

**TENTATIVE AGENDA & MEETING NOTICE
BOARD OF COUNTY COMMISSIONERS**

**TUESDAY, FEBRUARY 4, 2025
5:30 P.M.**

**WATAUGA COUNTY ADMINISTRATION BUILDING
COMMISSIONERS' BOARD ROOM**

TIME	#	TOPIC	PRESENTER	PAGE
5:30	1	CALL REGULAR MEETING TO ORDER		
	2	APPROVAL OF MINUTES: January 21, 2025, Regular Meeting January 21, 2025, Closed Session		1
	3	APPROVAL OF THE FEBRUARY 4, 2025, AGENDA		15
5:35	4	PUBLIC COMMENT – Will last up to 1-hour dependent on number of speakers	CHAIRMAN EGGERS	17
5:40	5	WATAUGA COUNTY SCHOOLS 2024-2025 CIP FUNDS REQUEST	MR. JOSEPH NASH	19
5:45	6	WATAUGA COUNTY PUBLIC LIBRARY ANNUAL REPORT	MS. MONICA CARUSO	21
5:50	7	PROPOSED APPROPRIATION OF STATE FUNDS FOR SENIOR CENTERS	MS. ANGIE BOITNOTTE	33
5:55	8	EMERGENCY SERVICES MATTERS	MR. WILL HOLT	
		A. Bid Award for Comprehensive Disaster Recovery Management Services		47
		B. Proposed Resolution Authorizing the Disaster Applicant's Form		181
6:00	9	MISCELLANEOUS ADMINISTRATIVE MATTERS	MR. DERON GEOUQUE	
		A. Proposed Resolution Authorizing the Advertisement of A Lease with Red Cross		185
		B. Referral of Fire Appendices to Planning Board		195
		C. Annual Pre-Budget Retreat Tentative Agenda		197
		D. Boards and Commissions		201
		E. Announcements		203
6:05	10	BREAK		203
6:10	11	CLOSED SESSION Attorney/Client Matters per, G. S. 143-318.11(a)(3) Land Acquisition per, G. S. 143-318.11(a)(5)(i)		205
6:30	12	ADJOURN		

AGENDA ITEM 2:

APPROVAL OF MINUTES:

January 21, 2025, Regular Meeting

January 21, 2025, Closed Session

DRAFT

MINUTES
WATAUGA COUNTY BOARD OF COMMISSIONERS
TUESDAY, JANUARY 21, 2025

The Watauga County Board of Commissioners held a regular meeting, as scheduled, on Tuesday, January 21, 2025, at 5:30 P.M. in the Commissioners’ Board Room located in the Watauga County Administration Building, Boone, North Carolina.

Chairman Eggers called the meeting to order at 5:30 P.M. The following were present:

- PRESENT:**
- Braxton Eggers, Chairman
 - Todd Castle, Vice-Chairman
 - Tim Hodges, Commissioner
 - Ronnie Marsh, Commissioner
 - Nathan Miller, County Attorney
 - Deron Geouque, County Manager
 - Anita J. Fogle, Clerk to the Board

[Clerk’s Note: Commissioner Greene was not in attendance due to a prior engagement.]

Vice-Chairman Castle opened with a prayer and Commissioner Marsh, led the Pledge of Allegiance.

APPROVAL OF MINUTES

Chairman Eggers presented a correction to the December 2, 2024, regular meeting minutes and called for additions and/or corrections to the December 17, 2024, regular meeting and closed session minutes.

Commissioner Marsh, seconded by Commissioner Hodges, moved to approve the December 2, 2024, regular meeting minutes as corrected.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

Commissioner Marsh, seconded by Commissioner Hodges, moved to approve the December 17, 2024, regular meeting minutes as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

Commissioner Marsh, seconded by Commissioner Hodges, moved to approve the December 17, 2024, closed session minutes as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

APPROVAL OF AGENDA

Chairman Eggers called for additions and/or corrections to the January 21, 2025, agenda.

Commissioner Marsh requested to add a special announcement under announcements. County Attorney Miller stated that Attorney/Client matters in closed session would include discussion on pending litigation as follows: 24 CVM 198 Brandy Boyles and Keller vs. North America.

Vice-Chairman Castle, seconded by Commissioner Marsh, moved to approve the January 21, 2025, agenda as amended.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

PUBLIC COMMENT

There was no public comment.

PROPOSED RESOLUTION SUPPORTING FUNDING FOR REPAIRS AND STRATEGIC IMPLEMENTATION OF BLUE RIDGE RISING ALONG THE BLUE RIDGE PARKWAY

No one was in attendance to present the proposed resolution.

REQUEST TO ESTABLISH CAPITAL RESERVE FUND FOR TRANSFER STATION

Mr. Chris Marriott, Operations Services Director, requested the adoption of a proposed resolution to establish and maintain a reserve fund in the amount of \$66,445. The fund was required by State Law and the Department of Environmental Quality's (DEQ) rules. The fund would be used for post closure of the transfer station. The funds would be designated from the retained earnings of the Sanitation Department. Mr. Marriott stated that an annual escalator would be used to determine the amount required to be in the fund and additional funds would be added to reach that amount.

Commissioner Hodges, seconded by Commissioner Marsh, moved to adopt the resolution as presented and to authorize the designation of \$66,445 from retained earnings to establish the reserve account.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

TAX MATTERS

A. Monthly Collections Report

County Manager Geouque, on behalf of Mr. Tyler Rash, Tax Administrator, who was out due to a death in his family, presented the Tax Collections Report for the month of December 2024. The report was presented for information only and, therefore, no action was required.

B. Refunds and Releases

County Manager Geouque, on behalf of Mr. Tyler Rash, Tax Administrator, presented the Refunds and Releases Report for December 2024 for Board approval:

TO BE TYPED IN MINUTE BOOK

Vice-Chairman Castle, seconded by Commissioner Hodges, moved to approve the Refunds and Releases Report for December 2024 as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

C. Proposed Resolution to Terminate/Appoint Plat Review Officers

County Manager Geouque, on behalf of Mr. Tyler Rash, Tax Administrator, presented a resolution which would remove Mr. Larry Warren (recently retired) and Eric Saule (recently left employment), as Plat Review Officers and appoint Mr. Tyler Rash and Laramie Ward as Plat Review Officers. Adopting the proposed resolution would give Mr. Rash and Ms. Ward the authority to review plats prior to recording, and to determine if the plats meet statutory requirements for recording.

Commissioner Marsh, seconded by Commissioner Hodges, moved to adopt the resolution to terminate/appoint plat review officers as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

D. Settlement Through December 2024

Per G. S. 105-373 (d) and with the retirement of Larry Warren, County Manager Geouque presented a settlement of the Tax Collector through December 2024. Mr. Warren had prepared the settlement to close out records through his tenure with the County.

Commissioner Hodges, seconded by Vice-Chairman Castle, moved to approve the Tax Collectors Settlement through December 2024 as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

FINANCE MATTERS

A. Budget Amendments

County Manager Geouque, who also serves as Finance Director, presented the following budget amendments:

Account #	Description	Debit	Credit
213991-399101	Fund Balance Appropriation		\$12,337,307
219800-498050	Transfer to Emergency 911 Project	\$12,337,307	
273980-398121	Transfer from Capital Projects Fund		\$12,337,307
506120-458000	Capital Outlay	\$12,337,307	

The amendment moved funds from CIP – Future County Buildings to the Emergency 911 Project fund.

103991-399100	Fund Balance		\$6,575,583
109800-498021	Transfer to Capital Projects Fund	\$6,575,583	
213980-398100	Transfer from General Fund		\$6,575,583
219930-461100	Emergency Communications	\$6,575,583	

The amendment transferred funds to Capital Reserve from unassigned fund balance from the FY 2024 audit as approved at the December 17, 2024, Board meeting.

105911-499100	Additional Appropriation – Watauga County Schools	\$1,800,000	
213991-399101	Fund Balance Appropriation		\$1,800,000
219800-498010	Transfer to General Fund	\$1,800,000	
103980-398121	Transfer from Capital Projects Fund		\$1,800,000

The amendment transferred funds from Capital Reserve for Watauga County Schools long-term needs for funding of current expenses.

105911-471000	Lottery Funds		\$300,000
103300-349909	Lottery Funds Revenue		\$1,005,000
105911-470045	Carpet and Tile	\$45,000	
105911-470043	Roof Renovations	\$80,000	
105911-470078	Fire Alarm Replacements	\$140,000	
105911-470018	Door Access Controls	\$60,000	
105911-470020	Parkway Addition	\$500,000	
105911-470038	Cafeteria Equipment	\$75,000	
105911-470037	Gym Floors	\$25,000	
105911-470019	Doors/Windows Replacements	\$20,000	
105911-470041	Pavement and Sidewalk Repairs	\$80,000	
105911-470077	Softball/Baseball Field Lighting	\$180,000	
105911-470079	Fencing Replacements	\$100,000	

The amendment recognized lottery funds requested and approved at the October 15, 2024, Board meeting.

103300-332006	SHIIP Grant	\$4,878
105550-449901	SHIIP Grant Expenses	\$4,878

The amendment recognized the acceptance of the State Health Insurance Information Program (SHIIP) grant funds as approved at the November 19, 2024, Board meeting. No local match was required.

Commissioner Hodges, seconded by Commissioner Marsh, moved to approve the amendments as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

B. 2024 Carry-Forward Purchase Orders

Mr. Deron Geouque, County Manager/Finance Director, presented carry-forward purchase orders for 2024 as follows:

Account	Description	Purpose	Amount
104130-439500	Employee Training	Finance Training	\$6,915.00
104141-469500	Vincent Valuations	Tax Revaluation	\$172,468.00
104199-469103	Clark Nexsen	Facilities Study	\$3,750.00
104199-499100	Contingency	Hurricane Helene Damages	\$525,000.00
104210-429000	IT	Election Printers	\$2,500.00
104261-435100	Muter Construction	Roof Replacement at Courthouse	\$30,925.42
104261-435100	Courthouse Repairs	Tile and Floor Replacement	\$17,000.00
104261-435200	HVAC/Chiller Replacement at Courthouse	HVAC/Chiller Replacement at Courthouse	\$90,191.69
104265-435101	Tri-County Paving	Paving at Hannah Building	\$353,509.58
104267-435200	HVAC	Health Dept HVAC	\$50,000.00
104269-435200	HVAC	Finishing Replacing HVAC at Library	\$25,574.00
104269-435200	Alpha Energy Solutions	Replace Air Conditioning at Library and Floor Scrubber	\$80,491.09
104273-435101	Signage for Parking	Parking Lots Signage	\$1,000.00
104273-458000	Parking Deck	Finish County Parking Deck	\$864,824.24
104274-435100	West Annex Upgrades	Ceiling Tiles and LED Lighting, Equipment at West Annex	\$39,020.00
104275-435100	Human Services	Finish Interior Renovations and Upgrade Access Controls	\$289,621.00
104275-435100	Custom Coatings	Exterior Stucco Repair	\$6,980.00
104275-435101	Tri-County Paving	Paving Human Services Building	\$73,769.00
104277-435100	LEC Repairs	Tile Work and Pods, Painting, Floor Replacement And Roof Replacement at LEC	\$244,342.17
104283-XXXXXX	Hoffman Materials	Infield Mix for Fields	\$13,310.00

104283-XXXXX	Field Renovations	Field Renovations	\$95,476.00
104285-435101	Tri-County Paving	Paving Brookshire	\$185,361.26
104287-435100	Soccer Complex Repairs	Replace Gutters, Netting and Downspouts	\$16,417.00
104310-451001	Flock Group Inc	Leo Camera System	\$3,769.89
104310-454000	Dana Safety	Upfitting Police Vehicles	\$32,082.10
104311-451XXX	Emergency Management	EM Communications Expansion	\$4,333,000.00
104311-451000	Motorola Solutions	Astro Technical Assistance Path Surveys	\$84,000.00
104320-422000	Watauga Medical Center	Detention Meals	\$30,581.65
104320-469102	Competent Correctional Care	Medical Services	\$21,573.00
104350-426000	Planning and Inspections Code Books	Planning and Inspections Code Books	\$4,000.00
104920-463300	Child Care Study	Child Care Study	\$45,000.00
104920-463300	Workforce Housing	Workforce Housing	\$24,845.00
104960-449902	Soil and Water	Bill Edmisten Fund	\$2,340.00
104960-449919	Soil and Water	Stream Restoration Grant	\$28,245.00
105550-XXXXX	POA	SHIIP, Exxon, ARPA And Senior Center Grants	\$46,200.56
105890-463340	WAMY Rental Housing Program	WAMY Rental Housing Program	\$86,250.00
105911-470049	Watauga County School Roof Replacement	Watauga County School Roof Replacement	\$2,000,000.00
106120-XXXXX	Parks and Rec	Contracted Services for Camp and Programs, Camp Supplies, Senior Games	\$37,900.00
145310-449902	Foster Care Discretionary Funds	Foster Care Discretionary Funds	\$592.00
145310-449903	Adult Protective Services	Adult Protective Services	\$1,514.00
145410-440006	Adoption Promotion Grant	Adoption Promotion Grant	\$156,062.00
145310-449904	CPS Discretionary Funds	CPS Discretionary Funds	\$2,292.00
264330-425000	Motorola	E-911 Radios	\$49,985.34
667420-455002	Charlotte Scale Company	Truck Scales	\$86,095.87
667420-457000	Carolina Grading and Utilities	Scale House Improvements	\$24,485.00
667420-457001	JW Hampton	Sediment Basin Improvements	\$4,957.72
667420-457001	Transfer Station Improvements	Transfer Station Improvements	\$1,004,314.14
667420-457001	McGill	Convenience Center Improvements	\$14,236.00
667420-457001	Freedom Electric	Materials for Scale House	\$5,055.60
667420-457003	PADCO Excavating	Storage Improvements	\$4,242.08

Commissioner Marsh, seconded by Vice-Chairman Castle, moved to approve the 2024 purchase order carry-forwards as presented by County Manager/Finance Director Geouque.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

C. Proposed Audit Contract for Fiscal Year Ending June 30, 2025

Mr. Deron Geouque, Finance Director, will request the Board approve the Fiscal Year 2024-25 audit contract and engagement letter with C. Randolph, CPA, PLLC. The contract amount of \$50,600 covers the annual audit. Adequate funds are available to cover the expenditure.

Vice-Chairman Castle, seconded by Commissioner Hodges, moved to accept the contract with C. Randolph, CPA, PLLC for the County's FY 2025 audit in the amount of \$50,600.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

MISCELLANEOUS ADMINISTRATIVE MATTERS

A. State of Emergency Termination

On behalf of Mr. Will Holt, Emergency Services Director, County Manager Geouque stated that the Hurricane Helene mission was fully in the recovery stage and no longer required the need to exercise local emergency powers to deal with the incident (i.e. curfews, etc. local procurement flexibilities, etc.). Staff contacted the North Carolina Emergency Management Western Division to ensure lifting of the State of Emergency would not impact FEMA eligibility/reimbursement or the status of the disaster declaration since we are one of the 39 declared counties.

Mr. Will Polk, Deputy General Counsel, provided guidance that it is the local jurisdiction's policy call based on the status of the county as to whether they need the declaration to remain in place to exercise their local emergency powers to deal with the incident. As far as the impact on FEMA eligibility/reimbursement, if it is one of the 39 declared counties or ECBI in 4827-DR, standing down the SOE will not impact its status in the disaster declaration.

The County Manager stated that staff, in concurrence with the County Attorney, recommended the State of Emergency be lifted. County Attorney Miller stated that was correct, he did agree.

Commissioner Hodges, seconded by Commissioner Marsh, moved to terminate the State of Emergency as presented by the County Manager.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

B. Hurricane Helene Update

On behalf of Mr. Will Holt, Emergency Services Director, County Manager Geouque shared the following update on current recovery efforts from Hurricane Helene.

“I would like to offer a brief update on the status of recovery in Watauga County from the Emergency Services perspective. Before going any further, I would like to personally express my deep gratitude to the multitude of individuals and organizations that have stepped up to lead the way in various aspects of recovery including rebuilding of our citizen’s personal property and businesses. A few key points:

- *County staff continue to work with our insurance provider on coverage limits and settlements. We have requested the insurance company to send settlement letters as determinations are made to increase speed we can submit to FEMA for any gaps.*
- *Right-of-way debris removal continues. Due to weather and other factors, we have requested and NCEM is in the process of completing an extension on the allowable work period for debris removal in the right of way. At time of writing this extension is still being processed.*
- *Waterway and private property debris removal operations with the Corps of Engineers (USACE) has been approved with our project contract to be completed within the next 2-3 weeks and then a 45 day permitting process review will begin. An initial round of assessments has been completed by USACE and reviewed by FEMA for eligibility. Staff now has a solid contact person within USACE who will take Watauga County debris removal “from cradle to grave” for waterway and private property. Representative Foxx’s office has been very active on this issue and we appreciate her support.*
- *Staff is conducting rapid assessments on waterways to give multiple State and federal partners access to raw data to determine eligibility for Category A (USACE debris removal), EWP, or other potential programs being discussed.*
- *Governor Stein has signed an Executive Order directing NCEM and OSBM to establish a private road and bridge program. Staff has been in contact with the Assistant Director of that division of OSBM and initial planning has begun on how to implement that Executive Order. This program is designed to duplicate the success seen in the southwest part of the State during the 2022 TS Fred floods.*
- *Staff has worked with the County Attorney and regional partners to develop an RFP for technical assistance with recovery. The specific focus of this RFP is for assistance in the financial recovery surrounding public assistance, hazard mitigation, and other complex federal programs. This RFP closes January 21st.*
- *As a point of success, DSA teams have completed their work in Watauga County but will have staff available for any issues that arise. Teams registered thousands of individuals and helped put more than \$13M at time of report into the hands of our citizens to begin their recovery.*
- *The deadline for organizations to apply for Public Assistance (PA) and individuals to apply for assistance (IA) have both been extended to February 6th, 2025*
- *Transitional Sheltering Assistance (TSA) has been extended until January 25th. Senator Budd’s office has been very active in this area and we appreciate his efforts on this issue.*

The Emergency Services Department is grateful for the partnership with our local, State, and federal partners specifically as they focus efforts to get money flowing into our community to restore what was lost and also build an even more resilient future.”

County Manager Geouque stated that two proposals were received for recovery management earlier in the day and they would be reviewed and presented at a future meeting.

County Manager Geouque stated that the contract for debris pickup ends on March 31, 2025; however, staff has asked the State for an extension. The State is looking at doing a blanket extension for all 39 affected counties.

The report was for information only; therefore, no action was required at this time.

C. Proposed Dates for Annual Pre-Budget Retreat

County Manager Geouque stated that the proposed dates for the Annual Pre-Budget Retreat were February 27 and 28, 2025, with times proposed from 12–7 P.M. for Thursday and 9 A.M.–1 P.M. for Friday. Two days were required for the Retreat and times and dates could be adjusted accordingly.

Commissioner Marsh, seconded by Commissioner Hodges, moved to schedule the Annual Pre-Budget Retreat for Thursday, February 27, 2025, beginning at 12:00 P.M. and Friday, February 28, 2025, beginning at 9:00 A.M.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

D. Proposed Dates for Budget Work Sessions

County Manager Geouque stated that two budget work sessions are held each year. The work sessions were scheduled after the Manager’s proposed budget was presented at the first meeting in May. The proposed dates for the budget work sessions were May 8 and 9, with times proposed from 12–8 P.M. for the first day and 9 A.M.–1 P.M. for the second day. Times and dates could be adjusted accordingly.

Commissioner Hodges, seconded by Vice-Chairman Castle, moved to schedule the budget work sessions on Thursday, May 8, 2025, beginning at 12:00 P.M. and Friday, May 9, 2025, beginning at 9:00 A.M..

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

E. Proposed Resolution Authorizing the Advertisement of A Lease Renewal with Daymark Recovery System, Inc.

County Manager Geouque stated that the lease with Daymark Recovery Services has expired. Daymark Recovery Services would like to renew the lease with the same terms and conditions as the current lease. The space to be leased was at the County's Human Service Building and included 13,775 square feet. Daymark agreed to lease the space at the rate of \$10 per square foot (\$137,750 per year) in monthly installments of \$11,479.17. The new lease term would be March 1, 2025, to February 29, 2028. Included in the lease under Section 10 was an additional fee in the amount of \$67,718 per year, to be paid in monthly installments of \$5,643, which was to cover utilities and janitorial services.

Prior to approving the lease, County Manager Geouque presented an attached resolution that, once adopted, would need to be advertised in the Watauga Democrat for ten (10) days as required by the general statutes prior to the lease being brought back to the Board for action.

Commissioner Hodges, seconded by Commissioner Marsh, moved to adopt the resolution and authorize the advertisement of the resolution for ten days as presented by the County Manager.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

F. Interior and Exterior Signage for New Valle Crucis Elementary School

County Manager Geouque presented the proposed interior and exterior signage for the new Valle Crucis Elementary School. The total cost from APCO Carolinas was \$85,436.17 and adequate funding was available in the current project budget to cover the expense.

Commissioner Marsh, seconded by Vice-Chairman Castle, moved to approve the contract with APCO Carolinas in the amount of \$85,436.17 for interior and exterior signage for the new Valle Crucis Elementary School.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

G. Boards and Commissions

County Manager Geouque presented the following:

Commissioner Appointments to Boards & Commissions

Each Commissioner nominates a representative to the Watauga County Planning Board whose terms run concurrent with the term of the appointing Commissioner. Commissioner Marsh would like to appoint Neal Winebarger as his district representative on the Watauga County Planning Board. Action must be taken by the entire Board of Commissioners to make these appointments.

Commissioner Marsh, seconded by Vice-Chairman Castle, moved to waive the second reading and appoint Neal Winebarger as the district representative on the Watauga County Planning Board for Commissioner Marsh.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

Watauga Medical Center Board of Trustees

The Watauga Medical Center Board of Trustees has recommended Lisa Cooper for reappointment and Matthew Vincent for appointment as Board Trustees. Each of their terms would be effective January 1, 2025, through December 31, 2027. These were first readings and, therefore, no action was taken.

Watauga County Board of Adjustment

The Board of Adjustment term of Ms. Sue Sweeting has expired. The revised NC General Statute 160D no longer makes any mention of appointments representing zoned areas of counties with partial-county zoning; therefore, it is not necessary to consider where appointees live. The term will be for three years. There are no recommendations from the Board of Adjustment at this time and no volunteer applications have been received.

Valle Crucis Historic Preservation Commission

The term of Erin Welsh has expired on the Valle Crucis Historic Preservation Commission. The member must live in the Historic District or be a current member representative of the Valle Crucis Community Council. The Preservation Commission has not made a recommendation at this time. A volunteer application has been received from Mr. Bryant Ward who is interested in serving. This is a first reading and, therefore, no action is required.

Commissioner Marsh, seconded by Commissioner Hodges, moved to waive the first reading the appoint Mr. Bryant Ward to the Valle Crucis Historic Preservation Commission as presented.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

H. Announcements

County Manager Geouque announced that the High Country Council of Governments' 49th Annual Banquet was postponed due to Hurricane Helene and has been rescheduled for Friday, March 7, 2025, from 6:00 to 9:00 P.M. in the Grandview Ballroom at the Northwest End Zone Facility, Appalachian State University. The deadline to RSVP is February 21, 2025.

Commissioner Marsh announced that there would be an After Action Debrief with all Emergency Services in the area in regards to Hurricane Helene on Saturday February 22, 2025, at the Caldwell Community College Campus.

CLOSED SESSION

At 6:12 P.M., Vice-Chairman Castle, seconded by Commissioner Marsh, moved to enter Closed Session to discuss Attorney/Client Matters, per G. S. 143-318.11(a)(3) [including discussion on 24 CVM 198 Brandy Boyles and Keller vs. North America], Land Acquisition, per G. S. 143-318.11(a)(5)(i), and Personnel Matters, per G. S. 143-318.11(a)(6).

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

Commissioner Hodges, seconded by Commissioner Marsh, moved to resume the open meeting at 9:09 P.M.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

ADJOURN

Vice-Chairman Castle, seconded by Commissioner Marsh, moved to adjourn the meeting at 9:10 P.M.

VOTE: Aye-4(Eggers, Castle, Hodges, Marsh)
Nay-0
Absent-1(Greene)

Braxton Eggers, Chairman

ATTEST: Anita J. Fogle, Clerk to the Board

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AGENDA ITEM 3:

APPROVAL OF THE FEBRUARY 4, 2025, AGENDA

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AGENDA ITEM 4:

PUBLIC COMMENT

MANAGER'S COMMENTS:

Public Comment will last up to 1-hour dependent upon the number of speakers.

Blank Page

AGENDA ITEM 5:

WATAUGA COUNTY SCHOOLS FY 2024-2025 CIP FUNDS REQUEST

MANAGER'S COMMENTS:

Mr. Joseph Nash, Watauga County Schools Finance Director, will request the release of \$550,000 from the County's CIP reserve. The projects are attached.

Board approval is required to release the funds as requested.



**WATAUGA COUNTY
BOARD OF EDUCATION**

Margaret E. Gragg Education Center
175 Pioneer Trail, Boone, NC 28607

MEMORANDUM

TO: Deron Geouque, County Manager
Commissioners, Watauga County

FROM: Joseph Nash, Finance Officer

DATE: February 4, 2025

RE: 2024-25 CIP Funds Request

Watauga County Schools respectfully requests approval for the use of \$550,000 from the county's CIP funds reserved for the school district. The list of projects for funding is as follows:

CIP Reserves Project	Amount
Classroom Presentation Technology	\$80,000
HVAC/Sewer Pumps Repair/Replace	25,000
Technology Devices Repair/Replace	300,000
Heavy Vehicle Lift Install/Repair	75,000
Security Cameras	25,000
HP, BR, GV Classrooms, Bathrooms, Decking Renovations	15,000
Playground Updates/Renovations	30,000

Thank you for your continued support of Watauga County Schools.

