prepare for and recover from disasters. Our professionals are committed to providing expert support to help Williamson County navigate the complex recovery process and obtain all of the funding the county is entitled to following the May flooding events, which resulted in damaged infrastructure in incorporated jurisdictions and unincorporated Williamson County. Our goal is for Williamson County to recover fully in the present, and emerge a more resilient community better capable of withstanding all future hazards, including weather-related events.

At Hagerty, we pride ourselves on our ability to help communities of all sizes establish sound recovery management processes that ultimately reduce the potential for negative audit findings and at the same time increase the resiliency of the community. The Federal Emergency Management Agency (FEMA) highlighted our innovative recovery management ideas and practices on multiple occasions in intra-agency communications, and two of our concepts have been adopted as national policy. Our professionals have supported jurisdictions and organizations ranging from local, state, and federal governmental agencies to nongovernmental organizations (NGOs) across the country, including communities within the **State of Texas**. With 12 years of disaster recovery experience, Hagerty professionals have direct experience administering recovery programs under the Sandy Recovery Improvement Act (SIRA), and we are confident that we can quickly help Williamson County design and achieve its recovery and financial management goals. With offices in nearby Austin, Texas, we stand by ready to support.

Should Hagerty be selected, we are prepared to rapidly deploy our team of experts to triage the situation in Williamson County, cultivate realistic recovery goals based upon the type of damage and funds allocated, establish proven grant management and Project Worksheet (PW) execution processes, and augment the county's capability to manage the event where needed. Our extensive experience in both emergency preparedness and disaster recovery services provides a dynamic solution to Williamson County for exceptional comprehensive disaster recovery services and financial and grant management support.

INTRODUCTION AND PROJECT UNDERSTANDING

Hagerty understands that Williamson County was recently affected by two separate severe flash flooding events during the month of May. The first round of heavy rainfall occurred over Mother's Day weekend, causing rivers, creeks, and lake levels to rise. The second more significant round of heavy rainfall and flash flooding occurred over Memorial Day weekend. During this second round of storms, the Williamson County received as much as 10 inches of rain over a short period of time, breaking records for the month of May. The torrential downpours, coupled by at least two tornadoes touching down in Central Texas, caused widespread catastrophic flooding, damaged or destroyed many homes, and damaged roads and bridges throughout the community. The Upper Brushy Creek Water Control & Improvement District (WCID), which operates and maintains the 23 dams within Williamson County, sustained significant damage to one of their dams following the Memorial Day weekend flash flooding event. WCID relied heavily upon the county to provide emergency management support in the form of personnel, equipment, and resources to retrofit the dam. This emergency support prevented the dam from failing, which would have caused major commercial and residential flooding within the County.

Due to the widespread flooding and devastation across Central Texas, on May 29, 2015, President Obama declared a major disaster for the State of Texas, establishing Texas Disaster Declaration FEMA DR-4223. This declaration



provides Williamson County and other affected communities the opportunity to apply for and receive Public Assistance (PA) support due to impact from severe storms, tornadoes, straight-line winds, and flooding. The declaration also allows for Individual Assistance (IA) funding for individuals and households, and may allow Hazard Mitigation Grant Program (HMGP) and United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) funding. FEMA determined the incident period covers from May 4, 2015 through June 19, 2015.

It is based on this understanding that Hagerty Consulting submits our qualifications to support Williamson County. We have over 12 years of experience working with jurisdictions around the nation to navigate our nation's recovery programs, including FEMA PA, IA, HMGP, and HUD CDBG-DR which are available to Williamson County as a result of this disaster declaration. Our expertise and the skills of our professionals have been gained by support to federal, state, and local governments following significant disaster events, including:

- » Assisting the City of Minot, North Dakota with start-up and administration of CDBG-DR funding for housing repair, housing acquisitions, relocation, infrastructure, and new housing developments following extensive flooding;
- » Working with the City of Longmont and Boulder County, Colorado to start-up and administer their county-wide collaborative to receive a direct sub-allocation of CDBG-DR funding for housing and infrastructure programs as a result of extensive flooding;
- » Conducting a recovery financial eligibility review of assistance provided to the University of Texas Medical Branch in Galveston, Texas following Hurricane Ike;
- » Supporting New York City (NYC) to manage all federal funding following Hurricane Sandy, including implementation of all programs under SIRA regulations;
- » Managing various recovery programs on behalf of FEMA following the 2004 Florida hurricanes, including the execution of a recovery housing analysis and a recovery organization analysis;
- » Working with the City of New Orleans, Louisiana following Hurricane Katrina, including providing comprehensive financial support for PA and CDBG-DR funding; and
- » Providing support to NYC to manage federal recovery funding following the terrorist attacks of September 11th.

Hagerty is known for determining eligibility, project formulation, and financial management throughout the recovery operation. We work with our clients to provide comprehensive support across the spectrum of federal support programs available to jurisdictions under a Federal Disaster Declaration. This could include helping Williamson County seek assistance and funding from the Federal Transit Administration (FTA), as well as the pursuit of CDBG-DR funding. Finally, many of our professionals are former FEMA officials, state directors of emergency management, Community Development Block Grant (CDBG) program managers, and Public Assistance Officers (PAO). We will work with Williamson County professionals throughout the entire recovery process, and ultimately help Williamson become more resilient and self-sufficient for future disasters.

The Hagerty Consulting Advantage: Extensive Experience in Federal Disaster Recovery Programs

Hagerty has extensive experience administering PA Programs on behalf of local governments. Our experience includes understanding how the suite of federal recovery programs facilitates a comprehensive recovery within a community. Our professionals understand the **Section 404 and 406 HMGP**, and know when these programs can be incorporated into a PA grant and when they require additional competition based on program regulations. Further, we understand when CDBG-DR can be leveraged to help fulfill local match requirements for PA. Further, Hagerty is one of a very few



firms with hands-on experience managing recovery under SIRA. We use all of this experience to expedite recovery and implement alternative processes and improvements.

One immediate value Hagerty could provide to Williamson County would be to capture as many contract costs as possible for reimbursement from FEMA. When captured appropriately, **Direct Administrative Costs (DAC)** provides partial reimbursement for internal employees and professional services firms managing and implementing the PA Program. As an example, for a current municipal client, Hagerty helped develop a streamlined process that reduced the burden associated with claiming this reimbursement, making it possible for the applicants to cover most of the cost of administering the PA Program.

The Hagerty Consulting Advantage: Cost Estimating Accuracy

Hagerty has a proven track record in developing accurate cost estimates to support our clients. One example: we recognized FEMA cost estimates were consistently much lower than expected. After an in-depth analysis, we determined the three major drivers of the discrepancy: the misapplication of local wage rates and crew configurations, the improper application of cost factors, and missing scopes of work. We reported this information to FEMA and successfully negotiated rates and procedures that accurately reflected the cost of the recovery. Our client directly benefitted from our intervention and negotiation with FEMA, and received a larger reimbursement amount than they would have otherwise.

The Hagerty Consulting Advantage: Information Technology Systems Support

Large disasters cannot be managed in spreadsheets. To support our clients' financial recovery operations, Hagerty developed our **Disaster Financial Management System (DFMS)** using Intuit's QuickBase® platform. We used this to support all of our recovery operations following Hurricane Katrina. This system drives workload, monitors performance, manages the order of work, generates reports, sharpens financial discipline, enhances program and financial compliance, migrates data, supports the audit functions, and promotes expedient and efficient project delivery. We offer this system to Williamson County to track all project costs including DAC. DFMS will be tailored to tie into current administrative systems used by the county, limiting any administrative burden and enhancing visibility into the overall recovery operation.

The Hagerty Consulting Advantage: Transparency

A critical component of our disaster recovery philosophy is an emphasis on transparency. Hagerty provides transparency by offering flexible solutions that interface with client systems (when appropriate). We use these solutions when gathering data in the field, tracking PW progress through FEMA, monitoring deadlines (such as those applicable to appeals), and monitoring consultant DAC hours. Our solutions provide extensive visibility into the management and operations of our teams as well as monitor overall progress of the recovery operation. Ultimately, these solutions help **protect our clients** by providing quick and transparent access by making Hagerty accountable to ongoing and forecasted recovery projects.

As a firm, our recovery management philosophy drives how we support our clients. This philosophy enables Hagerty to manage billions of dollars in recovery funding with zero adverse audit findings to date. At Hagerty, we believe in:

- » Securing all funding our client is entitled to after a disaster from various federal government agencies;
- » Establishing goals based upon cash flow management timelines attached to each disaster grant;



- » Establishing sound project management controls and working relationships across all levels of government to reduce potential conflicts, deobligations, and negative audit findings;
- » Setting up strong relationships with state and federal partners to ensure efficient PW execution and goal alignment;
- » Providing advisory services and supporting leadership to make informed decisions during complex recovery operations;
- » Relieving our client's from the burden of managing a complex recovery process over multiple years;
- » Providing total asset visibility and transparency by implementing project controls and software management tools;
- » Avoiding practices that delay PW approval; and
- » Helping our clients establish a new, effective "normal" after a disaster.

We realize the best solutions to support recovery will leverage the existing capabilities within Williamson County, and require close coordination between our staff and appropriate professionals throughout the county. We will identify processes, technologies, and personnel already in place and offer training to develop the right solution for Williamson County while making the process as easy as possible.

COMPLIANCE WITH MINIMUM QUALIFICATIONS

As further evidence of the strength of Hagerty Consulting to support Williamson County, the following table summarizes our experience and offers proof that we exceed the requirements identified in the Request for Quote.

Qualification	Demonstrated Past Performance
Ten years of experience working with the PA Program, at the federal, state, or local level, including PW development, PW audit, documentation review, eligible cost reconciliation, audit checklists, appeal/appeal responses, and closeout.	Since 2001, Hagerty has worked with all levels of government including federal, state, tribal, and municipal entities to support recovery operations. Hagerty's approach to the recovery process stresses developing effective communications and strong partnerships between applicants, the state, and FEMA. This approach minimizes the need for appeals, makes it possible to claim all eligible costs, and closes out the recovery in a timely and efficient manner.
Experience with all categories of work in man-made and natural disasters, with expertise in force account labor, equipment reimbursement, supplies, donated services, mutual aid, and contracted services.	Hagerty has worked across all categories of FEMA eligible work and provided support to jurisdictions after floods, hurricanes, and terrorist attacks. We have specific expertise in the development of methodological approaches that streamlines the reimbursement of force account labor equipment usage. For one client, we developed a methodological approach to validating force account labor that increased reimbursement by over \$5 million while minimizing the administrative burden of micro-level documentation usually required by FEMA project specialists.



Qualification

Demonstrated Past Performance

Experience developing, reconciling, or reviewing large federal grants, including PW or federal loans in excess of \$20 million.

Hagerty's grant management experience ranges in size from individual PA Small Projects¹ to capital construction projects completed through the Section 428 Alternative Procedures Pilot Program, valued at over \$480 million.

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

Hagerty assisted in the development of the "Coordinated Match" approach to streamline the application of CDBG-DR funds to provide the local match for FEMA PA projects. Our professionals supported justification for PA funding, resulting in some cases receiving twice the expected level of reimbursement from FEMA.

Direct experience with implementation and management of the PA Alternative Procedures Pilot Program.

Hagerty assisted in the implementation of the Section 428 Alternative Procedures Pilot Program to develop over \$5.8 billion in fixed capped grants. We developed a procedure to validate cost estimates, processes for drawdown, and procedures to leverage the full flexibility of this program.

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

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

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

Hagerty Consulting is currently the prime contractor for NYC's Hurricane Sandy Recovery. As the primary grants manager for this engagement, Hagerty is overseeing a combined federal recovery of more than \$12.5 billion across the FEMA PA, CDBG-DR, and FTA funds.

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

Hagerty developed and implemented our DFMS for every major disaster since 2005, including Hurricane Katrina. DFMS is built using Intuit's QuickBase® platform and offers a flexible solution, allowing managers to track reimbursements, revisions to PWs, and the status of projects across a disaster recovery.

Experience in developing projects for the FEMA 404 and 406 HMGP.

Hagerty recently conducted a comprehensive mitigation review to maximize all opportunities for increased resilience. Our support resulted in 50 Section 406 HMGP proposals valued at over \$250 million, and expedited development of an expanded scope of work for 70 additional Section 404 HMGP applications. To date, nine 404 HMGP applications have been approved, resulting in over \$270 million in increased disaster resiliency measures.

¹ The current threshold for Small Projects is \$120,000.



Qualification	Demonstrated Past Performance
Experience working with HUD CDBG-DR grant programs at the federal, state or large local government level, including program design and monitoring.	In addition to our work managing the HUD CDBG-DR Program for NYC, Hagerty is currently administering the program for the City of Longmont and Boulder County, Colorado following severe floods. This includes development of the Unmet Needs Assessments (UNA), Action Plan development, and ongoing programmatic support.
Prior experience performing internal controls reviews and improper payment reviews.	To provide support to the DHS OCFO, Hagerty performed IPIA in two phases to assess at least one year of financial disbursements from the IHP following Hurricane Katrina. Our services included development of stratified samples, testing payments from each IHP program type, and testing for validity.
Experience administering the FEMA Community Disaster Loan (CDL) program	Hagerty has extensive experience in the CDL Program. This includes analysis of 152 Special CDLs to local governments in Louisiana and Mississippi as a result of Hurricane Katrina. Our analysis resulted in more than 60% of all loans approved by FEMA being forgiven due to long-term loss in revenue directly related to the disaster. Following completion of this initiative, Hagerty provided ongoing support to CDL, including assisting communities eligible following Hurricane Sandy.
Experience with interpreting and administering new SIRA rules and programs.	Hagerty assisted in the implementation of changes to the PA Program created by SIRA, including the implementation of the Alternative Procedures Pilot Program for permanent work and debris removal. We also helped develop the policies and procedures to implement new arbitration and alternative dispute resolution (ADR) options created by the Act.
Experience with programmatic disaster closeouts.	Hagerty Consulting developed an accelerated closeout procedure following September 11 th , allowing FEMA, NYC and the State of New York to programmatically close out this disaster under an accelerated timeline with no adverse audit findings.

Table 1: Hagerty Past Performance Highlights and Alignment with Williamson County Requirements



Tab B: Qualifications of Staff

Hagerty proposes the following professionals to support Williamson County. These individuals are identified based on our standard approach to fully understand the needs of the client and tailor our comprehensive team based on who will provide long-term recovery support best fitting the client's needs. Specific to Williamson County, we identified the following professionals based on their experience supporting local governments prior to and following disasters; past-performance supporting recovery following flood events; experience working with the State of Texas and FEMA Region IV; and subject matter expertise in key areas associated with recovery. Based on the needs of Williamson County and the evolution of the recovery operation over time, Hagerty may identify additional staff with experience in essential areas based on Williamson County's evolving need, such as PA coordination, PW development, cost estimation, CDBG-DR, and grant closeout. Any additional staff will be drawn from our cadre of over 200 disaster recovery and financial management professionals. It is our policy to present each individual's credentials to Williamson County for approval prior to mobilization. Comprehensive resumes of our proposed Team are included in Attachment 1.

Steve Hagerty

Title: Project Executive

Labor Category: Project Executive

Steve Hagerty, is a management consultant, entrepreneur, and business executive with more than 20 years of professional experience managing large federal programs and improving the public sector. Throughout his career, Mr. Hagerty has been looked upon to re-engineer, manage, and lead large, complex, and politically sensitive federal programs, including currently the NYC \$9 billion PA recovery effort as a result of Hurricane Sandy. Mr. Hagerty has served as the Chief Operating Officer for the FEMA \$7.4 billion outsourced recovery operation in NYC following the terrorist attacks of September 11th. In that capacity he was responsible for all aspects of the operation, including producing over 1,500 grants valued in excess of \$7.4 billion, and managing quality control, strategic planning, resource management, and assessing individual and team performance. Mr. Hagerty has a record of excellence in implementing new approaches that streamline the federal grant management process yet still comply with the federal government's regulations. In other consulting engagements, Mr. Hagerty has served in strategic planning, process improvement, quality control, and change management for a variety of clients, including government agencies and departments, such as FEMA, DHS, US Department of Commerce (Economic Development Administration), US Forest Service, US Agency for International Development, US Postal Service, US Patent Trademark Office, and local, state, and private sector clients such as the Cities of New York and Los Angeles, California Department of Forestry, the Office of Cero Grande Fire Claims, and PricewaterhouseCoopers (PwC). Mr. Hagerty is on the Board and Audit Committee of a ~\$1 billion community bank, First Bank and Trust in Evanston; the Dean's Advisory Board for the Syracuse University Maxwell School of Citizenship & Public Affairs; the Board of Directors of Evanston's Youth Development Organization (Y.O.U.); as well as several other Advisory Boards. He holds a Bachelor's degree from Syracuse University and a Masters of Public Administration from the Maxwell School at Syracuse.

