

Cover Sheet

Disaster Management Services

Village of Estero, Florida
Hagerty Consulting, Inc.

Request for Proposals #2023-01
Due February 22, 2023 at 2:00PM EST

SEALED PROPOSAL

PREPARED BY:

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HAGERTY

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1. Company Information

Hagerty Consulting, Inc. (Hagerty) has been providing disaster recovery support services since our inception in 2001. Shortly after our founding, our professionals were asked to support New York City (NYC) to recover from the terrorist attacks of September 11th. As Hagerty grew, so did our service offerings and capabilities. We are now called upon by government agencies, businesses, and non-profit organizations to increase organizational preparedness, mitigate the impact of disasters, respond to disasters, and streamline recovery processes before, during, and after a disaster occurs. Hagerty and our professionals have managed more than 750 projects across the United States (US), including dozens of projects across the State of Florida focused on resilience and recovery programs.

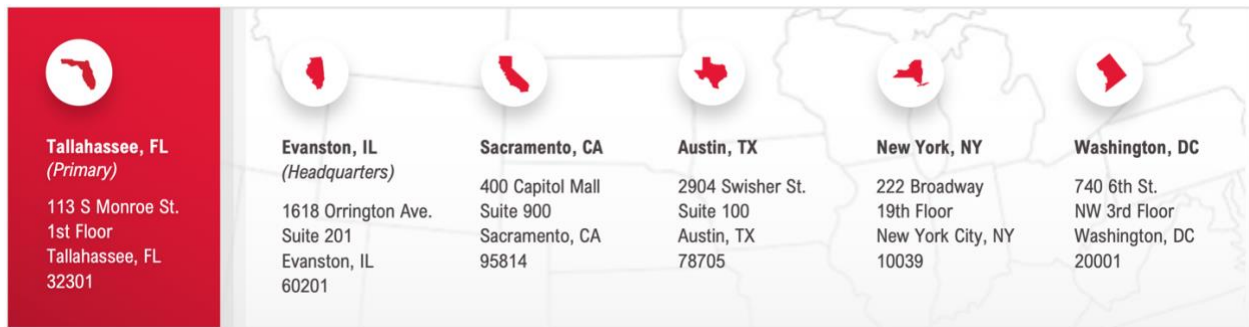
Hagerty Knows Florida

The team supporting state and local projects in Florida work out of our **Tallahassee office**. Our team is ready to support the Village of Estero (the Village) immediately and afford the Village with stability knowing Hagerty will be providing a knowledgeable team to support the Village's needs.

Hagerty provides support to clients across the State of Florida and to clients across the US. We are national in our footprint, with a focus on providing recovery support within the State of Florida through our office in Tallahassee and significant presence in areas like the Panhandle. Our professionals work on Hagerty's active project portfolio, ranging from response support to the Florida Division of Emergency Management (FDEM) associated with Hurricane Ian to long-term recovery support NYC as a result of Hurricane Sandy – a \$15 billion recovery operation. Hagerty possesses the necessary experience and maintains the right relationships to enable a successful recovery for the Village.

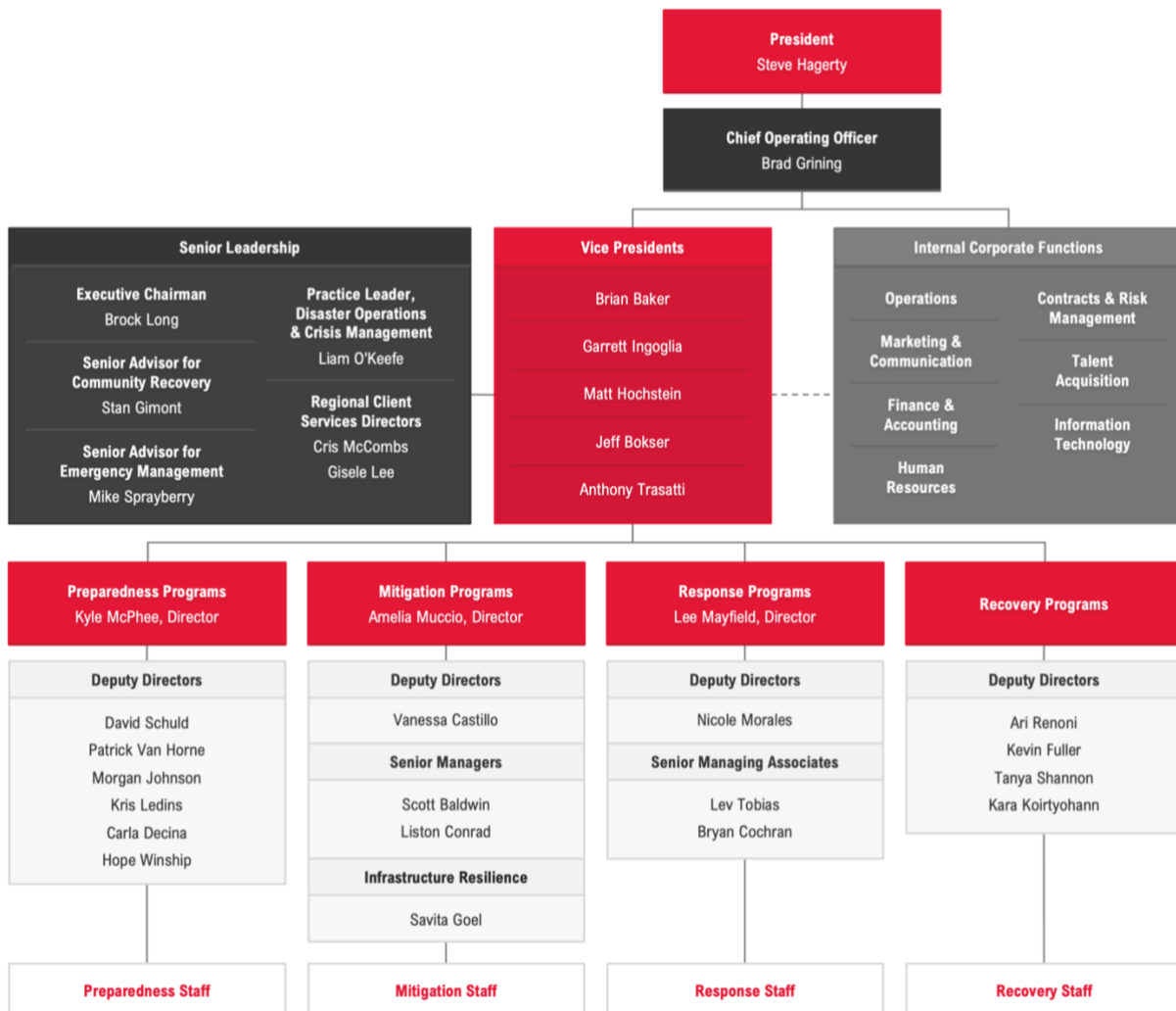
Hagerty specializes in providing solutions for our clients' most complex problems by analyzing existing policy, identifying options, and assisting to execute solutions. Structurally, Hagerty combines the capabilities of our internal Divisions – Preparedness, Response, Recovery, and Mitigation – to support our clients, including traditional emergency management staff augmentation in the emergency operations center, strategic advisory support through response/recovery task forces, mitigation application development and grant management, and overall cost recovery. **We call this the One Hagerty approach**, and it is a core philosophy that informs and drives how we support our clients. The Hagerty Project Management Team, led by the Hagerty Project Manager, Ben Martino, will collaborate with the Village to ensure the identification of cross-cutting issues, actions, needs, and innovation for mitigation activities and response and recovery operations. Mr. Martino's resume, along with the names and resumes of other personnel can be found in **Section 6: Required Forms**.

Hagerty has office locations across the US, including in Tallahassee, Florida, with headquarters located in Evanston, Illinois. The team supporting the Village will work out of the Tallahassee office.



Organizational Structure

Below is the organizational structure of Hagerty that demonstrates the division of our leadership and professionals.





2. Transmittal Letter

February 22, 2023

Bob Franceschini
Village of Estero, Florida
9401 Corkscrew Palms Circle #101
Estero, Florida 33928

**Subject: Hagerty Consulting, Inc.'s Response to Request for Proposal #2023-01, Entitled
"Disaster Management Services"**

Dear Mr. Franceshini,

Hagerty is pleased to offer our response to Request for Proposal (RFP) Disaster Management Services. We are prepared to support the Village of Estero as it pursues mitigation grant funding through all available programs, including the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), and Building Resilient Infrastructure and Communities (BRIC), among others. Hagerty is also prepared to support the Village in comprehensive disaster recovery services, as they are needed.

Hagerty professionals have extensive experience supporting planning, mitigation, response, and recovery activities across the country and within the State of Florida. Hagerty is well established in the State through our partnership with FDEM. Our professionals have supported planning, mitigation, response, and recovery projects throughout Florida and specifically within Lee County. We believe we are the best contractor to support the Village through the mitigation and disaster recovery grant processes because our team is comprised of experts on disaster cost recovery, and understands the needs of communities like the Village.

In submitting this response, we confirm that Hagerty holds the required licenses, certifications, and registrations to complete the work in this RFP in the State of Florida, Lee County, and the Village of Estero.

CHICAGO

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

Should you have any questions regarding our proposal and services offerings, please do not hesitate to contact me.

Sincerely,



Katie Freeman

Director of Operations, Hagerty Consulting, Inc.

1618 Orrington Avenue, Suite 201, Evanston, IL 60201

katie.freeman@hagertyconsulting.com | O: 847-492-8454 x119 | M: 510-851-2664

3. Qualifications/Experience Summary

Experience Summary

Hagerty is an emergency management and homeland security consulting firm dedicated to helping our clients prepare for and recover from disasters. Hagerty understands the full life cycle of emergency management and has provided support services to jurisdictions across the nation to address emerging issues in preparedness, prevention, mitigation, response, and recovery. This includes successful past performance in homeland security, disaster preparedness, emergency response, recovery, and continuity of operations services related to all hazards.

Our firm and background are deeply rooted in emergency management. Shortly after our founding, our professionals were asked to support NYC and the World Trade Center to recover from the terrorist attacks of September 11, 2001. Hagerty has been providing emergency management and disaster response support to clients across the US for **over 20 years**. Currently, Hagerty staffs over **500 full-time employees and has a cadre of over 1,000 independent contractors**.

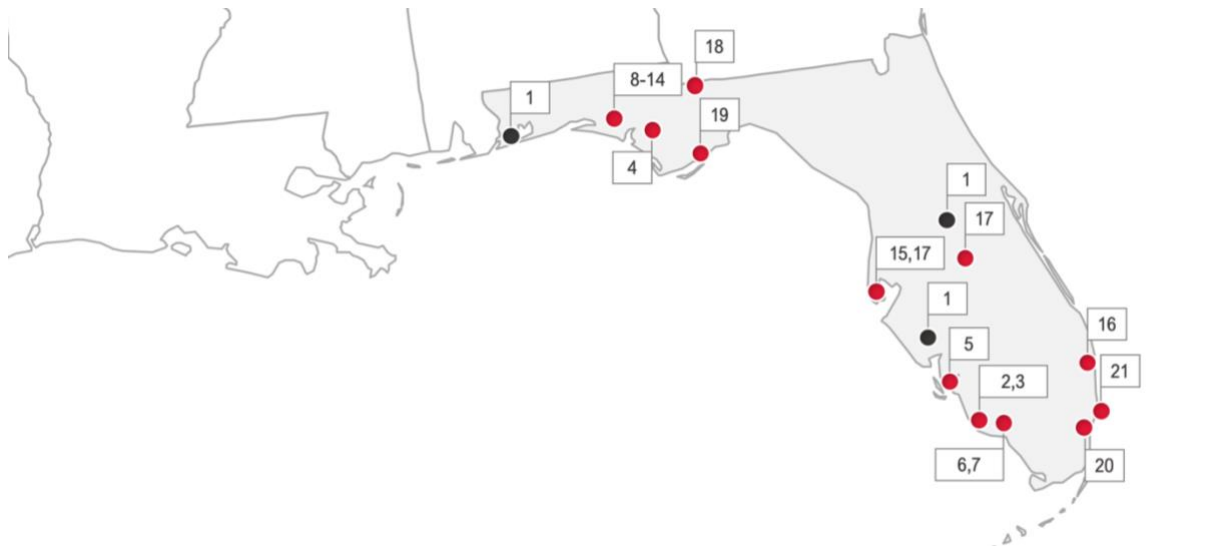
Hagerty offers extensive experience in the State of Florida, including focus on grant administration.

Hagerty is well established in the State of Florida – we have long-term relationships with communities across the State and with FDEM. Because of these relationships, we were called upon to support Miami-Dade County and the City of Surfside following the Champlain Towers Building Collapse; the City of Panama City following Hurricane Michael; and Lee County following Hurricane Ian. Our extensive work across the State demonstrates Hagerty’s understanding of the unique geographic and community-based considerations; the emergency management response structures and capabilities of the State; as well as the state, local, county, and non-governmental partners that FDEM supports.

Hagerty’s Local Presence

Hagerty’s clients in Florida are supported from our office in Tallahassee and the more than **75** professionals we have working across the State.

Hagerty's Past and Ongoing Support to Florida Clients

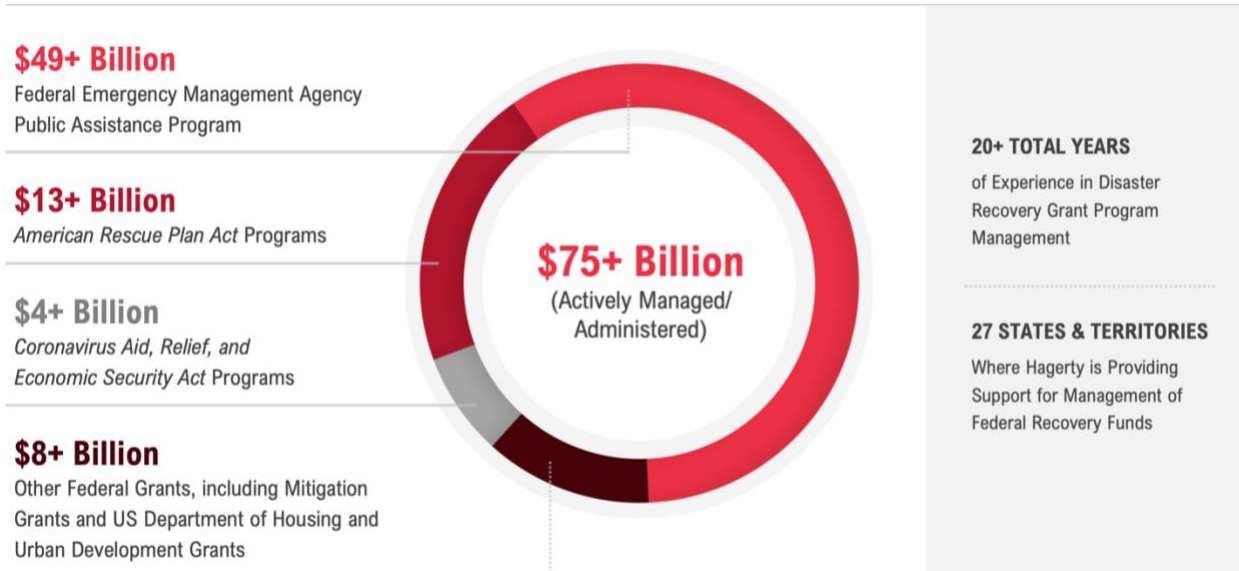


- | | |
|---|---|
| 1. 2004 Florida Hurricane Season Joint Field Office | 13. Bay Haven Charter Academy (Hurricane Michael) |
| 2. Collier County Recovery Support (Hurricane Irma) | 14. Girls, Inc. of Bay County Disaster Recovery Administrative Services (Hurricane Michael) |
| 3. Collier County After-Action Review (Hurricane Irma) | 15. CARES Inc. Cost Recovery (Hurricane Michael) |
| 4. Calhoun Liberty Hospital Disaster Recovery (Hurricane Michael and Novel Coronavirus [COVID-19]) | 16. Town of Davie Emergency Management Consulting (Recovery Training) |
| 5. Sarasota Memorial Hospital Disaster Recovery (Hurricane Irma) | 17. Pinellas County Disaster Recovery Management (COVID-19 Fiscal Recovery Funds) |
| 6. Lee County/Southwest Florida Regional Evacuation Plan | 18. Leon County Recovery Support (Hurricane Michael and COVID-19 Cost Recovery) |
| 7. Lee County Hazard Mitigation Plan Update, Pre-Disaster Recovery Plan, COVID-19 Cost Recovery, and Cost Recovery Plan | 19. FDEM COVID-19 Response and Recovery Support; FDEM Michael 428 Policy Support |
| 8. City of Panama City (Hurricane Michael) | 20. Miami-Dade County Disaster Cost Recovery Services (COVID-19, Irma, & Champlain Building Collapse Cost Recovery Support and After-Action Report) |
| 9. Panama City Beach (Hurricane Michael) | 21. Town of Surfside (Champlain Building Collapse Cost Recovery) |
| 10. Bay District Schools (Hurricane Michael) | |
| 11. Palm Bay Education Group (Hurricane Michael) | |
| 12. Panama City Housing Authority (Hurricane Michael) | |