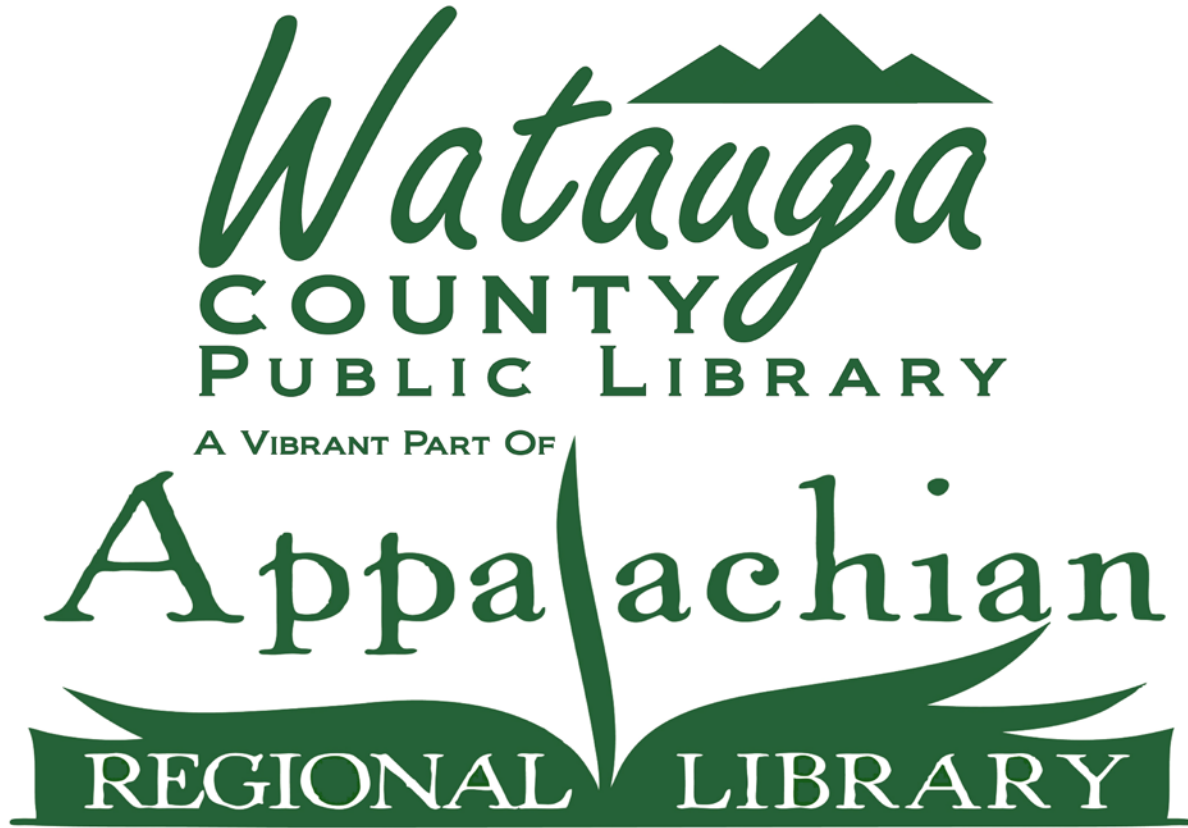
AGENDA ITEM 6:

WATAUGA COUNTY PUBLIC LIBRARY ANNUAL REPORT

MANAGER'S COMMENTS:

Ms. Monica Caruso, County Librarian, will present the Watauga County Public Library Annual Report.

The report is for information only; therefore, no action is required.



WATAUGA COUNTY PUBLIC LIBRARY

2024 Highlights



Sensory-Friendly Movie

Please join us at the
Watauga County Public Library
 on Saturday, October 5th at 2:00 pm!

Free, family-friendly movie in a sensory-friendly environment!

- Soft lights remain on
- Sound is moderate
- Freedom to sit, stand, or move where most comfortable
- Coloring pages as an alternative activity
- Popcorn & no sugar added juice provided
- Guests are welcome to bring their own snacks too, just please no nut products





January 31st - April 4th

GET YOUR TAXES DONE FOR FREE

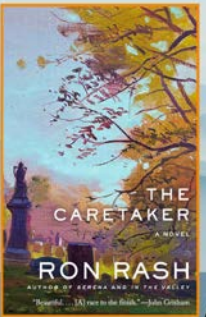



The VITA program offers free tax help to people who generally make \$54,000 or less, persons with disabilities and limited English speaking taxpayers who need assistance in preparing their own tax returns. IRS-certified volunteers provide free basic income tax return preparation with electronic filing to qualified individuals.

WHAT YOU NEED:

- ✓ Social security cards for taxpayer, spouse, and dependents
- ✓ Photo ID for taxpayer and spouse (if married filing jointly)
- ✓ Birth dates for taxpayer, spouse, and dependents
- ✓ All income statements: W-2, 1099, 1099-R, Social Security Benefits Statement, and other income sources
- ✓ Tuition Statement (1098-T) and related expenses from a college or technical school
- ✓ Statement from Child Care Provider (Includes total paid and tax ID number)
- ✓ Affordable Care Act Statements (1095-A, B, or C)
- ✓ A copy of last year's tax return
- ✓ Bank account number and routing number (for direct deposit of any refund)

TO SCHEDULE AN APPOINTMENT
 Watauga County Public Library
 Adult Services Desk: 828 264 8784 ext. 2

An evening with
Ron Rash
 The Appalachian Theatre
 August 7th, 6:00 pm ~ Free Admission







020425 BCC Meeting

2024 Meeting Room Usage:

342 groups
 scheduled & assisted

5,400 total
 attendees





Seated Tai Chi Classes

for Arthritis and Fall Prevention
 in person & online

Free of Charge
 Every Monday, 10-10:45am
 September 9th - December 16th
 Watauga County Public Library
 Participants encouraged to attend at least 11 sessions

- Reduce joint pain
- Improve relaxation
- Build strength
- Ideal for older adults and those with arthritis
- Modification to accommodate individual needs

To register, please scan the code or call
 Watauga County Public Library Adult Services:
 828 264 8784 ext. 2

Taught by TCHI Board Certified Instructor Nicole Hiegl,
 Healthy Aging NC Training Academy for TCA/FP
 at the High Country Area Agency on Aging





Don't toss it

- Knife sharpening
- Electrical repair
- Costume jewelry repair
- Sewing

Watauga County Public Library
 Saturday, November 9th
 10 am to 2 pm

Repair Hub is free, but donations toward supply costs are gladly accepted at the Watauga County Public Library Circulation Desk.




Monday Matinees



EVERY MONDAY

2:00 PM
 at the
 Watauga County
 Public Library



Adult Services



Youth Services

- 2nd Grade Field Trips*
- 8 Word Mystery contest
- Boone Boo
- Boonerang
- Buildfest
- Creative Writing Club
- Eclipse Party
- Lego Club
- Mac the Therapy Dog
- Mario Day
- PBS/Rootle
- Santa & Grinch Storytimes
- Scavenger Hunts*
- SUMMER READING! + Reading & Rolling Program
- Taylor Swift Party
- Three weekly storytimes*
 - Bilingual Stories
 - Hickory Ridge Hickory Museum
 - Local Dentists
 - Other special guests



Summer Reading Programs:

- Grandfather Mountain
- Audubon Society*
- Blue Ridge Parkway
- Turchin Center
- Eco Explorer
- Foam Party
- Weekly Art
- Mario Mondays

*pictured



Bi-Monthly Storytimes

Western Watauga Branch Library



Book Club



Three weeks with National Guard



Summer Science Outreach



Solar Eclipse Event



Summer Learning FOAM party

Volunteer hours valued at \$146,049



Volunteers, 2024

LSTA Federal Grant -
Outreach vehicle



Watauga Endowment Council - Patio
Project



NC Dept. of Equity & Digital
Inclusion - Digital Champion



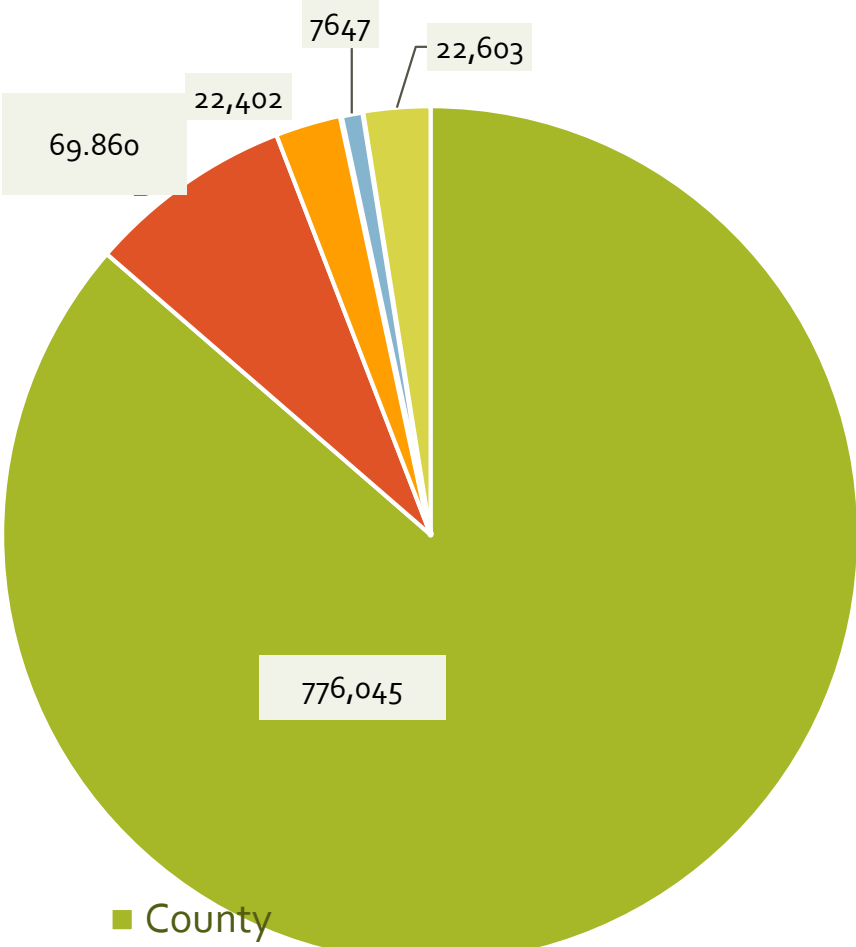
VITA
Volunteer Income Tax Assistance

Grants, 2024

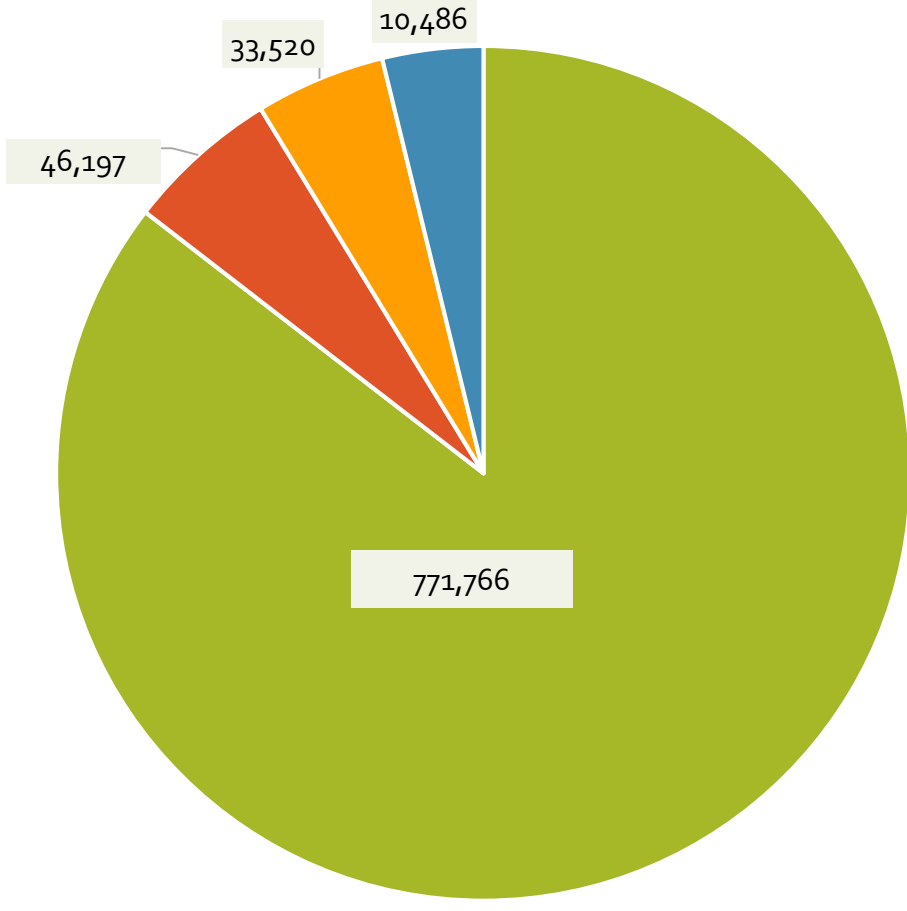
Revenue = \$898,557

FY 2024

Expenditures = \$861,969

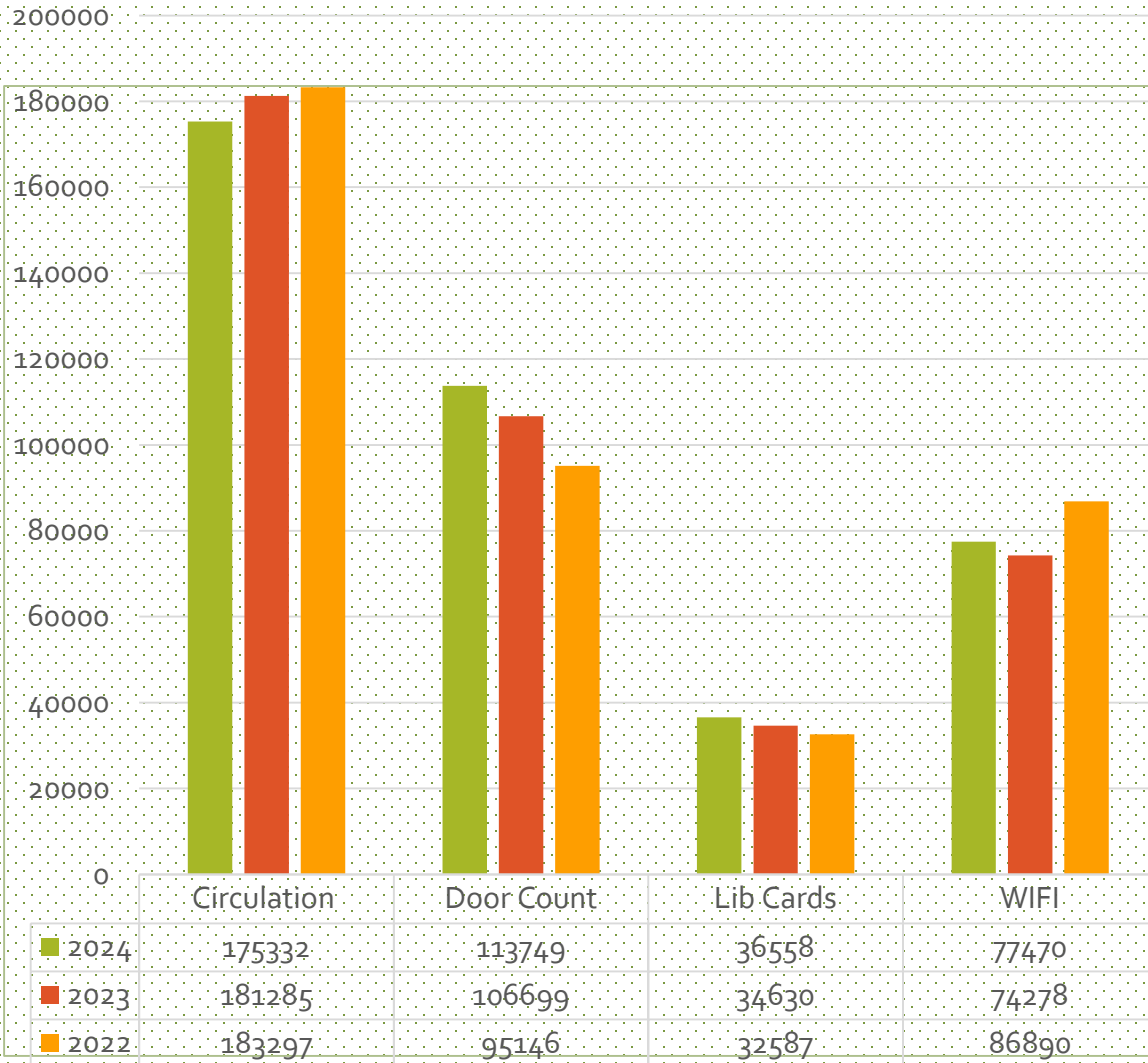


- County
- Friends/Endowment Donations
- Other Grants
- Investment Earnings/Misc. Revenue
- Fines/Fees



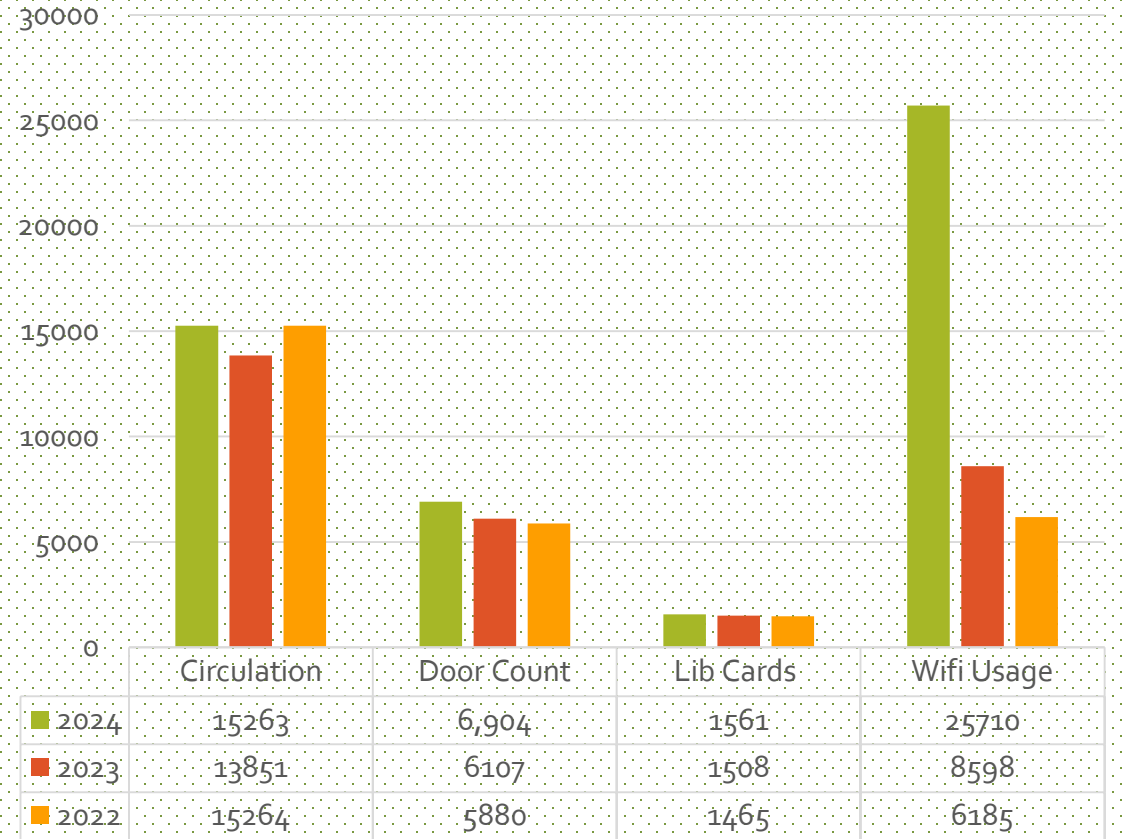
- Personnel
- Operations
- Collections
- Programming

Main Library



WW Branch

020425 BCC Meeting



Circulation, Door Count, Library Cards, & WIFI

STRATEGIC PLAN GOALS, 2022-2026

- Organizational Excellence
- Robust Services to Underserved Communities
- Increased Access and Innovative Programming
 - Build High Quality Print, Digital, and Technology Collections

GRANTS , 2024 – 2026

- Digital Champion Grant
- LSTA Modular Conference Rooms Grant (25-26)
- NC Dept. of Commerce Grant

Looking Ahead

Thank you to Watauga County for
your partnership and support!

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AGENDA ITEM 7:

PROPOSED APPROPRIATION OF STATE FUNDS FOR SENIOR CENTERS

MANAGER'S COMMENTS:

Ms. Angie Boitnotte will request the Board accept Senior Center General Purpose funding in the amount of \$14,855. Both Senior Centers are eligible; with \$11,100 for the L. E. Harrill Senior Center and \$3,755 for the Western Watauga Community Center. The funds require a 25% match totaling \$4,952 that is included in the agency's current budget.

Board action is required to accept the Senior Center General Purpose funding in the amount of \$14,855 with the required 25% match.



Watauga County Project on Aging

132 Poplar Grove Connector, Suite A • Boone, North Carolina 28607

Website: www.wataugacounty.org/aging angie.boitnotte@watgov.org

Telephone 828-265-8090 Fax 828-264-2060 TTY 1-800-735-2962 Voice 1-800-735-8262 or 711

MEMORANDUM

TO: Deron Geouque, County Manager

FROM: Angie Boitnotte, Director

DATE: January 27, 2025

SUBJ: Appropriation of State Funds for Senior Centers

The Project on Aging received notification that each of the County's two senior centers are eligible to receive Senior Center General Purpose funding in the amount of \$14,855 on a reimbursement basis through an appropriation from the NC General Assembly and the Division of Aging. The L. E. Harrill Senior Center, as a Center of Excellence, is eligible to receive \$11,100 which requires a 25% local match of \$3,700. The Western Watauga Community Center is eligible to receive \$3,755, which requires a 25% local match of \$1,252. The required match is present in the agency's FY25 budget.

These funds can be used to support and develop programming and general operations including salaries, supplies, equipment, capital outlay, and other operating costs. We plan to use the funds to purchase equipment and supplies, and to cover other various ongoing expenses.

I recommend acceptance of these funds. I will plan to be present for discussion and questions.

Thank you for your consideration.

**CONTRACT Between
HIGH COUNTRY COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING
and**

Watauga County Project on Aging

Federal Tax ID# 56-6001816

Lois E. Harrill Senior Center
Name of Senior Center Being Funded

I. Parties to the Contract:

This Contract, made and entered into this 7th day of January by and between Watauga County Project on Aging, hereinafter referred to as "Contractor" and the High Country Council of Governments, Area Agency on Aging hereinafter referred to as the "Agency". This Contract shall insure to the benefit of and be binding upon the parties hereto, their successors and legal representatives.

II. Effective Period:

This Contract period is effective July 1, 2024 and terminates on June 30, 2025, with the option to extend if mutually agreed, through a written amendment as provided for in Part XI.

III. Independent Status:

The parties hereto acknowledge that they are independent entities. Neither party shall represent itself as agent or employee of the other, nor shall either party bind or represent that it has the ability to bind the other to any monetary or legal obligation. The parties hereto acknowledge that neither this nor any provision hereof shall be deemed to create a partnership or joint venture between the parties.

IV. Liabilities and Legal Obligations:

Each party hereto agrees to be responsible for its own liabilities and that of its officers, employees, agents, or representatives arising out of this Contract including fiscal responsibility for deviations from this Contract.

V. Administrators for the Contract:

The persons named below shall be administrators for the respective parties and shall be the persons to whom notices provided for in this Contract shall be given and to whom matters relating to administration or interpretation of this Contract shall be addressed. Either party may change its administrator or his address or his telephone number by written notice to the other party.

For the Agency:

**Tim Price, Compliance Officer
High Country Area Agency on Aging
468 New Market Boulevard
Boone, N.C. 28607
(828) 265-5434 Ext. 122**

For the Contractor:

**Angie Boitnotte, Director
Watauga Project on Aging
132 Poplar Grove Connector, Suite A
Boone, NC 28607
(828) 265-8090**

VI. General Provisions:

- A. The place of this Contract, controlling its status and form, shall be Watauga County, North Carolina, and all matters relating to the validity, construction, interpretation, and enforcement of this Contract shall be determined in the courts of Watauga County. Any Suit in federal district court relating to this Contract shall be brought in the United States District Court, Western District of North Carolina.
- B. This Contract supersedes all prior agreements between the parties and expresses their entire understanding with respect to the transactions contemplated herein. Any prior agreements, verbal understandings or otherwise, shall be deemed merged herein. In witness whereof, the Contractor and the Agency have executed this Agreement in duplicate originals, one of which is retained by each of the parties.

VII. Responsibilities of the Agency:

Make payment to the Contractor as described in Section IX of this Contract.

VIII. Responsibilities of the Contractor:

- A. The Contractor shall expend the award in keeping with the attached description indicating how funding will be utilized. Funding will not be disbursed until this description is received by the Agency.
- B. The Contractor is to use or expend state funds only for the purposes for which they were appropriated by the General Assembly. If the Contractor is a governmental entity, such entity is subject to the provisions of the requirements of OMB Circular A-133 and the NC Single Audit Implementations Act of 1987. Furthermore, contractor will comply with reporting requirements as defined by the G.S. 146-6.2.
- C. Submitting any other plans, reports, documents or other products that the Agency may specify.
- D. Complying with Title VI and VIII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA) and all requirements imposed by Federal regulations, rules and guidelines issued pursuant to these Titles for both personnel employed and clients served.
- E. None of the work to be performed under this contract which involves the specialized skill or expertise of the Contractor shall be subcontracted without prior approval of the Agency's contract administrator.
- F. The disclosure of information concerning services, applicants or recipients obtained in connection with the performance of this contract is prohibited. The use of such information is restricted to the performance of the Contractor's responsibilities specified in this contract.

- G. The Contractor expressly states that he presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this contract. The Contractor shall not employ any person having such interest during the performance of this contract. The Contractor further agrees to notify the Agency in writing of any instance that might have the appearance of a conflict of interest. Upon execution of this contract and prior to disbursement of funds, the Contractor shall submit to the Agency a notarized copy of the Contractor's policy addressing conflict of interest in accordance with G.S. 143-6.1 Section 13.

IX. Payment for Services:

Payment to the contractor will be conducted in the following manner:

- A. The High Country Council of Governments will pay the contractor \$11,100. State funds will not exceed 75% of total expenditures. The total match requirement is \$3,700. Total funding, including minimum local match is \$14,800.
- B. The High Country Council of Governments will reimburse the contractor for expenditures. Reimbursement will be made when the senior center expenditure information is entered into the ARMS. As with all other non-unit reimbursement funding, the contractor is to send invoices or other backup documentation to the AAA monthly or as expenditures are incurred and entered into ARMS. This funding is to be coded as Senior Center general purpose funds, service code 176, fund source code 7.
- C. Because funding is provided on a reimbursement basis, all requests for reimbursement must be submitted to the AAA by May 31, 2025.
- D. It is understood and agreed between the Contractor and the Agency that the payment of compensation specified in this agreement, its continuation or any renewal or extension thereof, is dependent upon and subject to the allocation or appropriation of funds to the Agency for the purpose set forth in this agreement.

X. Copyrights and Distribution of Materials:

The Contractor may copyright materials originated in the performance of this contract. These copyrights notwithstanding, the Agency may use, disclose, duplicate and distribute all materials delivered under this Contract. The Contractor hereby grants to the Agency a royalty-free, non-exclusive and irrevocable license to publish, translate, reproduce, deliver, perform, dispose of, and to authorize others so to do, all data, reports, publications, studies, curricula or other materials originated in the performance of this Contract. Such license shall be only to the extent that the Contractor has the right to grant such license. The Contractor may not market the products of this Contract for profit.

XI. Amendment:

This Contract may be modified by written amendment at any time. From time to time, changes in the scope of the services of the Contractor to be performed under this agreement are required. Such changes, including but not limited to any renewal of extension, that increase or decrease the amount of the Contractor's compensation, which are mutually agreed upon by and between the Contractor and the Agency shall be incorporated in written amendments to this contract and signed by both parties.

XII. Termination:

This Contract may be canceled in whole or in part at any time:

- A. By either party, immediately for cause, upon written notice to the other party delivered by registered mail with return receipt requested, or in person;
- B. By either party, upon at least thirty days notice in writing to the other party delivered by registered mail with return receipt requested, or in person; or
- C. By mutual consent of both parties. After receipt of a notice of termination, and except as otherwise directed by the Agency, the Contractor shall cease work under the Contract on the date, and to the extent specified, in the notice of termination. In the event of termination in part, both parties shall continue the performance of this Contract to the extent not terminated. If the Contract is terminated as provided herein, the Contractor will be paid for services actually delivered through the termination date.