Mark Mischak, CEM

Title: Subject Matter Expert

Labor Category: Subject Matter Expert

Mark Mischak has 23 years of leadership and experience in emergency management, policy and regulatory development. Mr. Mischak, a Certified Emergency Manager (CEM), is recognized as a national expert in complex disaster recovery efforts. He has been instrumental in implementing disaster recovery efforts since 1991 and most recently recognized for his contributions during Hurricane Sandy. Prior to joining Hagerty, Mr. Mischak served as the



Deputy Director of FEMA IA Division, where he oversaw the funding provided to disaster survivors. Mr. Misczak spent three months in NYC advising Mayor Michael Bloomberg's Housing Recovery Office and other local officials. He also worked in partnership with other FEMA leaders, the Governor's Office and the Mayor's staff to provide assistance to survivors through the creation of the NYC Rapid Repairs Program. Thereafter, Mr. Misczak joined Hagerty Consulting where he has become a key policy advisor to the NYC OMB for the firm's NYC Hurricane Sandy Recovery Project. His signature accomplishments in his consulting role are many, including aiding in the development and submission of the City's FEMA federal grant claims for over \$9.5 billion in reimbursements for Hurricane Sandy related damages across 54 City agencies. His educational credentials include being a Graduate of the accredited Senior Leadership Program from George Washington University and Harvard University's National Preparedness Leadership Initiative.

Deborah Siefert, JD, PMP**Title: CDBG-DR Subject Matter Expert****Labor Category: Subject Matter Expert**

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

Jim Smith**Title: Insurance Subject Matter Expert****Labor Category: Subject Matter Expert**

Mr. Jim Smith is a highly qualified and credentialed subject matter expert on all PA policy issues. He has extensive FEMA PA experience, including the terrorist attack of September 11th (World Trade Center); major Hurricanes Katrina, Rita, Ike, Irene, Lee and Sandy disasters; and experience supporting smaller disasters, including the Louisa, Virginia earthquake. Mr. Smith has over 25 disaster deployments during 15 years of FEMA PA experience including assignments as Technical Services Task Force Leader, Public Assistance Coordinator (PAC), Insurance Group Lead, and Insurance Specialist as well as Project Specialist. He has an excellent command of the FEMA PA disaster regulations and policies with extensive experience in PA eligibility determinations. Mr. Smith has a working knowledge of FEMA project formulations and cost estimating protocols as well as FEMA closeout practices. Mr. Smith holds the highest insurance professional designation of Chartered Property and Casualty Underwriter (CPCU), in addition to an Associate in Risk Management (ARM) and Associate in National Flood Insurance (ANFI) from the Insurance Institutes. Mr. Smith holds licenses as a Property and Casualty Insurance Agent and Claims Adjuster as well as Risk Manager in Texas. He is certified to process National Flood Insurance Program claims. Additionally, he has FEMA training in PA Operations, PAC Leadership, Cost Estimating Format, Hazard Mitigation, and Closeout.



Eric Montz, CPA**Title: Project Manager****Labor Category: Project Manager**

Eric Montz, a Certified Public Accountant (CPA), has over 25 years of progressive experience and operations management in public and private accounting and financial management. In emergency recovery and grant management work, Mr. Montz served as the Chief Financial Officer (CFO) of a private-non-profit in New Orleans, where he prepared FEMA PWs for grant funding projects following Hurricane Gustav. As the Senior Staff Accountant for the City of Kenner, Louisiana, Mr. Montz prepared PWs following Hurricane Katrina. Additionally, he has managed all financial functions related to state and federal grant accounting and reporting principles. Since 2013, he has worked extensively with local governments and non-profit organizations to determine loan eligibility through the FEMA CDL Program that Hagerty Consulting manages. Mr. Montz assisted states such as Iowa, Louisiana, Mississippi, Nebraska, New Jersey, and Pennsylvania in performing financial statement analysis to identify and prove significant revenue loss due to a presidentially declared disaster and thus qualify for the CDL Program. Also, he has worked on the Special CDL cancellation process for municipalities and school boards that received CDLs for Hurricane Katrina in Louisiana and Mississippi. Collectively, Mr. Montz worked on securing over \$300M in CDL loans, and has worked on cancelling over \$300M in CDL and \$250M in SCDL. Mr. Montz has a Bachelor of Business Administration in Accounting from the University of Southwestern Louisiana and obtained his CPA in 1985.

Courtney Ring**Title: Deputy Project Manager****Labor Category: Project Manager**

Ms. Courtney Ring is a Texas-based Certified Emergency Manager with over a decade of experience managing projects. As a Homeland Security Exercise and Evaluation Program (HSEEP) certified professional, she has used this expertise in the fields of all-hazards emergency management, emergency response and recovery, continuity of operations planning, and public health preparedness. She gained real-world experience serving local government clients managing their planning, training, and exercise projects as well as in hazard mitigation planning and evaluating plans for the receipt and distribution from the Strategic National Stockpile (SNS) sites. As a continuity of operations/business continuity planning specialist, Ms. Ring has served local Texas governments prepare for public health incidents, such as pandemic influenza, and has co-authored emergency response plans for medical response systems. Ms. Ring is on the Board of Directors for the Emergency Management Association of Texas (EMAT) and chairs the EMAT Public Private Partnerships committee. She has a Master of Public Administration from Texas Tech University and a Bachelor of Arts in Political Science with a Minor in Chemistry from the Texas Tech University.

Kevin Fuller**Title: Project Accountant****Labor Category: Project Accountant**

Kevin Fuller is a financial management professional with over nine years of experience in the public sector. Mr. Fuller has experience with disaster recovery execution in both PA and IA, hazard mitigation, data capturing and management for multiple disasters. Mr. Fuller served as a Public Sector Financial Management Senior Consultant IBM Global Business Services during Hurricane Katrina for FEMA, where he successfully negotiated with landowners and parish officials to secure temporary housing sites for hurricane evacuees. He is a valued financial process overseer that can analyze, prioritize, and assist in reconciliation, compliance, and closeout protocols. Mr. Fuller has a Master of Business Administration from the Manchester Business School (United Kingdom) and a Bachelor of Science in Business Administration from Georgetown University.



Lana Toussaint, CPA**Title: Senior Closeout Specialist****Labor Category: Senior Closeout Specialist**

Lana Toussaint, CPA, has over 19 years of experience in private finance, project cost analysis, budgeting, forecasting, and disaster recovery grant management. She has utilized her experience and skill in her work with FEMA PA, including writing, auditing, and closing out PWs; supporting FEMA CDL Program; and supporting the HUD CDBG-DR Program. She holds a Bachelor's of Science in Accounting from the University of New Orleans.

Sidaarth Sharma**Title: Closeout Specialist****Labor Category: Closeout Specialist**

Sidaarth "Sid" Sharma has diversified experience in financial evaluations, modeling, and in software development. He has professionally served in corporate finance in the US and in private enterprise internationally. With credentials that include American Production and Inventory Control Society (APICS) Certified in Production and Inventory Management (CPIM), Diploma in Network Security and as a Salesforce.com developer, Mr. Sharma has exceptionally solid software skills and knowledge. Mr. Sharma has a Master of Business Administration from the Martin J. Whitman School of Management at Syracuse University, and a Bachelor of Technology in Information Technology – First Class with Distinction –from Bharati Vidyapeeth University, India.

Amelia Mascioli**Title: Senior Financial / Grant / Information Management Expert****Labor Category: Senior Financial / Grant / Information Management Expert**

Amelia Mascioli has more than 15 years of experience in emergency management business process software development. She specializes in large-scale program management, operational analyses, and financial and eligibility audits. Ms. Mascioli has experience working on numerous disaster recovery projects composed of HUD CDBG-DR and FEMA PA and IA grant funds. Ms. Mascioli holds a Bachelor's of Science in Clinical Laboratory Science from the University of North Carolina and a Master's of Science in Computing - With Distinction - from Oxford Brookes in the United Kingdom.



Preliminary Project Organization

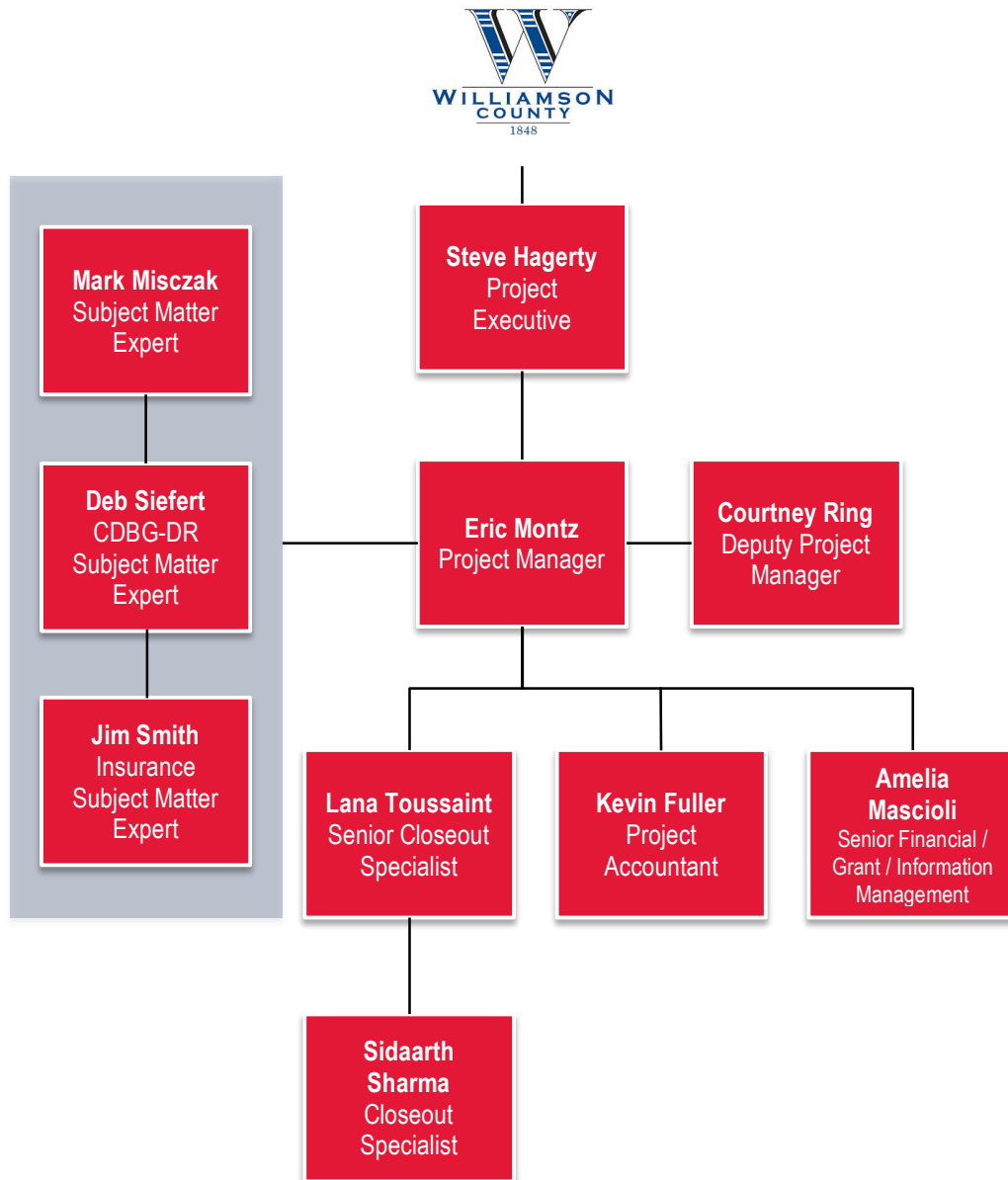


Figure 1: Preliminary Project Organization

Labor Categories

Hagerty proposes the following labor categories to support Williamson County. These labor categories include those pre-identified by Williamson County as well as those recommended by Hagerty. Each labor category includes associated years of experience. While we do not anticipate that all labor categories will be leveraged for this initiative,



these labor categories and their associated rate structure, presented in Tab F, will provide Hagerty the flexibility to offer exceptional staff to Williamson County for PA, HMGP, and CDBG-DR operations.

Labor Category	Qualifications
Project Executive*	15+ years of experience plus minimum college degree.
Subject Matter Expert*	15+ years of experience.
Project Manager*	10+ years of experience plus minimum college degree.
Deputy Project Manager	7+ years of experience plus minimum college degree
Project Accountant*	5+ years of experience plus relevant college degree.
Senior Closeout Specialist*	5+ years of experience plus minimum college degree.
Closeout Specialist*	3+ years of experience plus minimum college degree.
Senior Financial / Grant / Information Management Expert	5+ years of experience plus minimum college degree.
Financial / Grant / Information Management Expert	3+ years of experience plus minimum college degree.
Senior Grant Manager	5+ years of experience plus minimum college degree.
Grant Manager	3+ years of experience plus minimum college degree.
Senior CDBG-DR Coordinator	5+ years of experience plus minimum college degree.
CDBG-DR Coordinator	3+ years of experience plus minimum college degree.
Analyst	2+ years of experience plus minimum college degree.
Administrator	Minimum college degree.

An asterisk (*) indicates labor category and qualifications are defined by Williamson County.

Table 2: Labor Categories and Qualifications



Tab C: Past Performance References

Hagerty professionals supported jurisdictions and organizations across the country for a variety of services that include long-term recovery, disaster financial management, strategic planning, training, exercises. We recently successfully completed our 200th project in emergency management. Beginning with our founding in 2001, long-term recovery and disaster financial management remain the core of our business. References specific to performance in disaster recovery and disaster financial grant management are presented below. Additional references can be provided to Williamson County upon request.

City of Longmont Community Development Block Grant – Disaster Recovery

Hagerty and our subcontractors are currently assisting the City of Longmont and Boulder County, Colorado to implement their CDBG-DR Action Plans following severe flooding in 2013. Over the duration of our contract, we supported the development of UNA related to extensive flooding that impacted the region. Our Team of experts supported strategy development within the City to identify and address unmet needs. This includes development CDBG-DR policies and procedures for the City and County, and support to both jurisdictions for reviews by HUD. Hagerty is also advising the City of Longmont on strategies to submit their infrastructure resiliency project to the State for inclusion in the State's submission to HUD's National Disaster Resiliency Competition. We offer this qualification to Williamson County because the City of Longmont and Boulder County are similar communities rapidly growing in size and the similar damages faced by both communities. Further, Deb Siefert, CDBG-DR Subject Matter Expert, is currently supporting the City of Longmont and is deeply familiar with the types of issues extensive flooding can have on a community, as well as the strategies that can be used to address those issues.

City of Longmont Reference

Company Name	City of Longmont, Colorado
Contact Name and Title	Kathy Fedler, Housing and Community Investment Manager
E-mail Address	Kathy.fedler@ci.longmont.co.us
Telephone Number	303.651.8736
Date of Contract / Period of Performance	January 2014 – March 2016
Prior Assessments of Work / Client Feedback	Not applicable. Client work ongoing.

Table 3: Reference 1

Hurricane Sandy Recovery

As a result of Hurricane Sandy, NYC engaged Hagerty to help manage its \$12 billion recovery effort. Hagerty consultants are currently working with NYC agencies on grant application and administration for a variety of federal disaster relief programs, including FEMA and HUD CDBG-DR grants. To date, Hagerty helped NYC obtain more than \$4.2 billion in CDBG-DR grant funding, including approximately \$790 million to offset NYC's local share of other federal recovery grants. We offer this qualification to highlight Hagerty's successful management of the nation's largest recovery initiative and to demonstrate to our ability to transparently manage large amounts of funding from multiple



funding streams. Further, multiple proposed staff including Steve Hagerty, Project Executive, Mark Misczak, Subject Matter Expert, and Jim Smith, Insurance Subject Matter Expert, supported NYC and have been instrumental to successful accomplishments, which include helping NYC:

- » Provide extensive written justification to receive a waiver from the Federal Coordinating Officer to exceed the \$10,000 per unit cap on the NYC Rapid Repair Program, closing a \$300 million gap between in program costs.
- » Provide extensive written justification to receive approval for the approximate \$60 million NYC Essential Hotel Sheltering Program as an eligible Section 403 Emergency Work expense.
- » Craft an insurance strategy to minimize the City's "obtain and maintain" and flood insurance requirements.
- » Develop cost estimates for improved or alternate permanent work projects supported by historic NYC.
- » Implement a comprehensive financial and grant management system that allows NYC maintain visibility in gaps between expenses charged to emergency codes and those claimed on PWs.
Develop letters of interest for the FEMA 404 HMGP.
- » Establish a centralized quality control process where all PW are reviewed to determine if NYC is being appropriately reimbursed under the Stafford Act.