Hagerty's expertise and capability is directly aligned to the specific needs of the Village. We have spent the past 20 years focused on supporting our clients in the identification and management of federal funds, as well as the design and implementation of federally funded programs. We have a track record of assessing and advising clients on new federal programs that emerge from new federal legislation. This includes support associated with several federal programs, such as Coronavirus State and Local Fiscal Recovery Funds under the *American Rescue Plan Act (ARPA)*, Emergency Rental Assistance Program, Coronavirus Relief Funds, Community Development Block Grant-Disaster Recovery (CDBG-DR) and -Mitigation (-MIT),

and several programs under the Federal Emergency Management Agency (FEMA) including Public Assistance (PA) and Hazard Mitigation Assistance (HMA). More recently, Hagerty has supported our clients as they begin to plan and prepare for hundreds of programs under the *Infrastructure Investment and Jobs Act* (IIJA) and the *Inflation Reduction Act* (IRA).

Hagerty's Federal Funding Management Overview



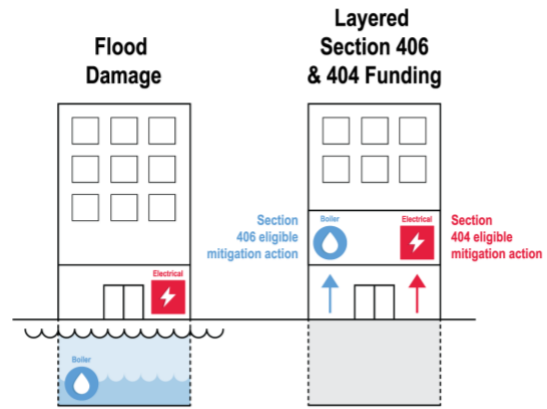
Pre- and Post-Disaster Mitigation Services Experience

FEMA provides both pre- and post-hazard mitigation funding through BRIC, FMA, and the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) Sections 404 and 406 programs, which are critical to helping state and local communities increase the resiliency of public facilities, infrastructure, and other community assets in the event of a disaster. Hagerty is extensively experienced in managing and implementing hazard mitigation grants for all programs, including crafting strategies to leverage all funding sources and identify the most appropriate funding stream where a project would be most competitive.

Hazard mitigation funding can be used to protect the Village from future damages and, in combination with the flexibility provided under the FEMA Section 428 Public Assistance Alternative Procedures Program, federal recovery programs can build a resilient County. Our goal will be to support the Village to identify both Section 404 and 406 as well as pre-disaster mitigation (BRIC and FMA) opportunities to enable the maximum amount of funding allocated to increase resilience. Our strategy will include evaluating each program individually, in addition to combining Section 404 and 406 funding to identify the most efficient outcome for the Village.

Hagerty recently conducted a comprehensive mitigation review for our client to maximize opportunities for increased resilience. For both Section 404 and 406, Hagerty's capability is inclusive of the entire hazard mitigation grant lifecycle: from project scoping and subapplication development through project execution and grant closeout.

The image to the right illustrates a real solution crafted by the Hagerty team. For a recent client, in one structure the boiler was damaged, but the electrical annex was not. However, our team identified that both the boiler and electrical annex are vulnerable in a future flood event, and therefore recommended both be elevated. Under this scenario, Hagerty developed a policy-based justification and a grants package to combine Section 404 and 406 funding to address both needs. As applied to the Village, this type of solution would address both past and future damage, allowing public facilities to be made more resilient, regardless of their existing flood damage.



Hagerty professionals have a long record of success supporting HMGP under Section 404 of the Stafford Act for clients at all levels of government. To provide this support to the Village, Hagerty will assign personnel to execute a variety of tasks in alignment with the Village's objectives, including supporting the Village to evaluate HMGP subapplications from local governments and working with the Village to develop successful HMGP subapplications for funding to protect assets.

Mitigation Support: New York City

Hagerty has supported NYC's hazard mitigation grant management efforts since 2013, first under the NYC office of Management and Budget Cost Recovery contract, and now under the New York City Emergency Management (NYCEM) Surge Capacity Support contract. In 2021, Hagerty helped NYCEM develop, submit, and implement innovative mitigation projects to reduce risk from flooding and other hazards. Hagerty helped NYC obtain Fiscal Year (FY) 2020 BRIC awards for the NYC Department of Transportation Cool Corridors Program (\$400,000) and Tottenville Shoreline Protection (\$26 million). Hagerty currently provides technical assistance to help nine City agencies implement 10 previously awarded mitigation projects, totaling \$306 million (inclusive of \$181 million in federal funding).

In addition to HMGP, Hagerty has worked with both applicant-level and subapplicant-level clients to develop BRIC and FMA subapplications. Since 2018, the HMA Branch has seen an almost 250 percent increase in HMA funding from the previous 10 years, resulting in approximately \$1.3 billion in available program funds.

As a result, and in coordination with California Office of Emergency Services (Cal OES) Hazard Mitigation Leadership and staff, Hagerty surged to provide enhanced programmatic, benefit-cost analysis (BCA), and environmental historic preservation technical assistance to 209 subapplicants across 27 events, resulting in \$1.3 billion in federal share in submitted projects. To further support the State, the Hagerty team developed and delivered almost 110 webinars/trainings to Cal OES mitigation staff and subapplicants. In addition, due to increased FEMA funding, Hagerty surged to support Cal OES mitigation grant monitoring needs, helping

Cal OES manage 235 total HMA grants (\$1.2 billion in total project costs) through the mobilization of eight Hagerty mitigation grant management specialists.



In California’s 2021-22 State Budget, \$100 million was appropriated to Cal OES to develop *Prepare California* – a first-in-the-nation grant program focused on building community resilience among California’s most socially vulnerable and high hazard risk communities and providing FEMA HMA matching funds for community improvement projects that vulnerable communities would otherwise be unable to access. To expedite program development and encumber all Program funds by June of 2022, Hagerty surged to provide strategic advisory and technical program support to meet Cal OES’ deadline of developing, launching, implementing, and executing “Prepare CA” program within a six-month timeframe. Hagerty successfully met all program milestones, including supporting Cal OES’ final scoring and selection of 59 resilience applications (valued at approximately \$41 million), as well as providing enhanced technical assistance for the development of 46 HMGP subapplications (valued at approximately \$530 million in total project costs).

Hagerty also has extensive experience in FEMA hazard mitigation assistance awarded under the PA Program through **Section 406 of the Stafford Act**. Our teams have crafted hundreds of successful HMPs. We leverage FEMA BCA experts to craft arguments for our clients which result in successful project funding and reduce future damages.

List of Government and Private Client Contracts Through 2024

Below is a list of the current clients Hagerty holds contracts through the end of 2024. Hagerty does not believe that any of our current contracts pose a conflict of interest for Hagerty to complete the scope of work for the Village of Estero.

| Title | Client | Project Dates |
|--|--------------------------------------|--------------------------|
| Southern California Edison Business Resilience and Emergency Management | Southern California Edison | March 2020 to March 2023 |
| Palm Beach County Disaster Management and Administration | Palm Beach County, Florida (FL) | March 2022 to March 2023 |
| Entisys360 Master Services Agreement (MSA) | Entisys360 Solutions, Inc. | March 2022 to March 2023 |
| City of Charlotte Consulting Services | Charlotte, North Carolina (NC) | March 2020 to March 2023 |
| Idaho Response and Recovery | State of Idaho (ID) | April 2022 to April 2023 |
| Texas General Land Office General Program Services | Texas (TX) General Land Office (GLO) | March 2019 to April 2023 |

| Title | Client | Project Dates |
|--|--|----------------------------------|
| North Carolina IA/PA Support | State of NC | February 2020 to April 2023 |
| Horry County, South Carolina Support 2021 to 2026 | Horry County, South Carolina (SC) | May 2021 to May 2023 |
| Texas GLO Contract for Alternative Housing Study | Texas GLO | November 2019 to November 2023 |
| Davie Emergency Management Consulting Services | Town of Davie, FL | June 2019 to June 2023 |
| Virginia Department of Emergency Management Homeland Security Exercise and Evaluation Program | Virginia Department of Emergency Management | March 2014 to June 2023 |
| URI MSA | United Rentals, Inc. | October 2021 to June 2023 |
| Nebraska PA, IA, and HMGP | State of Nebraska | June 2020 to June 2023 |
| Argonne National Laboratory Emergency Management Standby Support | Argonne National Laboratory | November 2019 to July 2023 |
| BJC Health System Preparedness Program | Barnes-Jewish Hospital | February 2019 to July 2023 |
| Montgomery County Preparedness and Recovery | Montgomery County, TX | July 2018 to July 2023 |
| Hernando County Planning and Grant Management | Hernando County, FL | August 2019 to August 2023 |
| Houston-Galveston Area Council Preparedness and Recovery | Houston-Galveston Area Council of Governments | August 2021 to August 2023 |
| Cadmus FEMA ORR TSS | Cadmus | March 2022 to September 2023 |
| Grand Prairie Disaster Management Services | Grand Prairie, TX | November 2020 to October 31 2023 |
| Lee County Disaster Management Services | December 2019 to December 2023 | December 2019 to December 2023 |
| Bay County Disaster Recovery Consulting Services | Bay County, Florida | December 2018 to December 2023 |
| City of Panama City Recovery Standby | City of Panama City, FL | Jan 2019 to December 2023 |
| Archdiocese of San Juan Disaster Recovery | Archdiocese of San Juan, Puerto Rico | January 2010 to December 2023 |
| TDA Community Compass | TDA Consulting | January 2020 to December 2023 |
| Metropolitan Washington Council of Governments Preparedness | Metropolitan Washington Council of Governments | January 2021 to December 2023 |

| Title | Client | Project Dates |
|--|--|--------------------------------|
| Los Angeles County MSA | Los Angeles County, California | July 2017 to December 2023 |
| Palm Beach County Readiness Support | Palm Beach County, FL | November 2021 to January 2024 |
| CCPRS FEMA PA Technical Assistance Contract | CCPRS | April 2019 to January 2024 |
| Panama City Housing Authority Disaster Recovery | Panama City Housing Authority | February 2019 to February 2024 |
| First Presbyterian Church of Panama City Disaster Recovery | First Presbyterian Church of Panama City, Inc. | February 2019 to February 2024 |
| Florida Management Consulting Services | State of Florida | March 2021 to February 2024 |
| San Antonio Office of Emergency Management (SAOEM) Emergency Management Services | San Antonio, TX | February 2019 to April 2024 |
| Diocese of Arecibo Disaster Recovery Services | Diocese of Arecibo, Inc. | May 2019 to May 2024 |
| Caguas Disaster Recovery Services | Diocese of Caguas, Puerto Rico | May 2019 to May 2024 |
| Chicago OEMC Planning, Training, and Exercises | Chicago Office of Emergency Management and Communications (OEMC) | May 2017 to May 2024 |
| Cape Coral Disaster Management and Administrative Services | City of Cape Coral, FL | June 2021 to June 2024 |
| PHS NYC Department of Health and Mental Hygiene (DOHMH) Evaluation of Response | Public Health Solutions (PHS) | October 2018 to June 2024 |
| Center for Toxicology and Environmental Health Arkansas COVID-19 Recovery Support | Center for Toxicology and Environmental Health (CTEH) | July 2020 to July 2024 |
| Colorado Hazard Mitigation and Emergency Operations Plan | Colorado Department of Public Safety | May 2022 to August 2024 |
| Metro Poland Emergency Management Planning | Portland, Oregon (OR) | August 2019 to August 2024 |
| SAOEM Regional Catastrophic Preparedness Grant Program Support | San Antonio, TX | February 2022 to August 2024 |
| NYCEM Surge Staffing | New York City Emergency Management | October 2019 to October 2024 |

| Title | Client | Project Dates |
|---|--|--------------------------------|
| Volusia Emergency Management | Volusia County, FL | November 2021 to November 2024 |
| RIEMA Preparedness Services | Rhode Island Emergency Management Agency (RIEMA) | November 2021 to November 2024 |
| Fort Bend County All-Hazards Standby | Fort Bend County, TX | July 2019 to November 2024 |

Business-Related Claims and Litigation Summary

The following provides an overview of relevant litigation associated with Hagerty.

| | |
|----------------------------------|--|
| <i>Person or Entity Name</i> | Hagerty Consulting, Inc. |
| <i>Contact Name Phone Number</i> | Renee Zipprich, General Counsel 773-627-7590 |
| <i>Case Caption</i> | Southeastern Construction & Rehab Specialists, LLC, v. GAC Contractors, Inc., and Berkley Insurance Company, / Palm Bay Education Group, Inc., v. Hagerty Consulting Services, Inc., DAG Architects, Inc. and Owen Gipson, Case No. 5:20-cv-132-TKW-MJF |
| <i>Case Summary</i> | On May 25, 2022, Palm Bay Education Group, Inc., filed a Fourth Party Complaint against Hagerty for various breach of contract claims, titled Southeastern Construction & Rehab Specialists, LLC, v. GAC Contractors, Inc., and Berkley Insurance Company, / Palm Bay Education Group, Inc., v. Hagerty Consulting Services, Inc., DAG Architects, Inc. and Owen Gipson, Case No. 5:20-cv-132-TKW-MJF. On September 26, 2022, all claims contained in the Fourth Party Complaint against Hagerty were dismissed. |

| | |
|----------------------------------|--|
| <i>Person or Entity Name</i> | Hagerty Consulting, Inc. |
| <i>Contact Name Phone Number</i> | Renee Zipprich, General Counsel 773-627-7590 |
| <i>Case Caption</i> | Hagerty Consulting Inc. v. Baldwin County Commission |
| <i>Case Summary</i> | On September 20, 2022, Hagerty filed a breach of contract claim against Baldwin County Commission, Case No. 1:22-cv-00373-MU, pending in the United States District Court for the Southern District of Alabama, Southern Division, for unpaid invoices. On October 17, 2022, Baldwin County filed a motion to dismiss the Complaint based on forum selection. The matter was referred to the magistrate judge and the parties stipulated to attempt mediation. On February 9, 2023, the parties attended mediation in Mobile, Alabama and reached a settlement. Once the settlement agreement is signed, Hagerty will file a voluntary motion to dismiss the matter with prejudice |

4. Project Approach, Financial Ability, and Cost Proposal

Project Approach

Hagerty professionals are well versed in both mitigation and recovery activities, including supporting clients through grant management offered through FEMA. Below is our approach for mitigation grant support, disaster recovery support, and the additional tasks outlined in the scope of work.