XIII. Default:

Waiver of any default shall not be deemed to be a waiver of any subsequent default. Waiver of breach of any provision of this Contract shall not be deemed to be a waiver of any other subsequent breach and shall not be construed to be a modification of the terms of this Contract unless stated to be such in writing , signed by an authorized representative of the Agency and attached to this Contract.

In witness whereof, the Agency and the Contractor have executed this contract as of the day first written above.

Watauga County

Attest:

_____ By: _____
Contractor

High Country Area Agency on Aging

Attest:

_____ By: _____
Zack Green, Area Agency on Aging Julie Wiggins, Executive Director
High Country Council of Governments High Country Council of Governments

Provision for payment of the monies to fall due under this Agreement within the current fiscal year have been made by appropriation duly authorized as required by the Local Government Budget and Fiscal Control Act. This instrument has been pre-audited and approved in the manner required by the Local Government Finance Control Act.

By: _____
Caroline Briggs, Finance Officer
High Country Council of Governments

**CONTRACT Between
HIGH COUNTRY COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING
and**

Watauga County Project on Aging

Federal Tax ID# 56-6001816

Western Watauga Community Center
Name of Senior Center Being Funded

I. Parties to the Contract:

This Contract, made and entered into this 7th day of January by and between Watauga County Project on Aging, hereinafter referred to as "Contractor" and the High Country Council of Governments, Area Agency on Aging hereinafter referred to as the "Agency". This Contract shall insure to the benefit of and be binding upon the parties hereto, their successors and legal representatives.

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For the Agency:

**Tim Price, Compliance Officer
High Country Area Agency on Aging
468 New Market Boulevard
Boone, N.C. 28607
(828) 265-5434 Ext. 122**

For the Contractor:

**Angie Boitnotte, Director
Watauga Project on Aging
132 Poplar Grove Connector, Suite A
Boone, NC 28607
(828) 265-8090**

VI. General Provisions:

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- B. This Contract supersedes all prior agreements between the parties and expresses their entire understanding with respect to the transactions contemplated herein. Any prior agreements, verbal understandings or otherwise, shall be deemed merged herein. In witness whereof, the Contractor and the Agency have executed this Agreement in duplicate originals, one of which is retained by each of the parties.

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- C. Submitting any other plans, reports, documents or other products that the Agency may specify.
- D. Complying with Title VI and VIII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA) and all requirements imposed by Federal regulations, rules and guidelines issued pursuant to these Titles for both personnel employed and clients served.
- E. None of the work to be performed under this contract which involves the specialized skill or expertise of the Contractor shall be subcontracted without prior approval of the Agency's contract administrator.
- F. The disclosure of information concerning services, applicants or recipients obtained in connection with the performance of this contract is prohibited. The use of such information is restricted to the performance of the Contractor's responsibilities specified in this contract.

- G. The Contractor expressly states that he presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this contract. The Contractor shall not employ any person having such interest during the performance of this contract. The Contractor further agrees to notify the Agency in writing of any instance that might have the appearance of a conflict of interest. Upon execution of this contract and prior to disbursement of funds, the Contractor shall submit to the Agency a notarized copy of the Contractor's policy addressing conflict of interest in accordance with G.S. 143-6.1 Section 13.

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- B. The High Country Council of Governments will reimburse the contractor for expenditures. Reimbursement will be made when the senior center expenditure information is entered into the ARMS. As with all other non-unit reimbursement funding, the contractor is to send invoices or other backup documentation to the AAA monthly or as expenditures are incurred and entered into ARMS. This funding is to be coded as Senior Center general purpose funds, service code 176, fund source code 7.
- C. Because funding is provided on a reimbursement basis, all requests for reimbursement must be submitted to the AAA by May 31, 2025.
- D. It is understood and agreed between the Contractor and the Agency that the payment of compensation specified in this agreement, its continuation or any renewal or extension thereof, is dependent upon and subject to the allocation or appropriation of funds to the Agency for the purpose set forth in this agreement.

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This Contract may be modified by written amendment at any time. From time to time, changes in the scope of the services of the Contractor to be performed under this agreement are required. Such changes, including but not limited to any renewal or extension, that increase or decrease the amount of the Contractor's compensation, which are mutually agreed upon by and between the Contractor and the Agency shall be incorporated in written amendments to this contract and signed by both parties.

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- B. By either party, upon at least thirty days notice in writing to the other party delivered by registered mail with return receipt requested, or in person; or
- C. By mutual consent of both parties. After receipt of a notice of termination, and except as otherwise directed by the Agency, the Contractor shall cease work under the Contract on the date, and to the extent specified, in the notice of termination. In the event of termination in part, both parties shall continue the performance of this Contract to the extent not terminated. If the Contract is terminated as provided herein, the Contractor will be paid for services actually delivered through the termination date.

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Waiver of any default shall not be deemed to be a waiver of any subsequent default. Waiver of breach of any provision of this Contract shall not be deemed to be a waiver of any other subsequent breach and shall not be construed to be a modification of the terms of this Contract unless stated to be such in writing , signed by an authorized representative of the Agency and attached to this Contract.

In witness whereof, the Agency and the Contractor have executed this contract as of the day first written above.

Watauga County

Attest:

_____ By: _____
Contractor

High Country Area Agency on Aging

Attest:

_____ By: _____
Zack Green, Area Agency on Aging Julie Wiggins, Executive Director
High Country Council of Governments High Country Council of Governments

Provision for payment of the monies to fall due under this Agreement within the current fiscal year have been made by appropriation duly authorized as required by the Local Government Budget and Fiscal Control Act. This instrument has been pre-audited and approved in the manner required by the Local Government Finance Control Act.

By: _____
Caroline Briggs, Finance Officer
High Country Council of Governments

AGENDA ITEM 8:

EMERGENCY SERVICES MATTERS

A. Bid Award for Comprehensive Disaster Recovery Management Services

MANAGER'S COMMENTS:

The County recently solicited bids for a firm to provide Comprehensive Disaster Recovery Management Services for Watauga County. The County received two proposals from Insight Planning & Development and Hagerty Consulting, Inc.

After careful review and consideration, staff is recommending Hagerty Consulting, Inc. Funding for these services will come from the Category Z funding through the FEMA Public Assistance program.

Board approval is required to award Hagerty Consulting, Inc. the bid for Comprehensive Disaster Recovery Management Services and for the County Attorney and staff to draft the necessary contract.



Watauga County Emergency Services

184 Hodges Gap Rd, Suite D
Boone, NC 28607
Phone 828-264-4235
Fax 828-265-7617



Fire Marshal ♦ Emergency Management ♦ Communications

January 29th, 2024

To: Board of Commissioners

CC: Deron Geouque, County Manager
Anita Fogle, Clerk to the Board

Subject: Comprehensive Disaster Recovery Management Services

Board of Commissioners,

A Request for Proposals was issued for a firm to provide Comprehensive Disaster Recovery Management Services for Watauga County. The County received two proposals from Insight Planning & Development and Hagerty Consulting, Inc. After meeting and reviewing the proposals the group recommends Hagerty Consulting, Inc. to the Board of Commissioners for your approval. Funding for these services will come from the Category Z funding through the FEMA Public Assistance program.

Respectfully,

Will Holt
ES Director

Comprehensive Disaster Recovery Management Services

Proposal for the County of Watauga by Hagerty Consulting, Inc.

Due January 21, 2025 at 2:00 PM

PREPARED BY:

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

CONTACT:

Katie Freeman
Director of Operations
katie.freeman@hagertyconsulting.com
847-492-8454 x119



HAGERTY

Table of Contents

Qualifications of the Firm..... 2
 Past Performance on Similar Projects5
 Project Approach8

Qualifications of the Staff 11

Technical Approach 13
 (a) Hagerty’s approach to supporting the immediate needs of the County. 13
 (b) Hagerty’s approach to the services listed in the RFP..... 14

Cost Proposal..... 22

Attachment 1: Proposal Certification..... 24

Attachment 2: Resumes 27

Qualifications of the Firm

Hagerty Consulting, Inc. (Hagerty) is honored to have the opportunity to provide support to the County of Watauga (the County) as you continue your recovery from the impacts of Hurricane Helene, and any future events. As a disaster recovery firm navigating recovery for clients nationally and in the State of North Carolina, Hagerty stands ready to support the County as you navigate immediate issues and continue into long-term recovery and reconstruction.

Hagerty is passionate about helping our clients prepare for and recover from disasters. Unlike many of our competitors, disaster preparedness, recovery, and mitigation are our sole focus and priority – rather than another business line within a larger company. Founded in 2001, Hagerty has developed significant experience supporting our client’s recovery operations after catastrophic loss. Hagerty has led and managed the development of thousands of federal recovery grants, **totaling over \$95 billion to date, including close to \$70 billion in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program alone.** Hagerty has experience supporting all types of clients, recoveries, and federal funding programs including the FEMA PA Program; FEMA 404 Hazard Mitigation Grant Program (HMGP); FEMA Individual Assistance (IA); United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) – Disaster Recovery (DR) Program; Federal Highway Administration (FHWA) Emergency Relief (ER) Program; and the Federal Transit Administration (FTA)-ER Program.

Hagerty’s Expertise has been Leveraged to Meet Emerging Cost Recovery Needs Specific to Various Disasters

\$69+ Billion

Federal Emergency Management Agency
Public Assistance Program

\$14+ Billion

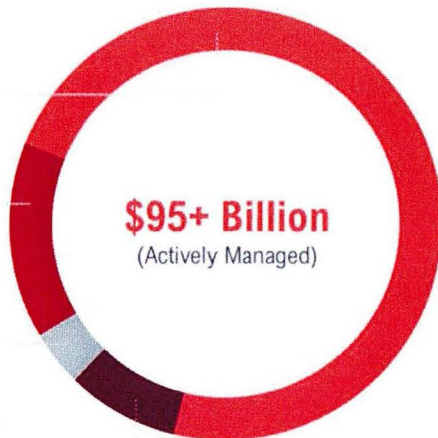
American Rescue Plan Act Programs

\$4+ Billion

Coronavirus Aid, Relief, and
Economic Security Act Programs

\$8+ Billion

Other Federal Grants, including Mitigation
Grants and US Department of Housing and
Urban Development Grants



20+ TOTAL YEARS

of Experience in Disaster
Recovery Grant Program
Management

27 STATES & TERRITORIES

Where Hagerty is Providing
Support for Management of
Federal Recovery Funds

Hagerty has supported our clients in the management and administration of grants through the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act), as amended; the Code of Federal Regulations (CFR), including 44 CFR 206, the standards at 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards which applies to disasters declared on or after December 26, 2014; and FEMA policies, including the 9500 Policy Series for disasters declared prior to January 1, 2016 and the Public Assistance Program and Policy Guide (PAPPG) for disasters declared on or

after January 1, 2016. We are well versed in PAPPG version 4.0, which applies to the County’s recovery from Hurricane Helene.

THE HAGERTY ADVANTAGE:

Hagerty is Experienced in Supporting Comprehensive Recovery Programs Following Catastrophic Disasters.

Hagerty has a demonstrated track record of supporting clients in the immediate aftermath of disasters, surging to meet our client’s specific needs as they focus on long-term response, immediate recovery, and long-term recovery. In one example, Hagerty deployed to support New York City (NYC) in the aftermath of Hurricane Sandy – a project initiated by Hagerty in January of 2013 that Hagerty is supporting **today** as NYC advances through construction and closeout, in addition to supporting three other major disaster declarations for NYC: the Novel Coronavirus (COVID-19) pandemic (DR-4480), Tropical Storm Isaias (DR-4567), and Hurricane Ida (DR-4615). All in, **Hagerty helped NYC obtain and retain more than \$18 billion of FEMA PA funding for four disasters.**

Hagerty is Actively Engaged in Helene Recovery

Hagerty has been actively engaged in the State of North Carolina in recovery from Hurricane Helene since October of 2024. We are supporting the State both under the FEMA PA Program as well as with future planning. Further, we are providing local recovery support to Beech Mountain and the City of Asheville. Through these engagements, we are well aware of damages incurred by the County as well as the key players at the State and federal levels that will be partners in the County’s recovery.

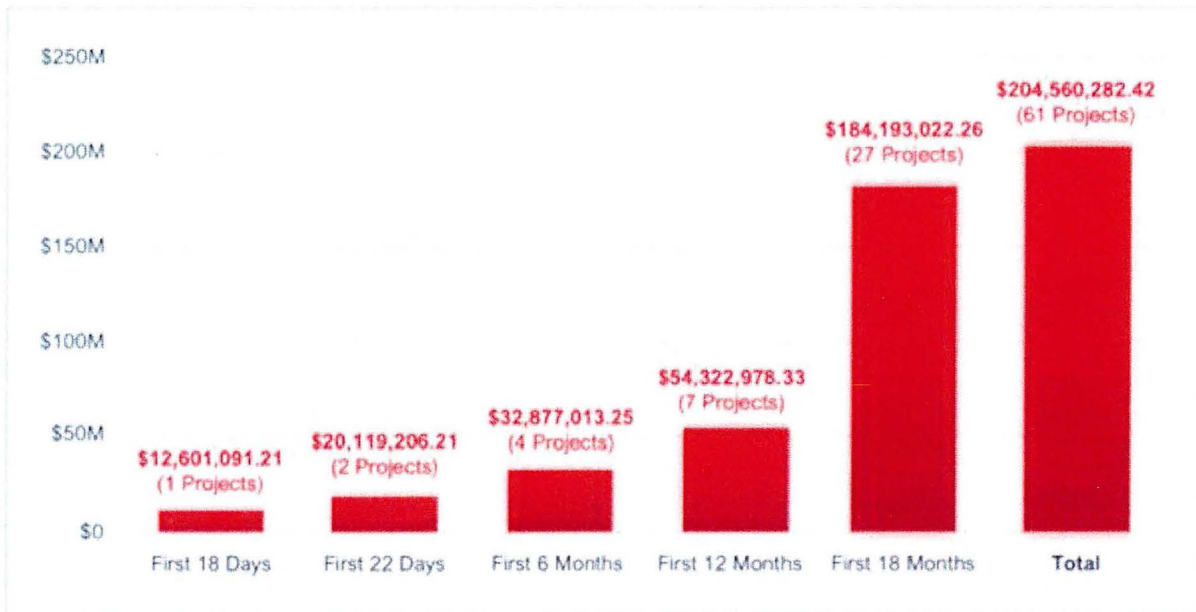
More recently, and similar to the impacts experienced by the County, Hagerty supported Lee County as they prepared for, responded to, and recovered from Hurricane Ian. Hagerty had previously supported Lee County on various planning projects and cost recovery under the COVID-19 disaster. Recognizing the potential impact to Lee County, Hagerty deployed personnel to support Hurricane Ian response and recovery operations, arriving at the Lee County emergency operations center (EOC) days before hurricane landfall.

Personnel Deployed to Support the Response and Recovery Needs of Lee County



Recognizing the magnitude of damage and anticipating disaster-related cash flow issues, the Hagerty team prioritized getting funding back to Lee County through the development and submission of expedited emergency work projects. These efforts led to approximately **\$20.1 million** in expedited funding received by Lee County within **three weeks** of landfall. In the two years following Hurricane Ian, Hagerty has continued to prioritize eligible disaster funding for the County with the **obligation of 61 projects**, reimbursement of **\$179 million** for Categories A-Z projects, and **\$100 million** in 0 percent interest loans for PA through the newly created 2023/2024 Legislative Appropriations Program administered by the Florida Division of Emergency Management (FDEM). In addition to emergency response and FEMA PA recovery support, Hagerty developed and submitted to FDEM nearly **\$247 million** in HMGP sub-applications.

FEMA PA Support Provided by the Hagerty Team



Approximately two years after Hurricane Ian, the Hagerty team is currently in the process of reconciling and closing out Lee County's obligated debris projects. Because of the excellence demonstrated by the Hagerty team, we were recently re-awarded our contract to continue to support Lee County with Ian recovery and any future disasters.

Hagerty has also served as a long-term partner to the City of Panama City as they recover from Hurricane Michael. The hurricane was the third-strongest hurricane to make landfall in the US, and the second strongest hurricane to hit the continental US. In six short hours, the Category 5 storm damaged and destroyed 98 percent of the City's infrastructure. More than 5.7 million cubic yards of debris covered City streets, costing the City \$94.6 million to remove.

In December 2018, the City selected Hagerty for disaster recovery services. These services include the development, management, and reimbursement of federal and state grants including FEMA PA, Hazard Mitigation 404 and 406, CDBG-DR, FMA, and BRIC (among others). In 2019, the City expanded their contract, asking Hagerty to provide experts in long-term recovery planning, economic development planning, unmet needs assessments (UNA), and housing recovery. **Today, with the help of Hagerty, the City has**

successfully secured nearly \$350 million in disaster grant funding to rebuild a stronger and more resilient community.

Hagerty's disaster recovery experts continue to be an instrumental part of assisting the City with disaster recovery. Since December 2018, Hagerty has led the City to achieve the following outcomes:

- » Identifying and correcting nearly \$10 million in errors and missing eligible work within the cost estimates produced by FEMA.
- » Supporting the City to ensure the State of Florida covers the City's 12.5 percent cost share on all FEMA PA projects, saving the City nearly \$20 million.
- » Ensuring the reimbursement by FEMA of 98 percent of the City's debris removal cost.
- » Structuring recovery programs such that FEMA and CDBG-DR are paying 100 percent of the \$63.5 million requested by the City to make critical infrastructure more resilient.
- » Supporting the City to achieve a maximum award under the FEMA Community Disaster Loan (CDL) Program, which was forgiven in 2021 due to compliance with all loan requirements.
- » Securing approximately \$100 million in CDBG-DR funding to replace underground infrastructure and improve exterior business facades throughout five of the City's historic business districts.
- » Supporting the City to become the single largest recipient of CDBG-DR home buyout funding, receiving \$5 million to purchase more than a dozen repetitive flood homes.

Past Performance on Similar Projects

Hagerty knows there is no better evidence of our capability to support the County than references from our past and current clients. **Hagerty has specifically focused on county and local recovery operations to illustrate our capability to effectively support the County.** The following provides an overview of Hagerty's past performance and references for consideration. Should you require additional information regarding our past performance or further references, we will be happy to provide this upon request.

LEE COUNTY, FLORIDA: COMPREHENSIVE EMERGENCY MANAGEMENT SUPPORT

Point of Contact and Title	Dave Harner, County Manager
Contact Information	Email: dharner@leegov.com Phone: 239-533-2221
Period of Performance	December 2019 to Present

Our Lee County-based Hagerty team supports the County with Hurricane Ian FEMA PA cost recovery. After a delay by FEMA in initiating the site inspection process, followed by a subsequent moratorium in site inspections, Hagerty's collaborative approach to coordinating site inspections with FEMA placed the County in the driver's seat and resulted in the completion of more than 200 site inspections – including any re-inspections – within a six-month period. To date, the Hagerty team has submitted multiple projects with a total estimated project cost of \$282 million and a total of \$54 million in obligated emergency and permanent work projects.

Anticipating the cash flow issues faced by disaster-impacted jurisdictions following a storm, the Hagerty team prioritized getting funding back to the County. As a result, the County received approximately \$20 million in expedited reimbursements within two weeks of landfall, a total of \$53 million in funding reimbursed for Categories A, B, and Z projects to date, and \$100 million in 0 percent interest loans for PA projects through the newly created 2023/2024 Legislative Appropriations Program administered by FDEM. The \$100 million awarded to the County accounted for over 25 percent of the \$350 million available for all jurisdictions impacted by Hurricanes Ian and Nicole. In addition to emergency response and FEMA PA recovery support, Hagerty developed and submitted to FDEM nearly \$400 million in HMGP subapplications with County departments, supported the County in the development of their Impact and UNA for incorporation in their CDBG-DR Action Plan to the HUD for their \$1 billion allocation, and is currently managing Lee County's *ResilientLee* Recovery Task Force to develop the region's Long-term Recovery and Resiliency Plan.

MONTGOMERY COUNTY, TEXAS: MITIGATION RECOVERY SUPPORT SERVICES

Point of Contact and Title	Morgan Lumbley, Disaster Recovery Manager
Contact Information	Phone: 936-523-3915 Email: morgan.lumbley@mctx.org
Period of Performance	July 2018 to Present

In 2018, Hagerty was procured and awarded a four-year All-Hazards contract by Montgomery County on a yearly renewal basis to perform preparedness, planning, consulting and recovery services. Once the contract was executed and project awarded, Hagerty began performing implementation services on a Flood Mitigation Assistance (FMA) acquisition program. These services included fully operating the program from homeowner engagement to property closing and demolition.

Over the last five years, Hagerty has developed six FMA subapplications, five CDBG-Mitigation subapplications, and one HMGP subapplication on behalf of Montgomery County. These subapplications collectively requested over \$145 million in funding for four acquisition projects, one elevation project, and seven infrastructure projects that sought to mitigate the County's risk against future flood disasters. Across the four FMA Acquisition projects and two CDBG-DR Buyout projects, Hagerty has conducted several extensive community outreach events to gain homeowner participation throughout priority communities resulting in acquiring and demolishing over 100 eligible properties which have been returned to open green space in perpetuity. Additionally, Hagerty has developed comprehensive grant management plans specifically tailored for each project that identified program policies and procedures covering the administrative, design, permitting, construction (where applicable), and other project elements to help the County navigate FEMA and HUD regulations. Throughout the subapplication development process, Hagerty has worked with three State agencies in responding to Requests for Information (RFIs). Hagerty, alongside the County, responded within tight deadlines set even when homeowner property information needed to be obtained. Throughout the technical review process, Hagerty has efficiently and effectively responded to all RFIs by providing clear and detailed information with supporting documentation. In doing so, Hagerty has been able to expedite the County's subapplication submission, selection, and FEMA award.

HOWARD COUNTY, MARYLAND: COMPREHENSIVE DISASTER RESPONSE & RECOVERY SUPPORT

Point of Contact and Title	Felix Facchine, Assistant Chief of Staff to the County Executive
Contact Information	410-313-2689 fefacchine@howardcountymd.gov
Period of Performance	October 2016 to Present

Since 2016, Hagerty has provided FEMA PA recovery support services for two flash flooding events in 2016 and 2018. Recovery efforts included FEMA PA project development and submission. On July 30, 2016; Howard County, Maryland received over six inches of range in a two-hour period, causing in flash flooding that resulted in two deaths and catastrophic property damage. Due to the extent of damage to Howard County, FEMA declared a major disaster on September 16, 2016 for only Howard County, which triggered the statewide declaration threshold on its own. Hagerty assisted the County in the formulation of 27 project worksheets (PWs). Hagerty also assisted with planning and strategizing Howard's claim for FHWA funding for the repair of a damaged federal-aid road, which was not eligible for FEMA funding. In total, Hagerty supported Howard County to receive more than \$30 million in FEMA PA and FHWA-ER reimbursements for flood events in 2016 and 2018. This included the successful appeal of \$200 thousand in denied historic brick sidewalk project costs.

Since the beginning of the COVID-19 pandemic, Hagerty has become a trusted partner and advisor with Howard County. Hagerty's work has grown to include providing strategic advice on their \$63.2 million State and Local Fiscal Recovery Funds (SLFRF) allocation and grant management services for funding streams contained within the *Infrastructure Investment and Jobs Act* (IIJA), *Inflation Reduction Act* (IRA) and other recent federal legislation.

At the same time, the County had previously applied for several "traditional" flood remediation grants through FEMA Building Resilient Infrastructure and Communities (BRIC) and FMA but was unsuccessful due to not being able to meet the strict Benefit-Cost Analysis (BCA) requirements. These strict requirements and lack of funding also meant that the County's priority projects, although shovel-ready, were unable to begin construction. Based on a preliminary fund-matching exercise, our team identified two grant opportunities with more flexible BCA requirements that could be used for the same purposes. The US Department of Transportation (DOT) RAISE grants were not previously considered in prior grant identification processes due to their significant transportation focus, but the Hagerty team communicated to the County that these funds may also be deployed for flood-related tunnel and culvert infrastructure. Working closely with the County, we were able to develop and submit two \$25 million applications and BCAs for the RAISE Discretionary Grant program. Further, our project team used the RAISE application materials, BCAs, and project designs to work with the County to explore and scope out additional funding opportunities, including the PROTECT Discretionary Grant Program, the Congressionally Directed Spending – Pre-Disaster Mitigation Program, and future rounds of RAISE, Infrastructure for Rebuilding America, and the National Infrastructure Project Assistance Program funding.

Project Approach

Hagerty will confidently provide comprehensive services that address all aspects of disaster recovery. Due to Hagerty's existing knowledge of the current state of the Helene Recovery in the County through our existing support of Beech Mountain, we will use that understanding to inform our Helene recovery approach, but we would follow a similar process in the event of a future storm. It is important to note that the specific services and schedule will be coordinated with the County in the event of contract activation and/or associated with a specific task order. The following provides additional details regarding the specific support that the Hagerty team will provide, depending on the needs of the County.

APPROACH TO PROJECT AND TASK ORDER MANAGEMENT

The key to any project's success is clear and frequent communication with the client and the implementation of proven quality control measures. At Hagerty, it is our consistent desire to provide clients with work products and solutions that meet or exceed their expectations. Hagerty understands that a project is a collaborative effort, and to provide the County and your stakeholders with as much visibility as possible, we will regularly distribute status reports, preferably presented verbally, but always in writing.

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

- » **Communication methods for inquiries by County personnel.** Hagerty recommends establishing a single point of contact from the Hagerty team who will be responsible for both communicating with the County and coordinating timely response to and of acknowledgement of requests.
- » **Formats for monthly reports and invoices.** Transparency and accountability are important considerations for the Hagerty team. During the kickoff meeting, we will work with the County to confirm required reporting, including monthly reports which capture activities executed by the Hagerty team and formatting for invoices. Hagerty recommends monthly reports include tasks and accomplishments along with the overall burn rate of the contract to support both performance and budget management against the initial contract allocation. Monthly reports should also include any identified risks associated with the contract and/or specific work orders carried out by Hagerty's personnel.
- » **Contract communications plan(s).** In addition to addressing an overall coordinator and formal processes for coordination, Hagerty will also ensure the PMP offers a communications plan to the County to ensure contact with designated Hagerty personnel during regular business hours.

Hagerty will communicate Hagerty's standardized administration practices of timesheets, monthly invoicing, and daily log tracking. The County will have full visibility of what the Hagerty team is supporting.

ONGOING PROJECT MANAGEMENT

The core tasks associated with our project management approach are designed to facilitate two functions. First, our team aims to provide an effective management team to work alongside the County to increase transparency into the overall project status, coordinate efforts seamlessly, and maintain open lines of

communication. Second, our team aims to ensure project activities meet local, county, regional, state, and federal rules, regulations, and reporting requirements to maintain compliance with all program requirements.

Task Leads will be assigned to execute specific items based on the subject matter expertise required for any given task. This structure will allow multiple tasks to occur simultaneously, which is critical given the variety of needs that may be required by the County. The frequency and format of the meetings can be adjusted to accommodate additional project tasks and requirements. The table below provides a description of project management tools that Hagerty will use to ensure the County remains apprised of our performance under the contract.

Program Management Tools and Tactics

Project Status Meetings	Weekly or bi-weekly meetings with the County to provide overall updates and seek feedback on key issues or decision points.
Quarterly Meetings	Progress/status meetings with the County and other key stakeholders to provide updates and allow for key decisions on programming directions and activities.
Status Reports	Monthly written reports to include updates to project timelines, identification of efficiencies and deficiencies, and the overall status of the budget.