Hurricane Sandy Recovery Reference

Company Name	New York City Office of Management and Budget
Contact Name and Title	John Grathwol, Deputy Director
E-mail Address	grathwolj@omb.nyc.gov
Telephone Number	212.788.6001
Date of Contract / Period of Performance	July 2013 – September 2016
Prior Assessments of Work / Client Feedback	"Extremely helpful, dedicated, informed, resourceful." "I worked personally with Hagerty after 9/11 and that same level of support was provided again on this project."

Table 4: Reference 2

City of Fort Worth Emergency Operations Plan Update

Over the past two years, Hagerty has worked to complete various projects for the City of Fort Worth, Texas. Beginning in October 2013, Hagerty customized 23 City-specific Mission Ready Packages (MRPs) for the City of Fort Worth, Texas. The MRPs were designed to organize and deploy specific response and recovery capabilities quickly to an emergency or disaster location. MRPs were developed proactively by Fort Worth as a method of pre-event preparation so that they may be able to provide mutual aid to other requesting local and state jurisdictions during an emergency.

We selected the project to highlight that we understand critical emergency management considerations in the State of Texas, and because the quality of our work was recognized by the Texas Division of Emergency Management (TDEM). Hagerty presented with the City of Fort Worth on this project at the EMAT Symposium in February of 2014 and at the Texas Homeland Security Conference in May of 2014.

The following year, the City of Fort Worth Office of Emergency Management selected Hagerty to review, analyze, and update two annexes to their EOP: Annex B - Communications and Annex I - Public Information. The City's goals for



this planning initiative were twofold. First, the City sought to update these annexes to focus on City-specific operations, as opposed to joint-operations with Tarrant County. Second, the City sought to update operational procedures against newly updated City plans and standards released by TDEM

City of Fort Worth Reference

Company Name	City of Fort Worth Office of Emergency Management
Contact Name and Title	Juan Ortiz, Emergency Management Coordinator
E-mail Address	Juan.Ortiz@fortworthtexas.gov
Telephone Number	817.929.8983
Date of Contract / Period of Performance	October 2013 to February 2014 and January 2015 to March 2015
Prior Assessments of Work / Client Feedback	Supportive, value-added plan developers.

Table 5: Reference 3



Tab D: Technical Approach

The following presents Hagerty's approach to assist Williamson County, to implement federal disaster recovery programs, and to ensure an effective recovery. Our recovery philosophy is based on developing innovative solutions for our clients based on our experience leading the largest and most complex disasters in the nation's history. We understand federal recovery programs better than any other emergency management firm, and have been invited by clients to support their recovery efforts across multiple disasters. We offer Williamson County a proven approach to improve efficiency, increase reimbursement, and reduce administrative burden.

We will achieve this success for Williamson County by executing a two to four week collaborative, strategic planning process. Strategic planning facilitates recovery by streamlining processes, making them more intentional and less reactive. This includes establishing the recovery organization, assigning Hagerty professionals to specific and strategic roles, and queuing work in the most advantageous order. Strategic planning also assures proactive identification of strategies for recovery issues that may arise three, six, or 18 months in the future. The objective of the strategic planning process is to thoughtfully – and with the best information available – create a roadmap for the recovery.



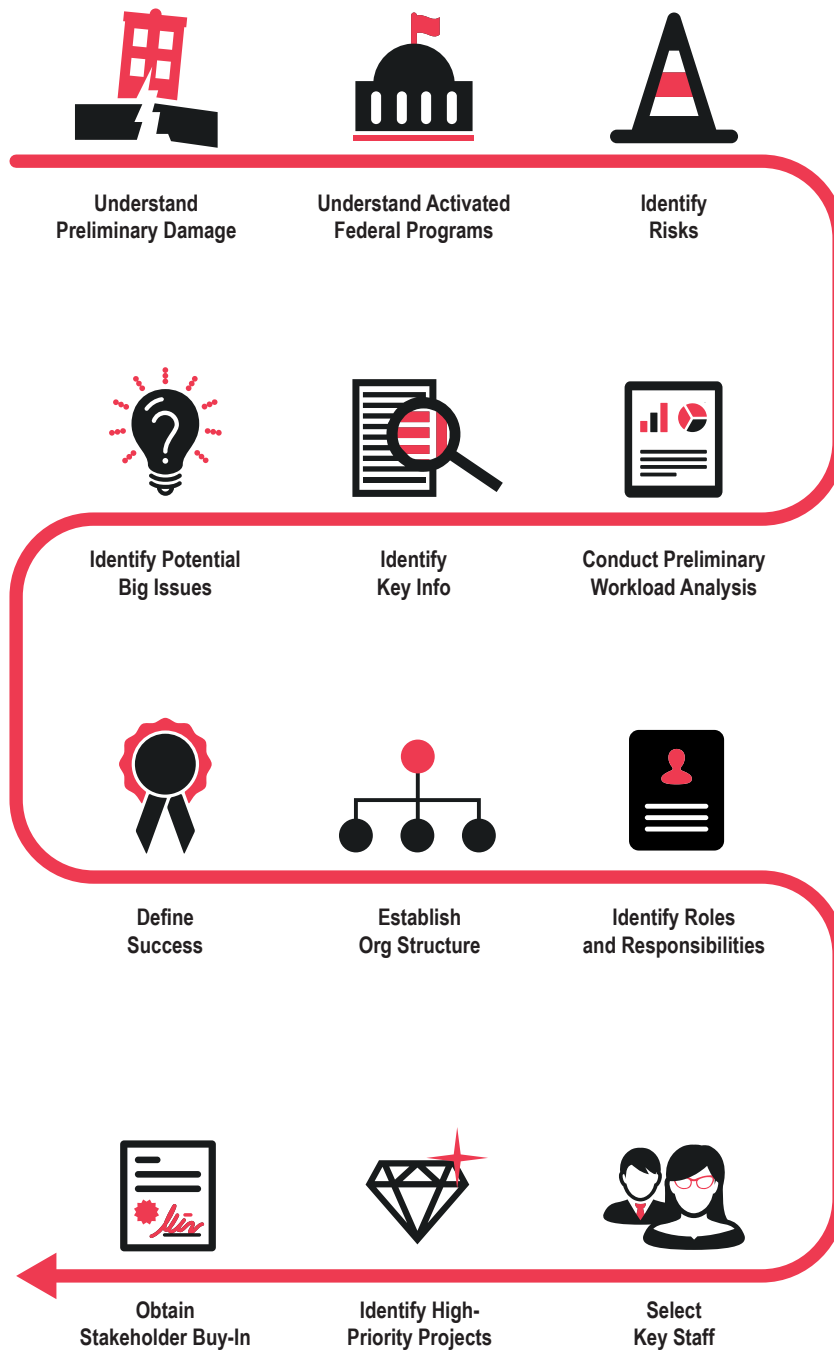


Figure 2: Hagerty's Roadmap to Recovery

It is important for Hagerty to understand the need of Williamson County and the vision for overall recovery. Through our strategic planning process, we will understand the capability of staff, staff capacity, and what has already been established in PWs, allowing our professionals to develop a gap analysis to inform our staffing plan. We will also coordinate with TDEM and FEMA to establish a collaborative relationship between all of our Teams and creating a common timeline for recovery. We want to understand Williamson County's processes for capturing information, accounting, and financial management in order to identify actionable improvements and reduce the chance of deobligations over time. The overall success of our effort will be determined by how well we can establish the appropriate controls from the onset.

Project Kickoff Meeting

To support the strategic planning process, Hagerty will engage in strong project management at the beginning of a project. To this end, Hagerty will prepare for and execute a **kickoff meeting** to enhance our understanding of Williamson County's needs and existing recovery goals. These goals will be incorporated into our overall Project Management Plan (PMP) and Administrative Playbook, ensuring all Hagerty staff develops a vision for recovery that is shared with Williamson County.

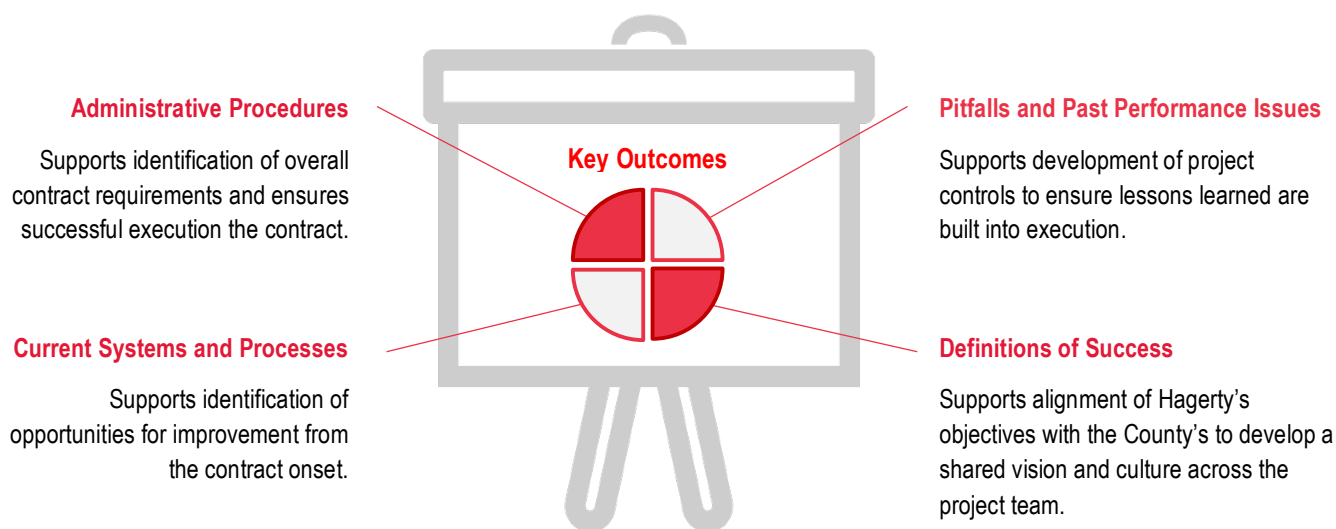


Figure 3: Hagerty Consulting Key Targets for the Project Kick-off Meeting

Following kickoff and review of Williamson County documentation, Hagerty will develop a supplemental project team that includes the right combination of skills and capability to support recovery needs.

Ongoing Project Management Approach

Hagerty believes in a proactive and collaborative approach to project execution. Frequent communication, proactive information sharing, rapid identification of resources, and analysis of strengths, weaknesses, opportunities, and threats to project execution are all techniques employed by our project and contract managers. Our Project Manager will facilitate a transparent link between our professionals and Williamson County by conducting regular meetings and providing regular written reports. Hagerty professionals will also represent Williamson County at key meetings with



TDEM and FEMA. We believe in establishing an effective working relationship with all partners as critical to the success of the recovery effort, and stakeholders from TDEM and FEMA are essential to Williamson County's recovery. Meeting with these stakeholders from the onset of the contract will allow us to develop a common understanding of key issues, avoid conflict, minimize and eliminate appeals, and establish processes that will be implemented for the duration of the recovery effort.



Figure 4: Methods of Project Communication with Williamson County, TDEM, and FEMA

Administrative Controls

From an administrative perspective, Hagerty develops an Administrative Playbook to support each of our recovery clients. For Williamson County, this playbook will contain expectations of Hagerty personnel, definitions of success, logistics, and project controls in accordance with the requirements established by the County, TDEM, and FEMA. Most importantly, the playbook will document our process for time tracking to control costs and, to the highest degree, make sure we track our costs for reimbursement by FEMA.

Time Tracking: Public Assistance and Other Eligible Activities

Perfolio® is the primary tool that Hagerty uses to document a consultant's time. Task Codes will be assigned as necessary to ensure our project Team captures time appropriately between the PA Program and other grants open to Williamson County (such as HUD CDBG-DR). Work descriptions and the level of detail required will be agreed upon in advance with the Williamson County, allowing our professionals provide accurate and timely summaries that substantiate the services provided.

	S	S	M	T	W	TH	F	Total	Expenses
	03-30	03-31	04-01	04-02	04-03	04-04	04-05		
Projects									
NYC Sandy Recovery, FEMA PA	0	0	0	0	0	0	0	0	Add Report
NYC Sandy Recovery, FHWA	0	0	0	0	0	0	0	0	Add Report
Proposals									
Internal									
Total	0	0	0	0	0	0	0	0	\$ 0
NYC Sandy Recovery, FEMA PA	Add Work Description								
NYC Sandy Recovery, FHWA	Add Work Description								

Figure 5: Hagerty Tracks Time and Expenses Specific to the Federal Recovery Program

Hagerty's Disaster Financial Management System

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

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

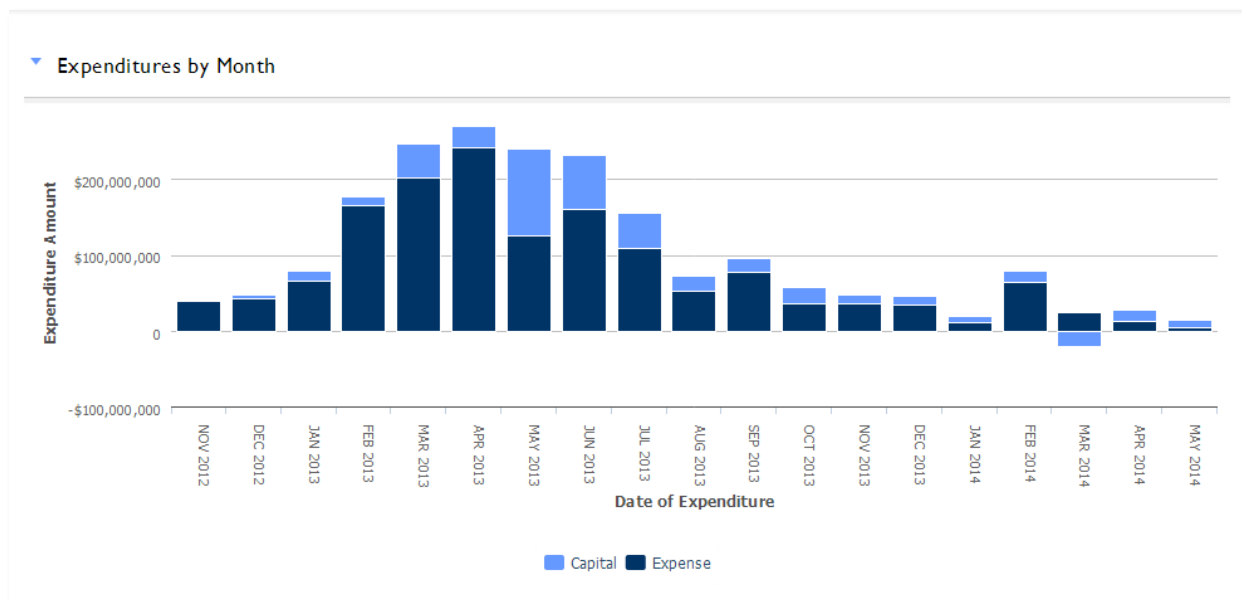


Figure 6: The DFMS Dashboard Summarizes Expenditures

PROJECT APPROACH

Hagerty Consulting offers Williamson County a tested approach to implementing the PA Program. Execution will be tailored to the overall need of Williamson County, leveraging our extensive past experience in managing disaster recovery programs for jurisdictions around the nation. It is important to note that many tasks necessary to execute the



PA Program happen concurrently, and we will work collaborative with Williamson County to provide necessary services as directed, with an emphasis on helping the county obtain all eligible funding and enhance the capability of local staff.