Mitigation Subapplication Support

Through our partnership with FDEM and Lee County, Hagerty has a strong understanding of project prioritization and available funding. To avoid unnecessary costs to the Village by pursuing grant applications for projects that may be low on the priority list, Hagerty proposes to use a tiered approach for the Village where we provide an in-depth review of the project, client intentions, and feasibility before recommending grant applications.

Phase 1: Project Scoping and Data Collection

The overall goal of the project scoping and data collection phase is to introduce key stakeholders, extract information about the proposed problem and discuss suitable solutions for the Village's proposed HMGP projects. The following tasks will be completed during project scoping to gather critical details and data about the proposed project:

- » Project kickoff call with client, key stakeholders and Hagerty experts to introduce the proposed project, discuss project need, community lifelines and potential hazards to be addressed.
- » Delivery of project kickoff agenda, minutes and follow up tasks.
- » Creation and submission of request for data and documentation to client.
- » Project follow-up call with the Village to discuss outstanding questions, data requests and documentation.

Phase 2: Eligibility, feasibility and cost effectiveness analysis and recommendations

Phase 2 will consist of a review of the data provided and discussed during Phase 1, to determine preliminary cost effectiveness, eligibility, and make feasibility recommendations to the client for each HMGP project. Hagerty will work with the Village to collect the following information, as necessary:

- » Area map
- » List of roadways and detention areas (Damage Inventory Sheet)
- » National Flood Insurance Program (NFIP) claims
- » Hydrologic and Hydraulic Modelling (pre and post project conditions)
- » High-resolution ground and structure elevations

- » Area-specific projections for subsidence and sea level rise
- » Spatial distribution analysis of NFIP claims
- » Previous damage history from flood events
- » FEMA PA Project Worksheets
- » Public Works maintenance records (flooding)
- » Elevation certificates
- » Traffic counts and road detour costs

Once all additional documentation has been provided by the Village, Hagerty will perform an initial run of the FEMA 6.0 BCA software for each viable subapplication (project). Depending on the initial Benefit Cost Ratio (BCR), Hagerty will facilitate a call with the Village to discuss the data points, the BCA results, and the project's next steps. Based on the initial BCR, clients are faced with the following three options, but by far, the first option is the most common outcome.

1. Further data analysis to improve the current BCR and re-calculate the BCA
2. Finalize the current BCA materials / develop full subapplication and submit (assuming a BCR >1.0)
3. Discontinue work on the project / BCA (assuming a BCR <1.0)

Hagerty views this phase as a vital part of the process. If it is clear a project will be unable to show a BCR above 1.0, then it is likely better to drop the project at this stage and focus on the more viable projects that have an avenue for meeting the necessary conditions for acceptance and eventual award.

If the project continues to completion of this preliminary task, Hagerty will submit a subapplication with a BCA technical report (Microsoft Word and PDF), BCA PDF export, and BCA zip file (the zip file can only be opened in the FEMA BCA software).

Hagerty is dedicated to working within the FEMA BCA guidelines but also can provide innovative BCA methodologies based on our firm's previous experience with HMGP BCAs for complex, urban projects. While we cannot guarantee our results will attain a BCR over 1.0, we are committed to using all available resources and out of the box solutions to improve project benefits.

We provide a transparent process that will keep the Village informed of our work and the project's cost effectiveness. As such, we encourage the Village to provide feedback on the BCA, as we have found, that the client's expertise and knowledge is extremely helpful in developing successful BCAs.

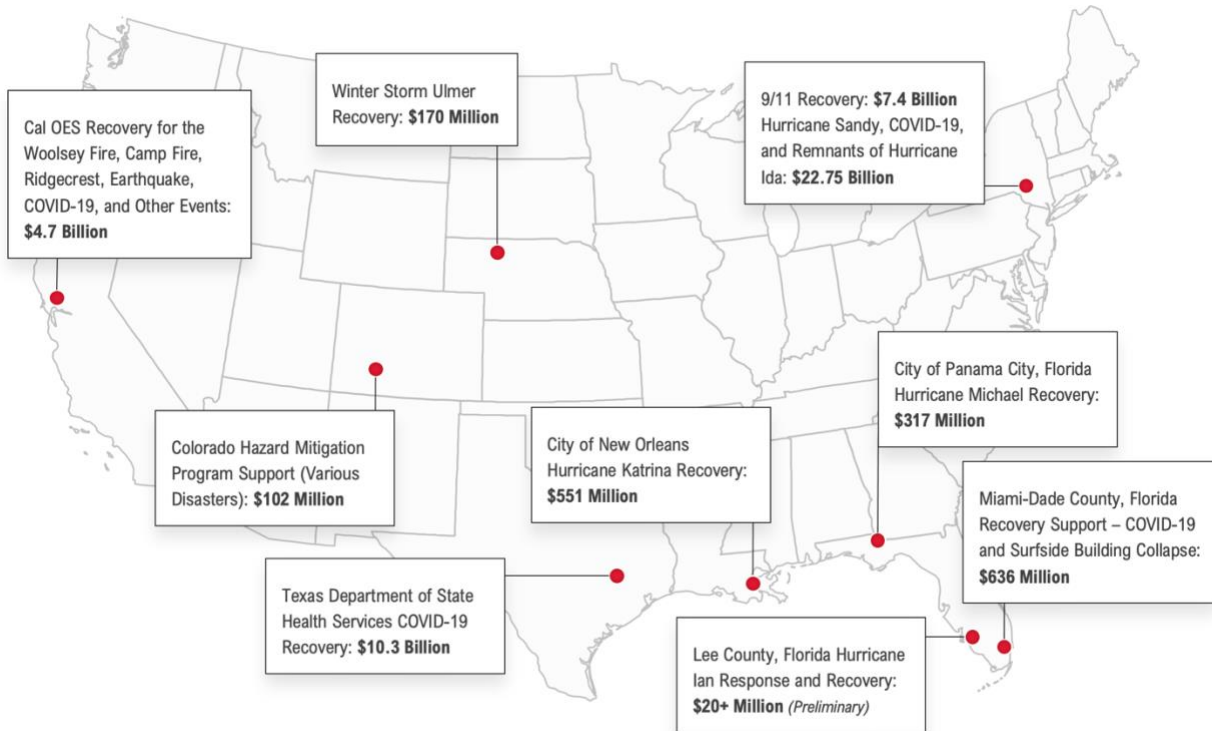
If, at the end of this task, the Village's projects are selected for the HMGP program, Hagerty can support and complete all associated reporting, management, BCA, etc. tasks through grant management costs.

Disaster Recovery

Hagerty offers the Village an extensive understanding of recovery coordination, both in alignment with program implementation and inter-agency program coordination. Hagerty has spent decades supporting recovery for some of the nation's largest and most costly disasters, including catastrophic wildfires, floods, man-made disasters, pandemics, and building collapses. In many cases, our engagement with these clients and projects has included significant interagency coordination – through strategic recovery advisory support

and, in some cases, direct support for the establishment of a long-term recovery organization. Our capabilities are tailored and scaled to the needs of our clients and the impacts of the disaster.

Hagerty has Supported Catastrophic Disaster Recovery Across the United States



As it applies to recovery coordination, our experience and support includes working within the National Disaster Recovery Framework structure, including collaboration with local and state counterparts within that structure. Notably, Hagerty’s expertise has been leveraged by the State of California to support planning and recovery operations after the catastrophic Camp Fire, where Hagerty was continuously engaged in implementation of Recovery Support Function (RSF) operations. In response to the Camp Fire, Cal OES launched the Interagency Recovery Coordination Section and RSF Units. In support of these organizational elements, our professionals created the framework for engagement and coordination with other primary agencies for each of the RSFs. Hagerty has provided subject matter expert advisors to enhance the capacity and capabilities of the RSFs throughout recovery operations, including for the Camp Fire, 2020 and 2021 wildfires, and COVID-19. To further enhance the capabilities of Cal OES staff and RSF partners, Hagerty supported the development and delivery exercises for the Economic and Housing RSFs, including holding follow-up meetings to further enhance capabilities and coordination.

As the RSFs worked with federal, state, and local stakeholders in the first months of the Camp Fire recovery operation, Hagerty supported development of processes to efficiently track community recovery needs, identify and assign resources, and track the status of recovery projects through completion. Partnering with FEMA, Hagerty has played an instrumental role in further developing the federal MAX-TRAX system, including processes for using the system, a library of resource opportunities, and a project management

platform for tracking all disaster activities that can capture incident action planning and Joint Immediate Services Program reporting.

Hagerty's work has fed into innovations that support disaster recovery coordination for future events. In order to support initial data gathering at the beginning of disasters to inform early engagement with communities around the long-term recovery considerations, as well as to support proclamation efforts, Hagerty initiated the development of the Cal OES Recovery Data Repository (RDR) in the Fall of 2020. Throughout 2020, the RSFs leveraged the RDR to initiate the development of county scoring rubrics used to objectively target recovery efforts to communities based on existing capability/capacity, equity metrics, and disaster impacts. This resource is currently used to inform community needs across the State when any disaster occurs.

Hagerty is currently engaged with the State of Florida in response and recovery associated with Hurricane Ian. Hagerty deployed professionals prior to the storm making landfall to support response within the state emergency operations center, including professionals to support data and information management, mass care, and liaison support for local governments. Our teams are currently supporting FDEM and partners across the State in their recovery, including coordination and collaboration with FEMA; staffing support and coordination within the joint field office; and focused technical and policy assistance across program areas.

Additional Tasks

Other Funding Options

Along with our extensive experience with Stafford Act Section 404 and 406 projects, Hagerty professionals are prepared to support the Village pursue other funding options for future projects, such as the various programs included in the IIJA. Each grant program requires its own specific application procedure, which Hagerty can fully explain should a separate task order be released to cover the additional tasks, we will follow the same project management approach shown below. We have successfully utilized this approach to support Lee County in preparedness and recovery activities.

Our Dynamic Approach to Project Management Supports Successful Project Execution and Cost Control



Financial Stability

Hagerty takes seriously the important role it plays in managing complex, potentially sensitive, federal, state, and local projects. As such, Hagerty maintains significant liquidity so that it may always meet its current and future obligations, including unanticipated disaster events. Hagerty manages its finances in a conservative

manner and has never had a project interrupted, or passed on an opportunity, due to a lack of liquidity. Hagerty maintains a significant cash balance and two revolving loans to ensure adequate financial capacity to support our clients. We are confident that we have the resources required to support this engagement for a 30, 60, and 90-day billing cycle.

If this information does not adequately prove our financial ability to support this and future projects, then we respectfully request the opportunity to provide additional evidence to prove our overall financial resources and strength. We consider our financial statements to be confidential and will be happy to supply those to the Village under confidential cover upon request.

Cost Proposal

For both pre-storm and post-storm activities, Hagerty offers these services on a time-and-materials basis.

Labor will be billed on an hourly basis in alignment with the labor categories identified herein. Years of experience and educational requirements are interchangeable on a one for one basis. Our rates do not include:

- » Travel costs. Travel costs are typically billed to our clients in alignment with the US General Services Administration (GSA) Federal Travel Regulations.
- » Other direct costs. Other direct costs may include printing and reproduction, facility rental, equipment rental, or refreshments. Other direct costs are identified at an open market rate specific to a project based on the scope of work requirements.

Hagerty offers base year pricing, as presented below. These rates will be held firm through the first year of the contract. For any option year, rates will increase based upon changes in the Consumer Price Index (CPI).

For each requested service, Hagerty will work with the Village on an appropriate Not-to-Exceed amount, which will be informed by the requested level of effort in addition to applicable management and administrative cost amounts authorized under the requested funding program. All labor and expense costs will be documented to maximize allowable reimbursement as management or administrative costs under the program.

| Labor Category | Staff Qualifications | Hourly Rate |
|-------------------------------------|--|--------------------|
| <i>Project Executive</i> | Experience of twelve or more years with an advanced degree or fifteen or more years with a bachelor's degree. Demonstrates senior experience in management consulting. | \$240.00 |
| <i>Senior Subject Matter Expert</i> | Experience of fifteen or more years in a specific subject or industry, or ten years' experience and more than one specialized advanced degree. | \$260.00 |
| <i>Subject Matter Expert</i> | Experience of twelve or more years in a specific subject or industry, or eight years' experience and more than one specialized advanced degree. | \$230.00 |

| | | |
|---|---|----------|
| <i>Senior Project Manager</i> | Experience of eight or more years with an advanced degree, or ten or more years with a bachelor's degree. | \$210.00 |
| <i>Project Manager</i> | Experience of five or more years with an advanced degree, or eight or more years with a bachelor's degree. | \$170.00 |
| <i>Engineer / Scientist III</i> | Experience of eight or more years plus, at minimum, a college degree in a relevant field (e.g. engineering, biology, ecology, construction management). | \$210.00 |
| <i>Senior Engineer / Planner / Analyst</i> | Experience of five or more years plus, at minimum, a college degree in a relevant field (e.g. engineering, biology, ecology, construction management). | \$170.00 |
| <i>Engineer / Planner / Analyst</i> | Experience of one or more years plus, at minimum, a college degree in a relevant field (e.g. engineering, biology, ecology, construction management). | \$115.00 |
| <i>Damage Assessment Estimator III</i> | Experience of ten or more years plus, at minimum, a college degree in a relevant field (e.g. cost estimating, construction management). | \$220.00 |
| <i>Senior Damage Assessment Estimator</i> | Experience of six or more years plus, at minimum, a college degree in a relevant field (e.g. cost estimating, construction management). | \$185.00 |
| <i>Damage Assessment Estimator</i> | Experience of one or more years plus, at minimum, a college degree in a relevant field (e.g. cost estimating, construction management). | \$140.00 |
| <i>Financial Management Specialist III</i> | Experience of ten or more years plus, at minimum, a college degree in a relevant field (e.g. accounting, management, finance, information technology). | \$210.00 |
| <i>Senior Financial Management Specialist</i> | Experience of five or more years plus, at minimum, a college degree in a relevant field (e.g. accounting, management, finance, information technology). | \$170.00 |
| <i>Financial Management Specialist</i> | Experience of one or more years plus, at minimum, a college degree in a relevant field (e.g. accounting, management, finance, information technology). | \$115.00 |
| <i>Grant Management Specialist III</i> | Experience of eight or more years with a bachelor's degree, or three or more years with an advanced degree. | \$200.00 |
| <i>Senior Grant Management Specialist</i> | Experience of four or more years plus, at minimum, a college degree in a relevant field (e.g. accounting, management, finance). | \$150.00 |
| <i>Grant Management Specialist</i> | Experience of one or more years plus, at minimum, a college degree in a relevant field (e.g. accounting, management, finance). | \$120.00 |
| <i>Recovery Consultant IV</i> | Experience of eight of more years with a bachelor's degree, or six or more years with an advanced degree. | \$200.00 |

| | | |
|---------------------------------|--|----------|
| <i>Recovery Consultant III</i> | Experience of five or more years with a bachelor's degree, or three or more years with an advanced degree. | \$180.00 |
| <i>Recovery Consultant II</i> | Experience of three or more years with a bachelor's degree, or one or more years with an advanced degree. | \$155.00 |
| <i>Recovery Consultant I</i> | Minimum college degree. | \$110.00 |
| <i>Analyst</i> | Experience of less than two years with a college degree. | \$105.00 |
| <i>Senior Administrator</i> | Experience of two or more years with no college degree required. | \$90.00 |
| <i>Administrative Assistant</i> | No college degree required. | \$70.00 |

5. Proposed Team’s Qualifications

Hagerty’s professionals have decades of experience in disaster recovery programs, including those under the Stafford Act and other federal and State of Florida programs that support comprehensive cost recovery. Notably, the Hagerty team includes former emergency managers from the State of Florida who have applied expertise in both response and recovery from all-hazards, including an understanding of the different threats and structures to support recovery from hazardous materials events, such as oil spills. The following provides a summary of the experience and qualifications of the proposed Hagerty team, spanning the variety of cost recovery programs that may become available to the Village.