TASK ORDER RECEIPT AND MANAGEMENT

Hagerty will utilize the structure presented below to manage task orders as they are received from the County. As task orders are received, we will review the requirements against the capabilities of over 400 full-time professionals and a consulting cadre of more than 1,000 to identify the most skilled professionals to successfully deliver in the identified engagement. Hagerty understands that any substitution of staff members assigned to the engagement will be discussed with the County, and no action will be taken without notifying the County.

Task Order Management Process



At Hagerty, we execute emergency management programs to work for our clients by matching expertise, proven processes, and tailored systems to support the recovery operation. To support the needs of the County, Hagerty will engage County stakeholders to ensure proper visibility and oversight; assign personnel who have successfully managed similar projects in the past; and initiate our support using processes that have worked for similar clients and, where applicable, similar disasters.

DEPLOYMENT OF QUALIFIED PERSONNEL

A fundamental component to successful recovery is to first understand how the disaster has impacted the area, and based on those impacts, determine the right skill sets and associated level of support to address the recovery from those impacts. In initiating a recovery program with our clients, Hagerty's Project Management Team will establish expectations early regarding how to estimate outcomes of the recovery process; implement regular communication so that the client has a clear understanding of project status; and regularly track issues and potential mitigation strategies so they can be identified and addressed quickly.

As work orders or project authorizations are issued by the County, we will review the requirements against the capabilities in our cadre to identify the most skilled consultants to successfully deliver in the identified engagement. Hagerty understands that any substitution of staff members assigned to the engagement will be discussed with the County, and no action will be taken without the County's permission.

Hagerty Offers Significant Capacity to the County

For concurrent missions at both the state and local levels across North Carolina and Florida, Hagerty mobilized more than **210 professionals** to support immediate and long-term recovery operations and special missions, such as providing support for documentation collection and retention. This occurred while Hagerty **sustained** large recovery operations, including more than **225 professionals** supporting the State of California across two agencies focused on long-term recovery from multiple disasters; **55 professionals** supporting the NYC Office of Management and Budget (OMB) focused on recovery from Hurricane Sandy and all subsequent disasters; and **45 professionals** to the State of Maryland's recovery from COVID-19. **We offer this as evidence of Hagerty's capability and capacity not only to support the County with Helene recovery but to also continue to prioritize the County's needs as we support other clients across the nation.**

In instances where Hagerty has multiple clients impacted by a single disaster, Hagerty implements a model used for Hurricanes Michael, Sally, and Ian, that ensures each client's staffing needs are met while reducing costs to each client when on site subject matter expertise is needed, but not full time. Each client has a dedicated team appropriately scaled to the needs of that individual client. Other expertise may be needed on-site periodically but not full-time. For example, 406 mitigation specialists and cost estimators may need to be on-site to inspect certain types of damages to maximize 406 mitigation funding under PA. These SMEs can travel and have the cost of that travel split across clients (with the County's pre-approval) and be able to complete all needed inspections.

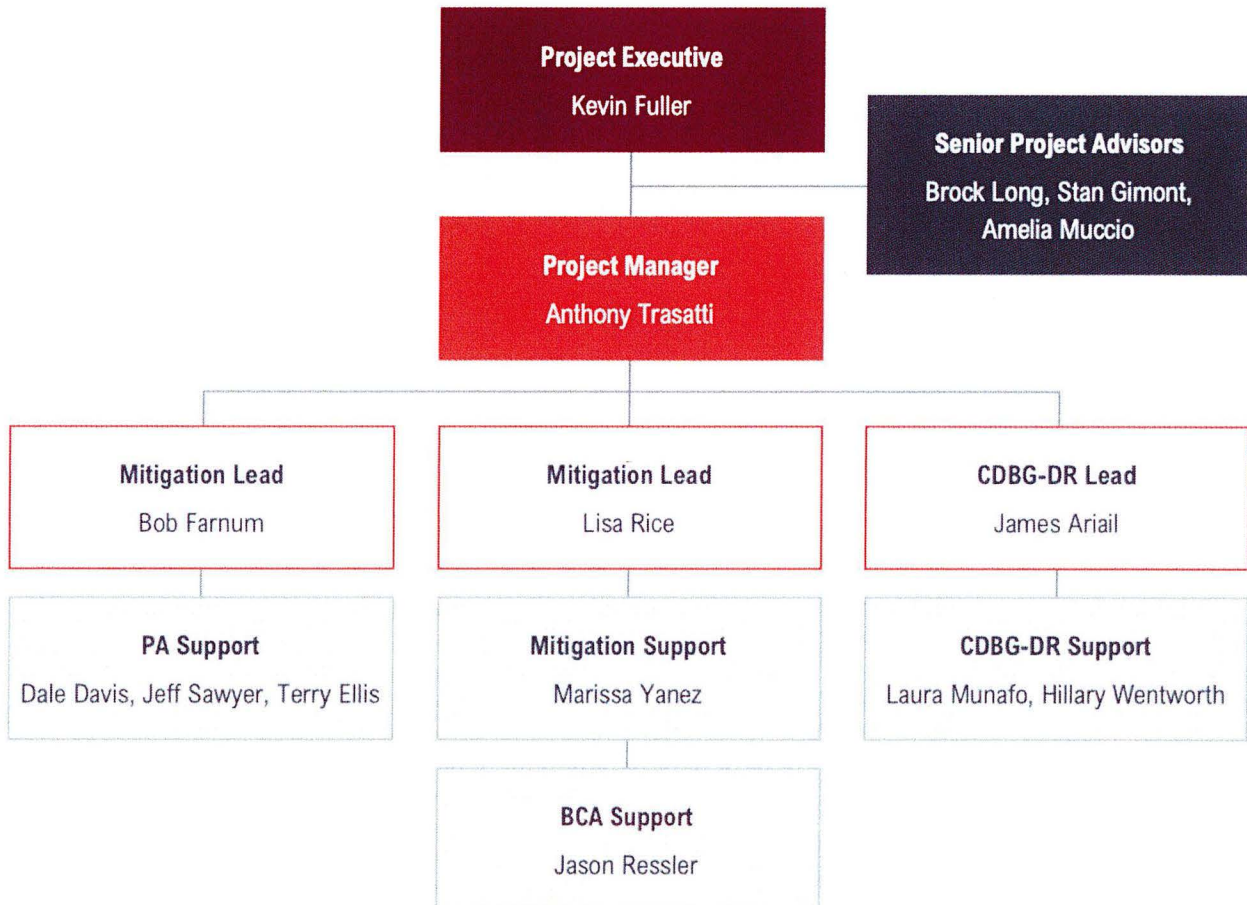
In addition to cost savings, Hagerty staff visibility across multiple clients has benefited Hagerty clients where FEMA has provided disaster specific guidance benefiting only one of Hagerty's clients but was not communicated to others. In these instances, this visibility on what is being communicated by multiple FEMA Program Delivery Managers (PDMGs) or field leadership is greatly beneficial throughout the recovery to ensure all critical information is had. Hagerty has already been able to take advantage of pooling of resources and disaster-specific knowledge in the early stages of North Carolina's recovery from Helene.

Qualifications of the Staff

Hagerty is proposing an initial, tactical team to support the County. **The most crucial element to a successful engagement is an open line of communication between the client and Hagerty.** Open and frequent communication will allow expectations to be fully understood, standards for quality to be established and maintained, and a system of accountability to be sustained. This foundation will provide Hagerty with a clear understanding of the County’s vision for success and enable development of an effective implementation scheme. Key tasks that will be a part of this process include our approach to contract activation and initiation as well as our approach to addressing the unique needs of the County.

Upon award of the contract, the Hagerty team will proactively schedule a meeting with the County. This meeting will focus on the County’s overall initial needs associated with this contract, allowing Hagerty to understand the status of programs initiated under the various funding streams (e.g., FEMA PA, FEMA Hazard Mitigation Assistance [HMA] Programs, etc.) and how Hagerty can best support the County across the recovery spectrum. Hagerty will facilitate this meeting to focus on each program, enhancing our current understanding of the tasks at hand and providing recommendations to the County on potential courses of action. We believe that this proactive collaboration with the County will allow Hagerty to better anticipate the needs of the County associated and better position our team to act on those needs.

Hagerty’s Proposed Project Organization



The following provides an overview of Hagerty's proposed critical personnel who will support the County. Hagerty has provided resumes for these professionals as an attachment to this proposal.

Name and Project Title	Project Management	Recovery Program Design	Emergency Work	Permanent Work	Housing/IA Programs	Mitigation	Long-Term Community Recovery
Kevin Fuller Project Executive	✓	✓	✓	✓	✓	✓	✓
Brock Long Senior Project Advisor	✓	✓	✓	✓	✓	✓	✓
Stan Gimont Senior Project Advisor	✓	✓			✓		✓
Amelia Muccio Senior Project Advisor	✓	✓		✓		✓	✓
Anthony Trasatti Project Manager	✓	✓	✓	✓	✓	✓	✓
Bob Farnum PA Lead	✓	✓	✓	✓			
Dale Davis PA Support	✓	✓	✓	✓			
Jeff Sawyer PA Support	✓	✓	✓	✓			
Terry Ellis PA Support	✓	✓	✓	✓			
Lisa Rice Mitigation Lead				✓	✓		
Marissa Yanez Mitigation Support				✓	✓		
Jason Ressler BCA Support				✓	✓		
James Ariail CDBG-DR Lead	✓	✓			✓	✓	✓
Laura Munafo CDBG-DR Support	✓	✓			✓	✓	✓
Hillary Wentworth CDBG-DR Support	✓	✓			✓	✓	✓

Technical Approach

Hagerty will confidently provide comprehensive services that address all aspects of disaster recovery. It is important to note that the specific services and schedule will be coordinated with the County in the event of contract activation. This section is divided into two parts:

- (a) Hagerty’s specific approach in supporting the immediate needs of the County.
- (b) Hagerty’s technical approach to the types of disaster recovery services listed in the request for proposals (RFP) that may be required generally.

(a) Hagerty’s approach to supporting the immediate needs of the County.

FROM THE START, THINKING ABOUT THE LONG TERM: SUPPORT DEVELOPMENT OF THE COUNTY’S DISASTER-RECOVERY TEAM AND TECHNICAL ASSISTANCE

Due to the unique nature of Hurricane Helene and the topography of the terrain in which the County is located, Helene’s impact on the County have been both concentrated and devastating. This is Hagerty’s motivation to work closely with the County from the outset to aggressively pursue cost reimbursement as expeditiously as possible.

Hagerty Offers a Phased Approach to Recovery Programs



In all phases, it is critical to document PA eligibility justifications. Hagerty understands FEMA policy intricacies and will structure the County's recovery process to minimize the programmatic timeline while maximizing reimbursement. We will give the County our honest opinions about PA eligibility prior to project submission, and we will advise against submitting costs that are likely ineligible. This approach protects the County, enhances its legitimacy in FEMA's eyes, and often results in more funding and fewer costly, time-consuming disputes. Hagerty aims to avoid PA appeals, instead addressing eligibility matters directly through continuous communication with FEMA, escalating issues within FEMA and NCEM leadership, and clearly outlining eligibility arguments.

(b) Hagerty's approach to the services listed in the RFP.

The following provides an overview of the support that will be offered by Hagerty in support of the County. It is important to note that Hagerty's support will be tailored to the specific needs of the County, and should Hagerty require support for long-term recovery operations, our team and support will be specifically tailored to those specific needs.

FEMA Public Assistance Advisory Services

While the FEMA PA process can seem straight forward, when actively engaged in specific aspects of recovery, understanding the unique considerations and nuances of the FEMA PA Program become critical for the County. Scoping, cost estimating, leveraging shared and layered funding, developing improved and alternative SOWs, responding to information requests, and addressing audits are all issues that need to be proactively managed and addressed through the project formulation and beyond. Hagerty's approach to supporting the FEMA PA Programs is founded on experience working directly with recipients and subrecipients across the US to develop grants and administer the program.

DAMAGE ASSESSMENT TEAMS, SITE INSPECTIONS, AND COMPLETION OF ESSENTIAL ELEMENTS OF INFORMATION

Hagerty has extensive experience coordinating damage assessments and completing FEMA site inspection documentation to ensure all damages are captured. We will coordinate with the PDMG to schedule site inspections for minimally damaged facilities if site inspectors are available. It is Hagerty's experience that FEMA has been overextended for quite some time and as a result, activities such as damage assessments and site inspections can be delayed due to the lack of available site inspectors. If this issue occurs, we will leverage past experience advocating to FEMA that the County drive its own site inspection process with engineers and other professionals. We have observed this can speed up the damage identification process and, therefore, access to funding.

Simultaneously, as site inspections are occurring, Hagerty will collect documentation and information from the County to populate the Essential Elements of Information (EEl)s and the scope survey questions fields within Grants Portal. We have a clear understanding of how the Consolidated Resource Centers (CRCs) like

to see documentation organized and the typical naming convention utilized. Hagerty will organize all documentation in this manner to expedite reviews and minimize RFIs.

THE FEMA PUBLIC ASSISTANCE DELIVERY MODEL AND KEY TIMELINES

Hagerty will support the County in navigating the continuous changes and improvements to the FEMA processes and Grants Portal system, as our extensive network across the US gives us the advantage of frequently being aware of changes to FEMA's process prior to FEMA field assets being trained or briefed, as well as knowledge of how different FEMA Regions are addressing policy changes and requirements.

Under FEMA's PA Delivery Model, the PDMG is the primary interface between the County and FEMA. The PDMG will be responsible for scheduling the Exploratory Call, usually within seven working days from approval of the Request for Public Assistance (RPA), and the RSM, theoretically within 21 working days upon assignment. It is important to note that the RSM triggers the 60-day regulatory timeline to identify all damages. Hagerty will coordinate and collaborate with the County and FEMA to strategically schedule the RSM in such a way that benefits the County's timeline and priorities. We have observed that the PDMG can be helpful but does not replace robust applicant capacity to navigate the PA Program.

Regardless of the timing associated with the RSM, Hagerty has experience in writing the Damage Inventory in such a way to give maximum flexibility with project formulation and create wiggle room if additional damages are identified after the 60-day deadline. Hagerty will work with the PDMG to logically group projects in the best interest of the County.

NAVIGATING ELIGIBILITY AND APPEALS

Clearly outlining eligibility is essential for securing reimbursement by ensuring all work is performed and costs are incurred in accordance with statutory and program requirements. Hagerty understands the intricacies of FEMA's eligibility and will use this knowledge to structure the County's recovery process in a manner that minimizes the programmatic timeline while maximizing reimbursement. Support will include contract and purchasing documentation review; pre-emptive compliance audits on invoicing, payroll records, activity logs, and other cost documentation; and structuring the project SOW in alignment with program requirements, terminology, and industry standards.

It is Hagerty's goal to avoid the appeal process whenever possible. We do so through **(1)** continuous communication with FEMA; **(2)** escalation of persistent issues within FEMA and NCEM leadership; and **(3)** outlining eligibility arguments in writing clearly to the CRC Specialist assigned to ensure no misunderstanding occurs when information is relayed through the PDMG.

Hagerty will always provide an honest opinion on cost eligibility under the PA Program and will advise the County against submitting costs we do not think will be determined to be eligible. Hagerty finds that the "let's see what happens" approach – submitting all costs versus only those likely to be eligible – results in more negative determinations where FEMA lumps eligible costs within their determination regarding the ineligible costs. We do not believe this is in the best interest of the County and will focus our efforts to protect the County and result in the greatest potential return.

Hagerty’s leading core principle is to maintain integrity in all that we do. Hagerty has on multiple occasions advised a client to not pursue an appeal on a FEMA negative determination, and request that the client not issue a task order for Hagerty to perform this work as we did not think there was a significant probability where any appeal could be successful. If FEMA does issue a negative determination, Hagerty will provide the County with a written assessment on the likelihood of an appeal’s success. If the County decides to pursue the appeal, Hagerty will mobilize Hagerty’s leading subject matter experts and appeals writers to develop the strongest case possible in effort to secure a full or partial reversal of FEMA’s original determination.

PROJECT SCOPING, COST ESTIMATING, AND COMPLIANCE REVIEWS

It is critical that the SOWs developed for projects are accurate, clearly written, and complete. Our multi-disciplinary team knows federal disaster recovery programs, design standards, North Carolina building code, and appropriate construction methods to support the County with the development of accurate SOWs. Hagerty always looks for opportunities to add value. Our objective, in collaboration with the County, is to maximize eligibility and promote resilient reconstruction. As Hagerty supports the County with project scoping, our professionals will account for important considerations, as further detailed below.

Key Considerations Associated with Project Scoping, Cost Estimating, and Compliance Reviews

Focus	Key Considerations
Cost Estimation Accuracy	<p>Cost estimation is essential when designing projects, implementing the Section 428 Program, developing repair-versus-replace analyses, and executing alternate or improved projects under the PA Program. We have an in-depth understanding of FEMA’s Cost Estimate Validation Process and FEMA’s Cost Estimating Format and will work with the County to ensure all assumptions and considerations are consistent and applicable to the actual conditions of the County. This includes identifying local costs which most likely exceed RSMMeans unit costs, the standard reference for FEMA PA costing specialists, in a post-disaster environment.</p> <p>Hagerty will work with the County to identify who will develop the Cost Estimate: FEMA, Hagerty, or an architecture and engineering firm engaged to complete repairs or replacement. Hagerty can support the architecture and engineering partners to ensure the cost estimate provides the level of detail FEMA will require. If FEMA is developing the cost estimate, Hagerty can review these estimates to ensure all eligible costs are included.</p>
Hazard Mitigation Projects	<p>Hazard mitigation is critical to increasing resilience. Hagerty is adept at supporting our clients to proactively identify projects with potential mitigation measures under Section 406 and to independently develop Section 404 projects. Our overall goal will be to support the identification of Section 406 and Section 404 hazard mitigation opportunities to ensure the maximum amount of funding is allocated to increase resilience. Our approach to supporting hazard mitigation programs is further detailed in this proposal.</p>

Focus	Key Considerations
Special Considerations	Special considerations, such as EHP reviews and in-depth insurance policy analysis are critical throughout the project development process. As Hagerty supports the County focused on insurance, we will keep an eye on compliance with regulations, assisting the County throughout the insurance adjustment process to ensure insurance is maximized, and ensure there are no DOB. These considerations must be kept in mind immediately after a disaster, so the County does not engage in work that is later deemed ineligible. Our team will proactively account for and document any special considerations to prevent or mitigate any eligibility issues.

Hagerty is continually evolving how to approach all aspects of recovery, always being informed by new policy and guidance from FEMA. For instance, on January 6, 2045, FEMA published version 5.0 of the Public Assistance Program and Policy Guide (PAPPG) and at the same time published a memo that made the 406 mitigation changes in PAPPG 5.0 retroactive to earlier disasters. As the change provided additional flexibility to applicants, Hagerty has quickly been informing and working with city and county clients to ensure they're taking advantage of the enhanced 406 mitigation program where possible. By working closely with clients and applying our multi-tiered quality assurance/quality control review process to all projects, we will ensure compliance with FEMA requirements while also accounting for issues that can potentially impact other funding sources available for the County. Our strict review process has resulted in identification of multi-million-dollar errors or additional opportunities in favor of our clients.

SECTION 428 ALTERNATIVE PROCEDURES, ALTERNATE PROJECTS, AND IMPROVED PROJECTS

In most cases, the PA Program reimburses applicants for the completion of eligible permanent repair work on an actual cost basis. However, there are instances where applicants can be reimbursed based on capped estimates under either Alternate or Improved Projects.

Hagerty will meet with County leadership to identify their recovery priorities and how the County wants to build back. Hagerty will use this information to make recommendations on which projects should be standard, Alternate and Improved Projects, or Section 428 Projects. If executed correctly, the Section 428 Program can provide needed flexibility to build back in a manner that suits the County.

To support the development of these fixed-capped grants, we developed a procedure to validate cost estimates, processes for drawdown, and procedures to leverage the full flexibility of the Program. These procedures include a process for streamlining the approval of changes to the SOW for a recovery project from the original scope used to capture costs, allowing the County to determine the most effective use of recovery funds.

OBLIGATIONS AND REQUESTS FOR REIMBURSEMENT

Prior to project obligation by FEMA, Hagerty will coordinate with NCEM to identify a single point of contact for all the County's projects. Identifying a single point of contact will streamline communication between NCEM and the County. Hagerty will inform NCEM which projects are soon to be obligated and provide any necessary context for the project to enable a more efficient validation process. Hagerty will develop a

reporting and tracking process with NCEM to ensure the County has visibility on which RFRs have been submitted, what percentage of the RFR has been reviewed to date, and estimated timeline for reimbursement.

After obligation, Hagerty will submit reimbursement requests for any funding not immediately paid by NCEM. It is Hagerty's experience that constant contact and advocacy is needed to ensure funds are released in a timely manner. Hagerty will ensure regular reporting from NCEM is provided on the status reimbursement requests and any outstanding actions items. In cases where policy interpretations or insurance reductions affect the project, Hagerty will prepare the County to defend itself with comprehensive project packages. Even after obligation of an initial version of a project, if costs are still being incurred or new costs are identified, Hagerty will work to amend the obligated project.

GRANT CLOSEOUT AND AUDITS

Recovering from a major disaster takes time. Closing out projects in a timely manner is a step toward completing the recovery process. There are proactive steps that can be taken early to make project closeout more efficient and compliant. By structuring grant formulation and administration processes around the County's internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application and administration process that expedites recovery. Depending on the needs of the County, we are available to support the following project closeout tasks:

- » Ensuring all damages and costs are accounted for, and that no cost overrun or underrun exists;
- » Developing project completion reports and attestation of DOB forms, and initiating project closeouts;
- » Participating and/or facilitating as needed, final site inspections with NCEM;
- » Analyzing FEMA PW closeout determinations to determine whether an appeal is warranted; and
- » Conducting a final and complete cost reconciliation on all disaster related costs to ensure all costs are accurately reflected within the County's financial system and provide clarity to the County on why certain costs were not able to be claimed for consideration during the next disaster response.

From the very beginning, Hagerty strives to prepare highly detailed, audit-ready projects that contain accurate information at a high level, but also the necessary supporting documentation to validate the information in the project. That effort, combined with thorough document management, has allowed Hagerty clients to avoid adverse audit findings and de-obligations.

FEMA Hazard Mitigation Program Support Services

Through FEMA, the federal government provides hazard mitigation funding through HMA programs, including HMGP, to help state and local communities protect residents and infrastructure 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 support through both funding streams. Our strategy will include evaluating each program, in addition to combining HMGP and PA Section 406 Hazard Mitigation funding to identify the most efficient outcome for the County.

FEMA HMA PROGRAMS

Overall, Hagerty can provide expert level technical advisory services related to FEMA HMA grant programs, such as BRIC, FMA, and HMGP. Hagerty provides cradle-to-grave strategy and coordination from project kickoff through project implementation; project monitoring and compliance; project closeout; audit monitoring; and waitlist management/project reallocation strategy. Upon award of this contract, Hagerty will use the following approach to identify and maximize the best opportunities for Hazard Mitigation projects:

- » **Identifying, developing, and evaluating opportunities for hazard mitigation projects.** Through in-depth technical assistance and project analysis, Hagerty can assist the County and stakeholders to effectively perform comprehensive property risk analyses to gather information and triage the cost effectiveness of potential projects. This process helps prioritize time and resources by focusing on the most viable applications. We will group projects according to the grant type and/or break each category down further to align with grant-specific categories, such as HMGP Planning. The Hagerty Mitigation team has extensive HMA experience in identifying, scoping, and developing FEMA HMA subapplications across all natural hazard types. Over the past four years, our Mitigation Division has conducted over 800 subapplication programmatic reviews representing over \$11.3 billion in total project costs inclusive of applicant and subapplicant-level clients across the country. Hagerty excels at working with our clients in identifying, developing, and evaluating opportunities for comprehensive resiliency programs that reduce or eliminate risk from future events. In addition to supporting our clients to write and manage grants, our approach includes varied technical services that our projects might require, leveraging deep expertise in areas such as EHP, GIS mapping, cost estimating, and development of BCA.
- » **The Hagerty team uses a rigorous project assessment process which quickly eliminates ineligible projects and identifies potential areas of weakness for proposed activities.** This ensures that only projects which are eligible, feasible, and cost effective are pursued and items which pose risk to potential projects are fully evaluated as early in the subapplication development process as possible.
- » **Application development and BCA Support.** In designing and operating mitigation programs, Hagerty adds significant value through pre-application strategy development and project scoping. Hagerty will craft hazard mitigation proposals to capture the County's need for the projects; providing that information for the State to inform them of the County's intent to submit a project. Technical assistance offered by Hagerty will be structured to address the largest issues states and subapplicants face in the grant development process. Hagerty recognizes the elements of a strong project application include a clear scope of work that addresses project level of protection, feasibility, and odology as well as a detailed budget that reflects the activities in the scope of work; and a work schedule that enumerates the tasks outlined in the scope of work. During subapplication development, the Hagerty team will assist the City with drafting eligible project scopes of work, cost estimates, project schedules, BCAs, and other necessary components of complete, competitive, and thorough subapplications. Usually,, the BCA is the biggest issue and the eason why hazard mitigation projects are not successful. Our experts understand how calculating the benefits for a project are critical and spend their time to perfect capturing that data in FEMA's BCA module 6.0.

- » **Application Submission and Compliance.** Once applications are submitted, Hagerty will monitor application review progress and, if necessary, provide timely responses to any RFIs from the state or FEMA during the application and pre-award phase. Hagerty will also ensure any eligible application development costs, both for itself, the County, and any contractors, are well-documented and follow federal procurement regulations to allow for those costs be recovered as pre-award, when available under the program, if the project is awarded.
- » **Project Implementation and Closeout.** Hagerty will work with County officials and field professionals to complete all mitigation work to spend federal grant dollars and eliminate risk to the County. Hagerty’s professionals will leverage our technology-led tracking system to monitor projects - allowing our team to examine activities, obligations, and expenditures. We will also work with County staff to establish a streamlined payment process by developing mutually agreeable documentation requirements; aligned with FEMA and existing County practices. By structuring grant formulation and administration processes around the County’s internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application, administration, and closeout process.

HMA Grant Management Flow

Award Notification / Kick Off Meeting	<p>Our initial contact stems from a FEMA award notification and coordinated kick off meeting. Meeting objectives include project discussion (scope of work, budget, schedule), identifying federal and state regulations, guidelines and policy for funding, overview of fiscal requirements, procurement guidance, technical assistance, outlining reporting and reimbursement requirements as well as revision requests and closeout.</p>
QPR and Reimbursement Requests (RR)	<p>This includes proactive outreach to subrecipients to submit timely QPRs and RRs. QPRs and RR must be signed by an Authorized Agent and representative of all approved scope of work and budget. Hagerty will assist the County in a live tracking report by program to streamline this process. Hagerty tracks expenditures both by project and Sub-applicant management costs by budget line item as each invoice is received, validating the project is within budget and within the scope. We have capable audit staff ready to review and provide reconciliation of projects and supporting documentation at intake of each invoice.</p>
Project Monitoring	<p>Project monitoring may vary depending on the County and risk assessment. The goal is to ensure the subaward is used for the authorized purpose and the performance goals are achieved. We track progress in meeting subaward milestones, compliance with procedures, laws and regulations and that financial practices comply with state policies, guidelines, and reporting requirements. Site visits may be required.</p>
Project Modifications	<p>While reviewing QPRs and RRs, a budget or scope modification may be required as well as a time extension. Hagerty assists in validating and reconciling costs as well as designing the justification on behalf of the Sub-applicant whether that be budget, scope or schedule driven. Hagerty will support BCA modifications to all budget amendments, scope of work revisions and ensure that projects are resubmitted.</p>
Project Closeout	<p>Typically, we recommend a three-month prior to closeout documentation request that allows the County to complete their closeout requirements. Hagerty will coordinate with the County on North Carolina specific closeout requirements that could include a final budget summary, photographs, final RR and/or resolution of adoption for plans.</p>

HUD Community Development Block Grant Disaster Recovery Support Services

Hagerty has a diverse background in assisting disaster-impacted communities eligible to receive CDBG-DR funds for long-term recovery needs following a major disaster. Our experience includes supporting jurisdictions to receive direct allocations of funding, crafting robust UNAs to position local subrecipients for optimal recovery funding, and supporting direct recipients of CDBG-DR funds with the development of Action Plans and subsequent implementation support. We understand the CDBG and CDBG-DR Programs and can offer the County the right professionals across all program phases, from Action Plan development through implementation and closeout.