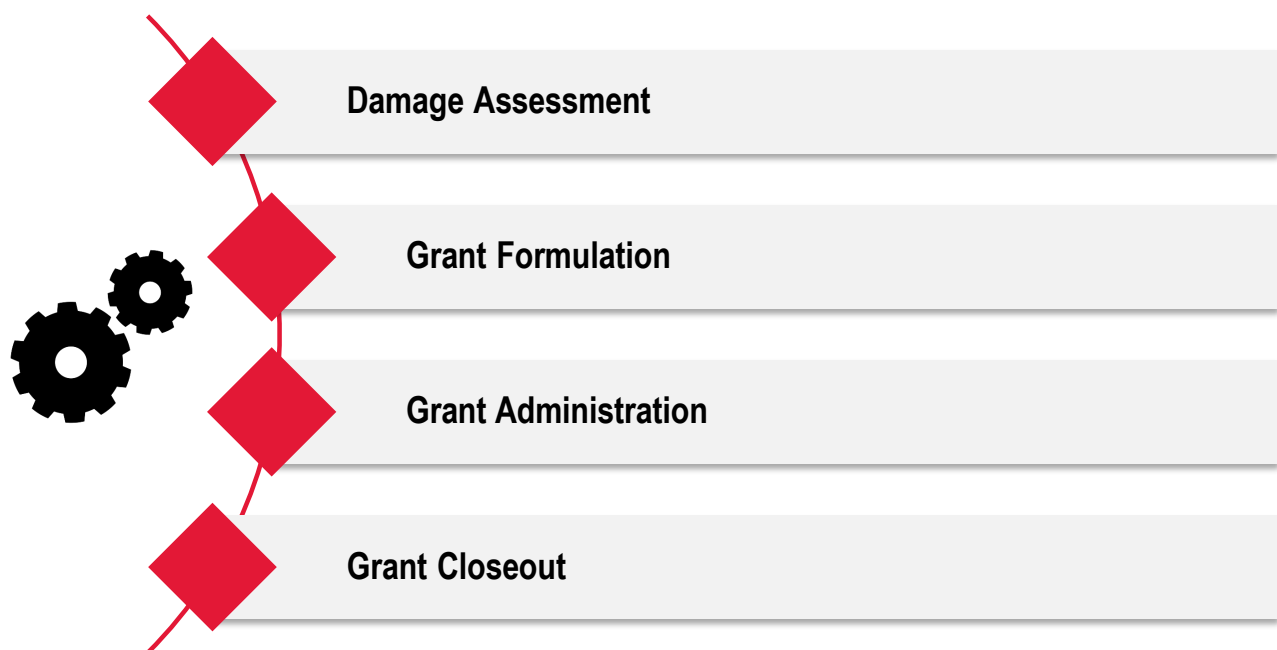


Figure 7: Summary of Hagerty's Federal Recovery Grant Program Management Technical Approach

At Hagerty, we believe that technical assistance and capacity building are the cornerstones of any effective grants management and disaster recovery program. It is critically important to transfer knowledge and information to build resiliency in Williamson County. This builds resiliency in two ways. First, training on PA, HMGP, and CDBG-DR Programs creates sustainability and institutional knowledge for Williamson County. Training will equip your staff to execute disaster recovery programs effectively immediately during another disaster event. Second, we believe it is our job to work ourselves out of a job. By offering and providing this training, we will better equip Williamson County staff to manage recovery without support from Hagerty. We will use our tested training program, implemented in the City of Philadelphia, NYC, State of Florida University System, and Longmont, Colorado to improve technical understanding of recovery programs.

Damage Assessment

The Detailed Damage Inspection Report (DDIR) is key to an effective and comprehensive PW and results in successful project funding with FEMA. The purpose of the damage assessment is to observe and quantify damage and confirm it is a result of the disaster. We will support Williamson County to capture information on damage assessments as soon as possible, and maintain this information throughout the life of the recovery effort. Depending on the need of Williamson County, we may engage in the following tasks to support Damage Assessment.

- » **Develop a Damage Assessment Plan.** Contingent on the status of Williamson County's comprehensive damage assessment, Hagerty will work to establish a joint damage assessment plan with FEMA. We will focus this plan on high priority infrastructure as identified and defined by Williamson County, and ensure the county, TDEM, and FEMA jointly agree to recovery priorities. The plan will be accompanied by a master schedule to



guide the pace, timeline, and priority order of assessments to ensure a common understanding among all stakeholders.

- » **Establish Condemnation and Replacement Authority.** In our experience, every recovery has issues around whether to repair or replace infrastructure. If this has not already been established, we will work with Williamson County to rapidly establish this authority and the process for making repair and replacement determinations, including identification of personnel to develop engineering studies.

Grant Formulation

Once Congress has appropriated millions or billions of dollars in disaster aid, it takes expertise, knowledge, tactical decision-making, and programmatic acumen to obtain all of the funding that an Applicant is entitled to. This includes coordination across multiple disaster programs, almost all of which require an application to the responsible federal agency.² Hagerty understands these programs and their nuances surrounding cost estimating, project cost accounting, insurance, hazard mitigation, floodplain management, and environmental and historic preservation. We will achieve success for Williamson County by developing robust applications, which will minimize ineligibility determinations and limit common issues that arise in the administration of the PA Program. Depending on the need of Williamson County, we may engage in the following tasks to support Grant Formulation.

- » **Develop Scopes of Work.** As a reimbursement program, it is critically important that the scopes of work developed for PWs are accurate, clearly written, and complete. Hagerty supports this by offering Williamson County a multi-disciplinary team that knows federal programs and is familiar with requirements of TDEM. **In short, we know the programs, Texas design standards, appropriate construction methods, and Williamson County requirements which will enhance our ability to develop scopes of work** and maximize funding available to support recovery.
- » **Group Projects.** Recent guidance promulgated by FEMA instructs project specialists to formulate projects by “logically grouping” work. In practice, this has resulted in large permanent work PWs grouping facilities without taking into consideration how an applicant actually does business. Hagerty believes fewer PWs are better, and we will leverage this guidance to logically group Williamson County PWs based on the county’s systems and use of systems. We will work with Williamson County to leverage internal subject matter expertise to determine when and how grouping should be applied so funding, time, and resources are maximized while processes are streamlined.
- » **Identify Opportunities for Hazard Mitigation.** Williamson County may be given the opportunity to rebuild facilities and incorporate resiliency measures. Maximizing the amount of hazard mitigation funding Williamson County receives is a top priority for Hagerty. Our professionals have had success working with FEMA on broad cost-effective mitigation measures, resulting in HMGP funds that in some cases exceeded 100% of the repair cost offered through the PA Program. We will achieve these results for Williamson County by making mitigation central to project development, accomplished by embedding hazard mitigation specialists to review PWs and ensure all possible opportunities to incorporate mitigation are maximized.
- » **Develop Accurate Cost Estimates.** Developing accurate estimates is critically important when designing PWs, implementing the Alternative Procedures Pilot Program, and executing alternate or improved projects.

² There are more than sixty federal programs that provide funding to recover from disasters. Each program brings with it its own administrative requirements, and often the policies and regulations between programs do not align.



We have an in-depth understanding of the Cost Estimating Format, and will work with Williamson County to ensure all assumptions and considerations are consistent and applicable to the actual conditions of the county. This quality assurance and review by Hagerty professionals will enhance the quality of cost estimates, and result in positive outcomes for Williamson County.

- » **Identify Alternative and Improved Projects.** In most cases, the PA Program reimburses applicants for the completion of eligible permanent repair work on an actual cost basis. There are instances where applicants are reimbursed based on capped estimates, known as alternate projects, which require expertise in cost estimating. Hagerty has expertise in cost estimation methods, including developing consistent and accurate estimates, and will work with Williamson County to understand when, and how, to engage in alternate projects. The same applies for improved projects, which offers Williamson County the opportunity to make improvements while restoring the facility to its pre-disaster function and capacity.
- » **Implement the Alternative Procedures Pilot Program.** SIRA created the Section 428 Alternative Procedures Pilot Program, which allows FEMA to make recovery grants for permanent work projects on the basis of fixed cost estimates. Hagerty will support Williamson County to engage in this Pilot, including how to minimize the risk associated with the Program. We will accomplish this by weighing the risks of accepting a capped grant rather than receiving reimbursement on an actual cost basis. This will allow Williamson County to make the strategic determination on when to use the Pilot, and open the opportunity to more flexible uses of funding.
- » **Account for Special Considerations.** Special considerations, such as environmental and historic preservation reviews, must be kept in mind immediately after a disaster. Hagerty will support Williamson County to begin permanent work while incorporating National Historical Preservation Act and the National Environmental Protection Act considerations. Incorporating these regulatory requirements during project formulation will help Hagerty ensure Williamson County does not engage in work that is later deemed ineligible.
- » **Engage a Quality Control Process.** Hagerty quality control reviews follow a strict process that has resulted in identification of multi-million dollar errors in favor of our clients. We will use quality control reviews not only to ensure Williamson County is compliant, but to also identify additional funding that might be made available for Williamson County.

Grant Administration

Besides proactively developing a smart strategy and making key tactical decisions throughout the formulation of grants, establishing processes to ensure productivity, quality, and performance are essential to effective Grant Administration. Hagerty has a notable track record in grant administration due to our mission focus, talented professionals, and customized DFMS. Depending on the need of Williamson County, we may engage in the following tasks to support Grant Administration.

- » **Review Internal Controls.** For over a decade, Hagerty professionals have been focused on helping our clients implement recovery programs in compliance with all federal regulations. Our experience and adherence to regular training for our staff positions us well to review internal controls to identify issues or gaps that may cause a problem during audits and jeopardize federal funding. For Williamson County, we will review controls to ensure adherence to all federal requirements, including the recently released “Super Circular” titled *2 Code of Federal Regulations (CFR) Part 200: Government-wide Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, applicable to all disasters declared on or after December 26, 2014. Leveraging checklists and compliance tools, we will work with Williamson County to



implement balanced compliance by focusing our review systems that do not track finances in accordance with federal programmatic standards.

- » **Manage Versions.** Leveraging our DFMS, Hagerty will actively track and monitor PWs. This allows our Team to examine versions, categories, obligations, and expenditures while offering Williamson County an overall snapshot of the PA Program. Monitoring versions, obligations, and expenditures is critical to ensuring compliance with overall PA Program regulations and advancing recovery activities based on available funding.

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

Figure 8: DFMS Data Visibility on PWs

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

Grant Closeout

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

- » **Comply with All Deadlines.** Federal grant programs have varying deadlines associated with work conducted. This includes the PA Program, which has a six-month deadline for emergency work and an 18-month deadline for permanent work. While some deadlines may be extended, we will develop and maintain a master schedule to ensure Williamson County meets all deadlines and does not experience deobligations as a result of



administrative timelines. We will use our DFMS to capture key dates to help Williamson County maintain full visibility into overall programmatic timelines.

- » **Reconcile PWs and Maintain Versions.** In order to closeout PWs, Hagerty will assign accountants or closeout specialists review all associated versions to ensure all eligible costs are captured, ineligible costs are addressed, sufficient documentation is provided, and all federal funding has been obligated. Our Teams are skilled and experienced in understanding documentation requirements in accordance with 44 CFR Part 13, OMB A-87, and 2 CFR Part 200, and will apply industry-accepted sampling standards to evaluate the adequacy of documentation. When documentation is missing, Hagerty will work with Williamson County to justify eligible costs in accordance with federal regulations.
- » **Apply Cost Underruns.** The Section 428 Pilot Program allows cost underruns to be applied to hazard mitigation projects for eligible facilities. Underruns can lead to additional mitigation funding for Williamson County. Throughout the recovery and as we prepare for project closeout, we will monitor funding identify underruns to maximize the PA Program for the County and increase community resilience.
- » **Monitor and Measure Closeout.** Hagerty leverages closeout managers and tracking tools to keep the focus on monitoring and measuring progress toward closeout. By implementing these tools using or DFMS, we will help Williamson County focus the same level of intensity at the end of the recovery as is focused at the beginning, thereby expediting closeout.
- » **Prepare Closeout Reports.** As necessary, Hagerty will prepare all final closeout reports to support the Williamson County. This includes completing the Financial Status Report (Standard Form 425) by updating the basis for accounting, indirect costs, and cumulative transactions as necessary and appropriate. Our closeout specialists are skilled in ensuring this and all associated documentation are updated and issues, (such as the misuse of excess funds) do not arise.

Community Development Block Grant – Disaster Recovery

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

Hagerty's experience has shown receiving a direct allocation from HUD, a common practice for entitlement communities and urban county consortiums receiving regular CDBG and HOME funds, is the most ideal method of administering CDBG-DR funding. Entitlement communities and urban county consortiums already have the internal capacity and infrastructure to create Action Plans, develop programs, write policies, allocate funds to projects, and perform monitoring and compliance on HUD eligible expenditures. When an entitlement community or urban county consortium is required to operate as a sub-grantee to a state entity, a new level of requirements and administrative procedures are added, which inhibits quick and efficient expenditure of funds. The Hagerty team can assist Williamson County, **a qualified urban county**, to lobbying HUD for a direct allocation. However, if HUD concludes that the CDBG-DR funds will be provided through the State of Texas, Hagerty will implement methods to coordinate with state and federal requirements. We will quickly design and implement programs in housing, infrastructure, and economic revitalization, as well as include additional resilient features currently required for use of CDBG-DR.



Currently, the US Congress has not appropriated CDBG-DR funds for disasters occurring after 2013. We believe this offers Williamson County the perfect opportunity to complete an UNA and begin lobbying for a direct allocation of future CDBG-DR funds. We are the perfect partner to assist with effort; steps we will take to support Williamson County are identified below.

Unmet Needs Assessment

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

- » Review existing data and reach out to key community partners to obtain updated data, or data not previously collected by Williamson County. This data will be used to identify disaster recovery needs that are not likely to be addressed by other sources of funds.
- » Collect and analyze housing data, including numeric counts and the estimated type of need (e.g. home repair, rent assistance, down payment assistance, buy-out, etc.), estimated amount of financial need, demographic and other information (e.g., race, ethnicity, disability, age, tenure, income, home value, structure type) to identify outstanding housing needs that should be addressed.
- » Collect and analyze business data, including number and type of businesses impacted, how they are impacted, estimated type of need (e.g. capital repairs, machinery/equipment replacement, rent assistance, operating assistance, etc.) and estimated amount of financial need.
- » Collect and analyze infrastructure data to determine if there is anything that has not been considered, and conduct an analysis of financial sources that could address outstanding unmet needs to ensure all resources are maximized.
- » Consider mitigation and resiliency measures, as well as associated estimated costs, to protect Williamson County against future flood disasters.

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

Program Implementation

Overall technical assistance provided during Program Implementation may include development of the CDBG-DR Action Plan and support to execute the Action Plan. In alignment with our overall recovery philosophy and consistent with our processes for implementing the PA Program, staffing during Program Implementation will be contingent on the needs of Williamson County. For example, if the greatest unmet needs are around housing, we may provide staff with deep experience in housing rehabilitation programs. If the greatest unmet needs are in economic recovery, we may provide staff with a deep background in community economic development. This team will be tailored to the unique needs of Williamson County.

In order to support Program Implementation, the Hagerty team will work with Williamson County to understand the training and technical assistance needs of the County and any sub-recipients. Training and technical assistance are



capacity building measures designed to help Williamson County identify risk factors, implement risk reduction measures, maximize preparedness, and aid in financial and asset protection. We will provide training by developing electronic and hard copy training manuals, white papers, and other necessary documents customized to Williamson County and available for future utilization and reference. These training and technical assistance opportunities will lead to a more resilient reconstruction.

Program Monitoring

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

Critical considerations for monitoring will ensure CDBG-DR funding is being drawn down in a timely fashion, which will create projections for future expenditures and ensure the program meets LMI requirements. As we monitor the program, our team will determine if impediments exist to meeting spending requirements, and whether waivers are necessary and appropriate. Our professionals may schedule performance meetings to formally assess progress against the Action Plan, and make adjustments as necessary. Reviews may also result in technical amendments to the Action Plan to incorporate any program adjustments.

Program Closeout

In order to support Program Closeout, Hagerty will first file closeout forms on completed projects, including final quality control reviews to assure all appropriate documentation and information is captured. We will also provide technical assistance to Williamson County to assure the staff understands required reporting systems, such as the HUD Disaster Recovery Grant Reporting System (DRGR). On an ongoing basis, we will work with Williamson County to identify remaining or additional CDBG-DR Program needs, and when the county is able to support these needs without contractor assistance, we will initiate closeout. One key consideration will be to determine the need for any additional waiver requests or Action Plan amendments to make sure Williamson County has access to any resources they need as they continue execution of the Program independent of Hagerty.



Tab E: Compliance with Local, State, and Federal Requirements

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



Tab F: Cost Quote

The following presents Hagerty's Cost Quote to Williamson County. This Cost Quote is based on our labor categories and associated rates offered to the federal government under our Mission Oriented Business Integrated Solutions (MOBIS) Contract. These rates are also consistent with Hagerty's Texas Multiple Award Schedule (TXMAS). Should Williamson County choose to use the TXMAS vehicle to acquire these services, an additional 1.5% administrative fee will be added to these rates as presented, consistent with the TXMAS contract structure.