Project Managers

BEN MARTINO, PROJECT MANAGER

Ben Martino is a disaster recovery and emergency management project manager with over 10 years of experience supporting FEMA PA and HMGP projects. His involvement with state and federal grant programs began in 2010, following the British Petroleum’s Deepwater Horizon oil spill while working for the State of Louisiana. His progression has been swift and vast to include being identified as a Task Force Leader during Hurricane Irma recovery and now as part of a team of project managers in recovery efforts across multiple active disaster recovery efforts, throughout the US, including Puerto Rico. Since joining Hagerty, Mr. Martino has focused his work on supporting the State of Florida and, more specifically, Lee County to respond and recover from Hurricane Ian. His support has included supporting the County the initial PA site inspection and damage assessment processes before transitioning lead the County’s HMGP initiatives as a subject matter expert.

Team Personnel

Hagerty maintains a deep bench of professionals with strong experience and expertise in emergency management and supporting the State of Florida. Below is a list of staff and a summary of their qualifications. Hagerty expects to bring in additional staff as necessary to help the Village meet its goals.

| Name and Role | Summary of Qualifications |
|---|---|
| Amelia Muccio, Certified Emergency Manager (CEM) <i>Subject Matter Expert</i> | <ul style="list-style-type: none">» Over 18 years of experience leading national and international mitigation, preparedness, response, and recovery projects.» Spearheaded the submission of an \$860 million HMGP Section 404 portfolio on behalf of NYC as part of larger risk management and preparedness efforts.» Holds a Master of Public Administration and a Bachelor of Science. |

| Name and Role | Summary of Qualifications |
|--|---|
| <p>Rick Becker, Certified Floodplain Manager (CFM) <i>Benefit-Cost Analysis Support</i></p> | <ul style="list-style-type: none"> » Over 25 years of experience in hazard mitigation planning, emergency management, risk assessment, land use planning. » Supported NYC’s HMGP application process in response to Hurricane Sandy as a member of the BCA team. » Holds a Master of Arts, Geography, and Environmental Planning and a Bachelor of Science in Geography and Environmental Planning. |
| <p>Vanessa Castillo <i>Mitigation Programmatic and Benefit-Cost Analysis Support</i></p> | <ul style="list-style-type: none"> » Over seven years of experience supporting FEMA mitigation programs, including conducting environmental and historic preservation review, BCA as part of grant administration projects. » Supported Cal OES in providing technical assistance to state staff and subapplicants on all mitigation programs including HMGP, BRIC, and FMA. » Holds a Master of Science in Urban and Regional Planning and a Bachelor of Arts in Geography. |
| <p>Nick Colmenares <i>Mitigation Program Support</i></p> | <ul style="list-style-type: none"> » Over 25 years of experience in strategic planning, operations, hazard mitigation, disaster management, and program management. » Led a mitigation planning team in providing technical writing guidance to 74 parishes and jurisdictions in Louisiana, and increased FEMA approval of mitigation plans from four to 78 over three years. » Holds a PhD in Philosophy, Applied Anthropology of Disasters, a Master of Arts in Latin American Studies, and a Bachelor of Arts in English. |
| <p>Lauren Dozier <i>Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » Over 10 years of experience in hazard mitigation program management and post-disaster recovery and hazard mitigation grant administration. » Supported teams overseeing \$100 million in hazard mitigation projects while maintaining compliance with FEMA HGMP, CDBG, and FMA rules. » Holds a Master of Science in Security Studies and a Bachelor of Science in Criminal Justice. |
| <p>Matt Jacobs <i>Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » Over 10 years of experience supporting structural rehabilitation, land development, waterfront resiliency, and disaster recovery projects. » Trained in FEMA Grant Manager software. » Holds a Master of Science in Civil Engineering and a Bachelor of Science in Civil Engineering. |
| <p>Justin Killingsworth, CFM <i>Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » Over eight years of experience in grant administration, mitigation, disaster response, and long-term recovery planning. » Served as a grant manager for 26 active HMA grants, totaling \$36.7 million in project costs. |

| Name and Role | Summary of Qualifications |
|---|---|
| <p>Victor Ortega <i>Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » Almost 20 years of experience in architecture, urban design, sustainable design, and sustainability, which he applies to hazard mitigation and disaster recovery. » Lead team overseeing 303 HGMP projects for a project in Puerto Rico valued at \$48 million. » Holds a Master of Architecture and a Bachelor of Arts in Architecture. |
| <p>Steve Pardue <i>Benefit-Cost Analysis</i></p> | <ul style="list-style-type: none"> » More than 25 years of experience in risk assessment, hazard mitigation planning, and BCA for hazard mitigation and risk assessment projects. » Served as the project manager for the development of FEMA’s BCA training regimes and delivered training to numerous federal and state groups nationwide. » Holds a Master of Community Planning and a Bachelor of Science in Architecture. |
| <p>Jason Ressler, CFM <i>Benefit-Cost Analysis and Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » 10 years of experience in emergency management and floodplain management projects. » Currently support Lee County and other Florida municipalities on hazard mitigation and BCAs. » Holds a Master of Engineering and a Bachelor of Science. |
| <p>Mikaela Shannon <i>Geographic Information Systems (GIS), Benefit-Cost Analysis, and Mitigation Programmatic Support</i></p> | <ul style="list-style-type: none"> » Four years of experience supporting hazard mitigation and grant administration programs. » Conducts cost estimates and modeling for grant applications. » Holds a Bachelor of Science in Environmental Resources Engineering. |
| <p>Sephra Thomas, CFM <i>Project Coordination</i></p> | <ul style="list-style-type: none"> » Over two years of experience in chemical and environmental engineering, sustainable water management policy, community outreach and engagement, and certified floodplain management. » Holds a Master of Public Affairs, a Master of Science in Environmental Engineering, and Bachelor of Science in Chemical Engineering. |

Resumes

Resumes for the team can be found starting on the next page.

Education

- » Bachelor of Science, Natural Sciences, Southeastern Louisiana University, 2013

Training and Certifications

- » FEMA Professional Development Series
- » Certified FEMA PA
- » Homeland Security Exercise and Evaluation Program (HSEEP)
- » IS-139 and 195
- » Coastal Conservation Association: Board Member and Chapter President

Relevant Highlights

- » FEMA HMGP
- » Grant Management
- » Mitigation
- » Exercise Coordination and Evaluation
- » Scenario Development
- » Program Management

Professional Biography

Mr. Martino has over 10 years of construction, commercial equipment maintenance and contracting, Federal Emergency Management Agency (FEMA) Public Assistance (PA), Hazard Mitigation Grant Program (HMPG), and Project Management experience. His involvement with state and federal grant programs began in 2010, following the BP Oil Spill while working for the State of Louisiana. His progression has been swift and vast to include being identified as a Task Force Leader during Hurricane Irma recovery and now as part of a team of project managers in recovery efforts across multiple active disaster recovery efforts, throughout the US, including Puerto Rico.

Relevant Professional Experience

Disaster Recovery Specialist III | IEM

- » Provided guidance to counties, cities, and private non-profits on complex FEMA PA grant management projects for disaster recovery response to the Novel Coronavirus (COVID-19) pandemic.
- » Assisted in eligibility determination, documentation requirements, procurement standards and contract review to ensure compliance with local and federal requirements.
- » Project Worksheet development, submission and tracking while coordinating with local, state, and federal stakeholders through the obligation process.

Disaster Recover Project Manage | GP Strategies

- » Managed disaster recovery projects for public entities following local and federally declared disasters.
- » Served as Subject Matter Expert in Public Assistance Programs and client projects supporting team members, local and state client engagements.
- » Served as COVID-19 Recovery Program Manager, point of contact, and Subject Matter Expert.
- » Identified long-term recovery funding opportunities and coordinated grant development and management.
- » Coordinated construction management for large-scale projects including roadways, buildings, utilities, and parks and recreation facilities.
- » Facilitated project progression as the liaison between FEMA, Florida Division of Emergency Management, and local entities as well as other state agency stakeholders.

Hazard Mitigation State Application Liaison | Louisiana Governor's Office of Homeland Security and Emergency Preparedness

- » Primary point of contact for several Louisiana Parishes for Hazard Mitigation Grant Program projects for FEMA funding, representing Governor's Office of Homeland Security and Emergency Preparedness.
- » Reviewed applications for elevation, retrofitting, acquisition, generators, and other potential Hazard Mitigation practices throughout Louisiana following declared disasters.
- » Assisted sub-applicants with project selection and ensured FEMA policy compliance.
- » Liaison between FEMA hazard mitigation staff, State of Louisiana personnel, and local Parishes for all inquiries, requests, application development and program management.

Public Assistance Task Leader | FEMA and State of Florida

- » Managed and supervised a team of program delivery managers and staff while delivering assistance to Hurricane Irma sub applicants within the State of Florida
- » Maintained communication between local PA applicants, their program delivery manager, State of Florida officials, and management of the Joint Field Office (Orlando, FL).
- » Verified damage descriptions, scopes of work, and cost estimates were documented correctly on all project worksheets.
- » Assisted the State and the Applicant in the development of projects, gave guidance to local, state and federal environmental regulations for compliance, assisted in documentation gathering, obtaining licenses, and proper contract procurements in order to meet FEMA's policies and procedures for reimbursements.

Intern | Louisiana Department of Wildfire and Fisheries

- » Assisted State of Louisiana Fisheries Biologists in collection of data for use in determining a healthy fishery within freshwater aquatic environments.
- » Response work and data collection following the BP Oil Spill in the Gulf of Mexico.
- » Maintained all boating equipment and supplies, preventative maintenance on trailers, generators, motors, and pumps.
- » Upkept all collection gear, nets, fish traps, water quality sampling equipment, and water flow measuring devices.
- » Remained knowledgeable on all native flora and fauna for accurate data collection, proper drafting of reports and sharing of information for best management practices recommendations.

Employment History

IEM, Disaster Recovery Specialist III, 2021 to 2022

GP Strategies, Disaster Recovery Program Manager, 2019 to 2021

Louisiana Governor's Office of Homeland Security and Emergency Preparedness. Hazard Mitigation State Applicant Liaison, 2010 to 2019

FEMA/State of Florida, Public Assistance Task Leader, 2017 to 2018

Pecan Grove Solution, Head Commercial Equipment Installer, 2014 to 2017

Audubon Nature Institute, Aquarist/Dive Boat Captain, 2012 to 2014

Louisiana Department of Wildfire and Fisheries, Intern, 2012 to 2013

Education

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

Training and Certifications

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

Relevant Highlights

- » Over 17 years of experience in mitigation, preparedness, response, and recovery projects
- » Experienced disaster mitigation, preparedness, and recovery planner
- » More than 14 years managing complex domestic and international response and recovery projects
- » Founded and managed a global disaster relief non-profit organization

Professional Biography

Ms. Amelia Muccio is an emergency management and public health program manager with 18 years of experience strategizing and leading national and international mitigation, preparedness, response, and recovery projects. Ms. Muccio has worked on all-hazards planning and policy development, grants management and evaluation, capacity building, *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) Sections 404/406 mitigation, continuity of operations, training, and exercises.

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

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

Relevant Professional Experience

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

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

Amelia Muccio, CEM, CBCP, MEP

Subject Matter Expert



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

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

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

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

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

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

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

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

- » Assisted with the immediate implementation and administration of the HMGP for the Nebraska Sever Witner Storm, Straight-line Winds, and Flooding, and the FEMA Hazard Mitigation Assistance (HMA) programs generally. Directed technical assistance on application review, technical reviews of BCA, EHP compliance, and procedural improvements for the implementation of the State mitigation program.

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

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

Amelia Muccio, CEM, CBCP, MEP

Subject Matter Expert



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

Director, Emergency Management | New Jersey Primary Care Association

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

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

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

Director, Haiti Project and Disaster Operations | Humane Society International

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

Employment History

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

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

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

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

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

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

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

Education

- » Master of Arts, Geography and Environmental Planning, Towson University, 1995
- » Bachelor of Science, Geography and Environmental Planning, Radford University, 1993

Relevant Highlights

- » Prepared numerous HMGP applications under FEMA's Stafford Act Section 404
- » Developed Stafford Act Section 406 HMPs
- » Prepared 25 local hazard mitigation plans
- » Former BCA Reviewer for Pre-Disaster (PDM) Program
- » Supported 406 Mitigation for the FEMA PAA Program following Tropical Storm Allison
- » Hazard Mitigation Specialist with Texas Medical Center (TMC) Task Force and reviewed dozens of HMGP applications; prepared numerous BC analyses for proposed 406 flood hazard mitigation projects within the TMC
- » Former FEMA headquarters staff member within the Mitigation Directorate
- » Former BCA Analyst within the HMGP for FEMA Region IV

Training and Certifications

- » Certified Floodplain Manager, Association of Floodplain Managers

Professional Biography

Mr. Richard (Rick) Becker has 27 years of experience in hazard mitigation planning, emergency management, risk assessment, and land use planning. He has been a Certified Floodplain Manager (CFM) since 2010 through the Association of State Floodplain Managers. His experience in benefit-cost analysis (BCA) dates back to 1997, when he served as a BCA Specialist with Federal Emergency Management Agency (FEMA) Region IV. Since then, he has served in multiple positions focused on mitigation and BCA.

Recently, Mr. Becker's work with Hagerty Consulting, Inc. (Hagerty) includes providing BCA subject matter expertise through Hagerty's California Governor's Office of Emergency Services (Cal OES) Surge Capacity Staffing Project. To date, he has provided BCA technical assistance for 79 Hazard Mitigation Assistance (HMA) subapplications (\$331 million in federal share), including for some of California's most complex wildfire, infrastructure protection, and flood control projects.

Additionally, Mr. Becker has supported New York City (NYC) following Hurricane Sandy where he was a member of the BCA team that prepared Hazard Mitigation Grant Program (HMGP) applications for the Office of Emergency Management. There, he prepared BCAs and collected BCA data for various agencies, including the NYC Housing Authority (NYCHA), Office of the Chief Medical Examiner (OCME), and New York State Homes and Community Renewal. Mr. Becker completed BCAs and HMGP applications worth approximately \$32.1 million.