If there is a CDBG-DR allocation by HUD for a particular disaster, Hagerty will collaborate with the County to ensure that unmet needs are accounted for in the UNA and Action Plan. This includes supporting advocacy around program design to ensure the unique consideration of the County, such as those associated with schools or cultural sites, are included. Subsequent to the approval of the Action Plan, Hagerty will collaborate with the County to apply for programs and/or receive match funding.

Financial and Grant Management Support and Information Technology

Hagerty has successfully helped our clients analyze, interpret, and otherwise manage the complex, technical, and stringent cost-tracking protocols, and requirements of FEMA. In collaboration with the County, we will develop a strategy for tracking these costs across all stakeholders, agencies, staff, consultants, contractors, and more through the following techniques and processes. Hagerty will:

- » Develop goals, expectations, and procedures for tracking hours associated with grant development;
- » Formally establish eligibility and tracking protocols with FEMA at the beginning of recovery, not the end. This will control for differences between FEMA Regions and management, which allow for differences in technique; and
- » Develop and implement client-tailored tracking methods and forms that utilize pre-existing and standard record keeping techniques and oversight structures.

Hagerty's grant management experience ranges in size from individual PA Small Projects, FHWA-ER funded roadway reconstruction projects, and large-scale capital construction projects completed through the Section 428 Program. Our dedicated advisors will work with the County to ascertain the range of projects and grants management activities, building a custom system to suit all its needs. Should Hagerty be selected to support the County, we will rapidly deploy our team of experts to triage existing grants management, cultivate realistic recovery goals based upon the type of damage and funds allocated, establish proven grants management, and augment the County's capability to manage the event where needed. Our extensive experience in both emergency preparedness and disaster recovery services provides a dynamic solution to the County for exceptional grant management advisory services and support.

Cost Proposal

Hagerty is pleased to offer our cost proposal to the County to support immediate and long-term recovery needs. As the County may know, many of our costs are reimbursable by FEMA as Management Costs under the PA Program. It is important to note: less expensive hourly rates do not always translate to better value during recovery. As the County considers cost proposals, it is important to consider the level of personnel and expertise that the Hagerty team offers versus other vendors. Further, as cost control, Hagerty will work closely with the County to ensure our teams are right sized for response and recovery from the onset of the operation through closeout.

Hagerty proposes the County reimburse travel and other direct costs in alignment with the Federal Travel Regulation (FTR). As a result, Hagerty proposes a time-and-materials based contract with travel reimbursement based upon the General Services Administration (GSA)-approved per diem and lodging rates and FTR, with waivers in the event that lodging cannot be found aligned with GSA-approved rates. This structure is fully compliant with FEMA programs and qualifies for reimbursement in the same manner as the labor component of this project. We believe this structure allows for optimal client service by allowing Hagerty and the County to focus on mobilizing staff with the right skillsets to drive optimal results.

The following provides the labor categories and hourly rates for the categories identified by the County. Hagerty proposes holding our rates firm for the first two years of any contract. Hagerty reserves the right to request inflationary adjustments for each subsequent year based on the Consumer Price Index (CPI).

Hourly Rates for Labor Categories Identified by the County


Labor Category	Hourly Rate
Project Executive	\$300.00
Project Manager	\$175.00
GIS Analyst	\$155.00
GIS Technician	\$115.00
Engineer I	\$160.00
Engineer II	\$190.00
Engineer III	\$230.00
Planner I	\$115.00
Planner II	\$150.00
Planner III	\$170.00
Senior Program Manager	\$200.00
Program Manager	\$175.00
Senior Grant Manager	\$175.00

Labor Category	Hourly Rate
Grant Manager	\$150.00
Recovery Management Specialist	\$190.00
Community Development Planner I	\$150.00
Community Development Planner II	\$170.00
Construction Manager	\$155.00
Construction Inspector	\$130.00
Environmental and Historic Preservation Specialist	\$220.00
Program Administrator	\$105.00
Admin/Clerical Staff	\$80.00

Attachment 1: Proposal Certification

County of Watauga Comprehensive Disaster Recovery Management Services

PROPOSAL CERTIFICATION

Proposers Signature:  Date: January 15, 2025

By Signing above, I Certify that I have carefully read and fully understand the information contained in this RFP; and that I have the capability to successfully undertake and complete the responsibilities and obligations of the Proposal being submitted and have the authority to sign Proposal on behalf of my organization. It is the offeror's responsibility to assure that all addenda have been reviewed prior to proposal submission.

BY (Printed): Katie Freeman
TITLE: Director of Operations
COMPANY: Hagerty Consulting, Inc.
ADDRESS: 1618 Orrington Avenue, Suite 201, Evanston, IL 60201
TELEPHONE: 847-492-8454 x119
EMAIL: Katie.Freeman@hagertyconsulting.com

The proposer supplies the information recorded below for use in the preparation of the contract documents, in event of contract award:

1. Please indicate type of business organization:

- (a) Proprietorship _____
- (b) Partnership _____
- (c) Corporation ✓ _____
- (d) Limited Liability Co. _____

2. If business is a Corporation, please answer the following questions:

Name and title of officers, authorized by Corporate Resolution, who will execute the contract on behalf of corporation (generally President and Secretary).

Stephen H. Hagerty, President

Firm is incorporated in what state? Illinois

If firm is a foreign corporation, does firm have a certificate of authority from the North Carolina Secretary of State? Yes

3. If business is a Partnership, please answer the following:

Name in full or all general partners and addresses: _____

Is this a limited or general partnership? _____

If a limited partnership, what is state of registration? _____

If business is a foreign limited partnership, does business have a certificate of authority from the North Carolina Secretary of State? _____

4. If business is a Proprietorship, please answer the following:

Name of Entity: _____

5. If business is a Limited Liability Company, please answer the following:

List the names and title of managers or member-managers who will execute the contract on behalf of the company? _____

What is state of organization? _____

If business is a foreign limited liability company, does business have a certificate of authority from the North Carolina Secretary of State? _____

6. If the company has an assumed name, please answer the following:

If the business operates under an assumed name, what is the assumed name?

_____ Has a certificate of assumed name been filed with the Register of Deeds? _____

If so, please provide the recording information:

Register of Deeds: _____ Deed Book _____ at Page _____.

Attachment 2: Resumes

Kevin Fuller

Project Executive



Education

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

Relevant Highlights

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

Professional Biography

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

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

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

Relevant Professional Experience

Project Lead | Louisville and Jefferson County Metropolitan Sewer District, Disaster Reimbursement Planning Support | 2023 to Present

- » Led disaster reimbursement planning support activities for MSD, spanning all stakeholders and subrecipients within the jurisdiction.
- » Focused on post-flooding activities necessary in assessing/achieving FEMA PA and HMA eligibility for projects throughout the region.

Kevin Fuller

Project Executive



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

- » Applied expertise of FEMA PA, funding under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and federal recovery programs available or potentially available to support recovery of costs associated with response activities.
- » Provided ongoing support cost recovery related to the COVID-19 emergency.
- » Assisted with the development of FEMA PA projects related to state-wide COVID-19 response costs, including over \$500 million on PPE expense, Vaccination, Alternate Care Sites, Hospital Surge, and Mass Casualty Expenses.
- » Provided subject matter expertise in identifying and prioritizing various funding sources as to optimize overall financial recovery.

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

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

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

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

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

- » Lead a team of recovery professionals to assist in Howard County's recovery from Flash Flooding events in 2016 and 2018, as well as COVID-19 recovery support.
- » FEMA PA recovery included development of over \$30 million in projects; COVID-19 cost recovery included supporting the use and compliance for the County's \$30 million CRF and \$60 million FRF allocations.

Kevin Fuller

Project Executive



- » Successfully appealed the denial of \$1 million in damages to brick sidewalks in the County's historic district by proving sidewalks where outside of the right-of-way of the adjoining federal aid road.
- » Supported the development and consolidation of multiple permanent work projects into a single \$2.5 million 428 capped grants to allow the County flexibility to repair historic district in most resilient manner possible.

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

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

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

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

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

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

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

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

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

- » Supporting the Office of Emergency Services (OES) in grants management, financial advisory services, and policy guidance as the County claims federal funding through FEMA's PA Program and the Federal Highway Administration (FHWA)-Emergency Relief program.

Kevin Fuller

Project Executive



- » Deliverables include the development of a unified documentation management system for all recovery grants; identification of a compliance issue that jeopardized the County's participation in the FHWA Highway Bridge Replacement and Rehabilitation Program (while not a disaster grant, this intervention allowed the County to continue to participate in the program and helped the County avoid risking \$1 million); and the formulation of a \$700,000 grant to fund the completion of a project to restore and mitigate a historic park in the County.

Employment History

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

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

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

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

Brock Long

Senior Project Advisor



Education

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

Training/Certifications

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

Relevant Highlights

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

Professional Biography

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

As the FEMA Administrator, Mr. Long served as the nation’s principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response, and recovery. Prior to this role, he served as the Director of Alabama’s Emergency Management Agency, where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. He has a deep understanding of North Carolina, as both a resident of the state and through his support of Wake County and the University of North Carolina Asheville.

Relevant Professional Experience

Executive Level Advisor | Florida Division of Emergency Management, Novel Coronavirus Response Support | Hagerty Consulting, Inc.

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

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

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

Brock Long

Senior Project Advisor



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

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

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

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

Administrator | Federal Emergency Management Agency

- » Directed the US Fire Administration, The Center for Domestic Preparedness, Emergency Management Institute, and National Domestic Preparedness Consortium, responsible for establishing and improving competencies of officials within public safety at all levels of government charged with protecting against, responding to, and recovering from emergencies.
- » Led 21,000 diverse and dedicated public servants and executed a multi-billion-dollar operating budget (\$15.9 billion annual appropriation/more than \$44 billion Disaster Relief Fund).
- » Coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including three of the nation's most devastating hurricanes and 5 of the worst wildfires ever experienced.
- » Spearheaded the inclusive design process and implementation of FEMA's first "Whole Community" five-year strategic plan.
- » Implemented the "Not on My Watch" campaign and established the Office of Professional Responsibility to combat and eradicate sexual harassment and improper hiring practices while reinforcing equal rights and ensuring a safe and diverse workforce environment.
- » Rapidly transformed the agency's business enterprise by implementing innovative Community Lifeline and FEMA Integration Team concepts to strengthen private/public partnerships, and to permanently embed full time staff within state and tribal governments to better meet constituent needs.
- » As the direct result of 12 influential Congressional testimonies, Congress passed the *Disaster Recovery Reform Act* that made Pre-Disaster Mitigation a national priority, provided meaningful changes to the FEMA workforce, and bolstered state and local emergency management capability.
- » Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented cutting-edge reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey.
- » On behalf of the White House, ensured continuity for the entire Executive Branch of government, and preserved the nation's ability to make sure government mission essential functions continue regardless of any threat or emergency.

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

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

Brock Long

Senior Project Advisor



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

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

Project Executive | Emergency Operations Plan Workshop and Tabletop Exercise | University of North County Ashville

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

Exercise Evaluator | Hurricane Tabletop Exercise | Florida International University

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

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

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

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

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

Employment History

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

Federal Emergency Management Agency, Administrator, 2017 to 2019

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

Alabama Emergency Management Agency, Director, 2008 to 2011

Brock Long

Senior Project Advisor



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

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

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

Stan Gimont

Senior Project Advisor



Education

- » Senior Managers in Government Program, Harvard Kennedy School of Government, 2012
- » Master of Science, Real Estate, Johns Hopkins University, 1997
- » Master of Public Administration, George Washington University, 1987
- » Bachelor of Arts, George Washington University, 1983

Training and Certifications

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

Relevant Highlights

- » Extensive experience working with HUD including 17 years managing disaster recovery and community development programs
- » 11 years as career member of US Government Senior Executive Service
- » Recipient of the Presidential Rank Award (Meritorious Level)
- » Project responsibilities have included managing teams of more than 140 staff and more than \$90 billion of supplemental appropriations after disasters
- » Directly involved in setting policy for CDBG Program

Professional Biography

For 32 years, Mr. Stan Gimont was at the center of the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program. After beginning his career as a Presidential Management Intern, Mr. Gimont dedicated his federal career to HUD and the CDBG Program. He served as Director or Deputy Director of several HUD programs, including the Section 108 Grant Program, the Entitlement Communities Program, CDBG – Disaster Recovery (CDBG-DR), and the Neighborhood Stabilization Program.

Mr. Gimont was at the center of policy development and change at HUD and edited every CDBG-DR Federal Register Notice between 2008 and 2019. Mr. Gimont is an experienced manager of personnel and funds. As Deputy Assistant Secretary at HUD, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters. Since joining Hagerty Consulting, Inc. (Hagerty) in late 2019, Mr. Gimont has been providing subject matter expertise and advisory support to clients seeking assistance in administering CDBG-DR and – Mitigation (CDBG-MIT) funding, as well as programs authorized and funded under the *Inflation Reduction Act*, the *Infrastructure and Investment Jobs Act*, the *American Rescue Plan Act* (ARPA), and the *Coronavirus Aid, Relief, and Economic Security Act*.

Relevant Professional Experience

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

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

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

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

Stan Gimont

Senior Project Advisor



Project Advisor | Texas General Land Office, Alternative Housing Study | Hagerty Consulting, Inc.

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

Senior Advisor | Lee County, Florida, Hurricane Ian Recovery Task Force | Hagerty Consulting, Inc.

- » Assists Task Force with long-term recovery planning efforts and provides strategic advice related to CDBG-DR and mitigation funding streams.
- » Provides guidance on development of unmet and mitigation needs assessments in support of County's CDBG-DR Action Plan.

Lead Author | Community Development Block Grant – Disaster Recovery/Mitigation “Bootcamp” Manual, Council of State Community Development Agencies | Hagerty Consulting, Inc.

- » Drafted and edited an over 300-page manual for the Council of State Community Development Agencies (COSDA) to use in training state staff on CDBG-DR/MIT programs.
- » Manual addresses CDBG-DR/MIT historical context, interaction with the Federal Emergency Management Agency (FEMA), eligible activities, national objectives, cross-cutting issues, action plan development, development of policies and procedures, and best practices.
- » Also prepared “digital archive” of key documents and website to support program administration at state level.

Senior Advisor | Pennsylvania Department of Community and Economic Development, Community Development Block Grant - Disaster Recovery Funding | Hagerty Consulting, Inc.

- » Advises the Department of Community and Economic Development (DCED) on preparation of the CDBG-DR Action Plan for recovery actions related to damage from flooding caused by remnants of Hurricane Ida.
- » Provides strategic guidance on HUD requirements and policy issues.

Subject Matter Expert | Puerto Rico Department of Housing, Community Development Block Grant – Mitigation Program | Hagerty Consulting, Inc.

- » Provides interpretive guidance on HUD requirements and expectations related to use of \$8.2 billion of CDBG-MIT funding in support of broad scope of infrastructure and economic development programs.

Subject Matter Expert | Louisiana Office of Community Development – Disaster Recovery Unit, National Disaster Resilience Funding for Isle de Jean Charles Project | Hagerty Consulting, Inc.

- » Assisted the Disaster Recovery Unit (DRU) in devising alternatives to expand and complete high profile National Disaster Resilience project to resettle Native American community from disappearing isle along Gulf Coast to safer inland site.

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

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

Stan Gimont

Senior Project Advisor



Subject Matter Expert | Santa Rosa, California, Community Development Block Grant – Disaster Recovery | Hagerty Consulting, Inc.

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

Deputy Assistant Secretary for Grant Programs | United States Department of Housing and Urban Development

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

Employment History

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

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

US HUD, Director, Office of Block Grant Assistance, 2008 to 2016 (Deputy Director 2006-2008)

US HUD, Director, Entitlement CDBG Program, 2004 to 2006

US HUD, Deputy Director, Section 108 Loan Guarantee Program, 2002 to 2004

US HUD, Multifamily Housing Specialist, 2001 to 2002

US HUD, Senior Financial Analyst, 1993 to 2001

US HUD, CPD Specialist, 1989 to 1993

US HUD, Presidential Management Intern, 1987 to 1989

Amelia Muccio

Senior Project Advisor



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)
- » Professional Development Series
- » Homeland Security Exercise and Evaluation Program (HSEEP) Certified
- » Incident Command System (ICS) Train-the-Trainer Certified

Relevant Highlights

- » Experienced disaster mitigation, preparedness, and recovery planner
- » More than 19 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 mitigation professional with 19 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, Building Resilient Infrastructure and Communities (BRIC), continuity of operations (COOP), training, and exercises.

Ms. Muccio has experience as a project leader and subject matter expert in support of mitigation and cost recovery work related to a series of grants and funding sources. She directly supported the resiliency 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 \$1.1 billion 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.

For the last three years, Ms. Muccio has led a team of contractors in support of the California Governor's Office of Emergency Services (Cal OES) Hazard Mitigation Assistance (HMA) Branch. In addition to project management support, Ms. Muccio is the technical lead for the BRIC program which has received the most funding (by a State) to date.

Relevant Professional Experience

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

- » Provides project management support to Cal OES Hazard Mitigation Branch and the Hagerty Mitigation Team.
- » Assisted Cal OES on their BRIC 2020 – 2022 submission; California was awarded the highest competitive funding amount for FY 2020 and 2021. Led the submission of the BRIC FY 2022 projects – 21 competitive projects for \$525 million (federal share).
- » Manages a team of project specialists assigned with overseeing approximately 230 obligated Hazard Mitigation projects totaling \$880 million in project costs.

Amelia Muccio

Senior Project Advisor



- » Reviewed and adjudicated 750 Notices of Interests (NOI) 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 subapplicants on the Hazard Mitigation Assistance Program.

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 \$1.1 billion HMGP portfolio. Oversaw Section 406 expanding portfolio valued at \$2.2 billion.

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

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

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

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

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

- » Reviewed project with the city leadership and engaged the citizenry to develop the City's Long-Term Recovery Plan to make the City the premier location in the Florida Panhandle.
- » Developed engagement events with the public through the early summer of 2019 to identify how people want to build back the city, taking advantage of the FEMA 428 alternative procedures to remove severely damaged buildings that were not being fully utilized to create more green spaces and community areas.

Amelia Muccio

Senior Project Advisor



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 COOPs 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

Anthony Trasatti, CPA

Project Manager



Education

- » Bachelor of Business Administration, Concentration in Accounting, James Madison University, 1990

Relevant Highlights

- » Information Systems and Grant Management Data Lead
- » Finance Lead for NYC's Hurricane Sandy Recovery
- » Project Executive for the City of New Orleans Hurricane Katrina Recovery Operations
- » Experience with FEMA's Individual Assistance (IA), PA, and Community Development Loan programs
- » Project Manager supporting data management for LA TRO temporary housing mission
- » Public Assistance Coordinator (PAC) during the 9/11 World Trade Center disaster recovery
- » Federal financial management and auditing experience
- » Significant experience with large-scale project management, practice development and leadership roles
- » Member of the American Institute of Certified Public Accountants (AICPA)

Training and Certifications

- » Certified Public Accountant (CPA)

Professional Biography

Mr. Anthony Trasatti, a Certified Public Accountant (CPA), has more than 30 years of experience in accounting, auditing, and consulting experience at the national and international levels. He specializes in large-scale program management, operational analyses, and financial and eligibility audits. Mr. Trasatti has served in a variety of operational and advisory roles for client projects and is currently working on several engagements to support Novel Coronavirus (COVID-19) relief through grants offered through various legislation, to include the Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA). Mr. Trasatti has been instrumental in the management of Hagerty's recovery portfolio of projects, both as a subject matter expert in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program and through his leadership of Hagerty's internal Grants Management System. He has served in similar capacities for clients such as the Texas Department of State Health Services (COVID-19); State of Arkansas Department of Finance and Administration (COVID-19); and multiple county and municipal clients across the State of Florida (Hurricane Irma, Hurricane Michael, COVID-19).

Mr. Trasatti serves in a key position focused on Hagerty's recovery programs, having previously led significant long-term recovery operations. This includes an 18-person team providing financial and program management support to the City of New Orleans' disaster recovery program and a 25-person team that provided program management support and technical assistance to FEMA's Louisiana Transitional Recovery Office (LA TRO) in the administration of the largest direct housing operation ever conducted in the nation. Specific to his work with the LA TRO, Mr. Trasatti developed processes, systems, and structures that allow federal executives to gain direct insight into the housing mission, resulting in the ability to more efficiently address the concerns of the United States (US) Congress and establish additional accountability.

Relevant Professional Experience

Vice President & Practice Leader for Grants Management Systems | Hagerty Consulting, Inc.

- » Serves as a Finance, Grants, and Information Management Lead for engagements across Hagerty Consulting, Inc's (Hagerty's) portfolio of engagements. Major highlights include:

Anthony Trasatti, CPA

Project Manager



COVID-19 Engagements

- » Serves as the project lead customizing web-based application portals for the states of Texas, Louisiana, and Arkansas to better facilitate and enhance transparency associated with COVID-19 relief programs.

Hurricane Sandy Engagements

- » Created a framework for integrating financial management system data into a web-based application across all New York City (NYC) agencies with a recovery portfolio of more than \$15 billion. Initiated electronic on-line reporting of all agency Sandy-related expense and revenue modifications and agency expenditures. Introduced FEMA Project Worksheets (PWs) into NYC's financial workflow to provide comprehensive reporting.
- » Served as Senior Financial Advisor to integrate financial management workflows into the program for the Hurricane Sandy Long-term Repair Program for the New York City Housing Authority.

Hurricane Katrina Engagements

- » Oversaw the technical, financial, and grants management support for the City of New Orleans' \$400 million Community Development Block Grant – Disaster Recovery Program established after Katrina to spur housing initiatives and economic development.
- » Established financial reports and executed analysis of cash flows, budgets, and projections. Reconciled funded amounts. Established program monitoring techniques and checklists of eligible activities for matters of compliance.
- » Provided technical assistance to subrecipients and subgrantees regarding program requirements and reporting practices.
- » Assisted the City of New Orleans' Finance Department to track all financial transactions related to the city's Infrastructure Recovery Program following Hurricane Katrina. Crafted a database to track more than 200 capital recovery projects, 300 FEMA PWs totaling over \$200 million, and all PW versions, version requests, expenditures, and reimbursements.
- » Served as the principal point of contact supporting the IA Program and direct housing mission at the LA TRO. Helped create a database management information system used to improve the quality of the data and to direct the workload of hundreds of FEMA personnel providing temporary housing units to applicants with urgent needs.

2004 Florida Hurricanes

- » Led a team that conducted data analysis, prepared reports, and helped advise the Federal Recovery Office on strategic and operational issues related to direct housing.

Public Assistance Coordinator | Federal Emergency Management Agency/Port Authority of New York & New Jersey 9/11 World Trade Center Disaster Recovery | Hagerty Consulting, Inc. | 2003 to 2004

- » Served as Public Assistance Coordinator (PAC) for the Port Authority of New York & New Jersey, one of the agency's largest applicants eligible for federal financial assistance.
- » Served as the primary representative within FEMA responsible for managing the distribution of federal financial assistance.
- » Reviewed project reimbursements for quality control and project compliance.

Anthony Trasatti, CPA

Project Manager



Senior Manager | PricewaterhouseCoopers | 1990 to 2002

- » Provided support for engagements focused on federal government audits, internal controls reviews, compliance reviews, and auditable surveys.
- » Spent two years in the Russian Republic assisting the United States Agency for International Development to oversee and administer the mass privatization programs put in place during the 1990s.
- » Spent five years in Ukraine assisting national companies and institutions to seek foreign investments and convert to international accounting standards.

Employment History

Hagerty Consulting, Inc., Vice President/Practice Leader for Grants Management Systems, 2003 to Present

PricewaterhouseCoopers, Senior Manager, 1990 to 2002

Robert E. Farnum

Public Assistance Lead



Education

- » Bachelor of Technology, Agricultural Engineering, State University of New York at Cobleskill

Training and Certifications

- » FEMA Independent Study Courses: IS-00100.b, IS-00200.b, IS-00318, IS-00546.a, IS-00631, IS-00631.a, IS-00632, IS-00700.a, IS-00800.b, IS-00801, IS-00803
- » DFTO-1391, Cost Estimating Format Training
- » DFTO-3195, Snow Emergency Training

Relevant Highlights

- » Over 20 years of disaster recovery experience including work on some of the largest disaster in US history
- » Supported disaster recovery efforts for the 9-11 Terrorist Attack, Hurricane Katrina, Hurricane Sandy, and the Deepwater Horizon Oil Spill
- » Specialties:
 - » Catastrophic Loss Management
 - » Long Term Disaster Recovery
 - » Infrastructure Grants Management
 - » Government Programs Administration
 - » Financial Standards and Audit Compliance

Professional Biography

Mr. Robert Farnum has over 35 years of experience in business process management including technical services consulting. Beginning in 1982, Mr. Farnum participated in all aspects of architectural design and construction management including architectural, civil, structural and mechanical engineering processes as an architectural designer and property developer. He maintains a broad technical skillset and possesses the ability to clearly communicate complex issues. In 2001, Mr. Farnum accepted a temporary position with the New York State Emergency Management Office following the September 11th, World Trade Center terrorist attack. As state liaison to authorities, city agencies and private non-profit organizations, Mr. Farnum managed large, complex and highly detailed projects while imposing an expert understanding of scope and quality control. In 2004, he joined Adjusters International's emerging government services division and for nearly 15 years participated in all aspects of public infrastructure recoveries involving supplemental disaster assistance. Mr. Farnum led recovery projects in New York, New Jersey, Florida, Texas, California, Iowa, North Dakota, Louisiana, Colorado, and Arkansas. He has overseen projects involving more than 120 staff and coordinated complex claims exceeding one billion dollars and requiring the anticipation of multiple funding sources. Mr. Farnum has worked in leadership roles at both the grantee (state) and applicant (local) levels.

Relevant Professional Experience

Disaster Recovery Consultant | Various Clients | Adjusters International and The Olson Group, Ltd.

- » Served as disaster recovery consultant supporting recovery projects across the United States (US). Major highlights include:

State Recovery Programs Administration

- » Major Disaster Declarations: DR-1391, DR-1650, DR-1670, DR-1692, DR-1710, DR-4085, EM-3195, EM-3186.
- » Events included storms, flooding, terrorist attacks, and power outages.
- » Projects included Public Assistance (PA), Hazard Mitigation Grant Program (HMGP), Federal Transit Administration (FTA) Emergency Relief (ER), Community Development Block Grant (CDBG), and Disaster Case Management Program (DCMP).