Labor Category	Hourly Rate
Project Executive *	\$192.90
Subject Matter Expert*	\$198.92
Project Manager*	\$154.49
Deputy Project Manager	\$135.18
Project Accountant*	\$135.18
Senior Closeout Specialist*	\$135.18
Closeout Specialist*	\$121.02
Senior Financial / Grant / Information Management Expert	\$135.18
Financial / Grant / Information Management Expert	\$121.02
Senior Grant Manager	\$135.18
Grant Manager	\$121.02
Senior CDBG-DR Coordinator	\$135.18
CDBG-DR Coordinator	\$121.02
Analyst	\$98.80
Administrator	\$47.73

An asterisk (*) indicates labor category and qualifications are defined by Williamson County.

Table 6: Labor Categories and Rates



POSITIONS**HOURLY RATES**

Project Executive	\$ <u>192.90</u>
Subject Matter Expert	\$ <u>198.92</u>
Project Manager	\$ <u>154.49</u>
Project Accountant	\$ <u>135.18</u>
Senior Closeout Specialist	\$ <u>135.18</u>
Closeout Specialist	\$ <u>121.02</u>
Other: <u>Senior Financial (Grant) Information Management Expert</u>	\$ <u>135.18</u>
Other: <u>Financial (Grant) Information Management Expert</u>	\$ <u>121.02</u>
Other: <u>Senior Grant Manager</u>	\$ <u>135.18</u>
Other: <u>Grant Manager</u>	\$ <u>121.02</u>

OTHER REQUIRED POSITIONS

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

SELECTION CRITERIA:

The following weighted criteria will be utilized to select the consultant awarded this contract:

Qualifications of the Firm	30
Relevant Past Performance	25
Qualifications of Staff	20
Technical Approach	15
Cost Proposal	10
TOTAL	100

REQUIREMENTS OF LAW

“Requirements of Law” means the requirements, as applicable, of:

- I. 24 CFR Part 570 (HUD’s regulations concerning Community Development Block Grants (CDBG)) including subpart K of such regulations, except:
 - a. the Grantee’s environmental responsibilities described in 24 CFR 570.604,
 - b. the Grantee’s responsibility for initiating the review process under the provisions of 24 CFR Part 52 and
 - c. where waivers or alternative requirements are provided for in the HUD Notices;
- II. Davis-Bacon and Related Acts (DBRA)
- III. The Contract Work Hours and Safety Standards Act (CWHSSA)
- IV. The Copeland (Anti-Kickback) Act

POSITIONS (Continued)**HOURLY RATES**

Project Executive	\$ _____
Subject Matter Expert	\$ _____
Project Manager	\$ _____
Project Accountant	\$ _____
Senior Closeout Specialist	\$ _____
Closeout Specialist	\$ _____
Other: <u>Senior CDBG-DR Coordinator</u>	\$ <u>135.18</u>
Other: <u>CDBG-DR Coordinator</u>	\$ <u>121.02</u>
Other: <u>Analyst</u>	\$ <u>98.80</u>
Other: <u>Administrator</u>	\$ <u>47.73</u>

OTHER REQUIRED POSITIONS

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

SELECTION CRITERIA:

The following weighted criteria will be utilized to select the consultant awarded this contract:

Qualifications of the Firm	30
Relevant Past Performance	25
Qualifications of Staff	20
Technical Approach	15
Cost Proposal	10
TOTAL	100

REQUIREMENTS OF LAW

“Requirements of Law” means the requirements, as applicable, of:

- I. 24 CFR Part 570 (HUD’s regulations concerning Community Development Block Grants (CDBG)) including subpart K of such regulations, except:
 - a. the Grantee’s environmental responsibilities described in 24 CFR 570.604,
 - b. the Grantee’s responsibility for initiating the review process under the provisions of 24 CFR Part 52 and
 - c. where waivers or alternative requirements are provided for in the HUD Notices;
- II. Davis-Bacon and Related Acts (DBRA)
- III. The Contract Work Hours and Safety Standards Act (CWHSSA)
- IV. The Copeland (Anti-Kickback) Act

POSITIONS (continued)**HOURLY RATES**

Project Executive	\$ _____
Subject Matter Expert	\$ _____
Project Manager	\$ _____
Project Accountant	\$ _____
Senior Closeout Specialist	\$ _____
Closeout Specialist	\$ _____
Other: Deputy Project Manager	\$ 135.18
Other: _____	\$ _____
Other: _____	\$ _____
Other: _____	\$ _____

OTHER REQUIRED POSITIONS

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

SELECTION CRITERIA:

The following weighted criteria will be utilized to select the consultant awarded this contract:

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REQUIREMENTS OF LAW

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 - a. the Grantee's environmental responsibilities described in 24 CFR 570.604,
 - b. the Grantee's responsibility for initiating the review process under the provisions of 24 CFR Part 52 and
 - c. where waivers or alternative requirements are provided for in the HUD Notices;
- II. Davis-Bacon and Related Acts (DBRA)
- III. The Contract Work Hours and Safety Standards Act (CWHSSA)
- IV. The Copeland (Anti-Kickback) Act

Attachment 1: Resumes

See below.



Professional Bio

Mr. Steve Hagerty is a management consultant, entrepreneur, and business executive with over 20 years of professional experience managing large federal programs and improving the public sector. He has served as a strategic planning, process improvement, quality control, change management, and financial consultant for a variety of clients including the Federal Emergency Management Agency (FEMA), the U.S. Department of Homeland Security (DHS), the City of Los Angeles, the U.S. House of Representatives, the California Department of Forestry, the U.S. Patent Trademark Office, the U.S. Forest Service, Fluor Corporation, IBM, PricewaterhouseCoopers (PwC), and New York City.

Throughout his career Mr. Hagerty has been looked upon to reengineer, manage, and lead large, complex, politically sensitive federal programs, including the New York City Hurricane Sandy Recovery Project, the outsourced \$7.4B federal recovery effort after 9/11, and the \$1.4B Special Community Disaster Loan (CDL) Program established by Congress after Hurricane Katrina. In these latter two roles, Mr. Hagerty was singled out for his commitment to excellence, evidenced by his knowledge of federal regulations, thoroughness, and the fact that neither program experienced any known adverse audits by the Office of Inspector General (OIG). In addition, he is nationally recognized for his ability to implement new approaches that streamline the grant process for the applicant yet still comply with the Government's regulations. As a result of his focus on quality, Mr. Hagerty has twice been asked by Fortune 500 companies to develop quality control plans for large \$100M+ federal contracts they hold.

Prior to starting Hagerty Consulting, Mr. Hagerty served as a staff consultant, senior consultant, manager, and senior manager at Price Waterhouse, and subsequently PricewaterhouseCoopers, Office of Government Services between 1993 and 2001. He developed experience in the areas of large scale project management; financial and program reviews; federal grant management; organizational assessments; process design; strategic planning; and performance improvement. During his tenure at PwC, Mr. Hagerty was regularly recognized as one of the top-performing consultants in the Office of Government Services.

Mr. Hagerty is a member of the GSA Professional Services Industry Government Council, Executive Board Member of the Evanston Chamber of Commerce, member of the Connections for the Homeless Advisory Council, member of the Chicagoland Chapter of the Young Presidents Organization (YPO), and a frequent guest at Syracuse University's Maxwell School of Citizenship and Public Affairs, where he gave the Convocation Address to the 2007 graduates. Mr. Hagerty sits on the Maxwell School Advisory Board providing advice and counsel to the dean and other school leaders.

Education

- Bachelor of Science – Consumer Studies, Syracuse University, 1991
- Master of Public Administration – Maxwell School of Citizenship and Public Affairs, Syracuse University, 1993

Relevant Highlights

- Project Executive of the New York City Hurricane Sandy Recovery Project
- Led Hagerty on a 5-year, \$500M FEMA Public Assistance contract
- Reengineered federal loan program to reduce intake from 8 to ~1 week
- Led Hagerty on \$50M Housing Assistance contract and \$40M DHS CFO contract
- Helped establish the Federal Government's Long-Term Recovery Framework
- Oversaw \$7.4B outsourced FEMA 9/11 Recovery Operation for two years
- Coordinated \$1.3B Federal Government Loan Program from 2005-2010
- Created Incremental Cost Approach (ICA) to speed reimbursement of \$500M to governments after 9/11
- SME on FEMA's Public Assistance Program – Instructor, Deputy PAO, Advisor, PAC, PO
- SME on FEMA's Community Disaster Loan (CDL) Program
- Developed 3-1-1 implementation strategy for City of Los Angeles
- Conducted workload analysis to justify California Department of Forestry budget increase

Relevant Professional Experience

President | Hagerty

- Oversees the City of New York's \$12B recovery effort as a result of Hurricane Sandy including over 80 professionals working with FEMA Public Assistance Advisory Services, Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) management support, FEMA 404 Hazard Mitigation expertise and Financial and Grant management support among various City agencies including Administrative Services (DCAS), Corrections (DOC), Cultural Affairs, Economic Development (EDC), Education (BOE), Environmental Protection (DEP), Fire (FDNY), Financial Information Services (FISA), Human Resources (HRA), Information Technology (DoITT), Mayor's Office, Office of Emergency Management (OEM), Office of Management and Budget (OMB), Parks & Recreation, Police (NYPD), Sanitation (DSNY), and Transportation (DOT).
- Provides executive-level support under various federal contracts including FEMA Public Assistance, FEMA Individual Assistance, FEMA Hazard Mitigation Technical Assistance Program (HMTAP), DHS EAGLE, FEMA Disaster After Action Review and Technical Services (DAARTS), FEMA Joint Housing Solutions Group (JHSG).
- Serves as a subject matter expert in the areas of public assistance, disaster housing, long-term recovery, and community disaster loans.
- Provides executives, managers, and staff with the resources, tools, and training to identify the right people, mobilize quickly to meet client needs and deliver outstanding client results.
- Developed quality control plans for two Fortune 500 Companies; one for a \$100M federal contract and the other for a \$500M federal contract.
- Oversaw the implementation of a \$1.4B congressionally mandated Community Disaster Loan Program after Hurricane Katrina to local governments in Mississippi and Louisiana, and subsequently Texas and Iowa after Hurricane Ike. Streamlined the application and cancellation process, while still complying with Federal regulations, and processed more than 150 applications.
- Served as the Chief Operating Officer for FEMA's \$7.4B outsourced recovery operation in NYC following 9/11. Responsible for all aspects of the operation, including producing over 1,500 grants valued in excess of \$7.4B, managing a staff of 75 professionals, quality control, strategic planning, resource management, assessing individual and team performance, working on the most complex federal grants, and establishing an environment that fostered innovation.

Senior Manager, Manager, Senior Consultant, Consultant | Price Waterhouse (subsequently PricewaterhouseCoopers), Office of Government Services, Washington, D.C.

- Identified, developed, and managed multi-million dollar consulting projects in areas of grant management, strategic planning, financial and policy analysis, process and performance improvement, and organizational change.
- Developed and managed a ~15 person, multi-million dollar FEMA practice for the firm.
- Participated in the recovery of more than 20 disaster events (e.g., Hurricanes Andrew and Marilyn, 1993 Midwest Floods, CA Fires); working closely with state and local governments to determine federal reimbursement.
- Developed strategic plans for the creation of a 3-1-1 system in the City of Los Angeles.
- Conducted multiple organizational assessments for FEMA, U.S. Forest Service, and other clients that examined issues related to people, process, organization, and performance.
- Re-engineered processes for several clients to eliminate inefficient steps, including the patent and trademark process and the process to award post-disaster grants for earthquake damaged buildings.
- Conducted multiple performance audits, including an audit of the U.S. House operations.
- Performed multiple financial, program, and eligibility reviews on multi-million dollar federal grants awarded to state and local agencies.

Mark Misczak, CEM

Subject Matter Expert



Professional Bio

Mr. Mark Misczak has 24 years of leadership experience in emergency management, policy making and regulatory development. Mr. Misczak is recognized as a national expert in complex disaster recovery efforts and has played an instrumental role in these efforts since 1991. He was most recently recognized for his contributions during Hurricane Sandy.

Mr. Misczak has extensive experience in forming national and regional coalitions and in executing highly complex departmental/agency missions. Prior to joining Hagerty Consulting, Mr. Misczak served as the Deputy Director of Federal Emergency Management Agency's (FEMA's) Individual Assistance (IA) division, where he oversaw the direct services and funding provided to our nation's disaster survivors. While with FEMA, Mr. Misczak worked to make significant changes to FEMA's Recovery programs during the agency's response to Hurricane Sandy. To ensure the changes were successful, Mr. Misczak spent three months in New York City advising Mayor Michael Bloomberg's Recovery Office and other local officials. He also worked in partnership with other FEMA and Department of Housing and Urban Development (HUD) leaders, the Governor's Office and the Mayor's staff to provide forms of assistance to survivors that FEMA had never previously provided. One of the key programs Mr. Misczak helped create and institute was the NYC Rapid Repairs, which enabled residential property owners affected by Hurricane Sandy to make emergency repairs so that their homes could be used to "shelter in place", and to protect these homes from further damage. Repairs included cost effective permanent restoration of heat, power, and hot water.

Relevant Professional Experience

Subject Matter Expert | Hagerty Consulting

- Provides executive leadership for all disaster recovery services offered by Hagerty Consulting, including FEMA Public Assistance, Hazard Mitigation, Resiliency, HUD Community Development Block Grants, Housing Operations, and Long Term Community Recovery.
- Project Executive, NYC Hurricane Sandy Recovery for Public Assistance, 406 Hazard Mitigation, 404 Hazard Mitigation, Cost Estimating, Policy and Finance, Insurance Advisory Services, and Community Development Block Grant Teams. *[Includes direct strategic planning and advice to NYC-OMB and NYC Mayor's Office].*
- Project Executive, Chatham County GA – Recovery Planning and Stand by Services.
- Project Executive, State of New Hampshire – Recovery Planning, Recovery Training, and creation of State level Recovery Support Functions.
- Project Executive, City of Longmont CO – Community Development Block Grant – Disaster Recovery (CDBG-DR) unmet needs assessment and program implementation.
- Project Executive, Boulder County CO – CDBG-DR unmet needs assessment and submission for HUD's National Resilience Competition.

Education

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

Relevant Highlights

- Certified Emergency Manager
- May 2013, Recognized "Federal Player" by The Partnership for Public Service in the Washington Post
- 2012 FEMA Administrator's Award for Outstanding Survivor Service
- 2012 Department of Homeland Security CFO Award for Extraordinary Mission Contribution
- October, 2010 Recipient of the Commander's Award for Civilian Service for leadership in the response and recovery efforts during the Deepwater Horizon oil spill
- Certified Federal Mediator with credentials recognized by the Federal Executive Board

Program Director of Recovery Operations | Public Financial Management, Inc.

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

Deputy Director of Individual Assistance (IA) | FEMA

- Oversight and management responsibility of all functions and personnel working to deliver FEMA's IA programs.
- Responsible for ensuring that individuals and families affected by disasters have the full range and timely access to services available under Emergency Support Function (ESF) #6 and FEMA Individual Assistance programs.
- Directly managed nine GS-15 level supervisors and have managed more than 1400 employees in the IA Division.
- Review, adjust, approve, and present the IA Division budget, \$2B annually.
- Served as Deputy to the Deepwater Horizon Integrated Services Team under the National Incident Command.
- Presented information directly to Governors and senior White House Staff.
- Served as the Chair of the Emergency Food and Shelter Program (EFSP) Board.
- Served as an official representative to foreign dignitaries and at Embassy meetings to liaise on issues of U.S. interest for advancement of emergency operations.
- Represented FEMA on the policy sub-group of the U.S. Interagency Council on Homelessness.
- Reviewed and approved Fire Management Assistance Grants.
- Evaluated housing operations where FEMA implemented Rental Repair Pilot programs (TX, IA) surveys gauging household satisfaction with FEMA program performance (92%-93% Satisfaction).
- Presentations at the National ESF#6 conference, the National Voluntary Organizations Active in Disaster annual conference, National Emergency Management Association (NEMA), and others.
- Deliberations about the repair/replacement of destroyed public housing units and the availability of affordable housing after a disaster.
- Supported the agency during congressional hearings.
- Lead advisor for Individual Assistance during the development of collaborative efforts between Recovery Directorate and American Red Cross.

Subject Matter Expert

- Directed the IA Steering committee.
- Facilitated Haiti response and recovery efforts by providing donations management and NGO coordination to USAID, OFDA and the State Department immediately after the Haiti earthquake.

Program Branch Chief Individual Assistance Division | FEMA

- Provided senior level leadership for the response and recovery functions of Mass Care, Housing, Human Services, and Emergency Assistance to include the mobilization of human, natural, and industrial resources during emergencies, the preparation of emergency plans, and the coordination of emergency operations.
- Served as principal advisor to the IA Division Director and the Agency on more than a dozen under the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
- Chaired the Task Force to reach a multi-Agency definition of “habitable housing” for use in FEMA, HUD, and USDA program delivery.
- Led Group discussions to establish and interagency MOU with HUD, FEMA program, and DHS IT for the linking of public facing databases that share housing resources with disaster survivors.