Mr. Becker began his career as a Public Assistance (PA) Program specialist in FEMA Region IV. He then transitioned into HMGP, where he was a BCA specialist prior to transferring to the Mitigation Directorate at FEMA Headquarters. Since leaving FEMA, Mr. Becker has been active in the private sector, serving as an environmental planner with a focus on risk assessments, mitigation planning, and FEMA's recovery programs. Mr. Becker has prepared all or part of 25 local hazard mitigation plans for counties, cities, and drainage districts. He is proficient in mitigation and BCA tools, including the current FEMA BCA Software (Version 5.3).

Relevant Professional Experience

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

- » Provides BCA reviews on California mitigation subapplications (wildfire, drought, seismic, and flood) for HMGP, FMA, and Building Resilient Infrastructure and Communities (BRIC) grants.
- » Provides enhanced technical assistance to subapplicants on subapplications to discuss project cost-effectiveness, clarify BCA documentation requirements, identify critical considerations, and issue requests for information.
- » Performed BCA technical reviews for 79 HMA subapplications (\$331 million in federal share), including for some of California's most complex wildfire, infrastructure protection, and flood control projects.

Hazard Mitigation Assessment Advisor | California Governor's Office of Emergency Services 2018/2019 California Wildfire Long Term Recovery Operation | Hagerty Consulting, Inc.

- » Assisted Cal OES with a wide range of mitigation-related tasks, with a focus on supporting various HMGP programmatic elements, in particular benefit-cost analysis.
- » Provided strategic guidance and programmatic advice across mitigation programs.

Benefit-Cost Analysis and Mitigation Consultant | New York City Hurricane Sandy Recovery Project | Hagerty Consulting, Inc.

- » Supported the Section 404 application process and prepared Section 406 hazard mitigation proposals (HMP) for FEMA Project Worksheets.
- » Member of a BCA team that prepared numerous BCAs for HMGP applications submitted by NYC; prepared BCAs and collected BCA data for various city agencies including New York City Housing Authority and the Office of Chief Medical Examiner.
- » Completed BCAs for HMGP applications worth approximately \$32.1 million.

Consultant | Vissering Pardue & Associates, LLC, City of Frederick, Maryland Hazard Mitigation Grant Program Application

- » Assisted the City of Frederick, Maryland with an HMGP application for an emergency backup generator for the Department of Public Works. Supported application development, including the BCA using FEMA BCA Software.

Consultant | Vissering Pardue & Associates, LLC, Orleans Parish, New Orleans, 2010 Hazard Mitigation Plan Update

- » Completed the Hazard Identification and Vulnerability and Loss Estimation sections for the Parish's five-year mitigation plan update, including a detailed discussion of Hurricane Katrina and a highly detailed natural hazard risk assessment for Orleans Parish, Louisiana.
- » Conducted a comprehensive review of the risk and vulnerability studies conducted since Hurricane Katrina impacted the Parish in 2005.
- » Completed projections to determine potential National Flood Insurance Program repetitive loss areas using standard statistical techniques and a HAZUS-based hurricane wind risk study.

Principal | Epona Engineering, Hazard Mitigation Plan Updates for Various Locations

- » Prepared Hazard Identification and Risk Assessment for the 2012 Harris County, Texas Flood Control District Hazard Mitigation Plan.
- » Developed the hazard identification, profiles, and vulnerability and loss estimate sections for seven counties in New Jersey as a part of their first-generation multi-hazard mitigation plans.

Lead/Facilities Team Lead | FEMA Public Assistance Program and Construction Implementation Hurricane Katrina | Vissering Pardue & Associates

- » Served as a Facilities Team Lead for the PA Program within the Education Group, managing up to seven project specialists assisting the Orleans Parish School Board.
- » Reviewed and prepared damage assessments for school facilities; interpreted regulations and policies; and provided reports to FEMA management.
- » Served as the Program and Construction Implementation Lead for the Education Facilities Team, including managing a staff of 12 to assess and re-inspect school buildings damaged by high winds and severe flooding; and serving as lead contact for various school boards to explain program eligibility, interpret FEMA policies, and review damage assessments.

Environmental Planner | FEMA, Hurricane Katrina Recovery

- » FEMA PA Program specialist and team lead for Education Group after Hurricane Katrina.

Program Specialist | FEMA, Tropical Storm Allison

- » Supported the PA Program after Tropical Storm Allison in Houston, Texas as part of the Texas Medical Center (TMC) task force.
- » Worked as a hazard mitigation specialist preparing numerous BCAs for proposed 406 flood hazard mitigation projects at hospitals on or near the TMC campus.

Benefit-Cost Analyst | FEMA Region IV

- » Acted as the benefit-cost analyst for FEMA Region IV within the HMGP and prepared or reviewed the benefit-cost analyses for over 100 HMGP applications.

Employment History

Hagerty Consulting, Inc, 2013 to Present

Epona Engineering, Senior Project Manager, 2012 to Present

Vissering Pardue & Associates, Senior Associate/Project Manager, 2008 to 2011

CDM Consulting Group, Environmental Planner, 2005 to 2008

URS Corporation, Project Environmental Planner/Airport Planner, 2001 to 2004

Federal Emergency Management Agency, Mitigation Directorate Program Specialist, 1998 to 2001

Federal Emergency Management Agency (Region IV), Benefit-Cost Analysis/Public Assistance Specialist, 1995 to 1998

Education

- » Master of Science, Urban and Regional Planning (MURP), Florida State University, 2014
- » Bachelor of Arts, Geography, Boston University, 2010

Relevant Highlights

- » Over 8 years of experience supporting mitigation programs
- » Implementation of FEMA HMGP, Pre-Disaster Mitigation, and Flood Mitigation Assistance (FMA)
- » Experience with FEMA and HUD grant management systems
- » Develop and review of BCAs for mitigation projects
- » Technical assistance for FEMA State Hazard Mitigation Plans and Local Hazard Mitigation Plans
- » Spanish fluency

Professional Biography

Ms. Vanessa Castillo is the current Deputy Director of Mitigation with eight years of experience in implementation of Federal Emergency Management Agency (FEMA) mitigation programs, environmental and historic preservation reviews, benefit cost analysis (BCA) methodology, and Housing and Urban Development (HUD) grant programs. Ms. Castillo has supported Hagerty as a senior manager within the Recovery Division, where she has assisted with mitigation planning and recovery for projects with the State of Nebraska; Montgomery County, Texas; Panama City, Florida; and more. As a recovery consultant, she has assisted with all areas of recovery planning, including post-disaster recovery for various local, state, and federal agencies. As a mitigation specialist for the State of Colorado, Ms. Castillo contributed her expertise to the successful implementation of more than \$65 million in Hazard Mitigation Grant Program (HMGP) for Colorado's largest disaster. She has experience developing mitigation funding strategies and program prioritization for the Pre-Disaster Mitigation (PDM) Program, including projects for flood reduction, wildfire mitigation, and residential property acquisition. With the State of Florida, Ms. Castillo provided technical assistance to state and local entities on the improvement of mitigation plans and strategies. She is currently working with the Nebraska Emergency Management Agency to develop effective funding and mitigation prioritization strategies for the implementation of the HMGP.

Relevant Project Experience

Mitigation Planner | Nebraska Emergency Management Agency Hazard Mitigation Technical Services | Hagerty Consulting, Inc.

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

Recovery Consultant | Dioceses of Arecibo, Caguas, Fajardo-Humacao, and Archdiocese of San Juan, PR Recovery Support | Hagerty Consulting, Inc.

- » Served as a Recovery Consultant for as-needed strategic management and project development and administration of various federal and state disaster programs related to Presidentially declared emergencies or disasters

including: FEMA Public Assistance (PA); FEMA 404 HMGP; FEMA Individual Assistance; HUD Community Development Block Grant-Disaster Recovery (CDBG-DR), Federal Highway Emergency Relief Program, and the Federal Transit Administration Emergency Relief Program.

Mitigation Engineer | Montgomery County Texas Pre- and Post-Disaster Support | Hagerty Consulting, Inc.

- » Hagerty is currently supporting the County by providing pre-and post-disaster support. Activations have included debris monitoring operations, HMGP applications, CDBG-DR and Mitigation (-MIT) applications, and the Novel Coronavirus (COVID-19) response management.

Associate City Planner | City and County of Denver, Colorado, Office of Economic Development

- » Managed HUD environmental reviews (24 CFR Part 58) of affordable housing developments, public facilities and infrastructure projects, financed with CDBG and HOME entitlement funds.
- » Conducted research and onsite inspections to identify environmental problems in connection to project sites.
- » Applied environmental regulations and laws to produce clear and convincing written documents, reports, charts and presentations relating to implementation of environmental compliance.
- » Facilitated National Environmental Policy Act (NEPA) and National Historic Preservation Act (NHPA) consultation with the State Historic Preservation Office, HUD regional office, federal agencies, and city departments to ensure compliance with NEPA and NHPA Section 106.
- » Facilitated collaboration between the Office of Economic Development and the Office of Sustainability on neighborhood equity.

Mitigation Specialist | Colorado Division of Homeland Security and Emergency Management

- » Provided technical assistance to Colorado subgrantees to develop scopes of work for floodplain and wildfire mitigation projects compliant with Section 404 HMGP, PDM and FMA frameworks.
- » Reviewed and analyzed FEMA Benefit Cost Analyses (Version 5.3) for HMGP, PDM, and FMA applications including: localized flood risk reduction, property acquisition and demolition, and wildfire mitigation projects (defensible space and hazardous fuels reduction).
- » Provided technical assistance to subgrantees on: PDM and FMA applications, including the use of eGrants, and federal procurement regulations and request for reimbursement standards (for both 44 Code of Federal Regulations [CFR] Section 13.36 and 2 CFR Part 200).
- » Reviewed eligibility and completeness of subgrantee requests for reimbursement for HMGP, PDM, and FMA subgrants.
- » Conducted assessments of Request for Information and Request for Proposals or Qualifications for FEMA-funded mitigation projects.
- » Prepared subgrantee project closeout documentation for individual subgrants and state grant closeout documentation for FEMA.
- » Provided technical assistance to subgrantees on how to implement a property acquisition program. Contributed to state guidance on program implementation, reviewed title searches for subject properties to confirm clear title, and assisted subgrantees to develop program budget and determine federal-local cost shares.

- » Collaborated with local jurisdictions, subject matter experts, and interest groups to promote mitigation principles and public outreach, e.g. implementation of defensible space projects.
- » Drafted technical guidance on state processes regarding mitigation project life cycle from application through implementation and closeout.

Hazard Mitigation Planner | Florida Division of Emergency Management

- » Provided technical assistance to Florida counties and municipalities developing county and regional Hazard Mitigation Plans and comprehensive plans.
- » Reviewed and refined the State of Florida Enhanced State Hazard Mitigation Plan to incorporate sea level rise and climate change impacts.

Employment History

Hagerty Consulting, Inc., Hazard Mitigation Specialist, 2019 to Present

City and County of Denver, Associate City Planner, 2018 to 2019

Colorado Division of Homeland Security and Emergency Management, Mitigation Specialist, 2015 to 2017

Florida Division of Emergency Management, Hazard Mitigation Planner, 2014

US Peace Corps, Small Enterprise Development Specialist, 2011 to 2014

Education

- » Doctor of Philosophy (PhD), Applied Anthropology of Disasters, University of Colorado at Boulder
- » Master of Arts, Latin American Studies, University of Florida,
- » Bachelor of Arts, English, University of North Carolina at Chapel Hill
- » Bachelor of Arts, English, Georgetown University

Relevant Highlights

- » Led the evaluation of 50 State Hazard Mitigation Plans
- » Developed HMGP applications for 32 structural retrofits to critical facilities in Louisiana.
- » Former Mitigation Planning Specialist to FEMA to provide technical assistance to 75 counties/cities in North Carolina.
- » Lead author of the Hazard Identification and Risk Assessment (HIRA) and Future Development Trends chapters for updates to nine additional Multi-Jurisdictional Hazard Mitigation Plans in Louisiana
- » Co-authored the 2011 Louisiana State Hazard Mitigation Plan Update

Training and Certifications

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

Professional Biography

Dr. Nicholas Colmenares has a 25-year track record of successfully improving the strategic planning, operations, and project/program management practices of disaster management agencies, businesses, and university research centers. He is an expert in qualitative research, including program evaluation, impact assessment, field observation, and policy analysis. He is recognized for his ability to work across cultural, sectorial, and professional barriers, is bi-lingual in both English and Spanish, and has extensive experience in the United States, Latin America, and the Caribbean.

Following his tenure as Program Director at the Center for Disaster Management and Humanitarian Assistance at the University of South Florida, Dr. Colmenares served as a Program Evaluation Consultant to the United States Agency for International Development (USAID) Office of Foreign Disaster Assistance (OFDA) Risk Management Program for Latin America and the Caribbean, served as a Mitigation Planning Specialist for the Federal Emergency Management Agency (FEMA) Region IV, and served as Program Director with Ashe Industries, Inc., where he led production, marketing, sales, supply chain, and installation for a patented and Florida Building Code approved, hurricane protection product.

Dr. Colmenares served as a Program Management Consultant where he led the development and implementation of a \$20M FEMA Pilot hazard mitigation program designed to integrate the objectives of FEMA mitigation planning and Hazard Mitigation Grant Program (HMGP) project. He also served as co-author for the 2008 and 2011 Louisiana State Hazard Mitigation Plan Updates, with emphasis on the State's Agency Capability Assessment and state-wide Future Development Trends analysis.

Relevant Professional Experience

Independent Consultant | Hagerty Consulting, Inc.

- » Serves as a subject matter expert on hazard mitigation related projects.

Senior Mitigation Planner | California State University System

- » Subject matter expert (SME) advising on projects to develop the California State University's system-wide hazard vulnerability and risk assessment.

Disaster Recovery and Hazard Mitigation Support | United States Virgin Islands

- » Served as hazard mitigation SME and assisted the Virgin Islands Territorial Emergency Management Agency to implement all aspects of the Section 404 Hazard Mitigation Grant Program (HMGP) following Hurricanes Irma and Maria.
- » Support included agency outreach and applicant briefings, development and review of grant applications, management of the project review and approval process, the contractor procurement process, and oversight for project implementation.
- » To date, more than 75 fully developed HMGP applications have been submitted to FEMA, totaling over \$500M.

Senior Mitigation and Disaster Management Consultant | The Wood Group (formerly AMEC Foster Wheeler)

- » Provided hazard mitigation and emergency management planning and project management services to local and state clients. His role involved natural hazards risk and vulnerability data acquisition and analysis, and planning team coordination and oversight in developing local and state multi-jurisdictional mitigation plans and updates.

FEMA Community Engagement and Risk Communications Program Manager | Resilience Action Partners, Inc.

- » Served as a SME on natural hazard mitigation. Tasks involved developing FEMA incentives for expanding the role of mitigation as a key component of its Resiliency Agenda and working with Community Engagement and Risk Communications client communities to build resiliency by removing traditional barriers to mitigation action.
- » Served as a team member of Resilience Action Partners' Mitigation Core Team developing and implementing Pilot programs for community outreach and mitigation capability assessments throughout FEMA's 10 regions.

Emergency Management Planning | District of Columbia Homeland Security and Emergency Management Agency

- » Co-authored the District's Joint Information Center Operations Guide, Crisis Communications Plan and Emergency Service Function-15 Damage Assessment Operations Plan in the support of the District's new comprehensive emergency management strategy – *the District Preparedness Framework*.