Robert E. Farnum

Public Assistance Lead



- » Performed in numerous capacities including project executive, program manager, project officer, team leader, task leader, senior project manager, program manager and technical/special considerations coordinator.

Recovery Programs Management

- » Projects included thirty-seven government entities within ten separate states while responding to seventeen separate disaster events.
- » Clients included cities, counties, medical, educational, tribal and public service entities as well as utility, development and transportation authorities.
- » Events included hurricanes, severe weather, wildfires, flooding and public health emergencies.
- » Primarily developed catastrophic public infrastructure claims between insurance, FEMA PA/HMGP, CDBG/Department of Housing and Urban Development (HUD), Department of Transportation (DOT), Federal Highway Administration (FHWA), FTA, United States Department of Agriculture (USDA), Natural Resources Conservation Services (NRCS), Universal Service Fund (USF), Department of Homeland Security (DHS) Port Security Grant Program (PSGP) and other supplemental funding sources.
- » Assisted in developing operational capacities to improve recovery capabilities through planning.
- » Performed tasks as project executive, project manager and technical advisor for coordinated (insurance/PA/other) financial claims development and processing under numerous state and federal disaster assistance programs.

Third Party Claims Support

- » Served as project manager and senior consultant for the Deep Water Horizon Oil Spill recovery effort. Developed processes and directed activities undertaken to isolate, quantify, categorize, qualify and support Louisiana state agency incident impacts in conformance with Oil Spill Pollution Act requirements.
- » Served as technical specialist for Hurricane Sandy recovery. Assisted with the review and conformance of FEMA claims anticipating proceeds for a local government insurance pool within the State of New Jersey.

Business Operations Support

- » Supported Adjusters International, Tidal Basin, Rising Phoenix Holdings Corporation, and The Olson Group Ltd.
- » Participated in sales, marketing, operations and program development tasks including public solicitations, contract negotiations, work plan/task order staff development and direct internal and external reporting activities at all levels.

Senior Manager | City of Miami Beach, Florida | Adjusters International

- » Assisted the City with the development and refinement of operational plans and systems in support of emerging emergency management and recovery capabilities.
 - » Responded to City requests for assistance following three emergency events including Zika, Hurricanes Matthew and Irma.
 - » Staffed the emergency operations center (EOC) during Hurricane Matthew while supporting finance section operations and transitioned to recovery to assemble potential damage claims.
- Developed management plans and oversaw staff following Hurricane Irma performing damage assessment operations and PA and HMGP grant development.

Robert E. Farnum

Public Assistance Lead



Senior Consultant | City of Gulf Breeze, Florida | Adjusters International

- » Assisted the City with cost reconciliation and grant close-out for disaster events beginning in 2004 and spanning ten years and including four major disaster declarations.
- » Performed diagnostic review of FEMA PA grants and developed a task approach and management strategy.
- » Executed initial operations and trained City staff to perform long-term PA grant administrative requirements, responded to request for technical assistance through completion.

Senior Manager | Seminole County, Florida | Adjusters International

- » Assisted the County with the development and refinement of event cost tracking systems in support of expediting financial recoveries.
- » Responded to requests for staff and technical assistance following Hurricanes Matthew and Irma.
- » Oversaw damage assessment operations, directed cost accounting operations and assembled damage claims for PA and HMGP grants development.

Senior Manager | Clay County, Florida | Adjusters International

- » Responded to requests for staff and technical assistance following Hurricanes Matthew and Irma.
- » Oversaw damage assessment operations, directed cost accounting operations and assembled damage claims for PA and HMGP grants development.

Project Executive | City of Berkeley, California | Adjusters International

- » Assisted the City to recover losses from the 2013 Rim Fire. Berkeley Tuolumne Camp, situated on the Stanislaus National Forest, had been operational since 1922. The Camp was largely destroyed in the 2013 fire.
- » Assisted with the damage assessment operations, directed cost accounting operations and assembled damage claims for PA and HMGP grants development.

Senior Consultant | Office of Emergency Management, New York | Adjusters International

- » Assisted with the isolation of costs and development of subgrants for statewide Hurricane Sandy EOC response costs.
- » Directed staff in the processing of Disaster Case Management claims for eligible faith-based organizations.
- » Directed staff in the processing of CDBG funded applicant cost sharing grants for the Governor's office of storm recovery.
- » Oversaw the processing of HMGP grants and assisted the State Coordinating officer with the resolution of program implementation issues.

Senior Consultant and Senior Manager | Port Authority of New York and New Jersey | Adjusters International

- » Assisted the Authority with all aspects of its Hurricane Sandy financial recovery process including private insurance, FEMA PA and FTA ER programs.
- » Participated in the joint damage assessment phase for the PATH system resulting in the statement of losses in excess of \$2 billion within the 90-day report and the allocation of more than \$1 billion in supplemental funding under the FTA ER program.
- » Later assigned to assist PATH, with the development of management and administrative capabilities associated with ER funding allocations which included project management plan development and program reporting requirements.

Robert E. Farnum

Public Assistance Lead



- » Assisted with the development of funding requests using FTA's TEAM database and generated the agencies first two ER program quarterly reports.
- » Drafted a supplemental funding coordination plan for use in allocating insurance proceeds between federal funding sources and for individual PATH projects.

Senior Manager | Jersey City Utilities Authority, New Jersey | Adjusters International

- » Provided joint claims management services for the local sewer and water authority.
- » Oversaw and directed the coordination of insured losses and disaster grant development for Hurricane Sandy impacted critical public facilities.

Senior Manager | North Hudson Sewer Authority, New Jersey | Adjusters International

- » Provided joint claims management services for this local sewer and water authority.
- » Oversaw and directed the coordination of insured losses and disaster grant development for Hurricane Sandy impacted critical public facilities.

Senior Manager | Seminole Indian Tribe of Florida | Adjusters International

- » Performed diagnostic assessment of the Tribe's Emergency Management and response capabilities in relation to FEMA's new tribal policies. During that process, Hurricane Isaac impacted the area, which resulted in Mr. Farnum staffing the EOC during the event to assist in compiling cost documentation in anticipation of seeking reimbursement through federal and state disaster programs.
- » As the Project Manager for these two engagements, Mr. Farnum was responsible for overall coordination of a staff of four consultants and the assembly of the final work product and reports. The Tribe then requested assistance with their assessment of insured property values for properties in four separate reservations. Over the course of one month, inspections were completed, and value estimates assembled for over 1,000 tribal residences.

Senior Manager | Minot Park District, North Dakota | Adjusters International

- » Oversaw process implementation and quality control for FEMA PA and HMGP grants development for approximately \$20 million in damages following flooding of the Souris River.
- » Grants for several of these projects required technical services to address FEMA policies relating historical, floodplain and insurance issues.

Disaster Recovery Consultant | BP Deepwater Horizon Oil Spill, Louisiana Oil Spill Coordinator's Office | Adjusters International

- » Adjusters International as part of the Governors National Resource Damage Assessment and litigation support team executed discovery processes for Oil Pollution Act claims in the State of Louisiana.
- » Directed activities undertaken to isolate, quantify, qualify, assemble and present incident impacts on affected state agencies.

Project Executive | Hurricanes Katrina, Gustav, and Ike, Port of New Orleans, Louisiana | Adjusters International

- » Consulted with the Port of New Orleans on its recovery from damages resulting from Hurricanes Katrina.

Robert E. Farnum

Public Assistance Lead



- » Responsibilities included serving as the day-to-day principal point of contact, overseeing the achievement of all deliverables, regular status reporting, and assisting the Port in the administration of the FEMA PA, Hazard Mitigation and Port Security Grant Programs.
- » Worked with Port executives and technical staff to develop and implement recovery strategies, assist with the preparation and review of disaster claims and provided technical assistance related to coordinating disaster funding opportunities including multiple levels of private insurance and the CDBG program.
- » The Port rehired Adjusters International to continue these functions following hurricanes Gustav and Ike and based on Mr. Farnum's work on their behalf and relating to the insurance allocation process he developed for Katrina.

Project Manager | City of Batesville, Arkansas | Adjusters International

- » Served as project manager for the City of Batesville, guiding the city through its financial recovery from the FEMA PA program following severe storms in early 2008.
- » Provided hands-on technical assistance, including the preparation and review of project worksheets.
- » Helped the City to identify and address organizational issues related to its financial recovery.

Senior Consultant | Butte County, California | Adjusters International

- » Provided policy guidance and programmatic expertise to assist the County through both FEMA and state grant application processes. As a result of multiple consecutive Fire Management Assistance declarations, the County sought and received a major federal disaster declaration based on cumulative impacts.

Senior Manager | Sabine Neches Navigation District, Texas | Adjusters International

- » Directed recovery from the impacts of hurricane Ike for the local sponsor of the Sabine River Navigation Channel and manager of the Jefferson County flood control district.
- » Succeeded in overturning multiple negative funding determinations for typically ineligible projects such as the \$9 million restoration of a US Army Corps of Engineers dredge material placement area and repairs to a lock and flood control facilities with very complicated technical specification and eligibility constraints.

Senior Consultant / Program Manager | City of Cedar Rapids and Cedar Rapids Community School District | Adjusters International

- » Worked with staff, and FEMA representatives to develop and refine the implementation of a new policy relating to the reimbursement of applicant administrative costs. Supported all corporate operations relating to client management.

Senior Manager | City of Marble Falls, City of Copperas Cove, and Coryell County, Texas | Adjusters International

- » Oversaw six consultants assisting clients through the FEMA PA program including the first use of permanent work Pilot Projects and the submission of HMGP grant applications.
- » Activities included refinements to hazard mitigation plans, coordinating engineering efforts and performing benefit-cost analyses (BCAs) on impacted properties.
- » In addition to the processing of PA grants, Marble Falls was awarded nearly \$1 million for multiple-property acquisition and relocation projects, and Copperas Cove received funding for a \$500,000 storm water retention project.

Robert E. Farnum

Public Assistance Lead



Senior Manager | Severe Storms and Flooding (1710-DR-NY), New York State | Adjusters International

- » Oversaw 20 Public Assistance Liaisons assisting the State to administer the damage documentation phase of the FEMA PA program. Damages exceeded \$1.5 million, with a significant portion of project worksheets receiving additional hazard mitigation funds.

Senior Manager | Severe Storms and Inland and Coastal Flooding (1692-DR-NY), New York State | Adjusters International

- » Oversaw 110 Public Assistance Liaisons in the 13 counties included in the federal disaster declaration for Public Assistance. Damages were estimated at \$88.5 million and staff wrote over 2,000 grants in response to this disaster.

Project Manager | Severe Storms and Flooding (1670-DR-NY), New York State | Adjusters International

- » Oversaw 43 Public Assistance Liaisons in 17 counties designated by a federal declaration.
- » Conducted two preliminary damage assessments (PDA) that led to awards for both the FEMA PA and Individual Assistance Programs. Staff wrote 1,216 grants totaling more than \$30 million.

Senior Project Manager | Severe Storms and Flooding (1650-DR-NY), New York State | Adjusters International

- » Oversaw more than 120 Public Assistance Liaisons in 20 declared counties. Staff wrote over 4,700 Project Worksheets, totaling over \$250 million in damages including \$27 million in mitigation projects.

Senior Manager | Winter Storms (3195-EM-NY, 1534-DR-NY), New York State | Adjusters International

- » Oversaw 45 Public Assistance Liaisons dispersed to 22 counties, who documented over 2,600 project worksheets totaling more than \$44 million, and an additional \$18 million in architectural and engineering worksheets.

Project Manager | Hurricane Recovery, Lee County, City of Ft. Myers, and City of Sanibel, Florida | Adjusters International

- » Served as project manager for all three applicants overseeing eight staff.
- » Deployed in August 2004 to assist Lee County and its component cities Sanibel and Ft. Myers in their recovery operations from the 2004 hurricanes.
- » Hurricane Charley property damages alone exceeded \$40 million with an additional \$20 million in debris removal costs. Mr. Farnum developed and implemented a cohesive loss-management process with the County's risk management department allowing the County access to disaster funds from private insurance, FEMA, FHWA and NRCS.
- » Major projects included the Sanibel Causeway and the removal of invasive Australian Pine trees from Sanibel.
- » Continued disaster recovery management following subsequent hurricanes. Appealed-and won-a denial of funds based on a core FEMA policy that requires an entity to carry more comprehensive insurance equal to its FEMA grant, and areas hit by both Charley (2004) and Wilma (2005) were fully eligible for FEMA grants.

Infrastructure Grants Specialist | New York State Office of Emergency Management

- » Served as Public Assistance Program Manager/Infrastructure Specialist for the World Trade Center Disaster (DR-1391) and 2003 Power Outage (EM-3186).
- » Coordinated State resources to implement FEMA's PA and Hazard Mitigation programs including initial use of FEMA's Cost Estimating Format.

Robert E. Farnum

Public Assistance Lead



- » Participated in and oversaw all activities relating to the development of PA and HMGP grants development, processing and close-out.
- » Clients included the Port Authority of New York and New Jersey, Metropolitan Transportation Authority, and many others.

Deputy State Coordinating Officer | Northeast Blackout, New York State | New York State Emergency Management Office

- » Coordinated the implementation of the State's Public Assistance Program in New York's Metropolitan region during the power outage of 2003, an emergency affecting every county in the State.
- » Assisted in the administration of the \$5 million emergency management grant for disbursement among responding agencies including PNP's police, fire, emergency medical and supply providers.

Lead Estimator | 9-11 Terrorist Attack, New York State | New York State Emergency Management Office

- » Served as the lead estimator for the state team of engineers and architects serving the New York State Emergency Management Office (NYSEMO).
 - » Assisted in the \$2.28 billion World Trade Center recovery effort for NYSEMO's Infrastructure branch; trained by FEMA in the use of a forward-projecting cost-estimating model, the Cost Estimating Format (CEF).
 - » Directed the team in the development of cost estimates for large projects eligible under FEMA's PA program.
 - » Rose to the rank of Deputy Public Assistance Officer for NYSEMO and responded to the State and City's request for an expedited proceeding to close the 9-11 disaster.
- As part of FCO's close-out team, sought out and received permission from Congress to develop an alternative process to address the magnitude of the 9-11 disaster.
- » Oversaw the Expedited Closeout process, an \$8.8 billion fund with an 18-month window that processed reimbursements for all of Manhattan including the reassignment of funds to the FTA for transportation recovery, the predecessor of the current ER program.

Employment History

Farnum Consulting, Owner, 2020 to Present

The Olson Group, Ltd., Senior Associate and PA Team Leader, 2019 to 2020

Adjusters International, Deputy Director, 2004 to 2019

New York State Emergency Management Office, Various Roles and Responsibilities, 2001 to 2004

Dale Davis

Public Assistance Support



Relevant Highlights

- » FEMA Qualification System (FQS) qualified- Position Task Book completed

Professional Biography

Mr. Dale Davis has 25 years of experience as a business owner (real estate and construction), six years as an insurance property adjuster, and seven years in the finance business. Since 2004, Mr. Davis has worked in emergency management with the Federal Emergency Management Agency (FEMA) in various departments including Individual Assistance (IA) (registration intake, inspections, quality assurance, FEMA appeals), Logistics (housing), and Public Assistance (PA) and worked 25 or more declared disasters with recovery. Mr. Davis currently works with Hagerty on the North Carolina Emergency Management (NCEM) contract as a site inspector, Site Inspection Report (SIR) author, and Quality Assurance/Quality Control (QA/QC) reviewer for all project reports and deliverables. Federally declared disasters that Mr. Davis has provided support for in NC include Hurricanes Matthew, Florence, Isaias, Eta, Michael, Dorian, Irene, and the Novel Coronavirus (COVID-19) pandemic.

Relevant Professional Experience

Grant Manager | North Carolina Emergency Management Large Final Inspection Reports for DR-4285 and DR-4393 | Hagerty Consulting, Inc.

- » Assists grantees with assembling, transmitting, and developing final actual costs for PA grant closure.
- » Authors SIRs and assists with Final Inspection Reports (FIRs) and contacting applicants to assist with completion of Project Completion and Certification Reports (P.4s) documentation.
- » Compiles and evaluates financial supporting documentation for COVID-19 cost recovery from FEMA.
- » Performs applicant outreach and coordination to close out large and small projects claimed with FEMA for federally declared disasters.

Community Relations Specialist-Housing | North Carolina Division of Emergency Management

- » Reservist with the North Carolina Department of Public Safety's (NCDPS's) division of NCEM, advocated for and assisted survivors within a 13-county area in North Carolina with the FEMA IA Program, including housing assistance, Back@Home, STEP Program, registration assistance and guidance.

Dale Davis

Public Assistance Support



- » Interviewed and referred survivors to volunteer agencies and additional assistance programs, including but not limited to housing and Transitional Sheltering Assistance (TSA). Worked directly with Housing and Urban Development (HUD) based housing survivors and managers, as well as individually owned multi-unit complexes with numerous survivors displaced or affected by disaster.
- » Worked with State FEMA partners in Disaster Survivor Assistance (DSA), Logistics and IA as well as FEMA contractors regarding applications of survivors regarding assistance, needs, and housing which met the appropriate program guidelines.

Federal Emergency Management Agency, Manufactured Housing Specialist Technical Monitor - Logistics Cadre

- » Assisted immediate supervisor with identifying available commercial pads/sites and in verifying Manufactured Housing Unit (MHU) setup, permit, and inspection requirements.
- » Contacted commercial mobile home parks for information and provided it to the Manufactured Housing Manager.
- » Assisted immediate supervisors with performing market research and identifying geographical and logistical restraints that affected the manufactured housing mission implementation.
- » Performed land use assessments to determine feasibility of potential group site locations.
- » Monitored the contract using the applicable checklist as directed by the Contracting Officer's Representative (COR) and alerted the Contracting Officer of any contractor issues that affected the mission.
- » Monitored contracts using internal checklists and documents provided by program management and Contracting Officer's representative.
- » Coordinated and reviewed work requests for tasks assigned to contract staff.
- » Served as a liaison with other departments to identify commercial property to install mobile homes.
- » Completed FEMA Emergency Manager Orientation Emergency Management Institute (EMI)
- » Certified Technical Monitor for Tank and Pump Systems (TPS) Darley, General Air, GSH, Talco manufacturers.
- » Completed Preliminary Disaster Assessment (PDA) training.
- » Established initial contact with local emergency managers, county and city managers, planners, and inspectors in affected disaster areas regarding MHU program.
- » Disaster Housing Assistance Team (DHAT) - located, inspected, and coordinated commercial manufactured housing sites and parks.

Owner | A Plus Homes Inc.

- » Manufactured home dealer specializing in land/home packages.
- » Worked with local, state, and federal agencies to assist displaced homeowners while meeting necessary agency requirements.
- » Managed rental property, purchasing, rehabilitation, marketing of homes, and marketing rental property.
- » Addressed tenant concerns in timely manner and adhere to all North Carolina Landlord/Tenant Housing laws.

Consultant | Institute for Building Technology and Safety

Responsible for inspecting manufactured housing units for compliance with HUD, FEMA Rugged Base Performance Requirements (RBPR) and federal standards in a factory-built housing manufacturing environment.

Dale Davis

Public Assistance Support



- » Performed inspections, conducted periodic reviews, and wrote reports of quality assurance program oversight, regulatory compliance monitoring, and construction code compliance inspections duties including HVAC mechanical, plumbing, electrical, and Tank and Pump System (TPS sprinkler) installations and testing.
- » Used the approved designs to ensure MHUs are constructed in conformance with federal standards and FEMA requirements; applied codes, standards, and workmanship to evaluate home compliance.
- » Resolved all disagreements with the manufacturers in an amicable manner.
- » Made recommendations on corrective and preventive actions and helped devise possible solutions for ensuring compliance.
- » Captured, followed-up and reported on outstanding corrective action activities. Provided peer review of completed inspection reports.
- » Developed and presented internal and external training as required on technical areas, key topics of assignment, procedures/processes, standards, and more.
- » Provided guidance to team members on all procedures, technical issues, travel planning, and communications.

Vanguard Emergency Management | Disaster Housing Inspector

- » Independent contractor for FEMA Individuals and Household Program
- » Performed over 2,800 total inspections including Florida during Hurricanes Charley, Frances, and Jeanne; average turnaround time 2.3 days (FEMA requires 72 hour turn around), average quality control score 3.56 (on scale of 0-4,4 being perfect); performed additional 470 inspections post Hurricane Katrina in Louisiana and post Hurricane Wilma in Florida; worked during San Diego wildfires, Hurricane Ike and Gustav, 2011 Alabama tornadoes, 850 inspections 2011-2012 Hurricane Irene (QC scores 98 out of 100); Hurricanes Isaac and Sandy, 2013 Chicago area flooding, Houston, TX flooding 2015.
- » Handled FEMA appeals; addressed FEMA applicant's concerns and questions regarding other programs such as American Red Cross (ARC), Small Business Administration (SBA), crisis counseling, special needs; verify insurance information as well as other proof of property ownership and primary residence, and medical damages; determine applicant's primary residence habitability, structural and personal property damage, and essential needs; knowledge of ACEIII (Automated Construction Estimation) program; knowledge of FEMA's computer pen tablet (pad); adhere to all FEMA guidelines; passed FBI and Homeland Security fingerprint, background checks, and security clearance.

Employment History

Hagerty Consulting, Inc. Independent Consultant, 2020 to Present

North Carolina Division of Emergency Management, Community Relations Specialist-Housing, September 2018 to December 2018

Federal Emergency Management Agency, Manufactured Housing Specialist Technical Monitor - Logistics Cadre, 2015 to 2020

Plus Homes Inc., Owner, 2000 to Present

Institute for Building Technology and Safety, Consultant, September 2017 to December 2017

Dale Davis

Public Assistance Support



Butterball, LLC, Production Supervisor Weigh Price Label, 2014 to 2015

Disaster Housing Inspector, Vanguard Emergency Management, 2004-2015 and 2021

Claim Adjustment Specialists, Property Claims Adjuster, 2007 to 2012

Jeff Sawyer

Public Assistance Support



Education

- » Bachelor of Science, Avionics Technology/Engineering, California State University, Northridge

Training and Certifications

- » FEMA NIMS 632.A, 100, 1000, 1001, 1003, 1004, 1007, 1008, 1010, 1011, 1013, 1017, 1018, 1019, 1020, 1021, 1022, 1023, 1024, 1025, 1026
- » Fluor courses: Program Deliver Manager Operations Course, What You Need to Know About COVID-19

Relevant Highlights

- » Extensive experience estimating project cost and budget development
- » Strong computer skills: FEMA Grants Manager, RS Means, Microsoft Office, Project, Excel
- » Proficient in design, prints, and principles
- » Structural, mechanical, and electrical
- » Extensive knowledge of all construction sub-trades for effective management and oversight
- » Strong understanding of building regulations and laws, particularly Americans with Disabilities Act (ADA) standards
- » Strong ability to manage and direct others

Professional Biography

Mr. Jeffrey S. Sawyer has 16 years of construction management experience and over 30 years of project manager experience. Mr. Sawyer received his Public Assistance (PA) training during his time at the Virginia FEMA Consolidated Resource Center (CRC) and went on to complete over 25 courses in various fields of Public Assistance. His experience with the CRC included work on project cost estimation and development, cost validation, creation of Determination Memos and Request(s) For Information (RFIs) for project compliance and eligibility for PA funding; as well as the identification and reporting of duplicate claimed damages. Mr. Sawyer's experience presently includes the role of Grant Manager for the state of North Carolina, completing Final Inspection Reports (FIRs) and Site Inspection Reports (SIRs) for project close-outs, assisting Sub-recipients in the formulation and completion of required reporting, and providing statistical deliverables to the client. Additionally, he has provided his expertise in account reconciliation and cost validation for the state of Florida and Maryland COVID-19 healthcare response.

Relevant Professional Experience

Validation Specialist | Florida Division of Emergency Management, COVID-19 Response | Hagerty Consulting, Inc.

- » Account reconciliation of invoicing of vendors for the Florida Department of Finance.
- » Peer reviewed projects of team members for report development.
- » Utilized Salesforce software for client reporting.

Grants Manager | North Carolina Emergency Management, Recovery Support for Hurricanes Matthew, Florence, Michael, and Dorian | Hagerty Consulting, Inc.

- » PA Grants Manager for large projects including grant development.
- » Provided organization and planning of project processes and implementation.
- » Assisted subrecipients in formulation for finalization of PA grant projects.

Costing Specialist | FEMA Consolidated Resource Center Virginia, Recovery Support for Hurricanes Florence, Irma, and Michael | Hagerty Consulting, Inc.

- » Project cost estimation and development for grant packages.
- » Cost eligibility determination reporting for applicant PA projects.
- » Quality assurance of costing reports of grant formulations.

Jeff Sawyer

Public Assistance Support



Consultant | Dewberry

- » Conducted validation and cost estimation of PA projects.
- » Developed grant package documentation.
- » Created project Scope of Work (SOW), Direct Distance Dialing (DDD) and Costs.
- » Produced determination memos.
- » Peer reviewed projects of team members.
- » Worked extensively with FEMA's Grants Manager system.

Traveling Superintendent | Doyle Construction Company

- » Prepared proposals and cost estimating.
- » Managed job site operations and completed daily progress reports.
- » Developed production schedules and tracked progress.
- » Conducted safety meetings and implemented job site safety programs.
- » Developed production schedules and tracked progress.
- » Scheduled subcontractors and coordinated material deliveries.
- » Conducted weekly production meetings with client representatives.

Employment History

Hagerty Consulting, Recovery Consultant, April 2020 to Present

Dewberry, Consultant, 2018 to 2019

Doyle Construction Company, Traveling Superintendent, 2017 to 2018

Sawyer Construction, Project Manager, 2003 to 2016

Cushman Manufacturing Inc., Managing Engineer, 1992 to 2003

STS Inc., Service Operations Manager, 1986 to 1992

Western Commander, Avionics Technician, 1980 to 1986

Terry Ellis

Public Assistance Support



Education

- » Bachelor of Business Administration, Faulkner University Harris College of Business
- » Associate of Arts, Alabama Christian College

Relevant Highlights

- » Deployed following presidentially declared disasters for over eleven hurricanes, several flooding and ice storm events, and Covid 19 support for two Applicants.
- » Proficient in Stafford Act Categories A-G and adept in managing multiple Applicants.
- » Fully qualified through FEMA Public Assistance Cadre FEMA Qualifications System (FQS) – Disaster Field Training Operations
- » Attended FEMA Emergency Management Institute, Emmitsburg, MD. Training for FEMA's recently implemented program delivery system. Certified in both Grants Portal and Program Delivery Manager (PDMG)
- » FEMA Certified For Public Assistance Alternative Procedures (PAAP) adding Section 428 of the Stafford Act
- » Qualified to certify cost estimates in development of Scope of Work using Cost Estimating Format (CEF)

Professional Biography

Mr. Terry Ellis has over 25 years of direct experience working in various federal, state, and local grant programs as well as highly administrative positions in state government. He has worked directly within the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program and possesses extensive experience as a Disaster Response and Recovery Project Director and State of Florida Public Assistance Officer (PAO). Also, Mr. Ellis has supported various county and city governments in obtaining eligibility grant funding following presidentially declared disasters as a direct contractor and as part of the FEMA PA Technical Assistance Contract (TAC) Program. Possessing working knowledge and experience in project development, management, reporting, environmental clearances, recovery reimbursement, cost estimating, documentation, field/site inspections, and close-out, Mr. Ellis has served the full circuit of programs and duties related to disaster recovery assistance.