Deputy Branch Chief Individual Assistance Division | FEMA

- Developed and maintained oversight of program policies and operational practices to produce processes that are more efficient and increase accountability.
- Served as the chair for a multi-agency taskforce charged with writing the newly required National Disaster Housing Strategy.
- Provided expert testimony in court to settle litigation against the agency.
- Participated directly with FEMA Recovery leaders in the formulation of Recovery measures with the strategic use of FEMA’s Individual Assistance Programs, Public Assistance programs to include Critical Facilities and the Community Disaster Loan Program, and Emergency Support Function 14.

Individual Assistance Branch Chief | FEMA

- Oversight and management responsibility of functions and personnel working to deliver Individual Assistance programs within FEMA Region VI.
- Reviewed and approved of all financial disbursements made through the authority delegated to me as a Disaster Recovery Manager (DRM).
- Supervised and implemented Rapid Needs Assessments (RNA) and Preliminary Damage Assessments (PDA) for multiple disasters between 2003 and 2007.
- Provided direction and authoritative guidance to regional staff in the development of regional estimates and recommendations for transmittal to FEMA HQ in response to state and territory requests for any major disaster.
- Achieved record setting results with limited resources in the largest Recovery operation in our nation’s history.

Subject Matter Expert

- Supervised the delivery of all Individual Assistance programs including the Katrina direct housing mission, which delivered more than 80,000 units in under a 10-month period. This was nearly 10 times the number of units delivered in this same time in any other FEMA recovery effort to date.
- Streamlined standard processing procedures; resulting in reductions in labor-hours, taxpayer expenditures, and delays of FEMA programs following Hurricanes Katrina and Rita through the introduction of satellite imagery.
- Managed 400-500 FEMA surge employees in the Joint Field Office and directed the work of between 3500-4000 contract and Other Federal Agency (OFA) employees.

Director | FEMA-Office of Cerro Grande Fire Claims, Santa Fe, NM

- Successfully challenged the status quo, and developed new techniques as it relates to the oversight, legislative interpretations, and daily management of FEMA's office that provided assistance under the Cerro Grande Fire Assistance Act.
- Provided leadership for all divisions and branches including Finance, Human Resources, Public Information, Claims Processing, Information Technologies, Authorizing Officials, Logistics, and Acquisitions.
- Direct oversight on the preparation of the annual report to the U.S. Congress.
- Formed effective coalitions with our partners in local, tribal, and state governments, as well as other federal agencies such as the bureau of Indian Affairs, Department of Interior and the Small Business Administration.
- Directed the Public Affairs and Customer Service staff on how claimant requests should be addressed and in determining key messages to the public for enhanced customer service.
- Worked to assure proper delivery of assistance to fire survivors.
- Managed the smooth transition of operations from Santa Fe, New Mexico to Denton, Texas.

Professional Bio

Ms. Deborah Siefert has 15 years of experience as a demonstrated leader in the recovery sphere, specifically in community planning and development, economic development, affordable housing and special needs assistance. As a consultant, Ms. Siefert has managed extensive Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) Programs for clients over the past 10 years providing expert level knowledge to all aspects of the CDBG-DR program and its practices, policies and procedures. Ms. Siefert is a sought after advisor and expert on eligibility criteria for CDBG-DR and has been responsible for the startup of several large CDBG-DR programs in multiple states.

Relevant Professional Experience

Practice Leader - Community Development Block Grant – Disaster Recovery (CDBG-DR) Programs | Hagerty Consulting, 2013 - Present

- Manages unmet needs assessment and staff augmentation for the City of Longmont, Colorado.
- Assists the City with developing policies and procedures, subrecipient agreements, compliance and staffing models for administering a direct allocation of CDBG-DR funds from the State of Colorado.
- Led a team of CDBG-DR experts in completing the Unmet Needs Assessments for the City of Longmont and Boulder County, Colorado.
- Managed a CDBG-DR team for the New York City (NYC) Hurricane Sandy Recovery Project.
- Subject matter expert (SME) for New York City Office of Management and Budget (OMB) to provide guidance in the development and approval of the Action Plan and on Program Policy and Procedures for housing rehabilitation/reconstruction, economic development, and OMB's Infrastructure and Other City Services Program (IOCS).
- Drafted correspondence for HUD waivers and technical requests.
- Identified potential path for making \$183M in HHC expenses eligible for CDBG-DR reimbursement.
- Provided daily client consultation on all levels of CDBG-DR technical issues including: CDBG-DR eligibility; program design, implementation, and process workflow; duplication of benefit calculations; environmental compliance; all federal cross-cutting requirements; information management and reporting; and HUD monitoring.
- Provided daily client consultation on problem solving, innovative solutions, and strategic planning for oversight of the \$4.2B of CDBG-DR funds.
- Provided continuous training and mentoring to new OMB Disaster Recovery staff.

Education

- J.D., Southern Illinois School of Law, 1996
- B.S., Geography, Southern Illinois University, 1993
- B.S., Civil Engineering, University of Arizona, 1982

Relevant Highlights

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

CDBG-DR Subject Matter Expert

CDBG Disaster Program Manager | CDM Smith Consulting, Inc., 2009-2013

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

Senior Housing Manager and CDBG Technical Expert | ICF International Consulting Inc., 2006-2009

- Director of Audits and Monitoring for the Road Home project and managed a staff of approximately 75 team members.
- Created and managed multiple teams developing disaster CDBG policy, compliance procedures for internal subcontractor monitoring and external disaster CDBG activities, implemented compliance procedures for closed file audits, and working closely with State Auditors, HUD, and Office of Inspector General (OIG) on all audit and monitoring reports.
- Participated in senior strategy and planning meetings.
- Wrote the CDBG Compliance and Management program for the City of San Diego, California.

Grants Manager | City of Arlington, Texas, 2004-2006

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



Senior Planner | Tarrant County Community Development, Texas, 2000-2004

- Conducted all planning and analysis of projects for Tarrant County, Texas which is an Urban County Consortium.
- Completed environmental reviews, published combined notices, and received release of funds on all HUD projects.
- Wrote the Counties Consolidated Plan in 2000 and all annual Action Plans in subsequent years, completed the CAPER, and submitted all required HUD reports.
- Assisted in planning and grant writing for the Tarrant County Homeless Coalition's Continuum of Care including organizing and participating in annual homeless counts.

James G. Smith

Insurance Subject Matter Expert



Professional Bio

Mr. James (Jim) Smith is a highly qualified and credentialed subject matter expert on all Federal Emergency Management Agency (FEMA) Public Assistance (PA) policy issues. He has extensive disaster recovery experience including the World Trade Center attack; major hurricanes Katrina, Rita, Ike, Irene, Lee and Sandy disasters as well as smaller disasters, including the Louisa Virginia earthquake. He has over 25 disaster deployments during 15 years of FEMA PA experience including assignments as Technical Services Task Force Leader, Public Assistance Coordinator (PAC), Insurance Group Lead, and Insurance Specialist as well as Project Specialist. He has an excellent command of the FEMA PA disaster regulations and policies with extensive experience in PA eligibility determinations. He has a working knowledge of FEMA project formulations and cost estimating protocols as well as FEMA closeout practices.

FEMA Headquarters recognizes him as a national expert in FEMA PA insurance issues. He served on the FEMA PA Insurance National Task Force that updated the PA Insurance Policy recently released on June 29, 2015. He has wide-ranging experience with large complex and layered property insurance programs that require insurance apportionment of FEMA PA eligible and ineligible costs. Recent Hurricane Sandy related FEMA insurance apportionment challenges included: New York City Housing Authority (NYCHA), New York City, Brooklyn Navy Yard, New York University, and New York City Economic Development Corporation. Prior significant FEMA insurance apportionment experiences included: State of Louisiana, Tulane University, and Port Authority of New Orleans.

Mr. Smith holds the highest insurance professional designation of Chartered Property and Casualty Underwriter (CPCU); an Associate in Risk Management (ARM) and Associate in National Flood Insurance (ANFI) from the Insurance Institutes. He holds licenses as a Property and Casualty Insurance Agent and Claims Adjuster as well as Risk Manager in Texas. Mr. Smith is National Flood Insurance Program claims certified. Additionally, he has FEMA training in PA Operations, PA Coordinator Leadership, Cost Estimating Format, Hazard Mitigation, and Closeout.

Relevant Professional Experience

Independent Consultant | Hagerty

- Practice Leader for Insurance and Risk Management: lead insurance operations for the New York City Hurricane Sandy Recovery Project.
- Provide classroom training to 100+ New York City employees on PA operations and grants management.
- Working knowledge of the Hagerty grant management system that uses QuickBase as its technology platform.

Education

- Business Management, Virginia Commonwealth University

Relevant Highlights

- Over 25 disaster deployments
- National recognized expert and speaker on insurance and risk management issues related to public sector
- Served on the FEMA Public Assistance Insurance National Task Force
- Assisted with strategy development to resolve a potential \$15M in eligibility issues
- Supports the CDBG unmet estimated \$100M+ needs as result of Section 406(d) mandatory flood reductions in Special Flood Hazard Areas
- Served as the Emergency Response Program Management Consultants (ERPMC) as senior insurance SME and PA program policy expert
- Former President/Owner of a consulting firm focused on public sector risk management.
- Chartered Property and Casualty Underwriter (CPCU); Associate in Risk Management (ARM); Associate in National Flood Insurance (ANFI)

Insurance Subject Matter Expert

- Conduct assessment of prior disaster insurance requirements that affected eligibility for Hurricane Sandy (DR-4085-NY) and assisted with strategy development to resolve a potential \$15M in eligibility issues.
- With New York City Law Department and Office of Management and Budget, secure Insurance Commissioner insurance certifications that materially reduced the Stafford Act Section 311 (obtain and maintain) insurance requirements for the City by over \$2.8 billion.
- Monitor all FEMA PA grant insurance reviews for the Hurricane Sandy Project; saved the City millions by correcting errors made in application of 44 CFR 206.252(a) flood reductions.
- Assist with the Rapid Repair Program (RR) report to FEMA for funding determinations, complete analysis and benchmarking of RR's ten contractors costs of \$78M.
- Assist with the Department of Environmental Protection's (DEP) Siphon Tunnel project, analyze the Builders Risk insurance policy and work with the DEP team to develop an eligibility strategy for the TBM costs above the \$8M insurance available and strategy for increased costs of operations.
- Support the Community Development Block Grant (CDBG) unmet estimated \$100M+ needs as result of Section 406(d) mandatory flood reductions in Special Flood Hazard Areas.
- Coordinated and assisted with the Department of Parks and Recreation's (Parks) Open Beach project that included modular units on 18 different locations with critical Memorial Day timelines including: development of the Improved Project request for all 18 locations and information to Office of Management and Budget (OMB) on potential funding gaps between FEMA and project costs.
- Served as project lead on successful eligibility determination for Sandy damages to Parks Cromwell Center and resultant demolition grant for \$8M.
- Served as the Senior Insurance Specialist for the Business Interruption Claim for the Rocky Boy's Health Board, Unit of Chippewa Cree Tribe.

Public Assistance Office I FEMA

- DR-1391-NY World Trade Center Attack (4 months) PA Senior Insurance Specialist
- DR-1603-LA Hurricane Katrina (20 months) PA Insurance Group Lead
- DR-1607-LA Hurricane Rita (20 months) PA Insurance Group Lead
- DR-1641-WA Severe Storms and Flooding (5 weeks) PA Insurance Specialist
- HSFEHQ-07-J-0111 - Catastrophic Disaster Infrastructure Recovery Initiative (2 months) team member
- DR-1791-TX Hurricane Ike (10 months) Task Force Leader & PAC Crew Leader Special Considerations
- DR-1934-MO Severe Storms and Flooding (3 months) PAC Crew Leader

James G. Smith

Insurance Subject Matter Expert



HAGERTY

Technical Assistance Contractor | AECOM, FEMA

- Served as the Emergency Response Program Management Consultants (ERPMC) as senior insurance subject matter expert and Public Assistance program policy expert.

Independent Consultant | Tahoe Internet Corp d/b/a GovStar

- President and owner of a consulting firm focused on public sector risk management.
- Developed the Public Entity Risk Institute, a national data warehouse used for benchmarking public sector risk management metrics.
- Created the National League of Cities, underwriting technology solutions for 20 member risk sharing pools.
- Led strategic planning efforts for various clients.
- Operated public service web site called GovStar.com.

Johnson & Higgins/Marsh & McLennan

- CEO and President of American Governmental Risk and Insurance Programs, a major national insurance consulting subsidiary of Marsh & McLennan.
- Provide contract insurance underwriting and consulting services to governmental risk pools countrywide and insurance brokerage services to governmental entities in all 50 states.
- Re-engineered and privatized the Nevada Workers Compensation system.
- Developed the Texas Mutual Insurance Company underwriting division.
- Recognized as a national expert and speaker on insurance and risk management issues related to public sector.

Professional Bio

Mr. Montz is a highly accomplished, results-driven Certified Public Accountant (CPA) and financial management executive with over 25 years progressive experience. He has an established record of success in significantly growing enterprise values, 11 years of direct experience working with the Federal Emergency Management Agency (FEMA) in Recovery efforts, and is highly qualified in project management

Since 2013, Mr. Montz has worked extensively with local governments and non-profit organizations to determine loan eligibility through FEMA's Community Disaster Loan (CDL) Program. He has assisted multiple states such as Iowa, Louisiana, Mississippi, Nebraska, and New Jersey in performing financial statement analysis to identify and prove significant revenue loss due to a presidentially declared disaster and thus qualify for the CDL Program. Also, he has worked on the Special CDL cancellation process for municipalities and school boards that received CDL's for Hurricane Katrina in Louisiana and Mississippi.

As Chief Financial Officer (CFO) and Corporate Compliance Officer for a private-non-profit retirement community, Mr. Montz had to prepare an Emergency Preparedness Plan, as required for all nursing homes and hospitals by the State of Louisiana and the Federal Government. This is an annual requirement with delivery to the Office of Emergency Preparedness and the Office of Homeland Security. This comprehensive plan required details for evacuation of the nursing home residents to another facility that would not be impacted in the event of a Category 2 hurricane or greater.

Mr. Montz has extensive experience being a CFO and/or Controller for a Health Care Entity, non-profit entity and local government agencies. For a Louisiana community, he developed and initiated accounting procedures to reduce outstanding receivable balances over \$2 million. He developed and implemented internal control procedures for the business office to help safeguard assets and prepared FEMA Project Worksheets (PWs) for the necessary rebuilding following the devastation caused by Hurricane Gustav.

As the Senior Staff Accountant for the City of Kenner, Louisiana, Mr. Montz lead the team in overseeing the development and delivery of PWs for the City following Hurricane Katrina. The City received over \$37M in federal assistance from FEMA. Additionally, he has managed all financial functions related to state and federal grant accounting and reporting principles for various governmental and non-profit entities.

Relevant Professional Experience

Consultant | Hagerty Consulting

- Works with local government and non-profit organizations to determine eligibility for loans through Federal Emergency Management Agency's (FEMA's) Community Disaster Loan (CDL) Program.

Education

- Certified Public Accountant, Louisiana
- Bachelor of Business Administration in Accounting, University of Southwestern Louisiana

Achievements

- Provides support to the Special CDL cancellation process for municipalities and school boards that received CDL's for Hurricane Katrina in LA and MS
- Recovery work for Hurricane Katrina, Gustav, Sandy, and other disasters
- Developed and initiated procedures with billing and AR to reduce outstanding receivable balances over \$2 M
- Prepared FEMA PWs for reimbursement for Hurricane Gustav and Katrina
- Handled all financial functions related to State and Federal Grant accounting and reporting for City of Kenner, LA
- Managed over \$9 M of federal, state, and local funding for Orleans Parish District Attorney's Office
- Prepared and managed budgets for 14 grant programs.

Project Manager

- Provides financial statement analysis for nonprofit or governmental entities to determine if there is significant revenue loss due to a federally declared natural disaster.
- Works with municipalities, school boards, hospitals and fire districts in response to Hurricane Sandy, Hurricane Gustav, and other natural disasters across the US.
- Provides support to the Special CDL cancellation process for municipalities and school boards that received CDL's for Hurricane Katrina in Louisiana and Mississippi.