Program Evaluator | National Flood Insurance Program/Community Rating System; State Hazard Mitigation Plan Evaluation

- » Led the program evaluation of the National Flood Insurance Program Community Rating System (CRS), including community participation across 50 states to identify and assess incentives and disincentives for program participation and CRS rating improvement.
- » Evaluated the extent to which state plans develop mitigation activities that address climate change.

Hazard Mitigation Project Manager | Multiple Clients Louisiana

- » Served as Project Management Consultant to multiple parishes overseeing 32 structural wind retrofits to critical facilities, construction of four tornado-safe rooms, and two draining improvement projects jointly funded under HMGP and Community Block Development Grant-Disaster Response in response to multiple disasters.
- » Coordinated all project stakeholders (engineers, contractors, government staff, etc.); conducted agency consultations; managed regulatory compliance and mitigation product technical specifications, and conducted public workshops and presentations on project goals and status.

Senior Mitigation Planner | Louisiana Governor's Office of Homeland Security and Emergency Preparedness

- » Serves as Senior Planner and assisted with the development and FEMA approval of 74 local and multi-jurisdictional hazard mitigation plans.
- » Led the implementation of FEMA's Planning Pilot Grant Program integrating planning into the development of mitigation projects, e.g., wind retrofit and floodproofing of critical facilities, construction of tornado safe rooms, road elevations and drainage improvements.

Risk Management/Program Evaluation | Louis Berger Consulting; United State Agency for International Development

- » Served as Disaster Specialist for a mandated third-party evaluation of USAID's OFDA's Risk Management Program operating in 17 countries throughout Latin America and the Caribbean. Nick evaluated all aspects of the Indefinite Duration and Quantity (IDIQ) Contract, focusing on the OFDA contractor's design and implementation of the Program's training, staffing, cost efficiency, and monitoring strategies.

Program Director | University of South Florida, Center for Disaster Management and Humanitarian Assistance

- » Developed civil-military coordination programs for the Office of Naval Research and US Southern Command. Included formation and hosting of international disaster management conferences with US and host-nation military civil affairs groups and non-governmental organizations.
- » Developed and led the Center's \$5M research grants program with participation of the National Science Foundation focusing on funding innovations in disaster management technology and engineering.

Neighborhood Liaison | City of Tampa's Mayor's Office

- » Served as Neighborhood Liaison for the City of Tampa's Mayor's Office, leading community focus groups in assessments of the City's neighborhood revitalization programs, including public education on US Department of Housing and Urban Development, CDBG Empowerment Zone projects.

Education

- » Bachelor of Arts, Architecture, University of Newcastle
- » Master of Architecture, University of East London

Relevant Highlights

- » Strong background in recovery management and project management
- » Over a decade of experience in architecture, urban design, sustainable design, and restoration

Professional Bio

Mr. Victor Ortega is a Recovery Manager with more than a decade of experience in architecture, urban design, sustainable design, and restoration. As a Recovery Manager with Hagerty Consulting, Inc. (Hagerty), he oversaw the completion of the architectural and engineering construction document phase for the Diocese of Arecibo Recovery Support, the Diocese of Caguas Recovery Support, the Diocese of Fajardo-Humacao Recovery Support, and the Archdiocese of San Juan Comprehensive Disaster Recovery and Grant Management Services in Puerto Rico. He additionally assisted with the management of different state and federal programs that included Federal Emergency Management Agency (FEMA) Public Assistance (PA), FEMA 404 Hazard Mitigation Grant Program (HMGP), FEMA Individual Assistance (IA), and more. He completed his Bachelor of Arts in Architecture from the University of Newcastle and a Masters of Architecture from the University of East London.

Relevant Project Experience

Recovery Consultant | Dioceses of Arecibo, Caguas, Fajardo-Humacao, and Archdiocese of San Juan, PR Recovery Support | Hagerty Consulting, Inc.

- » Recovery Consultant for as-needed strategic management and project development and administration of various federal and state disaster programs related to Presidentially declared emergencies or disasters including: FEMA PA; FEMA 404 HMGP; FEMA IA; the United States (US) Department of Housing and Urban Development Community Development Block Grant-Disaster Recovery (CDBG-DR), Federal Highway Emergency Relief Program and the Federal Transit Administration Emergency Relief Program.

Mitigation Planner | Nebraska Emergency Management Agency Hazard Mitigation Technical Services | Hagerty Consulting, Inc.

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

Construction Supervisor | New York City Parks

- » As a Construction Supervisor, monitored four separate contracts at six sites, in addition to implementing borough-wide FEMA tracking procedures for other sites, with \$4 million supervised in the contract.

- » At Alice Austen Park, drafted architectural and landscape plans, in addition to budgeting and permitting for a Hurricane Sandy-damaged park, with attention paid to the site's historic sensitivity and to new ornamental/security lighting needs.
- » Project management duties included site visits, lighting mockups, and liaising with industry suppliers, in-house technical staff, and city/state agencies.
- » Was a SI Multisite Demo for a Hurricane Sandy-related project, with duties that included all drafting, budgeting, and project management, in addition to creating a contract book comprising adapted and custom specifications.
- » Procured all permits and additional funds by liaising with FEMA and more to ready the contract for the bid.
- » Furthered a dormant project, 1593-1595 Richmond Tce. Demo, to be bid upon from an already-drafted and budgeted Hurricane Sandy-related contract; procuring all permits, and prompt payment to contractors and expeditors. Redrafted and respecified plantings to comply with the New York State Department of Environmental Conservation.
- » Appointed by the Commissioner in July 2015 to report all unreported damages to FEMA for parks-owned engineered structures (buildings, seawalls, electrical vaults, and marinas). With \$86.3 million reported, associated site visits, diagrams, and consultant/engineer coordination.
- » Maintained a deep understanding of federal disaster funding processes and implementing obligated scope into parks construction contracts, including hazard-mitigation.
- » Performed multi-phase medium-term park rehabilitation for a hazardous Manhattan pier; drafting hardscape replacement -in-kind and strategic demolition drawings and specs.
- » Managed architectural consultants for two \$3 million rehabilitation contracts.

Architectural Designer | Meshberg Group

- » Drafted interior Construction Design (CD) sets for eight-story buildings for the 212 N9th street and 223 N8th street condominiums.

Architectural Designer | Haute Architects

- » Detailed drafting work, coordinated Heating, Ventilation, and Air Conditioning (HVAC)/ Mechanical, Electrical, Plumbing (MEP) plans, managed the overall plan and drafting, and performed the ad-hoc schedule and component research for two high-end apartments.

Architectural Designer | Sen Architects

- » Surveyed and detailed drafting work, coordinating with heating, ventilation, and air conditioning equipment/mechanical electrical, and plumbing plans.

Architectural Designer | Starr Whitehouse Landscape Architects

- » Performed a three-month fast-track rooftop, courtyard, streetscape, and water-feature CD set for 626 Flatbush Condos in collaboration with Project Management, starting from partial, hand-drawn schematic sketches.
- » Produced plans, details, and sections.
- » Detailed CD set drafting with firm partner and design director on two multi-acre highly used public landscape projects, including Department of Transportation requirements, grading/drainage, planting, and modified details.

Assistance Landscape Architect | Future Green Studio

- » Performed month-long CD set production for a large rooftop garden at the Meyer Residence in New York City (NYC); producing plans and editing details for all areas including paving, planters, and cooking/pergola areas.

- » Followed direct instructions from the client and principal to design a new-build 20th floor rooftop at the Riverwalk 7 Condo.
- » Performed additional ad-hoc material research, tree survey, developer meetings, and drafting for porte-cochere's plans/elevations.

Assistant Designer | Archi-Tectonics

- » Followed direct instructions from the contractor, client, and principal to manage ad-hoc design changes and translate existing details, material specs, and a complex, 3D-like model into a comprehensive construction set.
- » Liaised with all stakeholders through a fast-paced, four-month CD phase.
- » Helped draft and coordinate a construction set for gut renovation.
- » Coordinated drafting and overall construction set for the NAI Café and Exhibit in Rotterdam, New York.

Architectural Designer | Utile Architects

- » Furthered Computer-Aided Design (CAD) and Illustrator diagrams and volume studies for a feasibility study.

Assistant Landscape Architect | Ken Smith Workshop

- » Furthered model and planting and grading plans for a water filtration plant.

Architectural Designer | Architecture in Formation

- » Furthered the design for a 97-unit supportive housing scheme at 40 Vanderbilt Avenue in NYC past the schematic phase.
- » Liaised and met constantly with the architect of record, consultants, and contractors to handle a shifting program and unforeseen technical needs.
- » Performed heavy updating of CAD drawing set and 3D iterations of key spaces; also performed ad-hoc research of components and material.

Architectural Designer | Peter Gluck and Partners

- » Assembled a full feasibility study; proposing multiple designs both as a tool to develop a holistic understanding of a very specialized brief, and to engage a varied user group.
- » Simultaneously worked on physical models, CAD, Illustrator, and SketchUp to tackle specific issues and quickly obtain and provide constructive criticism.
- » Addressed adjacencies, code issues, and campus-wide sustainability at in-house and client-tailored design reviews.
- » Documented existing site and opinions of staff/students on multiple day-long visits.

Architectural Assistant | Walter B. Melvin Architects

- » Drafted the Kips Bay Towers Restoration using CAD, and assisted architects in the preparation of construction documents, producing complete building restoration packages, including details and planning documents.
- » Performed ground and scaffold inspections with ensuing field reports, building condition reports, and coordination of visits and job progress with contractors.

Employment History

Hagerty Consulting, Inc., Recovery Manager, 2019 to Present

NYC Parks, Construction Supervisor, February 2014 to 2019

Victor Ortega

Mitigation Programmatic Support



Meshberg Group, Architectural Designer, October 2013 to December 2013

Haute Architects, Architectural Designer, July 2013 to September 2013

Sen Architects, Architectural Designer, May 2013 to July 2013

Starr Whitehouse Landscape Architects, Architectural Designer, 2012 to 2013

Future Green Studio, Landscape Architect, May 2012 to November 2012

Archi-Tectonics, Assistant Designer, 2010 to 2011

Utile Architects, Architectural Designer, March 2010 to April 2010

Ken Smith Workshop, Architectural Designer, 2009 to 2010

Architecture in Formation, Architectural Designer, May 2009 to October 2009

Education

- » Master of Community Planning, University of Texas, 1994
- » Bachelor of Science, University of Texas, 1989

Relevant Highlights

- » Association of State Floodplain Managers
- » 22 years of experience in all aspects of natural hazard risk assessment, benefit-cost analysis and hazard mitigation planning
- » Expert knowledge of FEMA mitigation programs
- » Hazard Mitigation Planning
- » Risk and Vulnerability Assessment
- » BCA
- » FEMA Mitigation Programs

Training and Certifications

- » Certified Floodplain Manager

Professional Bio

Mr. Steve Pardue, Certified Floodplain Manager (CFM), has more than 20 years of experience in the areas of risk assessment, hazard mitigation planning, and benefit-cost analysis (BCA) of hazard mitigation and risk assessment projects. He is expert in most aspects of the Federal Emergency Management Agency's (FEMA's) mitigation programs, including the hazard mitigation assistance (Section 404) and Public Assistance (PA) mitigation program (Section 406).

Over the past two-plus decades, Mr. Pardue has worked with FEMA, state, and municipal governments across the United States (US) to support pre- and post-disaster mitigation. During the late 1990s, he was a part of the FEMA team that developed much of the initial policy and technical assistance for FEMA's grant programs. Specifically, he was involved in developing and advancing practices related to risk assessment, BCA, and was part of the team that created many of FEMA's policies and technical methodologies. He served as the project manager for the development of FEMA's BCA training regimes and delivered training to numerous federal and state groups nationwide. Following his tenure at FEMA, Mr. Pardue was a principal planner with the URS Corporation, one of FEMA's primary support contractors. During his time with the company, Mr. Pardue was directly responsible for managing a wide variety of jobs related to hazard mitigation planning, risk assessment, and BCA.

Since his time with URS, Mr. Pardue has gone on to found two firms: Vissering Pardue & Associates, and his current firm, Antares Planning Group. Antares is based in Boulder, Colorado and focuses mainly on complex or unique risk situations and grant applications, where clients require a high level of understanding and deep knowledge of grant programs. Over the years, he has worked on many very complex projects for clients in New York, New Jersey, North Carolina, Maryland, Florida, Alabama, California, Texas, Colorado, Texas, Washington, Washington DC, and many others.

Relevant Professional Experience

Hazard Mitigation Assessment Advisor | California Governor's Office of Emergency Services (Cal OES) 2018/2019 California Wildfire Long Term Recovery Operation | Hagerty Consulting, Inc.

- » Assisted Cal OES with a wide range of mitigation-related tasks, with a focus on supporting various hazard mitigation grant program (HMGP) programmatic elements, in particular benefit-cost analysis.

- » Conducted numerous BCA training classes for local jurisdictions statewide.
- » Provided strategic guidance and programmatic advice across mitigation programs.

State Mitigation Grant Program Support | State of Colorado | Antares Planning Group

- » Assisted the State of Colorado (as a subcontractor) in developing grant applications for local jurisdictions across the state.
- » This work was primarily focused on property acquisitions and backup power, and includes developing and organizing all aspects of FEMA grant program applications, including surveys, voluntary participation agreements, risk assessments, BCA, program eligibility determinations, and technical specifications.
- » The work has been instrumental in the state's effort to efficiently distribute and administer grant funding. Successfully processed applications for approximately a dozen clients. Grant awards are pending as of November, 2016.

Benefit-Cost Analyst | New York City Sandy Recovery | Hagerty Consulting, Inc.

- » Worked with the New York City (NYC) Office of Management and Budget (OMB) and the Office of Emergency Management (OEM) to develop mitigation projects. Performed BCA of hazard mitigation projects that directly supported NYC's recovery following Hurricane Sandy. Analyzed dozens of proposed hazard mitigation projects on behalf of NYC OEM, resulting in hundreds of millions of dollars in approved grants. Clients within the City include the Department of Sanitation, Department of Environmental Protection, New York Police Department, Fire Department of New York, Department of Health and Mental Hygiene, and the OEM, among others.

Subject Matter Expert | Mt. Sinai Medical Center Utility Bridge

- » Prepared grant applications for proposals to harden a critical utility bridge on a medical campus. Served as technical lead for BCA of four hurricane wind mitigation projects on the Miami campus of Mt. Sinai Medical Center. Projects were to mitigate the effects of hurricane wind on critical infrastructure, including a utility bridge that carries chill water, medical gases and electricity from supply nodes to various buildings on the medical campus. Successful applications resulted in \$13 million HMGP grants for hospital to retrofit its utility bridge.

Subject Matter Expert | City of Hoboken | Antares Planning Group

- » Developed materials for potential mitigation grant applications for a wide variety of project types. Potential projects included flood detention and pumping, relocation of critical facilities, implementation of a new emergency operations center, and backup power, among others. Tasks included programmatic assessments of BCA and feasibility determinations.

Subject Matter Expert | University of Miami Hospital

- » Served as the technical lead for development of a \$1.2 million FEMA grant application on behalf of the University of Miami Hospital. Project included working with hospital representatives to complete a feasibility assessment and developing all technical materials for the pre-disaster mitigation program application. Completed complex BCA of the proposed project, which was approved in 2011.