Beginning in 1975, Mr. Ellis has supported: hurricane recovery following Hurricane Eloise followed by Frederick (1979), Opal (1995), Jeanne (2004), Charley (2004), Ivan (2004), Dennis (2005), Matthew (2015), Harvey (2017), Florence (2018), Michael (2018), Sally (2020), Covid-19 pandemic (2021) and Ian 2022. Severe Storms and Flooding declarations of Florida-DR-4138 (2013); Ice Storm Damage of South Carolina-DR-4166 (2014); state and local declarations; and Individual Assistance operations. In the realm of hazard mitigation, Mr. Ellis served as Project Director for Decatur County, Georgia, and was responsible for the successful mitigation effort of 16 high-end homes participating in the FEMA Section 404 Hazard Mitigation Grant Program (HMGP) utilizing acquisition and demolition. He has vast experience in debris management, specifically in the work with South Carolina-DR-4166 for Aiken County where he organized and crafted a debris monitoring plan.

Mr. Ellis's seasoned practice assisting applicants by defining damages, writing recovery project worksheets (PWs), and in close-out of grants is complemented by his continuous education in certification and training in FEMA offerings. From writing large to small PWs in Stafford Act Categories A through G (Cat A-G), he has a full gamut of knowledge in providing applicant assistance for damage assessment, scope of work development, cost estimating, site inspection, and in FEMA's new PA delivery model.

Terry Ellis

Public Assistance Support



Relevant Professional Experience

Emergency Protective Measures and Debris Consultant | Hurricane Ian – DR4675FL | Cape Coral, Florida | 2022

- » Drafted initial Expedited project within first week of for Category A - First 30-day debris removal – Project obligated within one week's time. Crafted second version for Applicant submission.
- » Drafted initial Expedited Project request for Emergency Protective Measures, (Category B) – Project Obligated.
- » Developed debris invoice validation mechanism for continuity with Applicant's Debris Management Plan and approved contractor's contract scope of work for review prior to Applicant payment.
- » Conducted validation of the first run of invoices submitted from the hauling contractor and monitoring contractor.
- » Prepared correspondence to relative State and Federal entities clearing the way for the Applicant to remove debris from Applicant maintained canals.

Recovery Project Manager | Hurricane Michael – DR4399FL & Hurricane Sally -DR4564FL | 2021 to 2022

- » Directed all recovery activities for both declarations.
- » Prepared and submitted to FEMA all Emergency Projective Measures (CAT B) damages and project-supporting documentation for FEMA submission. All projects obligated as submitted.
- » Identified all eligible CAT C damages for both completed and work to be completed. Responded to all Requests For Information. All projects obligated.
- » Directed Applicant through all mitigation opportunities relative to the recovery of damaged roads and buildings (CAT E) utilizing services of Applicant's consulting engineer.
- » Submitted all Requests for Reimbursement to Recipient.
- » Responded to all Closeout Requests for Information from Recipient.

COVID-19 Emergency Projective Activities | Gadsden County Florida | 2020 to 2021

- » Consulted with the Applicant's Budget Officer in matters of collecting and extracting non-eligible activity costs prior to submitting documentation for CAT B project development. All submitted expenses were reimbursed.
- » Provided Applicant with response concerning questions relative to methodology utilized in Covid-19 projects vs. traditional project development.

Recovery Consultant | Covid-19 Pandemic | Miami-Dade County, Florida | 2020 to 2021

- » Received and processed all data from communications division of the Applicant associated with notification to community of vaccinations.
- » Accounted for all eligible Force Account labor, materials and equipment purchase invoices and prepared summations.
- » Extracted all non-eligible Force Account costs from documentation prior to creation of damage descriptions from Fire and Police Departments.
- » Served as point of contact to Communications, Fire, and Police Departments regarding all documentation and costs.
- » Crafted project from 1000 Vaccinations Per day Plan and the Mobile Vaccinations plan.
- » Developed cost estimates for project development after capturing relative data.

Terry Ellis

Public Assistance Support



Recovery Consultant | Hurricane Michael – DR4399FL | Panama City, Florida | Palm Bay Charter School, Panama City, Florida | Bay Haven Charter School, Lynn Haven, Florida | 2019 to 2021

- » Primary lead developing and submitting Applicant Certified Small Project for infrastructure and Category E damaged fire stations.
- » Prepared and submitted Damage Inventory for all parks and recreation facilities.
- » Directed FEMA site inspections for all Applicant owned parks and provided Applicant QC review and editing of site inspection reports.
- » Provided project development activities for buildings and ancillary elements for all damages and recovery for Palm Bay Charter School and Bay Haven Charter School.
- » Provided response to FEMA requests for information.
- » Directed response for mitigation opportunities.
- » Represented Applicant in all follow-up FEMA PDMG and PTFM meetings.

Project Director | Hurricane Florence – DR4393NC | City of New Bern, North Carolina | 2018 to 2019

- » Served as Project Director for all FEMA related activities.
- » Directed field staff of three and an additional four remote staff members defining over 25 damaged facilities and associated formulated project damages.
- » Directed all Applicant Insurance and FEMA advocacy activities.
- » Served as primary point of contact for Applicant and FEMA staff on all matters relative to the recovery process.
- » Directed the procurement, vendor selection, delivery and placement of temporary facilities for the New Bern Fire Training Facility.
- » Prepared and submitted all elements of CAT B Projects including FAL/FAE/FAM and Mutual Aid components.
- » Prepared and submitted all projects elements for CAT A cost recovery and justification for commercial property debris removal.
- » Defined and submitted facility CAT B damages to Applicant owned, operated and maintained electrical utility distribution system. Facility CAT B damages exceeded \$6 million in combined Mutual Aid and Force Account damages.
- » Directed Applicant procured Engineers preparing recovery estimates and scope of work for submission under the Section 428 policy for Hurricanes Florence and Michael -FEMA Recovery Policy FE 104-009-7.
- » Reviewed, prepared and submitted to FEMA all CAT A, B, C, E, F, and G standard lane and expedited lane projects.
- » Prepared and submitted 32 Applicant Certified Small Projects.
- » Prepared a large project for the City-Wide open drainage system recovery. The project was obligated for \$32 million.
- » Served as Applicant representative with the Recipient Staff.

Recovery Consultant | Flooding | Howard County, Maryland | DR4376MD | 2018

- » Collected damage data from various departments relating to the emergency protective measures taken and the associated costs of recovery.
- » FEMA follow up meetings with PDMG and Applicant staff formulating projects.
- » Prepared responses to FEMA requests for information.

Terry Ellis

Public Assistance Support



Program Delivery Manager and Costing Specialist (TAC) | Hurricane Harvey Recovery | FEMA/Fluor Contractor, 2017 to 2018

- » Deployed to Texas as PDMG and Task Force Leader (TFL); assigned eight (8) Applicants in Orange and Jefferson County for a total project value of \$86M.
- » Received commendation from Beaumont County Auditor for redefining damages, reformulating prior projects, and securing FEMA understanding of the Jefferson County accounting requirements.

Employment History

Hagerty Consulting, Inc., Contractor, 2017 – Present

Fluor Contractor, FEMA PA Specialist, Costing Specialist, FEMA IA Specialist, 2013 – Present

Cornerstone Projects, Inc., Owner and Principal Officer, 2004 – Present

Decatur County, Georgia, Hazard Mitigation Liaison, 2009 – 2012

Bay City, LLC, CEO, 1999 – 2012

Taylor Ridge Development, LTD, CEO, 1989 – 1990

State of Alabama, State Auditor, 1990 – 1995

Alabama Public Service Commission, Executive Technical Assistant, 1982 – 1989

Lisa Rice, MSOL

Mitigation Lead



Education

- » Master of Science, Organizational Leadership, Regis University
- » Bachelor of Science, Public Administration, Regis University

Relevant Highlights

- » 21 years of experience in project management – designing, implementing, and evaluating grant projects including domestic violence unit, youth build, and rental assistance programs
- » Public Assistance (Category B) Project Manager for Marion County Emergency Management for Hurricanes Charley, Frances, Jeanne, Katrina; and Tropical Storms Ivan, Harvey, and Irene
- » Served as Community Development Grant Administrator for Marion County – directly responsible for CDBG grant
- » Provided comprehensive organizational assessments based upon the Malcolm Baldrige National Quality Award criteria at the state level as a Senior Examiner for the Governor’s Council on Performance Excellence
- » Coordinated layered local, state, and federal funding to construct an Emergency Operations Center
- » Six Sigma Green Belt

Professional Bio

Ms. Lisa Rice has more than 20 years of experience as a project management professional developing, implementing, enhancing, and expanding projects that improve quality of life, health, and public safety. She has a proven track record of successfully building relationships and collaborating with federal, state, regional, and local governmental agencies and partners, and fostering engagement from private sector, nonprofit, and volunteer partners to positively advance community projects forward.

Ms. Rice’s professional career has primarily centered around community development, focusing on program design and implementation at the local level. She oversaw Marion County’s Community Development Block Grant (CDBG) program and provided program support to other US Department of Housing and Urban Development (HUD) programs including their Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), Neighborhood Stabilization Program (NSP), and Homelessness Prevention and Rapid Re-Housing Program (HPRP).

Since joining Hagerty, Ms. Rice has supported the Cal OES Home Hardening Initiative by providing guidance and delivering technical assistance to demonstration communities preparing to launch the program. She supported the development of six Hazard Mitigation Grant Program subapplications for total combined project costs of more than \$120 million dollars under the home hardening framework and developed tools to streamline and ensure compliance with environmental and historic preservation regulations at both the project and site-specific levels. She has also provided technical assistance to subapplicants under the Building Resilient Communities and Infrastructure, Flood Mitigation Assistance, and Pre-Disaster Mitigation programs.

Ms. Rice has also supported Cal OES with the State Hazard Mitigation Plan, developed a strategic plan for the Resilience Branch, and completed six Lean/Six Sigma projects to improve performance and results through the refinement of key processes. She also supported grant management of awarded projects, ensuring compliance with hazard mitigation program guidelines and providing technical assistance to subapplicants to overcome implementation challenges. She has supported the building of capacity within the resilience branch by identifying needs, developing training programs, and mentoring staff in a newly launched technical assistance division.

Lisa Rice, MSOL

Mitigation Lead



Relevant Professional Experience

Mitigation Consultant | California Governor's Office of Emergency Services, Surge Capacity Staffing | Hagerty Consulting, Inc. | 2021 to Present

- » Developed materials to support local implementation of home hardening initiative, including outreach materials, eligibility checklists, and tracking tools.
- » Provided input to support environmental clearance, including creating a site-specific checklist to screen properties for environmental and historic preservation compliance, statement of work language to support procurement of professionals, and completing broad reviews of project areas.
- » Trained local project staff on outreach and homeowner engagement.
- » Provided technical support to local communities and completed quality reviews of Hazard Mitigation Grant Program sub-applications.
- » Provided input into the framework parameters to establish the home hardening initiative, including developing guidance around eligibility criteria, screening process, application review, and file documentation.
- » Facilitated weekly planning meetings and provided technical assistance to local communities implementing the home hardening initiative.
- » Provided support maintaining project management tools, including issue logs, work breakdown structure, and communication logs.

Continuum of Care (COC) Manager | Marion County Board of Commissioners | 2020 to 2021

- » Established framework for coordinated system of housing programs and services for homeless families and individuals.
- » Leveraged public and private partnerships and relationships to improve system performance.
- » Identified and adapted best practices, developed plans, steered policy, and deployed creative approaches to enhance system coordination, and positive outcomes.
- » Collaborated with local, state, and federal partners to address mutual goals and advance progress towards common missions and project management plans.
- » Represented the Continuum on local and state policy groups and committees, and advocated for resources and partnerships to meet system needs, while balancing regulatory requirements and ensuring compliance with funding mechanisms.
- » Developed, managed, and evaluated performance of funding agreements to direct service providers.
- » Directed all aspects of daily operations and ensure that services meet HUD standards and comply with regulations and industry best practices.
- » Identified capacity needs for the system of care and advance community-wide collaborations to create better coordination and more effective service delivery.
- » Launched initiatives that increased participation in COC key programs, bridged gaps, re-engaged disenfranchised partners, and created a focus on system-level quality and performance.
- » Completed analysis of Health Management Information System (HMIS), identifying issues affecting performance reporting and program management and planning for course correction.
- » Secured maximum grant award for area and recaptured dollars, allowing for the development of new projects.

Lisa Rice, MSOL

Mitigation Lead



Director of Human Resources | Marion County Sheriff's Office | 2016 to 2020

- » Led recruitment, screening, selection, hiring and onboarding, and system of workforce care for employees for 800+ employee and 750+ volunteers.
- » Advised senior leaders on strategic staffing and career progression plans, training and development, discipline policies, and other policies and practices related to ensuring a qualified workforce.
- » Administered compensations, benefits, wellness, and safety programs.
- » Represented the organization in collective bargaining matters and legal matters.
- » Prepared and delivered presentations to community groups and public, served as liaison to the Sheriff's Foundation, and represented the Sheriff on industry groups and committees at the local and state level.

Community Development Grant Administrator | Marion County Board of Commissioners | 2010 to 2013

- » Oversaw all aspects of the CDBG program, including analysis and needs assessment, citizen participation, preparation of the Consolidated Plan, development of the annual action plan, selection of public facility and service projects, and annual CAPER reporting.
- » Developed project timelines, budgets, contracts, reporting, monitoring, and evaluation tools in compliance with HUD regulations and organizational standards.
- » Oversaw daily operations and administered Emergency Home Repairs, Mobility Ramp Installation, and Rental Assistance programs for vulnerable populations.
- » Delivered presentations and reports to Board of County Commissioners, HUD, community-based organizations, and public.
- » Completed tiered environmental clearances and ensured compliance, navigated special approvals needed from partner organizations such as Water Management Districts, Historic Preservation, and local policy.

Grants Coordinator | Marion County Sheriff's Office | 2004 to 2010

- » Researched and developed projects, drafted grant applications, and implemented grant contracts and agreements.
- » Oversaw all aspects of projects to ensure timely accomplishment of milestones and ensuring compliance with applicable regulations while achieving project goals
- » Prepared monthly, quarterly, and annual financial and programmatic reports.
- » Performed evaluations as part of grant close-out and final reporting.
- » Prepared all FEMA and mutual aid reimbursements.
- » Approved all purchases made with grant funding or reimbursement programs, adhering to all special conditions.
- » Served on various committees and workgroups, including state advocacy groups related to emergency management.
- » Accelerated grants awarded by more than 400% demonstrating exceptional project management and contract expertise.
- » Recovered more than \$4M in FEMA and mutual aid reimbursements through thorough administration and documentation.
- » Developed projects and worked with state and federal legislators to secure appropriations designated for special projects to support the construction of an Emergency Operations Center and to acquire cutting edge technology for field use in law enforcement operations and to upgrade the technology system in the EOC.
- » Served on the Oversight Committee and played key role in securing organization's receipt of the Governor's Sterling Award for Performance Excellence.

Marissa Yanez

Mitigation Support



Education

- » Bachelor of Science in Natural Resource Planning, University of Vermont | 2021

Relevant Highlights

FEMA Emergency Management Institute Courses:

- » Incident Command System (ICS) Independent Study: 100, 200, 700
- » FEMA Independent Study (IS): 212.b, 276.a, 328, 329, 393.b, 727, 1300
- » Two years of experience with ArcGIS
- » Experience in Data Management, Analysis, Grants Management, Project Management
- » Technical proficiency in Microsoft Excel, Word, PowerPoint, Quickbase, SharePoint, FEMA Go, eGrants, and Salesforce.

Professional Biography

Ms. Marissa Yanez has worked on a diverse range of projects, resulting in gained experience in GIS Mapping, Data Collection and Analysis, New Staff Onboarding, Project Management, and Subapplication Development tools. She graduated from the University of Vermont with a Bachelor of Science in Natural Resources with a concentration in Resource Planning. Ms. Yanez began her career by working closely with non-profit and state organizations.

Ms. Yanez is now a Hagerty Consulting, Inc. (Hagerty) member as a Mitigation Associate, working closely and supporting the mitigation team. Ms. Yanez supported the California Department of Public Health (CDPH) in processing clients through the Crowne Plaza TVRC. This included receiving client intake information and entering it into the internal excel spreadsheet while maintaining efficiency in a fast-paced environment. Ms. Yanez also oversaw the daily training of a total of 10 new employees at the TVRC over four weeks.

Ms. Yanez also supported Lee County Human and Veteran services in property owner outreach for the FEMA. Hazard Mitigation Grant Program (HMGP) Elevation and Mitigation Reconstruction projects. She oversaw the intake process, determined preliminary eligibility for individual properties, managed the hotline, and processed submitted applications. Additionally, Ms. Yanez supported the Lee County Utilities Department in developing a Generator subapplication for HMGP.

Ms. Yanez currently supports the California Office of Emergency Services as a Programmatic and Grants Analyst. She manages a portfolio of 18 HMGP grants totaling \$23 million. In her Grants Analyst role, she oversees grants management activities including but not limited to modifications, Quarterly Reporting, reimbursement submission, and monitoring the activities of the grant. She also supports the development of subapplications for recently presidentially declared disasters in California, specializing in Advance Assistance and Planning subapplication project types. Additionally, she managed a team of 3 programmatic reviewers and supported the development of BRIC 2023 Building Code Plus Up subapplications. She has also facilitated webinars and training sessions for Capability and Capacity Building; Project Scoping/Advance Assistance and Building Code Plus Up funding opportunities.

Marissa Yanez

Mitigation Support



Relevant Professional Experience

Functional Area Specialist | Interim Grants Analyst | California Office of Emergency Services | Hagerty Consulting Inc. | June 2023 to Present

- » Manage the operations for 19 Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), and Legislative Pre-Disaster Mitigation (LPDM) subapplications and facilitate subapplication procedures such pre-award Scope of Work and Budget modifications, Federal Emergency Management Requests for Information, utilizing project management databases FEMA Go and eGrants for subapplication revisions and resubmission.
- » Led training sessions and webinars for the grants and technical assistance team, enhancing their skills and providing ongoing support to improve performance and efficiency for Capability and Capacity Building; Project Scoping/Advance Assistance, and Building Code Plus Up funding opportunities.
- » Manage the daily operations for 18 Hazard Mitigation Grant Program grants and facilitate grant procedures such as project awards, time extensions, Scope of Work and Budget modifications, Programmatic Technical Assistance, Federal Emergency Management Requests for Information, and grant closeout processes.
- » Enforce compliance standards to ensure adherence to administrative deadlines, resulting in an 80% improvement in meeting Quarterly Reporting and Requests for Information deadlines for active HMGP grants.
- » Monitor budget expenditures, identify variances, and implement corrective actions to ensure adherence to budgetary constraints.
- Conducted programmatic reviews, scoping calls, and assessed eligibility for over 20 notices of interest for active HMGP and BRIC rounds.
- » Provided technical assistance to support subapplication development, including 6 HMGP Advance Assistance, 1 HMGP 5% Initiative, 2 Local Hazard Mitigation Plans, and 1 BRIC Building Code Plus Up application, totaling \$12 million in applied funds.

Recovery Consultant | Lee County, FL | Hagerty Consulting Inc. | January 2023 to May 2023

- » Performed daily data entry of new applicants, eligibility documentation, all property owner contact utilizing the Lee County HMGP Hotline and Email, and processed submitted applications.
- » Managed the Lee County HMGP Hotline and Email to provide application assistance for interested property owners. Development of HMGP Generator subapplication.

Data Management Specialist | California Department of Public Health | Hagerty Consulting Inc. | September 2022 to November 2022

- » Performed daily data collection, data entry, and record management tasks while collaborating in decision-making with the client in a fast-paced environment that processed 250+ clients daily.
- » Collaborated closely with a team of 8 to develop 3 internal process documents to capture all roles and responsibilities of the on-site data management specialists.
- » Implemented an internal organization method for paper records that improved records management and daily client follow-up processes.

Marissa Yanez

Mitigation Support



- » Facilitated the onboarding of 10 new staff on data collection, data entry, client relationship management, and excel proficiency.

Technical Assistance Advisor | Kobre Kim Bloomberg e311 | Hagerty Consulting Inc. | April 2022 to January 2023

- » Collaborated in the development of a Mitigation and Resilience content workshop webinar which resulted in the creation of 7 supplemental HMA program-specific resources.
- » Strategically outlined and developed a 90-minute webinar used for external client engagement.

Junior Emergency Manager | New York City Emergency Management COVID-19 Surge Support | Hagerty Consulting Inc. | March 2022 to January 2023

- » Drafted, edited, and coordinated the development of 8 Hazard Mitigation Assistance multi-pagers.
- » Collaborate with internal and external stakeholders on the development of external agency materials.

Hazard Mitigation Intern | Vermont Department of Public Safety | June 2021 to December 2021

- » Collaborated and aided in implementing a new state funding program titled Flood Resilient Communities Fund (FRCF) utilizing ARPA funding.
- » Leveraged critical project management tactics & strategies to assist in executing the development of the 2023 State Hazard Mitigation Plan.

GIS Intern | Analyzing Affordable Housing In Vermont | The Housing Foundation Inc. | May 2020 - December 2020

- » Created 60 GIS maps of HFI's affordable housing portfolio including individual property maps, maps analyzing connectivity to community resources, such as public transit routes, and maps identifying "service sheds" to identify existing gaps in services.

Jason Ressler, P.E., CFM

BCA Support



Education

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

Training and Certifications

- » Florida Board of Professional Engineers, 82395
- » Certified Floodplain Manager, Association of State Floodplain Managers, 40071

Relevant Highlights

- » Benefit Cost Analysis (BCA) and Mitigation Economic Analysis
- » Floodplain Management / National Flood Insurance Program (NFIP) Program Management
- » Water Resources / Watershed and Storm Water Management; over 5,000 hours of H&H modeling experience
- » Software Skills: SWMM, PCSWMM, ICPR3, ICPR4, HEC-HMS, HEC-RAS, MikeSHE, ESRI ArcPro, AutoCAD, Civil3D, FEMA BCA 5.3/6.0, Microsoft Suite

Professional Biography

Mr. Jason Ressler is an emergency management professional and Professional Engineer with nine years in the field of emergency management. He is a member of the Association of State Floodplain Managers and served as a Water Resources Engineer on many complex projects through his work at CDM Smith, Inc. Since 2019, he has worked with Hagerty Consulting, Inc. (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 in delivering 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) programs under Sections 406 and 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) and has applied expert knowledge to many successful projects. In 2023 Mr. Ressler developed or reviewed over 1.25 billion dollars in Hazard Mitigation Assistance (HMA) grants.

Relevant Professional Experience

Mitigation Assessment Specialist | California Governor's Office of Emergency Services, Surge Capacity Staffing | Hagerty Consulting, Inc. | 2021 - present

- » Provides technical assistance guidance to local jurisdictions on behalf of the State agency including reviews of FEMA HMA grant subapplications for BRIC, FMA, and HMGP, technical monitoring, and review of programmatic requirements.
- » Provides technical assistance and review of benefit-cost analysis documents for HMA grants submitted to Cal OES.
- » Conducted monitoring of 20+ Hazard Mitigation grants through project implementation. Lead kickoff meetings and provided technical program assistance for quarterly reports, the scope of work and budget changes, time extension requests, and project closeouts.

Mitigation Technical Advisor | New York City Emergency Management Surge Staffing Response Support | Hagerty Consulting, Inc. | 2023 - present

- » Supports multiple City agencies throughout the HMA subapplication process including; project scoping and evaluation, data collection, subapplication development, subapplication review, BCA development and review, final review and quality assurance.

Jason Ressler, P.E., CFM

BCA Support



- » Supports NYCEM and other City agencies to implement awarded HMA projects, including supporting scope of work modifications, budget modifications, time extensions, requests for reimbursement, and close out.

Subject Matter Expert | Howard County, MD Recovery Support | Hagerty Consulting, Inc. | 2023 - present

- » Assisted the County team in developing a BRIC subapplication for the 2023 funding cycle for a microgrid project. Provided support for cost estimating, mapping, and program alignment. The project includes FEMA priorities such as solar panels, green infrastructure, and continuity of services.

Subject Matter Expert | Lee County Disaster Recovery and Mitigation | Hagerty Consulting, Inc. | 2022 - present

- » Lead mitigation team in developing 22 mitigation projects under Sections 404 of the Stafford Act for multiple local jurisdictions.
- » Total submission under DR-4673 is over \$320 million. Continuing to work with jurisdictions to provide technical assistance and coordination with State anticipating FEMA awards spring 2025.
 - » Managed Benefit-Cost analysis effort to establish cost-effectiveness of submitted projects.

Engineer/Scientist | Panama City, Florida, Post-Disaster Mitigation | Hagerty Consulting, Inc. | 2019 - present

- » Mitigation and resiliency team lead and mitigation subject matter expert in charge of mitigation activities for nine separate jurisdictions.

Coordinated a team of professionals to secure funding for resiliency projects under FEMA 404 and 406 programs with total awarded funding exceeding \$120 million. Activities included subapplication and benefit-cost analysis development.
- » Continuing management activities for over \$100 million of awarded and in process grants for multiple jurisdictions including working with State agencies to execute time extensions, requests for reimbursements, scope of work and budget modifications.

Subject Matter Expert | Gulf Shores, Alabama, Disaster Management Recovery | Hagerty Consulting, Inc. | 2020 - present

- » Reviewed data and collected documentation to determine eligible costs under FEMA Public Assistance (PA) programs and Sections 406 and 404 of the Stafford Act.
- » Continues to serve as project manager to coordinate staffing for reimbursement requests under FEMA PA and manage grants under the HMGP for DR-4563.

Senior Engineer | Calhoun Library Hospital Authority, Disaster Recovery Consulting | Hagerty Consulting, Inc. | 2019 - present

- » 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.

Jason Ressler, P.E., CFM

BCA Support



Water Resources Engineer | Federal Emergency Management Agency Regions II, III, IV, IX, Headquarters | CDM Smith, Inc. | 2015 - 2019

- » Technical reviewer and quality control evaluator for mitigation applications applied for under Flood Mitigation Assistance (FMA) and Pre-Disaster Mitigation (PDM) programs.
- » Lead reviewer under Hazard Mitigation Technical Assistance Program for Region II and III for DR-4085/DR-4086 and DR-4273, reviewing technical feasibility and cost effectiveness of submitted and ongoing subapplications.
- » BCA Software instructor for State and local practitioners.

Water Resources Engineer | Pinellas Park Water Management District | CDM Smith, Inc. | 2016-2019

- » District engineer for special drainage district including oversight of design and construction of flood control 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. | 2017 - 2019

- » 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 stormwater improvements.

Water Resources Engineer | Boynton Beach East Water Treatment Plant | CDM Smith, Inc. | 2015 - 2016

- » 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 | Detailed Water Resource and Floods Study | CDM Smith, Inc. | 2014 - 2019

- » 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., Manager, Mitigation Division, 2022 to Present

Hagerty Consulting, Inc., Independent Contractor, 2019 to 2022

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

James Ariail, III

CDBG-DR Lead



Education

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

Training and Certifications

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

Relevant Highlights

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

Professional Biography

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

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

Relevant Professional Experience

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

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

James Ariail, III

CDBG-DR Lead



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

- » Provides overall leadership for supporting the State in implementing \$108 million CDBG-DR programs for housing and infrastructure recovery.
- » Led implementation of housing programs for the development of affordable multifamily and single-family housing units, including a program that leverages the Low-Income Housing Tax Credit program in conjunction with CDBG-DR.
- » Led implementation of a CDBG-DR Infrastructure Match program for the Hazard Mitigation Grant Program (HMGP) and FEMA PA Program.