Contract Trainer | LPW Training Services

- Train and facilitate Customer Relationship Management (CRM) applications as a Corporate Educator for many pharmaceutical companies.
- A partial list of these companies are: BTG, BTG-UK, Intermune, Otsuka, and Sunovion Pharmaceutical.
- Client deliverables include web-based and mobile applications, such as salesforce.com, on a PC, iPad, and windows tablet, depending on the customer's needs.

Owner/Consultant | Montz Consulting & CPA, LLC

- Prepares tax returns for clients
- Consults on various engagements in the non-profit and public sector accounting areas.
- Corporate Educator - training sales software applications.

Chief Financial Officer | Woldenberg Village, New Orleans, LA

- Developed and initiated procedures with billing and accounts receivable (AR) to reduce outstanding receivable balances over \$2 million.
- Initiated development of accounting policies and procedures for all business office personnel.
- Developed and implemented internal control procedures for the business office to help safeguard assets.
- Prepared, implemented and managed Annual Operating and Capital Budgets, as well as monthly financial statements.
- Worked closely with Executive Director and management team on financial decisions, budget analysis, and special projects.
- Directed financial activities of organization
- Prepared year-end non-profit 990 tax return.
- Managed accounting department and advised senior management of desired operational adjustments based on changes in tax code.
- Managed Fixed Assets – Inventory listing preparation and analysis & prepare depreciation schedule.
- Prepared all journal entries, bank reconciliations, and account analysis for month end closing.

Project Manager

- Reviewed bi-weekly payroll and prepare quarterly 941's and year end w-2 filing and reconciliations.
- Reviewed all receipts and disbursements, ascertain correct account distribution and ensure all support documentation are accurate and in order.
- Assisted outside auditors in year-end financial statement preparation and other auditing functions.
- Prepared FEMA Project Worksheets (PWs) for reimbursement and met with State & FEMA to review PWs for Hurricane Gustav and Katrina.
- Served as Emergency Management Coordinator for evacuations and other emergencies.

Senior Staff Accountant | City of Kenner, LA

- Handled all financial functions related to State and Federal Grant accounting and reporting.
- Prepared Annual Budget.
- Assisted outside auditors in year-end financial statement preparation and other auditing functions.
- Managed Fixed Asset preparation and analysis.
- Performed Revenue analysis and projections.
- Worked closely with Finance Director on Special Projects.
- Served as Lead Accountant in developing policies and procedures, chart of accounts, and other necessary schedules for conversion the new financial software package.
- Prepared PW's for FEMA and the State of Louisiana for disasters and maintained supporting documentation for future closeout audits by the Inspector General for Hurricane Katrina
- Attended weekly meetings with FEMA, State Grants Manager and Inspector General Auditors.

Training Facilitator/Contractor | Dendrite International, Inc.

- Provided support to Pfizer Sales Force Automation training on IBM Think Pad and Compaq iPAQ hardware platform.
- Provided in-session training support for pharmaceutical sales representatives and district managers and administered exams and evaluate trainees' performances.

Chief Fiscal Officer | Orleans Parish District Attorney's Office

- Prepared and managed budgets for 14 grant programs.
- Managed over \$9 million of federal, state, and local funding.
- Prepared and presented annual budget to City Council.
- Responsible for all accounting and financial operations.
- Supervised payroll, accounting, purchasing, and grant accounting personnel.
- Trained employees on AS 400 mainframe, payroll, and accounts payable software.
- Managed Fixed Assets and Pension.



- Worked closely with external auditors on year end audited financial statements.

Financial and Analytical Accountant | Parish of Jefferson

- Responsible for all accounting of general fund, grant programs, and enterprise funds.
- Supervised and trained accountants on AS 400 Mainframe Software.
- Supervised and trained fixed asset personnel.
- Trained Enterprise Fund Accountant on specialized software.
- Responsible for Special Projects implemented by comptroller.
- Worked closely with auditors with yearend audited financial statements.
- Prepared audit work papers as needed.

Financial Accountant/Auditor | Goldstein, Caceres & Harrison

- Prepared audited financial statements for governmental clients.
- Prepared individual, corporate, and informational tax returns.
- Performed full-charge bookkeeping services for clients.

Staff Auditor | Dore' & Sellers, CPA's

- Assisted in preparation of audited financial statements for clients.
- Prepared individual, corporate, and informational tax returns.
- Performed full-charge bookkeeping services for governmental clients.

Courtney S. Ring, CEM

Deputy Project Manager



Professional Bio

Ms. Courtney Ring is an experienced emergency management professional and project manager with over a decade of expertise in the fields of all-hazards emergency management, emergency response, continuity of operations planning, and public health preparedness. Ms. Ring currently serves on the Board of Directors for the Emergency Management Association of Texas (EMAT), the only corporate representative on the Board, and is the Chairman of its Public Private Partnerships Committee.

Ms. Ring serves as a project manager, deputy project manager or task lead emergency management planner on client projects for Hagerty Consulting. As the firm's Director of Development, Ms. Ring is responsible for overseeing business development and marketing operations. She works collaboratively with Hagerty's clients and prospective clients to understand their priorities, the challenges they are facing, and identify potential solutions.

Prior to joining Hagerty Consulting, Ms. Ring served on various consulting projects focused in the Texas area where she developed an in-depth knowledge and gained valuable experience in the management of planning, training, and exercise projects for government clients including: mass fatality planning, multi-year training and exercise planning, hazard mitigation planning, pandemic influenza planning. Additionally, Ms. Ring has held various local level roles with City of Lubbock and Fort Bend County, Texas. Ms. Ring is a Certified Emergency Manager (CEM) and Homeland Security Exercise and Evaluation Program (HSEEP) certified.

Relevant Professional Experience

Director of Development | Hagerty Consulting

- Project Manager, City of Fort Worth Mission Ready Package Project, 2014. Assisted the City of Fort Worth to develop 23 customized mission ready packages to in able the City to provide mutual aid support to requesting states or local jurisdictions.
- Project Manager, City of Fort Worth Functional Needs Support Services (FNSS) Shelter Assessment Project, 2014. Assisted the City of Fort Worth with assessing 10 City owned and operated shelter facilities to further enhance the City's ability to perform sheltering and mass care functions, while incorporating access and functional needs populations.
- Controller/Evaluator, State of Ohio Medical Countermeasures Dispensing Exercise Project, 2014. Served as the controller/evaluator assigned to the State of Ohio Emergency Management Agency for the Medical Counter Measures Distribution and Dispensing (MCDD) Full Scale Exercise.
- Facilitator, Monterey County Health Department Epidemiological Tabletop Exercise, 2013. The tabletop exercise focused on a food-borne epidemiological investigation-based scenario and consisted of approximately 40 participants.

Education

- Master of Public Administration – Texas Tech University, 2005
- Bachelor of Arts – Political Science/Minor in Chemistry, Texas Tech University, 2003

Relevant Highlights

- Certified Emergency Manager (IAEM - CEM)
- Project Manager, City of Fort Worth Functional Needs Support Services (FNSS) Shelter Assessment Project
- Authored the Dallas County, Texas – Continuity of Operations Plan
- Authored the Houston Regional Catastrophic Planning Initiative – Multi-Year Training and Exercise Plan
- Led the Super Bowl XLV After Action Report development for the cities of Dallas, Arlington, Fort Worth, Dallas-Fort Worth Airport, and North Central Texas Council of Governments
- Authored the Public Information and Warning Annex for the IL-IN-WI Combined Statistical Area
- Evaluated the U.S. Health and Human Services' operations during National Level Exercise '11
- Served as Safety Officer for the Cosco Busan Oil Spill in the San Francisco Bay Area in 2007 - 2008
- CERT Train-the-Trainer

Courtney S. Ring, CEM

Deputy Project Manager



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- Evaluator, American Red Cross Los Angeles Region Non-Traditional Shelter, 2013. Evaluated the ARC Non-Traditional Shelter (NTS) Tabletop Exercise, designed to evaluate the Concept of Operations (ConOps). The exercise was implemented in an open-space environment and presented the 100+ players and observers with conditions similar to that of a shelter.
- Lead Planner, IL-IN-WI CSA Gear Up! Get Ready! Campaign, 2013. Authored emergency management planning guidelines to support the Gear Up! Get Ready! Campaign.
- Facilitator, United South and Eastern Tribes (USET) – Emergency Management and Recovery Management Workshop. Co-facilitated a four-hour emergency management workshop, focusing on Continuity of Operations and Recovery Management for participants of 13 separate tribal governments, all part of USET.

Senior Emergency Management Consultant/Regional Sales Manager | Science Applications International Corporation (SAIC)

- Managed and maintained client relationships for SAIC.
- Served as a project manager for both small and large-scale projects, to include but not limited to the following: Galveston County Mass Fatality Project, Dallas County Continuity of Operations Project, Fort Bend County Multi-Year Training and Exercise Project, Pulaski Technical College Comprehensive Emergency Management Services Project, Houston Regional Catastrophic Preparedness Initiative Multi Year Training and Exercise Project.
- Developed detailed and complex project technical scopes of work and associated project budgets.
- Worked to ensure timely, high quality, and cost effective delivery of consulting services.
- Provided planning, training, and exercise services for local government clients, to include but not limited to: National Level Exercise 2011, Super Bowl XLV After Action Report, Fort Bend County Continuity of Operations Planning Project, City of Lubbock Continuity of Operations Planning Project, City of Garland Multi-Year Training and Exercise Project, City of Grand Prairie Hazard Mitigation Planning Project, Port of Galveston Hazard Mitigation Project, Port of Galveston Continuity of Operations Project, Bastrop Wildfires Debris Management, Controller for Atlanta UASI Functional Exercise, Facilitator for the MARTA tabletop exercise, Evaluator for the Indiana Hospital District 7 Full Scale Exercise project, Facilitated CERT Train-the-Trainer Training for Miami-Dade OEM, and IL-IN-WI CSA Public Information and Warning Annex.

Emergency Management Consultant | O'Brien's Response Management, Inc.

- Provided planning, training, and exercise services for local government clients.
- Authored emergency preparedness and public health preparedness plans and guides for government sector clients.

Courtney S. Ring, CEM

Deputy Project Manager



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- Developed specialized ICS and SNS computer-based training for clients to include: City of Houston, Harris County, Montgomery County, Galveston County, Fort Bend County, and Brazoria County.
- Facilitated ICS position specific SNS training for the jurisdictions within the Houston-Galveston Region.
- Served as an evaluator for the FEMA Region VI Hurricane Tabletop Exercise, inclusive of all five states.
- Served as the Safety Officer for the Cosco Busan Oil Spill Recovery effort in the San Francisco Bay, 2007 – 2008.
- Supported the Commercial Division with large-scale exercise projects, serving as a controller/evaluator for numerous exercises focused on tanker crash or an oil spill scenario within a ship channel or at open sea.
- Demonstrated effective interpersonal and communications skills by facilitating business development meetings with current and prospective clients.
- Supported the Government Services Division with proposal development, including project staffing and scoping.

Senior Planning Coordinator | Fort Bend County, TX – Office of Emergency Management

- Served as the County's Emergency Operations Center (EOC) Planning Section Chief.
- Served as the EOC Public Information Officer (PIO); developed press releases and media statements.
- Managed the county's Hazard Mitigation Grant Program (HMGP).
- Trained new county employees on NIMS/ICS.
- Revised/updated emergency management plans and procedures.
- Responded to all county EOC activations.
- Served as program manager for the county's Community Emergency Response Team (CERT) and managed the CERT activities conducted within the county.
- Developed MOUs with other local jurisdictions and organizations.
- Served on numerous County steering committees.
- Assisted preparing OEM's annual operating budget.

Strategic National Stockpile Coordinator | City of Lubbock, TX – Health Department

- Responsible for developing, implementing, exercising, and evaluating plans for the receipt and distribution of pharmaceuticals and medical supplies from the Strategic National Stockpile (SNS).
- Coordinated with government entities and community organizations.
- Conducted NIMS/ICS training for city health department personnel.
- Served on the city's exercise planning team, assisting with the development, conduct, and evaluation of all citywide exercises.

Courtney S. Ring, CEM

Deputy Project Manager



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- Served as the Intake/Medical Branch Director for Hurricane Katrina and Hurricane Rita and participating in the city infectious disease investigations and surveillance.
- Appointed by the City Manager to serve on the 2006 Strategic Initiatives Audit Committee.
- Appointed by the City Manager to lead the Lubbock, Texas - Musashino, Japan Annual Junior Delegation Exchange Program.

Emergency Operations Center Intern | City of Lubbock, TX - Office of Emergency Management

- Served on the Region's Multi-Agency Coordination Group, City's Exercise Design Team
- Responded to all EOC activations.
- Collected and maintaining mutual aid agreements of essential suppliers for the City
- Maintained the Texas Tier II Reports for the City and County of Lubbock.
- Updated the City/County of Lubbock Emergency Management Plan (Basic Plan and Annexes).
- Assisted with the development and evaluation of the City of Lubbock/Lubbock County Airline Crash Full Scale Exercise.
- Selected by the City Manager to serve as one of five City delegates to travel to Musashino, Japan for International Delegation Exchange Program with Lubbock's Sister City.

Professional Bio

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

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

Relevant Professional Experience

Independent Consultant | Hagerty Consulting

- Project Management Lead – Policy, Financial and Grant Management Team for Hurricane Sandy Recovery.
- Data Manager, New York City Hurricane Sandy Recovery Project Management Team on Hagerty's Grant Management platform utilizing QuickBase.
- Analyst and Data Manager, New York City Hurricane Sandy Recovery Project 404 Hazard Mitigation Grant Program (HMGP), 2013.
- Provide support to city agencies with technical assistance issues including scope of work and benefit cost analysis.

Summer MBA Associate – Ownership/Subsidiary Product Project | Zephus Ltd.

- Zephus is a subsidiary of Bureau van Dijk, focusing on M&A business data.
- Analyzed and improved current product process and developed quality review criteria.

Senior Consultant – Public Sector Financial Management | IBM Global Business Services

- Received IBM Service Excellence Award (four times) and Bravo Award.

Education

- Master of Business Administration, Manchester Business School (Graduated with Distinction)
- Bachelor of Science – Business Administration, Georgetown University (Cum Laude)

Relevant Highlights

- Data Manager – Project Management Team for NYC Hurricane Sandy Recovery Project
- Data manager and analyst on NYC Hurricane Sandy Recovery Project – Hazard Mitigation Team
- Served on Parish Strike Team as part of a Hurricane Katrina/Rita Relief Project
- Configuration Management Analyst analyzing Financial Management System Implementation for the DOJ
- Finance Transformation Team Lead for a Financial Segment Architecture Project with the U.S. Coast Guard
- Finance Transformation Analyst on a Remediation Action Plan Project for the Department of Navy



Project Accountant

- Managed planned updates and releases to Department of Justice financial system and ensured efficient communication between various stakeholders.
- Analyzed and presented potential configuration management process improvements to client.
- Successfully led facilitated sessions with financial process owners to determine gap between documented and actual processes.
- Developed work products that helped standardize future architecture development.
- Analyzed, prioritized, and assisted in remediation of U.S. Navy enterprise-wide financial deficiencies.
- Documented standard general equipment process and identified internal control deficiencies to be addressed with stakeholders.
- Successfully negotiated with landowners and parish officials to secure temporary housing sites for hurricane evacuees in two Louisiana parishes.
- Documented the status and location of hurricane evacuees among other reporting responsibilities.

Lana Toussaint

Senior Closeout Specialist



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Professional Bio

Ms. Lana Toussaint is a Certified Public Accountant (CPA) with over 18 years of experience in corporate finance, project cost analysis, auditing, Project Worksheet (PW) close-out, budgeting and forecasting. She also possesses over five years of experience in disaster management.

As a consultant for Hagerty, Ms. Toussaint has compiled and performed financial reviews and prepared disaster-related documentation of the Federal Emergency Management Agency (FEMA) Community Disaster Loan (CDL) Program. During her mobilization in New Orleans, Ms. Toussaint analyzed eligibility for the \$1.3B Special Community Disaster Loan Cancellation (SCDL) Program for Hurricane Katrina. Ms. Toussaint was responsible for meeting with applicants to discuss SCDL requirements for cancellation and analyzing their audited financial statements to determine profitability, revenue loss, direct costs, capital outlays and estimated losses. She analyzed insurance reimbursements and requested supporting documentation for unreimbursed disaster related expenses and supported applicants' needs for cancellation. In addition, Ms. Toussaint has served as a Technical Assistant Contractor for multiple disasters.