Steve Pardue, CFM

Benefit-Cost Analysis Support



Subject Matter Expert | Jefferson Parish, Louisiana

- » Performed numerous BCA and developed a methodology to support BCA for numerous projects in Jefferson Parish. These projects included wind retrofits of several Parish critical facilities and hundreds of residential elevations.

Subject Matter Expert in Risk Assessment | Orleans Parish Hazard Mitigation Plan

- » Completed a comprehensive risk assessment for City of New Orleans Hazard Mitigation Plan update by integrating numerous technical studies by a range of agencies and organizations, including the United States Army Corps of Engineers (USACE). Developed loss projections for the City using depth grids and the results of the USACE's extensive Interagency Performance Evaluation Task Force study.

Employment History

Antares Planning Group, LLC, President, 2012 to Present

Vissering, Pardue, & Associates, LLC, Vice President and Chief Operating Officer, 2006 to 2012

URS Corporation, Principal Planner, 2001 to 2006

Federal Emergency Management Agency, Hazard Mitigation Grant Program Technical Staffer, 1995 to 2001

Bacon & Company, Inc., Director of Development, 1995 to 1996

University of Maryland, Field Director NIJ Crime Study, 1994

City of Grand Prairie, Texas, Planner I, 1990 to 1992

City of Carrollton, Texas, Planning and Zoning Coordinator, 1989 to 1990

US Navy, Air Traffic Controller, 1980 to 1985

Education

- » Master of Engineering, University of Florida, 2012
- » Bachelor of Science, University of Florida, 2011

Training and Certifications

- » Florida Board of Professional Engineers, 82395
- » Certified Floodplain Manager, Association of State Floodplain Managers, 40071
- » Software Skills: SWMM, ICPR3, ICPR4, HEC-HMS, HEC-RAS, ArcGIS, AutoCAD, Civil3D, FEMA BCA 5.3/6.0, Microsoft Suite

Relevant Highlights

- » Benefit Cost Analysis (BCA)/ Mitigation Economic Analysis
- » Floodplain Management/ National Flood Insurance Program (NFIP) Program Management
- » Water Resources /Watershed and Storm Water Management

Professional Biography

Mr. Jason Ressler is an emergency management professional and engineer with expert knowledge in water resource and floodplain management. He is a member of the Association of State Floodplain Managers and has served as the Water Resources Engineer on a number of projects through his work at CDM Smith, Inc. Since 2019, he has served as a contractor with Hagerty where he has assisted in post-disaster mitigation work for a variety of public and private contracts. Mr. Ressler has taken a leadership role to deliver funding and planning for present and future resilience projects regarding stormwater management, water treatment, and hydrologic modeling for infrastructure. He understands Federal Emergency Management Agency's (FEMA) Public Assistance (PA) programs under Sections 406 and 404 of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) and has applied training to many successful projects.

Relevant Professional Experience

Subject Matter Expert | Miami-Dade County Comprehensive Cost Recovery Plan | Hagerty Consulting, Inc.

- » Applied understanding of cost recovery programming to the Novel Coronavirus (COVID-19) emergency funding made available to Miami-Dade County.
- » Ensured all eligible activities under the 324 Management Costs were reimbursed using FEMA funding.

Senior Engineer | Girls, Inc. Disaster Recovery Support | Hagerty Consulting, Inc.

- » Utilized data collection and assessment for Girls, Inc. following damages from Hurricane Michael to determine a rapid recovery and post disaster redevelopment plan.

Senior Engineer | Bay Haven Disaster Management Recovery | Hagerty Consulting, Inc.

- » Reviewed data and collected documentation to determine eligible costs under FEMA PA programs and Sections 406 and 404 of the Stafford Act.
- » Evaluated use of pilot programs from FEMA, including projects under the Public Assistance Alternative Procedures (PAAP) for debris removal.

Senior Engineer | Calhoun Library Hospital Authority Disaster Recovery Consulting | Hagerty Consulting, Inc.

- » Provided input and planning expertise for post-Hurricane Michael relief for the Calhoun Library Hospital (CLH).
- » Met with CLH executives to determine needs alongside FEMA allocations and budget for the \$600,000 scope for reimbursement.

Engineer/Scientist | Post-Disaster Mitigation, Panama City, Florida | Hagerty Consulting, Inc.

- » Mitigation and resiliency team lead and mitigation subject matter expert in charge of mitigation activities for nine separate entities.
- » Coordinated a team of professionals to secure funding for resiliency projects under FEMA 404 and 406 programs with expected total funding to exceed \$200 million.

Water Resources Engineer | Federal Emergency Management Agency Regions II, III, IV, IX, Headquarters | CDM Smith, Inc.

- » Technical reviewer and quality control evaluator for mitigation applications applied for under Flood Mitigation Assistance (FMA) and Pre-Disaster Mitigation (PDM) programs.
- » Lead reviewer for Hazard Mitigation Technical Assistance Program for DR-4273, DR-4085/DR-4086.
- » BCA Software instructor.

Water Resources Engineer | Pinellas Park Water Management District | CDM Smith, Inc.

- » District engineer for special drainage district including oversight of design and construction of capital improvement projects, long range facilities planning, and representation of PPWMD to the public and to municipal and federal agencies.

Water Resources Engineer | City of Virginia Beach | CDM Smith, Inc.

- » Task manager and principal stormwater system modeler responsible for building large-scale Stormwater Management Model (SWMM) models of existing infrastructure and using models to design and evaluate improvements.

Water Resources Engineer | Boynton Beach East Water Treatment Plant | CDM Smith, Inc.

- » Stormwater and process mechanical designer for an Envision certified 100-year on-site stormwater system as well as critical components of the process mechanical and yard piping upgrades of a design-build Water Treatment Plant (WTP) retrofit.

Water Resources Engineer | Palm City II Landfill | CDM Smith, Inc.

- » Stormwater engineer of record for the design and permitting for modification of onsite drainage and pond alteration.

Water Resources Engineer | Detailed Water Resource and Floods Study | CDM Smith, Inc.

- » Hydrologic and hydraulic modeler for large scale watershed models (greater than 1,000 square miles) that were used to ascertain locations for new potable water wells and to validate and design flood control structures.

Employment History

Hagerty Consulting, Inc., Independent Contractor, 2019 to Present

CDM Smith, Inc., Water Resources Engineer, 2013 to 2019

Education

- » Bachelor of Science, Environmental Resources Engineer Major & Applied Mathematics Minor, Humboldt State University

Relevant Highlights

- » Experience working with the Public Assistance and Hazard Mitigation Assistance Grant Programs (HMGP, BRIC, and FMA)
- » Experience working with the Community Development Block Grant Programs (DR & MIT)
- » Experience performing benefit-cost analyses
- » Experience with cost estimating techniques
- » Experience in local, State, and Federal building codes.
- » Experience with ArcGIS in developing maps and analyses
- » Experience in developing Site Inspection Reports

Professional Bio

Ms. Mikaela Shannon has experience with disaster recovery and mitigation for three years in the Panama City, Florida region and Baldwin County, Alabama region, especially focused on the Hazard Mitigation Grant Program (HMGP), Public Assistance Hazard Mitigation and Community Development Block Grant (CDBG) Program. Most recently, Ms. Shannon has 5-months of experience with the California Governor's Office of Emergency Service's, Hazard Mitigation Assistance Branch to review and monitor the Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance (HMA) program's grant applications. Ms. Shannon has performed Benefit-Cost Analyses (BCAs), cost estimates, scopes of work (SOW), and developed supporting documentation including maps and analyses utilizing ArcGIS, and photo pages. She has also worked with the Public Assistance (PA) program, including applying Policy Guide Appendix J, formulating Scope of Works, Force Account Labor, Site Inspection Reports (SIR), and working on mitigation and hardening projects. Prior to her work at Hagerty Consulting, Inc. (Hagerty), Ms. Shannon performed a BCA and other analyses to construct a \$1.2 million solar energy installation for an Emergency Operation Center (EOC).

Relevant Professional Experience

Mitigation Assessment Specialist | California Governor's Office of Emergency Services, Surge Capacity Staffing | Hagerty Consulting, Inc.

- » Provide consultation in project initiatives for state clients and provide technical assistance program guidance to local jurisdictions with tasks that include a review of FEMA HMA grant applications, program monitoring, and review of documents.
- » Review roughly \$90,000,000 of 4 applications and supporting documentation (e.g., architectural and engineering plans, assessments, and feasibility studies) for eligibility, feasibility, cost-effectiveness, and compliance with the Hazard Mitigation Grant and Prepare California Match Program. Attend and participate in meetings with the sub-applicants and provide technical assistance program guidance.
- » Assist and review roughly 10 notices of intents for eligibility, feasibility, cost-effectiveness, and compliance with the Hazard Mitigation Grant Program. Attend and participate in meetings with the sub-applicants and provide technical assistance program guidance.

- » Conduct project monitoring in the implementation stages of roughly 25 projects totaling approximately \$70,000,000. Attend and participate in kickoff meetings and provide technical program assistance for quarterly reports, the scope of work and budget changes, time extension requests, and project closeouts.

Mitigation Engineer | Hagerty Consulting, Inc.

- » Developed 50 Hazard Mitigation Proposals, representing roughly \$10,000,000, applying all applicable PA program and Policy Guide Appendix J elements to strengthen the envelope of buildings and facilities by hardening roofs, windows, wall structures, doors, underground pipes, and mechanical and electrical components from high winds, wind-blown debris, and wind-driven rain.
- » Developed six CDBG-DR Grant Applications, representing roughly \$85,000,000. The proposals consisted of four underground utilities restoration projects (sewer, potable water, and stormwater), one underground box culvert attached to a wet detention pond, and one septic to sewer conversion project. Developed cost estimates, and conducted data mining and technical analysis for all projects. Conducted preliminary modeling for the box culvert and wet detention pond project.
- » Developed three CDBG-MIT Applications, representing roughly \$62,000,000. Developed the applications including hazard risk description/actions, resiliency measures, project summary, address current and future risk, number of beneficiaries, and environmental, historical, and preservation application assessment.
- » Developed three HMGP Applications, representing roughly \$3,000,000. The applications consisted of one Police Headquarters generator project, one home elevation project consisting of nine properties, and one residential safe room project consisting of one property.
- » Developed one FMA Application, representing roughly \$2,000,000. Developed the application for 11 properties including the scope of work, and technical feasibility descriptions/actions, address current and future risk and befitting areas, and developed cost estimations and ArcGIS maps. Additionally, this work included community outreach, data collection, and management.

Mitigation Intern | Hagerty Consulting, Inc.

- » Developed 20 Hazard Mitigation proposals, representing roughly \$3,000,000, applying all applicable PA program and Policy Guide Appendix J elements to strengthen parks, harden roof structures and windows of apartment complexes, increase resilience from wind by anchoring school playground components, harden and introduce pulley mechanism to collapse the netting before a high wind event for the softball field, and identified more resilient material to upgrade outdoor lighting.
- » Assisted in developing the SOW and aggregated backup documentation for two HMGP proposals estimated to be worth a total of \$22,000,000 to **1)** mitigate stormwater flooding within residential areas and **2)** increase capacity and relocate substations outside of flood zone areas.
- » Performed research to support the SOW including the completion of a flood assessment for varying weather conditions for wastewater substations, and wastewater flow assessment.
- » Formulated a PA Force Account Labor and Equipment project for 81 employees totaling \$313,300.
- » Supported Project Management Team by organizing and aggregating hours worked on each project by the Hagerty Mitigation Team to develop pre-award management costs to incorporate in HMGP applications across all clients.

Student | Humboldt State University Renewable Energy Power System

- » Designed a solar array parking lot structure to maximize energy production.
- » Completed a BCA evaluating the technical and economic feasibility of expanded solar power resulting in a 20-year payback period for a \$1.2 million project.
- » Developed cost estimate utilizing RS Means.
- » Identified applicable Americans with Disabilities Act, wind, and seismic building codes and standards and incorporated them into the design for the parking lot structure including California Building Codes, Section 16: Structural Design.
- » Project design is scheduled to be implemented in Fall 2021 by the client.

Employment History

Hagerty Consulting, Inc., Associate, 2020 to Present

Hagerty Consulting, Inc., Intern, 2019 to 2020

Education

- » Master of Public Affairs, The University of Texas at Austin
- » Master of Science, Environmental Engineering, The University of Texas at Austin
- » Bachelor of Science, Chemical Engineering, The University of Texas at Austin

Training and Certifications

- » CFM, Texas Floodplain Management Association

Relevant Highlights

- » Recipient, 2018 Helen J. and Robert S. Strauss Fellowship
- » Established in SDE 3.0 Tool, ArcGIS Pro, ArcMAP
- » Proficient in Microsoft Office: Word, Excel, PowerPoint
- » Familiar with STATA, MATLAB, Vminteq31, Java, XCode6-Beta, Aspen 6, JMP
- » Conversational in Spanish and Malayalam

Professional Biography

Ms. Sephra Thomas is a Certified Floodplain Manager (CFM) with close to five years of experience in chemical and environmental engineering, sustainable water management policy, community outreach and engagement, and certified floodplain management. Ms. Thomas joined the Texas Water Development Board in 2020 as a Flood Outreach Specialist for the East Texas Region after completing her Master of Public Affairs and Master of Science in Environmental and Water Resources Engineering, from The University of Texas at Austin. In this role she supported 310 East Texas communities in maintaining National Flood Insurance Program (NFIP) compliance by contacting communities weekly in community assistance calls (CACs) and discussing their floodplain management program, substantial damage, permitting, and disaster recovery. She also provided training and general technical assistance to East Texas concerning elevation certificates (ECs), grant opportunities for flood infrastructure, and other floodplain management areas. Ms. Thomas also has a strong background in research, and participated in multiple graduate studies focused on water resource sustainability and management.

Relevant Professional Experience

Flood Outreach Specialist | Texas Water Board

- » Represented 310 East Texas communities for NFIP compliance and assistance.
- » Led three Community Assistance Visits in permit reviews, floodplain tour, and program evaluation.
- » Completed 66 CACs to address floodplain management programs in the Region.
- » Reviewed and commented on 10 flood damage prevention ordinances/orders to ensure compliance and proper adoption of higher standards.
- » Taught in three Floodplain Management 101 classes and three technical trainings on ECs, substantial damage, and base level engineering.
- » Managed a full review of 369 communities for higher standards and proper ordinance adoption.
- » Standardized knowledge sharing between team members with creation of live “knowledge” database.
- » Initiated pre-and post-hurricane outreach via email and phone, and created standard communication templates for disasters.

- » Compiled data and created Geographical Information System (GIS) maps for Community Rating System recertifications and applications.
- » Advised communities on different grant options and insurance resources, such as Public Assistance (PA), Increased Cost of Compliance, Hazard Mitigation Grant Program, Flood Infrastructure Fund, and Flood Mitigation Assistance grants.
- » Initiated monthly meetings with Federal Emergency Management Agency Region VI counterpart to ensure aligned communication and implementation.