With the City of New Orleans, Ms. Toussaint supported the \$400M Community Development Block Grant – Disaster Recovery (CDBG-DR) Program where she was responsible for the management, disbursement, and tracking of disaster recovery funds. She analyzed existing sub-recipient agreements and contract terms and apprised senior management of potential risk while offering methods of remedy to minimize exposure and to ensure compliance with governmental guidelines. Ms. Toussaint also recommended pricing strategy and contract terms in the development of new contracts with sub-recipients. She reviewed requests for reimbursement for compliance and financial accuracy and audited sub-recipients' accounting systems/policies and procedures to ensure compliance with contract terms and governmental guidelines and made recommendations for improvement.

Prior to joining Hagerty, Ms. Toussaint worked for Convergys Corporation in their Human Resource Outsourcing Management Division (HRO). She created and used complex financial models to develop pricing in response to Request for Proposals (RFP) and Request for Information (RFI). She also skilled in performing special projects including headcount reorganizations, significant headcount additions, machine analysis and pricing models. Ms. Toussaint is highly experienced in performing budgeting, forecasting, and financial planning in support of their Global Business Operations.

Education

- Certified Public Accountant
- Bachelors of Science in Accounting, 1995, University of New Orleans

Relevant Highlights

- Hurricane Ike PW audit and close out
- FEMA CDL Team specialist
- Prepared reports to submit to FEMA headquarters detailing analysis performed and final recommendations for each applicant, including close out
- Restructured departmental methods of tracking capital assets and construction-in-progress
- Hurricane Katrina - Special Community Disaster Loan Cancellation (SCDL) Program
- CDBG-DR experienced on multiple disasters



Relevant Professional Experience

Consultant I Hagerty Consulting

- Key staff member of the FEMA Community Disaster Loan (CDL) Program team.

Federal Emergency Management Association (FEMA), Galveston, Texas

- Auditing Project Worksheets (PW's) for eligibility and accuracy.
- Making recommendations to OIG detailing PW eligibility and corrected reimbursement costs.
- Worked in Galveston, Texas auditing and closing out PW's for Hurricane Ike.

Federal Emergency Management Association (FEMA), New Orleans, Louisiana

- Analyze audited financial statements of municipalities to determine eligibility for the Special Community Disaster Loan Cancellation Program (SCDL) to include determining profitability, revenue loss, direct costs, regression analysis, and capital outlay.
- Meet with applicants to discuss SCDL requirements for cancellation, insurance reimbursements, request supporting documentation, unreimbursed disaster related expenses and discuss any additional information needed to determine eligibility.
- Prepare reports to submit to FEMA headquarters detailing analysis performed and final recommendations for each applicant.

City of New Orleans, New Orleans, Louisiana

- Worked with accounting, capital projects and Community Development Block Grant – Disaster Recovery (CDBG-DR) departments aiding in the management and tracking of disaster recovery funds.
- Analyzed sub-recipient agreements and contract terms and apprised senior management of potential risk. Offered methods of remedy to minimize exposure and to ensure compliance with governmental guidelines.
- Recommended pricing strategy and contract terms to management in development of contracts with sub-recipients.
- Developed and prepared accounting policies and procedures for CDBG-DR.
- Reviewed request for reimbursement request by sub-recipients for compliance and financial accuracy.
- Audited sub-recipients' accounting systems and policies and procedures to ensure compliance with contract terms and governmental guidelines and made recommendations for improvements.
- Restructured departmental methods of tracking capital assets and construction-in-progress.
- Prepared schedules for external audits.



Senior Manager I Convergys Corporation, HR Management Division

- Utilized complex financial models to develop pricing in response to Request for Proposals (RFP) and Request for Information (RFI).
- Supported sales, product management, business process transformation, and business unit managers in preparation of client proposals.
- Responsible for understanding the relevant industry, business unit, and opportunities to determine the financial impact to company.
- Determine, maintain, and understand the key business drivers of the business unit. Assist with establishing financial goals and operational metrics for Business Unit as needed.
- Responsible for managing special projects (e.g., headcount reorganizations, significant headcount additions, machine analysis, pricing models etc).
- Performed budgeting, forecasting, and financial planning in support of global business operations.
- Recommend/implemented changes to improve efficiency and cost of company operations and ensure accuracy of financial data.

Senior Financial Analyst I Shands Healthcare

- Developed and implemented financial reporting structures to monitor business lines.
- Performed research and analysis, budgeting, forecasting and variance analysis.
- Assisted with financial statement preparation including: consolidation, review/analysis of results and reports to senior management and external auditors.
- Prepared studies and forecasts of business trends and made recommendations for improvements.

Senior Accountant/Analyst I AT&T Broadband,

- Managed all aspects of the general ledger functions for three business units.
- Assisted markets with annual planning process, analyzed monthly results and prepared monthly forecasts.
- Calculated allocations of capital and cash distributions to joint owners and subsidiaries.

Auditor/Accountant I Dufresne & Associates, CPA, PA,

- Performed all phases of an audit including planning, control analysis testing and reporting.
- Developed and performed audit tests and documented test results.
- Recommended and implemented changes to improve efficiency of company operations and ensure accuracy of financial records.
- Prepared and filed tax returns on behalf of audit clients.
- Verified cash flow for municipal and corporate bond issues.



Trust Administrator | Bank of New York Trust Company of Florida

- Administered principal and interest payments to investors on behalf of municipal and corporate bond issuers.
- Interpreted applications of trust documents and prepared bids for bond closing of deceased and new bond issues.
- Worked with attorneys, Certified Public Accountants, and other financial institutions to properly set-up bond issues.
- Invested money held in escrow in money markets, U.S. treasuries, and treasury notes.
- Handled movement of funds that ranged from approximately \$10-75 million in assets.
- Setup work, tickler compliance, and administered bond calls for redemption.

Professional Bio

Mr. Sidaarth Sharma has diversified experience in financial evaluations and reconciliations, modeling and in software development. He has professionally served corporate finance in the U.S. and in private enterprise internationally. Receiving an APICS Certified in Production and Inventory Management (CPIM), Diploma in Network Security and as a Salesforce.com developer, Mr. Sharma has exceptionally solid software skills and knowledge. He has experience in initiating, developing, and directing administrative operations providing quality assurance and quality control over Federal Emergency Management Agency (FEMA) Project Worksheets (PWs).

Relevant Professional Experience

Accountant | Hagerty Consulting

- Provides financial modelling expertise to the New York City Hurricane Sandy Recovery Project.
- Reconciles and evaluates PWs and coordinates data to the Hagerty database system utilizing QuickBase.

Consultant | Cognizant Technology Solutions

- Consulting services for Salesforce customization, security access, creating profiles, roles, users, page layouts, and email services.
- Use of Salesforce standard data structures, custom objects and Force.com platform, reports and dashboards.
- Experience in Salesforce administration comprising of page layouts, organization wide defaults, workflows, and approval workflow.

Consultant | Drivers Village Inc./M&T Bank

- Recommended the optimal swap time on the car dealership's floor plan financing.
- Recommended to lock a one year swap rate resulting in a saving of \$24,000 over the life of the project.
- Analyzed the possibility of swap by using Bloomberg and statistical tools in excel and talking to experts in the interest rate market.

MBA Intern | Minyanville Media, Inc.

- Assisted the product team with strategies to increase the subscription revenue from \$50,000 to \$75,000 by year end.
- Recommended the reduction of subscription funnels leading to higher conversions and increase in revenues.
- Increased the revenues by testing the conversion of the co-registration system using financial modeling.

Education

- Masters of Business Administration – Finance and Marketing, Syracuse University, Martin J. Whitman School of Management
- Bachelor of Technology – Information Technology (First Class with Distinction), Bharati Vidyapeeth University, Pune, India

Relevant Highlights

- Bloomberg Equity Essentials Certificate
- Diploma in Network Security
- APICS Certified in Production and Inventory Management (CPIM)
- Salesforce.com Developer
- Member of the Financial Management Association
- Financial analysis and modelling
- Designed health management system database to maintain a record of the out-patient department (OPD) in order to increase efficiency and reduce the time and effort of workers

Closeout Specialist

- Developed a strategy to generate revenue from the free Minyanland website for kids with 60,000 subscribers.
- Designed the digital plan of the company by using keyword strategy and search engine optimization to improve web presence.

Financial Analysis | Macy's

- Evaluated Macy's financial health by analyzing their balance sheets, income statement and annual reports.
- Analysis of Macy's consumer and supplier exploitation by calculating their activity ratios, accounts payable and account receivables and asset turnover.
- Comparable analysis of Macy's and JC Penney to evaluate the financial risk of investing in Macy's.
- Recommended investing in Macy's based on the financial and comparable analysis.

Software Developer | NITS Computers PVT Limited

- Designed the database for a hospital management system to maintain a record of the out-patient department (OPD) in order to increase efficiency and reduce the time and effort by decreasing the workforce by two. Resulted in cost savings of approximately \$3,000 per annum for the hospital.
- Initiated and managed client relationships and educated them on the use and benefits of the software program.
- Implemented automated system to replace existing manual system and hence improved customer experience.

Professional Bio

Amelia Mascioli has more than 15 years of experience in emergency management business process software development. She specializes in large-scale program management, operational analyses, and financial and eligibility audits. Ms. Mascioli has connectivity to numerous disaster recovery projects composed of U.S. Department of Housing and Urban Development Community Development Block Grant – Disaster Recovery (CDBG-DR) and Federal Emergency Management Agency Public Assistance and Individual Assistance grant funds.

Ms. Mascioli is a leader in the field of Financial, Grant, and Information Management. Beginning in 2004, in response to the Florida hurricanes, Ms. Mascioli led the development of fundamental software applications to increase accountability and productivity within FEMA's IA Program. These applications include: an intranet reporting application, an intra-departmental action request tracker, and a web-based application for contract companies to receive work requests and report work completed. Her contributions directly affected the speed and efficiency of the temporary housing missions in Florida and Louisiana. The technical expertise she provided allowed for better tracking of: families in need, temporary housing unit (THU) inventory, employee productivity, and contractor workload. She is largely responsible for the development of FEMA's Work-in-Progress (WIP) reporting system.

As a technical lead, Ms. Mascioli has worked directly with FEMA IA Senior Management to develop work processes and technical solutions to increase efficiency and data integrity. She distills large datasets and reconciles data discrepancies to: estimate temporary housing needs; analyze need for group sites; preemptively identify and solve IA work process bottlenecks. Ms. Mascioli also functions as a key liaison to the contractor support branch on data issues and on information exchange.

Prior to her work with FEMA, Ms. Mascioli worked on a variety of internet-based projects for public and private sector clients. She created a web site and data repository for Louisiana State University Health Sciences Center which allowed the citizens of Louisiana to locate their nearest flu vaccination clinics and supplied vital public health information.

Relevant Professional Experience

Hagerty Consulting | Consultant

- Integral consultant on the Financial and Grant Management Team of the New York City Hurricane Sandy Recovery Project and the New York City Housing Authority Grant Management and Resiliency Project utilizing QuickBase.
- Served as the principal liaison between FEMA leadership and technical staff.
- Provided high-level analysis and understanding for senior FEMA management to support the decision making process.
- Prepared reports in response to Freedom of Information Act requests, Inspector General Investigations, and Congressional inquiries.

Education

- Master of Science in Computing, Oxford Brookes University, Oxford, England, 2003 with distinction.
- Bachelor of Science in Clinical Laboratory Science, University of North Carolina at Chapel Hill, 2000.

Relevant Highlights

- Data management subject matter expert on the customization of QuickBase as a recovery database system
- Principal liaison between Federal Emergency Management Agency (FEMA) leadership and technical staff
- IA and PA Technical Services Lead
- Led the development of software for FRRATS, WIP, Web AR, ParkMaster, and MDC Tool applications
- Applies knowledge of SQL and ASP for rapid business process software development to improve productivity and increase accountability of the IA and PA programs
- Verifies and reconciles data for housing operations estimation purposes

Senior Financial / Grant / Information Management Expert

- Managed all phases of software development for more than 10 custom-built applications used by over 800 employees.
- Created and maintained secure processes and data systems to safeguard the personally identifiable information for 150,000 individuals.
- Interacted with other departments and groups inside and outside of FEMA to ensure delivery of programs and services.

Technical Assistance Contractor | FEMA

- Served as a principal point of contact with FEMA management to receive and report back on assigned tasks and the key liaison to the contractor support branch regarding data issues and information exchange.
- Served as the functional supervisor of the data management and technical teams responsible for all IA data collection, reporting, retrieval, and archiving.
- Prepared high level analysis documents for senior FEMA management to support the decision making process (e.g., estimating temporary housing needs, analyzing need for group sites, developing the process for assigning workload).
- Coordinated with other departments within IA and elsewhere (i.e. GIU, NPSC, FEMA IT, Planning, etc.) to manage delivery of programs and services and linkages to other technologies and information cells.
- Designed a flexible, responsive web application, FEMA's Work in Progress (WIP), to report the progress of applicants in Direct Housing operations.
- Produced reports and performance metrics tracking various stages of applicant and IA program progress on a real time basis for the Deputy Federal Coordinating Officer.
- Generated reports to manage personnel workload and analyze housing demand.
- Designed and implemented a flexible intranet reporting system which allowed FEMA to eliminate bottlenecks, reduce duplication, track property, discover fraud, and expedite aid to disaster victims.
- Worked closely with a small rapid development team to return finished products within hours of receiving requests and consistently found new ways of streamlining everyday processes through simple technological efforts.
- Supported remote users in Texas, Louisiana, Mississippi, and the Florida Panhandle and utilized T-SQL stored procedures in a SQL Server 2000 environment and ASP on an IIS server with hundreds of users.

Web Applications Developer and Site Designer | Self-Employed

- Designed, developed, and implemented a variety of web-based applications including several relational databases, with a focus on accessibility and standards compliance.
- Employed open source technologies, such as MySQL and PHP, to keep costs manageable for clients, and developed strong planning and consulting skills from extensive work with customers and other project members.



Geneticist, National Cancer Institute | Laboratory of Population Genetics- 2000

- Researched germline mutations in BRCA1 and 2 and other interacting genes and organized, recorded, and statistically analyzed genetic data to determine impact on cancer susceptibility.
- Helped develop efficient standard operating procedures and trained employees and created and maintained a small CLIA-certified genetic testing laboratory.

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Attachment 2: Required Forms

See below.



in the United States...shall, solely by reason of her or his disability, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program, service or activity receiving Federal financial assistance..." Section 303(a)(2) of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12183, mandates that when a public or commercial facility is altering or renovating a particular area, the facility must also, to the maximum extent feasible, renovate the area to provide access to and make usable for individuals with disabilities.

Section 3 Requirements

Section 3 of the HUD Act of 1968 applies to contracts related to housing and other public construction projects in which the contract or subcontract exceeds \$100,000. Under Section 3, grantees should, to the greatest extent feasible, provide economic opportunities such as jobs and employment training to low- and very-low income persons who live in the metropolitan area. Section 3 forms are attached to this document.

Minority and Women's Business Enterprise Development

In accordance with Executive Order 12432, HUD mandates that all localities make reasonable efforts to procure goods and services through women- and minority-owned business enterprises. All CDBG-DR-funded programs are required to report on a semi-annual basis, the race and ethnicity of the business owners with whom the <Insert Entity> signs a CDBG-DR-funded contract in excess of \$25,000.

Incorporation by Reference and Precedence

The Contract shall be derived from (1) Williamson County's standard terms and conditions; (2) the RFQ and its Addenda; 3) the Respondent's Quote; and 4) any cooperative or buy board agreement. In the event of a dispute under the Contract, applicable documents will be referred to for the purpose of clarification or for additional detail in the following order of precedence: (1) Williamson County's standard terms and conditions; (2) the RFQ and its Addenda; 3) the Respondent's Quote; and 4) any cooperative or buy board agreement.

In the event Williamson County requires that an ensuing Agreement be executed following award and a dispute arises between (1) terms and conditions of the ensuing Agreement, (2) the RFQ and its Addenda; 3) the Respondent's Quote; and 4) any cooperative or buy board agreement, applicable documents will be referred to for the purpose of clarification or for additional detail in the following order of precedence: (1) terms and conditions of the ensuing Agreement and its Addenda; (2) the RFQ and its Addenda; 3) the Respondent's Quote; and 4) any cooperative or buy board agreement.

Fill in the blanks and sign this form in the designated area below

Vendor Name: Hagerty Consulting, Inc.

Phone: 847-492-8454

Contact Person: Katie Freeman

Fax: 847-859-1710

Vendor Address: 1618 Orrington Avenue, Suite 201

Email: katie.freeman@hagertyconsulting.com

Evanston, IL 60201

Signature: 

Date: 7/8/15

Printed Name: Katie Freeman

THIS IS NOT AN ORDER. THIS IS A REQUEST FOR QUOTATION WHICH DOES NOT
OBLIGATE WILLIAMSON COUNTY TO PLACE AN ORDER.