Graduate Research Assistant | The University of Texas at Austin

- » Graduate Focus: System of Sustainability-The Intersection of Policy and Engineering. Analyzed through various projects the interaction between policymakers/government and water resources and technologies at different scales.
- » Policymaking and Leadership-Admiral William McRaven. Acted as National Security Advisor to “President” on mock National Security Council concerning aggressiveness of U.S. response to Hurricane Dorian and Tropical Storm Imelda. Co-authored point paper proposing an initiative for federally regulated data transfers, updated maps, and new zoning.
- » Transnational Water Management of Nile: Grand Ethiopian Renaissance Dam. Briefed intelligence analysts on impact of political unrest on water and energy access in Egypt, Ethiopia, and Sudan. Co-authoring Sustainability of Engineered Rivers in Arid Lands (SERIDAS) chapter on climate change impact on Nile River and analyzing different technologies to mitigate water access crisis amidst state conflict. Completed Master’s Report on historical and current context of water conflict along the Nile in light of the Grand Ethiopian Renaissance Dam and made recommendations for potential collaboration.
- » Financing Chicago Floods-Storymap of Flood Risk and Damage for Green Bond Issuance. Created a Storymap of Chicago with updated flood data, social indices, and insurance profiles with help of the United States Geological Survey and local non-governmental organization Center for Neighborhood Technology/Rain Ready. Proposed use of Storymap and interactive visuals to incentivize Chicago financial advisors to issue green bond for redesign of flood-prone, low-income residences.
- » Sustainable River Management on the US/Mexico Border: Recommendations for the Paso del Norte (SERIDAS). Published paper under guidance of academic and public sector advisors from various institutions to understand system of agencies and propose policy changes to 1944 Water Treaty between Mexico and US. Served as editor-in-chief of cohort and official rapporteur of annual workshop held at The Bellagio Center, Milan.
- » Nature Insurance Value: Assessment and Development 2020 – IHE Delft, The Netherlands. Developed massive open online course as initiative for continuous education of project deliverables and findings of different case studies and institutions in London, Rotterdam, and Delft. Served as designer and presenter of curriculum, video production, and information collection framework for various site leaders at project workshop in Montpellier, France.
- » Rainwater for Everyone?-Analysis of Mexico City Water Access. Reported on downsides of rainwater collection effort by local NGO Isla Urbana on conservation, health, and sociopolitical environment. Presented and interviewed various Mexican state representatives, Mexico City officials, and IDB representatives on plans to improve water access amongst informal settlements.

Sephra Thomas, CFM

Project Coordination



Employment History

Hagerty Consulting, Inc., Response Professional, 2021 to Present

Texas Water Development Board, Flood Outreach Specialist, 2020 to Present

Presentations and Publications

“Sustainable River Management on the US/Mexico Border: Recommendations for the Paso del Norte, PRP 202.” *LBJ School of Public Affairs*, 2018

“TribFest: US-Mexico NAFTA Renegotiations Cause Worry Along the Border.” *The Baines Report*, 2017

6. Required Forms

See next page.

Proposal Quote Form

See next page.

VILLAGE OF ESTERO, FLORIDA
PROPOSAL QUOTE FORM
FOR
DISASTER MANAGEMENT SERVICES

DATE SUBMITTED: 02/22/2023

VENDOR NAME: Hagerty Consulting, Inc.

TO: The Village of Estero
Estero, Florida

Having carefully examined the “General Provisions”, and the “Special Provisions”, all of which are contained in the Contract Documents, the Undersigned proposes to furnish the following which meets these specifications:

NOTE REQUIREMENT: IT IS THE SOLE RESPONSIBILITY OF THE VENDOR TO CHECK THE VILLAGE OF ESTERO WEB SITE FOR ANY PROJECT ADDENDA ISSUED FOR THIS PROJECT. THE VILLAGE WILL POST ADDENDA TO THIS WEB PAGE, BUT WILL NOT NOTIFY.

The undersigned acknowledges receipt of Addenda numbers: N/A

TO BE STARTED WITHIN two CALENDAR DAYS AFTER RECEIPT OF NOTICE TO PROCEED.

Proposers should carefully read all the terms and conditions of the specifications. Any representation of deviation or modification to the proposal may be grounds to reject the proposal.

Are there any modifications to the proposal or specifications:

YES _____ NO X _____

Failure to clearly identify any modifications in the space below or on a separate page may be grounds for the proposer being declared nonresponsive or to have the award of the proposal rescinded by the Village.

MODIFICATIONS:

Vendor Disclosure Form

See next page.

VILLAGE OF ESTERO, FLORIDA
VENDOR DISCLOSURE FORM

Project No.: 2023-01

Project Name: Disaster Management Services

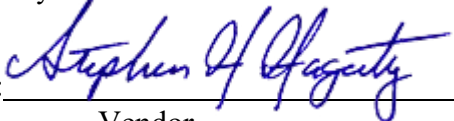
Please check as appropriate:

X I am the sole proprietor/owner. The company is not publicly held.

 The company is not publicly held.
The names and addresses of the owners having a greater than 5% interest is attached.

 The company is publicly held.
The names and addresses of the owners having a greater than 5% interest is attached.

I do hereby certify that to the best of my knowledge and belief certify that the information above and attached is true and correct.

Signed: 

Vendor

Printed Name Steven Hagerty

Company Name: Hagerty Consulting, Inc.

Date: 02/22/2023

Anti-Collusion Statement

See next page.

ANTI-COLLUSION STATEMENT

THE BELOW SIGNED VENDOR HAS NOT DIVULGED TO, DISCUSSED OR COMPARED HIS RESPONSE WITH OTHER VENDORS AND HAS NOT COLLUDED WITH ANY OTHER VENDOR OR PARTIES TO A RESPONSE WHATSOEVER. NOTE: NO PREMIUMS, REBATES OR GRATUITIES TO ANY EMPLOYEE OR AGENT ARE PERMITTED EITHER WITH, PRIOR TO, OR AFTER ANY DELIVERY OF MATERIALS.

FIRM NAME Hagerty Consulting, Inc.

BY (Printed): Katherine G. Freeman

BY (Signature): 

TITLE: Director of Operations

FEDERAL ID # OR S.S.# _____

ADDRESS: 1618 Orrington Avenue, Suit 201 Evanston, IL 60201

PHONE NO.: 847-492-8454

FAX NO.: 847-859-1710

CELLULAR PHONE NO.: 510-851-2664

E-MAIL ADDRESS: katie.freeman@hagertyconsulting.com

Affidavit Certification Immigration Laws

See next page.

AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

SOLICITATION NO.: 2023-01 PROJECT NAME: Disaster Management Services

VILLAGE OF ESTERO WILL NOT INTENTIONALLY AWARD VILLAGE CONTRACTS TO ANY CONTRACTOR WHO KNOWINGLY EMPLOYS UNAUTHORIZED ALIEN WORKERS, CONSTITUTING A VIOLATION OF THE EMPLOYMENT PROVISIONS CONTAINED IN 8 U.S.C. SECTION 1324 a(e) {SECTION 274A(e) OF THE IMMIGRATION AND NATIONALITY ACT ("INA").

VILLAGE OF ESTERO MAY CONSIDER THE EMPLOYMENT BY ANY CONTRACTOR OF UNAUTHORIZED ALIENS A VIOLATION OF SECTION 274A(e) OF THE INA. SUCH VIOLATION BY THE RECIPIENT OF THE EMPLOYMENT PROVISIONS CONTAINED IN SECTION 274A(e) OF THE INA SHALL BE GROUNDS FOR UNILATERAL CANCELLATION OF THE CONTRACT BY VILLAGE OF ESTERO.

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

Company Name: Hagerty Consulting, Inc.

Katie Arceman Director of Operations 02/22/2023
Signature Title Date

STATE OF Illinois
COUNTY OF Cook

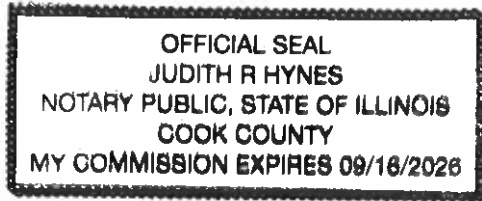
The foregoing instrument was signed and acknowledged before me this 22nd day of February 2023, by Katie Arceman who has produced
(Print or Type Name)

(Personally known by me)
(Type of Identification and Number)

Judith R. Hynes
Notary Public Signature

JUDITH R. HYNES
Printed Name of Notary Public

September 16, 2026
Notary Commission Number/Expiration



The signee of this Affidavit guarantee, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

Public Entity Crime Form

See next page.

PUBLIC ENTITY CRIME FORM

This form must be signed and sworn to in the presence of a notary public or other officer authorized to administer oaths.

1. This sworn statement is submitted to the Village of Estero, Florida
(Print name of the public entity)
- by Katherine G. Freeman
(Print individual's name and title)
- for Hagerty Consulting, Inc.
(Print name of entity submitting sworn statement)
- whose business address is 1618 Orrington Avenue, Suit 201 Evanston, IL 60201
- (If applicable) its Federal Employer Identification Number (FEIN) is 37-1431085

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: On the attached sheet.) Required as per IRS Form W-9.

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, and bid or contract for goods or services to be provided to any public entity or agency or political subdivision or any other state or of the Unites States, and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1) (b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime:
or:
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those offices, directors, executives, partners, shareholders, employees, members and agents who are active in the management of the affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not fair market value under an arm's length agreement, shall be a facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (c), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of the entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting those sworn statement. (Please indicate which statement applies.)

X Neither the entity submitted this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity nor affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearing and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OR ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Katie Freman
(Signature)

02/22/2023

(Date)

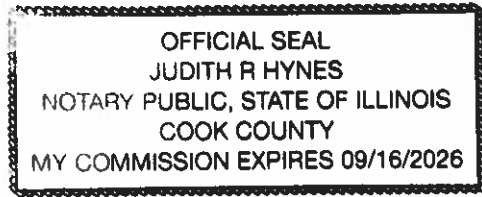
STATE OF Illinois
COUNTY OF Cook

PERSONALLY APPEARED BEFORE ME, the undersigned authority, Katie Freman
(Name of individual signing)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 22nd day of February, 2023.

Jean H
(NOTARY PUBLIC)

My Commission Expires: September 16, 2026



Scrutinized Companies Certification

See next page.

Scrutinized Companies Certification

1. This sworn statement is submitted with a bid, proposal, contract, or contract renewal 2023-01
Disaster Management Services, for Disaster Management Services Project or contract
number] [Project name]
2. This sworn statement is submitted by Hagerty Consulting, Inc. whose
[Name of entity submitting sworn statement]
business address is 1618 Orrington Avenue, Suit 201 Evanston, IL 60201.
3. Federal Employer Identification Number (FEIN) is 37-1431085 (or
if the entity has no FEIN, include the Social Security Number of the individual signing this sworn
statement).
4. My name is Katherine G. Freeman and my relationship to the
above is: [Please print name of individual signing]
Director of Operations
5. Based on information and belief, the certification, which I have marked below, is true in relation to the
entity submitting this sworn statement as required by §287.135, Florida Statutes.

[] Scrutinized Companies that Boycott Israel List (bid, proposal or contract renewal for any amount)

- The entity submitting this sworn statement is not on the Scrutinized Companies that Boycott Israel List nor is it engaged in a boycott of Israel.
 The entity submitting this sworn statement is on the Scrutinized Companies that Boycott Israel List or is actively engaged in a boycott of Israel..

[] Scrutinized Companies with Activities in Sudan List (bid, proposal or contract renewal for \$1 Million or more)

- The entity submitting this sworn statement is not on the Scrutinized Companies with Activities in Sudan List.
 The entity submitting this sworn statement is on the Scrutinized Companies with Activities in Sudan List.

[] Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List (bid, proposal or contract renewal for \$1 Million or more)

- The entity submitting this sworn statement is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.
 The entity submitting this sworn statement is on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

[] Business Operations in Cuba or Syria (bid, proposal or contract renewal for \$1 Million or more)

- The entity submitting this sworn statement does not have business operations in Cuba or Syria.
 The entity submitting this sworn statement does have business operations in Cuba or Syria.

Pursuant to §287.135, Florida Statutes, if the Village determines the entity executing this Certification has been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel after this certification is executed, any associated contract with the Village may be subsequently terminated by the Village. Similarly, if the Village determines the entity is found to have submitted a false certification, is

later placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or has been engaged in business operations with Cuba or Syria, the Village may terminate any associated contracts with the entity.

Notwithstanding any other contract language to the contrary, the entity executing this Certification expressly assents to the termination provisions included herein as binding upon any contracts between it and the Village.

By the signature(s) below, I, the undersigned, as authorized signatory to commit the certifying entity, attest that the information as provided in this form is truthful and correct at the time of submission.

Katherine G. Freeman
AFFIANT
Director of Operations
Title

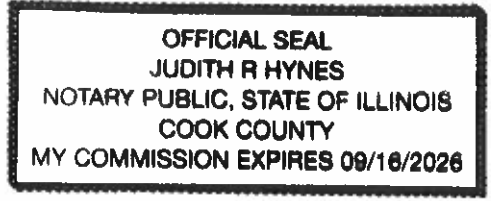
Katherine G. Freeman
Typed Name of AFFIANT

STATE OF Illinois COUNTY OF Cook

The foregoing instrument was executed before me this 22nd day of February, 2023,
by Katie Freeman as Director of
Operations, Hagerth Consulting, who personally swore or affirmed
that he/she is authorized to execute this document and thereby bind the Corporation, and who is
personally known to me OR has produced _____
as identification.

Judith R Hynes
NOTARY PUBLIC, State of Illinois

(stamp)



Certification Regarding Lobbying

See next page.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

The undersigned [Contractor] certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Hagerty Consulting, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

By: 

Name: Katherine G. Freeman

Title: Director of Operations

Date: February 22, 2023

Bidder's Check List

See next page.

VILLAGE OF ESTERO - BIDDERS CHECK LIST

IMPORTANT: Please read carefully and return with your response package. Please check off each of the following items as the necessary action is completed:

- 1. The Solicitation has been signed and with corporate seal (if applicable).
- 2. The Solicitation prices offered have been reviewed (if applicable).
- 3. The price extensions and totals have been checked (if applicable).
- 4. Substantial and final completion days inserted (if applicable).
- N/A 5. The original (must be manually signed) and 1 hard copy original and others as specified of the Solicitation has been submitted.
- N/A 6. Two (2) identical sets of descriptive literature, brochures and/or data (if required) have been submitted under separate cover.
- N/A 7. All modifications have been acknowledged in the space provided.
- 8. All addendums issued, if any, have been acknowledged in the space provided.
- 9. Licenses (if applicable) have been inserted.
- N/A 10. Erasures or other changes made to the Solicitation document have been initialed by the person signing the Solicitation.
- 12. The following Forms completed/signed/notarized as required: Vendor Disclosure Form, Affidavit Certification Immigration Laws, Insurance Certificate, Public Entity Crime Form, Trench Safety Form, Bid Bond and/or Certified Check, Scrutinized Companies Certification.
- 13. Any Delivery information required is included.
- N/A 14. The mailing envelope has been addressed to:
Village of Estero
9401 Corkscrew Palms Circle #101
Estero, FL 33928
- N/A 15. The mailing envelope MUST be sealed and marked with:
Solicitation Number
Opening Date and/or Receiving Date
- 16. The Solicitation will be mailed or delivered in time to be received no later than the specified opening date and time. (Otherwise Solicitation cannot be considered or accepted.)
- N/A 17. If submitting a "NO BID" please write Solicitation number here _____
and check one of the following:
_____ Do not offer this product _____ Insufficient time to respond.
_____ Unable to meet specifications (why)
_____ Unable to meet bond or insurance requirement.
Other: _____

Company Name and Address:
Hagerty Consulting, Inc.
1618 Orrington Avenue, Suit 201 Evanston, IL 60201