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

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

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

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

Project Executive | California Emergency Rental Assistance Program | California Department of Housing and Community Development | Hagerty Consulting, Inc.

- » Provided leadership to oversee staffing and training for approximately 80 staff serving in case management, quality control, team leader, and call center positions as a subcontractor supporting the State's ERAP.

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

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

James Ariail, III

CDBG-DR Lead



Subject Matter Expert | Miami Dade County, Florida COVID-19 Cost Recovery | Hagerty Consulting, Inc.

- » Stood up rental, mortgage, and basic needs assistance programs utilizing *Coronavirus Aid, Relief, and Economic Security Act* funds.
- » Oversaw the development of an online application portal and back-end application review system to accept applications directly from the public. Oversaw a comprehensive public outreach campaign in three languages.

Senior Program Manager | APTIM

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

Vice President, Federal Programs | Tetra Tech, Inc.

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

Program Manager, Emergency Management Services | ATCS, PLC

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

Program Development Manager | URS Corporation

- » As Program Manager for the New York Rising CDBG-DR Housing Recovery Program, provided technical services for the New York State CDBG-DR Homeowner Program, including damage assessments, lead and asbestos testing, environmental reviews, technical/construction advisory services for applicants, policy support, and guidance development.
- » Served as Program Manager for the applicant intake portion of the NYC "Build it Back" CDBG-DR Housing Program. Successfully led a rapid ramp-up process to stand up six applicant intake centers, a dedicated call center, and a program management office supporting the Mayor's Housing Recovery Office. Team met peak production goals within three weeks of startup, with more than 200 staff performing applicant intake for over 10,000 applicants while navigating continual program changes and maintaining stringent quality standards.

James Ariail, III

CDBG-DR Lead



- » Within the capacity of Deputy Program Manager, FEMA HMA Program Integration and Support, supported the FEMA HMA Branch in developing and implementing continuously improved delivery of mitigation grants. Primary duties included: Managing support for the Grants Policy Branch and Integrated Policy Team; managing Portfolio Management support tasks; supporting the development of a Risk-Based PDM methodology; developing white papers and other decision-making support tools for HMA leadership; supporting the development of HMA Unified Guidance; and budget/schedule management for contract.

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

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

Employment History

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

APTIM, Senior Program Manager, 2017 to 2018

TetraTech, Vice President, Federal Programs, 2015 to 2017

.TCS, PLC, Program Manager, Disaster Services, 2014 to 2015

URS Corporation, Program Development Manager, 2008 to 2014

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

SRA International, Project Manager, 1996 to 2006

Presentations and Publications

LOCALLY-LED POST-DISASTER HOUSING: CONSIDERATIONS AND RECOMMENDATIONS
 LOCALLY-LED POST-DISASTER HOUSING: CONSIDERATIONS AND RECOMMENDATIONS, Disaster Discourse: The Hagerty Blog · Nov 18, 2019
 Disaster Discourse: The Hagerty Blog · Nov 18, 2019

POST-DISASTER FEMA HOUSING ASSISTANCE: A REVIEW OF KEY POLICY CHANGES
 POST-DISASTER FEMA HOUSING ASSISTANCE: A REVIEW OF KEY POLICY CHANGES, Disaster Discourse: The Hagerty Blog · May 10, 2019

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

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

Laura Munafa

CDBG-DR Support



Education

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

Training and Certifications

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

Relevant Highlights

- » Experience identifying funding opportunities, managing project applications, and overseeing compliance for CDBG-DR, - Mitigation (-MIT) and - Coronavirus (-CV) programs and funding streams
- » Skilled in grant development, project closeout, and contract management

Professional Biography

Ms. Laura Munafa is an emergency management consultant with over 10 years of professional experience and eight years of disaster recovery experience. Most recently Ms. Munafa served as the Deputy Project Manager for the State of Nebraska in the development of their Community Development Block Grant - Disaster Recovery (CDBG-DR) Action Plan and is currently working with the Nebraska Department of Economic Development (DED) to provide technical assistance regarding compliance with Duplication of Benefits (DOB) requirements for CDBG-DR programs. She has also provided support to Montgomery County, Texas, by preparing program guidance for the County's CDBG-DR Buyout Program. Prior to Hagerty Consulting, Inc. (Hagerty), for six years, Ms. Munafa served as Deputy Director of the New York State Governor's Office of Storm Recovery, where she facilitated recovery from Hurricane Sandy by organizing public engagement events, overseeing resilience grants, and facilitating coordination between units of government.

Relevant Professional Experience

Project Manager | Mobile County, Alabama Community Development Block Grant – Disaster Recovery Grant Management | Hagerty Consulting, Inc.

- » Serves as Project Manager for the County's CDBG-DR Grant Management totaling \$28 million in funding.
- » Provides subject matter expertise for overall CDBG guidance to the County for its recovery from Hurricanes Sally and Zeta.
- » Assists the County in the build out of their Local Recovery Plan including an Unmet Need Assessment.
- » Provides program and project implementation guidance to the County for housing and non-housing CDBG activities.

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

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

Laura Munafò

CDBG-DR Support



Mitigation/Recovery Project Manager | Montgomery County, Texas, Community Development Block Grant – Mitigation Application Development Consulting Services | Hagerty Consulting, Inc.

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

Subject Matter Expert | State of Nebraska Community Development Block Grant – Disaster Recovery Action Plan | Hagerty Consulting, Inc.

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

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

- » Provided subject matter expertise and cost recovery eligibility guidance to San Diego County for Novel Coronavirus (COVID-19); maximized over \$334 million in reimbursements under multiple federal programs that included the *Coronavirus Aid, Relief, and Economic Security Act (CARES Act)*, the Coronavirus Relief Fund, and Federal Emergency Management Agency (FEMA) Public Assistance (PA).
- » Prepared and drafted a COVID-19 Guidance Manual for San Diego County and memorialized policies and financial decisions.

Recovery Consultant | City of Santa Rosa, California, COVID-19 Recovery Support | Hagerty Consulting, Inc.

- » Provided ongoing COVID-19 response with the City of Santa Rosa; assisted in identifying funding opportunities such as the CARES Act, CDBG-CV, Housing and Urban Development (HUD) Emergency Solutions Grants, and FEMA PA Non-Congregate Sheltering to address the homeless population's exposure to COVID-19.

Project Manager | City of Panama City, Florida, Disaster Recovery Consultant Services | Hagerty Consulting, Inc.

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

Subject Matter Expert Construction Closeout | United States Virgin Islands

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

Subject Matter Expert Infrastructure | United States Virgin Islands

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

Laura Munafò

CDBG-DR Support



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

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

Employment History

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

Witt O'Brien's, Community Development Block Grant – Disaster Recovery Subject Matter Expert, 2019 to 2020

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

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

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

Hilary A. Wentworth

CDBG-DR Support



Education

- » Bachelor of Arts, Political Science, University of California at Santa Barbara
- » Master of Science, Comparative Politics, London School of Economics
- » Master of Business Administration, HEC Paris

Certifications

- » Project Manager Professional (PMP) Certification

Relevant Highlights

- » Extensive background in disaster recovery, military cooperation, and government operations
- » Expert in federal funding streams (CDBG-DR, FEMA, and CARES Act)

Professional Biography

Ms. Hilary A. Wentworth is a Project Manager Professional (PMP)-certified Master of Business Administration graduate with a deep background in government operations from disaster recovery to military cooperation. She has a thorough understanding of working with diverse and multilingual teams, and she previously served with the United States (US) Navy for four years as a civilian contractor. At present, Ms. Wentworth is a Disaster Recovery Consultant, with a focus on federal funding streams that include Community Development Block Grant – Disaster Recovery (CDBG-DR), the Federal Emergency Management Agency (FEMA), and the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) for state, local, and non-profit clients. She has taken on the role of Recovery Consultant for Hagerty Consulting, Inc. (Hagerty) for the Maryland Department of Health as Novel Coronavirus (COVID-19) Cost Recovery Lead, and CDBG-DR Policy Lead for the Nebraska Department of Economic Development. Ms. Wentworth completed her Bachelor of Arts in Political Science from the University of California at Santa Barbara, her Master of Science in Comparative Politics from the London School of Economics, and her MBA from HEC Paris.

Relevant Professional Experience

Recovery Consultant | Hagerty Consulting, Inc.

- » Serves as the Policy Lead for the Nebraska Department of Economic Development in their CDBG-DR program from Action Plan creation through program implementation. Helped create a CDBG-DR program for a grantee that did not have one and has a relatively small grant (\$108.9 million). Created and maintains program guides, a CDBG-DR Manual, payment drawdown review manuals, and associated functional documents.
- » Wrote portions of the Council of State Community Development Agencies CDBG-DR and CDBG Mitigation (-MIT) Bootcamp training guide.
- » Leads cost recovery team for the Maryland Department of Health, coordinating Federal reimbursement for COVID-19 expenses from CARES Act's Coronavirus Relief Fund (CRF) and FEMA Public Assistance (PA), totaling \$3.5 billion.
- » Deconflicts complex issues including an agency unaccustomed to disaster funding, a funding source created on short notice with little guidance (CRF) and FEMA PA not designed for public health emergencies, all in an unprecedented pandemic.

Hilary A. Wentworth

CDBG-DR Support



- » Created a tracking system to have full control and visibility of all invoice and contract documents, preventing duplication of benefits and allowing quick responses to FEMA questions on the over 30 projects in review.
- » Worked with two hospital clients on COVID-19 financial recovery using Provider Relief Fund, Coronavirus Relief Fund, FEMA PA, and other federal and state funding sources.
- » Assisted with case reviews for Miami-Dade Municipality Housing Assistance Program.

Program Manager | New York Governor's Office of Storm Recovery | Winsor Corporation

- » The New York Governor's Office of Storm Recovery (GOSR) was a temporary office created to manage \$4.4 billion in CDBG-DR funds for recovery from Hurricanes Sandy, Irene, and Lee. The Community Reconstruction (CR) division funded practical projects to prepare for future disasters, including installation of generators in public buildings, raising roads in shoreline areas, and expanding capacity in wastewater treatment plants.
- » Managed a \$150 million portfolio of 50 CR projects being implemented by the Dormitory Authority of the State of New York (DASNY).
- » Worked closely with project managers, GOSR leadership, and policy staff to ensure projects moved forward efficiently and were implemented equally across the program.
- » Ensured compliance with CDBG-DR regulations, streamlined processes, improved tracking documents, and ensured process details were understood across the staff.
- » Proactively kept construction projects on time to build disaster resiliency in the State of New York.

Contractor | US Navy International Programs Office | ManTech Corporation

- » Delivered more than 50 cooperative research and development agreements as a project manager; from conception through multiple layers of stakeholder approvals, negotiation, and sign-off with allied militaries.
- » Led the creation of a new, completely redesigned SharePoint project database to manage \$10 billion in active and potential agreements.
- » Gave negotiators ready access to over 20 years of project history, plus approvals of agreements in process.
- » Reduced approval times for end-user certificates by 41 percent through effective communication, streamlining processing systems, and improving policies.
- » Created granular project timing data using Excel data exploitation to reduce staffing delays for a Lean Six Sigma project.
- » Edited project agreements for grammar, clarity, adherence to policy, and changes by multiple stakeholders.
- » Efficient communications management, getting approvals on time, and deconflicting high-level disagreements.

Employment History

Hagerty, Recovery Consultant, 2020 to Present

New York GOSR, Winsor Corporation Contractor, 2018 to 2020

US Navy International Programs Office, ManTech Corporation Contractor, 2011 to 2015

NATO Headquarters, Intern, 2009 to 2010

RAND Corporation, Administrative Assistant, 2006 to 2008

American Embassy in Paris, France, Intern, 2005

US Department of State, International Organizations Bureau, Intern, 2004



PREPARED BY:



INSIGHT

RMA



AtkinsRéalis



PROJECT PROPOSAL

RFP-Hurricane Helene
Comprehensive Disaster
Recovery Management Services

PREPARED FOR:

COUNTY OF WATAUGA
ATTN: DERON GEOUQUE, COUNTY MANAGER

814 WEST KING STREET, SUITE 205
BOONE, NC 28607

January 17, 2025

TABLE OF CONTENTS

SECTION 1: QUALIFICATIONS OF THE FIRM

Letter of Interest.....	1
Firm Profile – Insight Planning & Development	2
Firm Profile – Recovery Management Associates.....	4
Firm Profile – Emergent Risk Solutions	4
Firm Profile – AtkinsRéalis	5
Relevant Experience.....	6
Emergency Management Consulting Services Newport News, VA.....	8
Emergency Management Consulting Services Craven County, NC.....	9
Disaster Recovery Services New Hanover County, NC.....	10
Horry County Solid Waste Authority, Horry County, SC	11
HMGP, FMA, & CDBG Programs Windsor, NC.....	12
CDBG & FMA Programs Craven County, NC	13
HMGP & CDBG Programs Jones County, NC	14
References.....	15
Project Approach/Executive Summary.....	16

SECTION 2: QUALIFICATIONS OF THE STAFF

History & Organization	17
C. Ryan Cox, CFM	18
J. Michael Healy, PE	19
Mark Webb	20
Kevin Amory	21
Gary Miller.....	22
JoAnna McDonald, Ph.D.....	23
Cindy M. Anderson.....	24
Danielle Taliaferro.....	25
M. Wayne Floyd.....	26
M. Taylor Floyd.....	27
Erin Capps, JD.....	28
Dean Goodison.....	30
Ryan Wiedenman, AICP, CFM	32
Kip Nelson.....	34

SECTION 3: TECHNICAL APPROACH

Project Understanding and Scope of Services	36
Mobilization Phase	36
Preliminary Damage Assessments	36
Recovery Operations	37
Mitigation	40
Community Development Block Grant.....	40

SECTION 4: COST PROPOSAL

Fee Schedule Form	41
E-Verify Affidavit.....	42
Proposal Certification Form.....	42

Section

1



Qualifications of the Firm

LETTER OF INTEREST



INSIGHT
PLANNING + DEVELOPMENT



January 17, 2025

County of Watauga
Attn: Deron Geouque, County Manager
814 West King Street, Suite 205
Boone, North Carolina 28607

RE: RFP-Hurricane Helene Comprehensive Disaster Recovery
Management Services

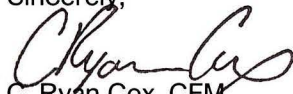
Dear Mr. Geouque:

Insight Planning & Development (Insight), Recovery Management Associates (RMA), Emergent Risk Solutions (ERS), and AtkinsRéalis (Atkins) are pleased to have the opportunity to submit our qualifications to Watauga County for Comprehensive Disaster Recovery Management Services. Our project team has proven its capability to successfully manage a wide range of disaster recovery consulting services for clients, encompassing FEMA's Public Assistance (PA) and Hazard Mitigation Grant Programs (HMGP), Flood Mitigation Assistance (FMA), and Debris Management and Monitoring. As the former State Hazard Mitigation Officer (SHMO) for NC Emergency Management, I possess extensive knowledge and experience in navigating the complexities of post-disaster grant programs from both FEMA and HUD. We look forward to the opportunity to help successfully implement the County's recovery programs.

Mike Healy will serve as Project Manager and will be assisted by a full team of highly qualified individuals. Mike has significant FEMA Public Assistance experience with over 20 years of assisting clients with all four phases of the disaster life cycle – planning & preparedness, response, recovery, and mitigation. We believe our enclosed hourly rate schedule is highly competitive. Our team is small yet efficient, ensuring all individuals work productively on projects.

We would welcome the opportunity to discuss this project in more detail. Please contact me if you have questions about our qualifications at 910-392-0060, ext. 104. Thank you for your consideration of our firm to assist Watauga County on this project.

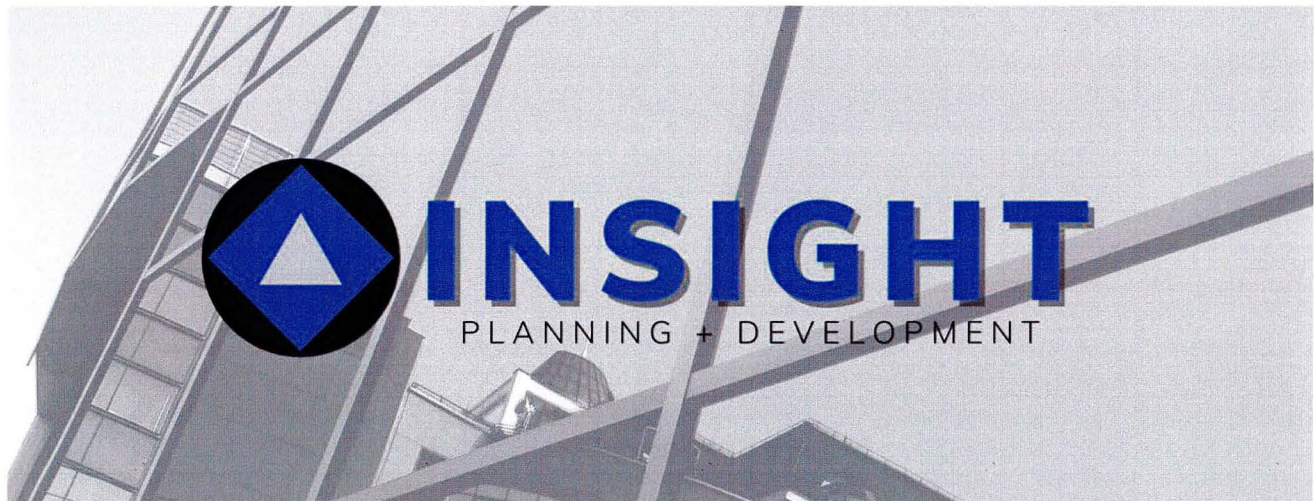
Sincerely,


C. Ryan Cox, CFM
President/CEO

5030 New Centre Drive, Suite A
Wilmington, North Carolina 28403

910.392.0060 • 252.946.0877
www.insight-pd.com

901 North Breazeale Avenue
Mount Olive, North Carolina 28365



FIRM PROFILE – INSIGHT PLANNING & DEVELOPMENT

Established in 2020, **Insight Planning & Development, LLC** (Insight) is a Wilmington, North Carolina-based **Service-Disabled Veteran-Owned Small Business** offering quality comprehensive planning and grant management consultancy services.

Our team comprises seasoned professionals with an average of 25 years' experience in community development, planning, hazard mitigation, and FEMA PA administration and debris monitoring. The company and its staff hold memberships or certifications from esteemed organizations such as the American Planning Association, American Institute of Certified Planners, Association of State Floodplain Managers, NC Association of Zoning Officials, Community Development Academy, North Carolina Home Inspector Licensure Board, and North Carolina Board of Examiners for Engineers and Surveyors.

Insight has a wealth of experience in preparing CAMA land use and comprehensive plans, as well as UDOs and zoning/subdivision ordinances. Other planning expertise extends to GIS services, hazard mitigation plans, emergency operations plans, recreation plans, and comprehensive housing strategies. We also provide general planning services, including re-zoning requests, site plan review, and other technical planning reviews.

We have been deeply involved in Disaster Recovery Programs across the Southeast, including the management of numerous Hazard Mitigation Grant Program (HMGP) elevation/acquisition/reconstruction projects, Public Assistance (PA) and debris monitoring projects, and ongoing management of Flood Mitigation Assistance (FMA), Community Development Block Grant (CDBG), HOME projects, and locally funded housing rehabilitation programs.

At Insight Planning & Development, we are dedicated to delivering exceptional services and expertise to our clients.



A Service
Disabled Veteran
Owned Small
Business

Contact Information

Insight Planning & Development, LLC
5030 New Centre Drive, Suite A
Wilmington, North Carolina 28403

Phone: (910) 392-0060, Ext. 104
Email: wilmington@insight-pd.com
Website: www.insight-pd.com

Type of Organization

Limited Liability Company
C. Ryan Cox, CFM
President/CEO

SUMMARY OF SERVICES

Response and Recovery Services

- FEMA Public Assistance Support Services
- FEMA's Alternative Delivery Model/Grants Portal
- FHWA Emergency Relief Program Support
- EOC Support and Backfill Staffing
- Preliminary Damage Assessments
- Financial Management and Audit Support Services
- Appeals
- Debris Removal Management and Monitoring
- Debris Planning
- Other Federal/State Disaster Programs
 - Florida Division of Emergency Management
 - Natural Resource Conservation Service
 - Federal Transit Agency
 - US Army Corps of Engineers

Natural Hazard Mitigation/Resiliency Projects

- Hazard Mitigation Plans
- Hazard Mitigation Grant Program Project Management
- Pre-Disaster Mitigation Project Management
- Building Resilient Infrastructure and Communities Project Management
- Flood Mitigation Assistance Project Management
- Floodplain Mitigation Project Types:
 - Advance Assistance
 - Acquisition/Demolition
 - Acquisition/Relocation
 - Elevation
 - Mitigation Reconstruction



Planning Services

- Comprehensive Land Use and Revitalization Planning
 - Code and Ordinance Preparation, including Unified Development Ordinances
 - Comprehensive/Growth Management Plans
 - Economic Development Plans
 - Downtown Plans
 - Open Space Plans
 - Shoreline Access Plans
 - Redevelopment Plans
 - Public Involvement Plans and Charrettes
 - Zoning and Planning Administration
 - Graphics, Mapping, and Auxiliary GIS
- Emergency Management Planning
 - Emergency Operations Plans
 - Regional Emergency Response Planning
 - Continuity of Operations Plans (COOP)

Development Services

- Environmental Review Records
- Analysis of Impediments to Fair Housing Choice/Assessments of Fair Housing
- CDBG Program Applications and Administration
- NCHFA Program Administration
- Housing Rehabilitation/Relocation Administration
- Housing Needs Assessment
- Airport Land Acquisition and Relocation Assistance



FIRM PROFILE – RECOVERY MANAGEMENT ASSOCIATES

Recovery Management Associates, LLC (RMA) was formally organized in September of 2011, in order to provide emergency management services to Newport News Public Works after Hurricane Irene. Wayne has worked for Newport News under previous Emergency Management Consultant contracts dating back to Hurricane Isabel in 2003. Wayne has assisted several jurisdictions in procuring FEMA compliant 2 CFR debris management services from debris removal and monitoring contracts, developing Debris Management Plans, and Public Works Division specific debris response and recovery training.

RMA's management and systematic approach to Disaster Debris Management has provided 100% reimbursement of FEMA PA Cat: A-Debris cost reimbursement for multiple declared disasters since Hurricane Irene. The success in obtaining 100% funding from the PA Grant is due in part to the constant monitoring of FEMA PA Program and Policy changes and incorporating those changes into the disaster management contracts procurement and project management.

RMA has the appropriate experience and reach back capability to execute the scope of services described in this Request for Proposals (RFP), ensuring that the County gets maximum reimbursement for eligible project cost. Wayne offers an existing relationship with debris monitoring programs that brings a solid understanding of emergency preparedness posture, challenges, and goals and priorities. This intricate knowledge of Federal funding reimbursement requirements and disaster response and recovery services make RMA uniquely qualified to assist in fulfilling the requirements of this RFP.

Contact Information

Recovery Management Associates, LLC
8212 Canthy Circle
Garner, North Carolina 27529

Contact Name: Wayne Floyd, Owner
Phone: (919) 369-4685
Email: mendlewayne.floyd@gmail.com

Type of Organization
Single-Member Limited Liability Company

List of Services

- Emergency Management Planning
- Disaster Response and Recovery Services
- Disaster Mitigation

FIRM PROFILE – EMERGENT RISK SOLUTIONS



Emergent Risk Solutions, LLC (ERS) is a limited liability company founded in January 2013. ERS has **over 11 years of firm experience successfully implementing federal and state disaster management services.** Emergent Risk Solutions, LLC is also a **certified Hudson Initiative small entrepreneurship** by the Louisiana Department of Economic Development (LDED). Over the past decade, ERS has supported the nation's largest and most complex disasters as well as the federal grant funding programs made available in their aftermath. Through this experience, ERS has developed industry leading experience and expertise administering many successful disaster recovery and mitigation programs, with a primary focus on the FEMA Public Assistance (PA), Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM), Flood Mitigation Assistance (FMA), Building Resilient Infrastructure and Communities (BRIC) programs as well as the Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Disaster Recovery (DR) and Mitigation (MIT) programs.

FIRM PROFILE - ATKINSRÉALIS

AtkinsRéalis is an industry leader in comprehensive disaster recovery, response, grant development and Management consulting services and is knowledgeable of all Stafford Act regulations including 44CFR 206. AtkinsRéalis has worked at all levels of government and has supported government hurricane recovery efforts in the southeast for 30 years.

Ownership information and organization structure

Founded in Florida in 1960, AtkinsRéalis USA Inc. has been part of the fabric and culture of the Southeastern U.S. for the past six decades. As a world-leading design, engineering, and project management organization our goal is to transform the world's infrastructure and improve resiliency as impacts from natural disasters become more and more prevalent. As one of the country's most respected design, engineering, and project management consultancies, **AtkinsRéalis has proudly supported some of North Carolina's most challenging infrastructure projects and has helped recover from multiple disasters over the last 30+ years.**

For decades, AtkinsRéalis has supported state and local governments responding to and recovering from the impacts of natural disasters. AtkinsRéalis is very proud of a long history of providing our clients with responsive and reliable disaster recovery, mitigation, resiliency, planning, and engineering services, as evidenced by our 90 percent repeat business.

From Hurricane Andrew and Hurricane Katrina to more recent events like Hurricanes Matthew, Florence, Michael, Harvey, and now Hurricane Helene, AtkinsRéalis has been on the ground supporting communities during their most dire times of need. **We are a policy leader in the development and implementation of the Sandy Recovery Improvement Act of 2013 (SRIA) and the Disaster Recovery Reform Act of 2018 (DRRA).** Through our response to this RFP, we offer Mitchell County decades of knowledge and experience in successful recovery from nearly unimaginable natural disasters, as well as skills, resources, and personnel to make it happen.

AtkinsRéalis is a leading provider of professional disaster recovery assistance, and policy consulting and management, including FEMA PA (PA), Individual Assistance (IA), Hazard Mitigation Assistance (HMA) and CDBG-DR programs, from project initiation to closeout. We understand the devastating impact of Hurricane Helene on County facilities, infrastructure, and community. The County government provides vital services to towns and unincorporated communities within its jurisdiction. Many of which suffered catastrophic damage from Hurricane Helene. Rapid restoration of the facilities and infrastructure is critical to getting people back in those communities.

The AtkinsRéalis Team **Delivers**



- proven
- successful
- results

oversight of more than

50,000 grant projects

Figure 1. AtkinsRéalis by the Numbers

To provide the County reliable and prompt access to the highest level of professional expertise and skilled and experienced resource capacity, AtkinsRéalis has teamed with dedicated professional partners with whom we have had long and successful teaming relationships. We offer teaming partners with extensive ties to the State of North Carolina and demonstrated engagement and commitment to the recovery of the communities they support. Together, we are asking for the opportunity to help Mitchell County to restore and maintain a resilient and vibrant community.

Our emergency management professionals are routinely deployed directly to disaster sites, as may be requested for this contract.

 **AtkinsRéalis**

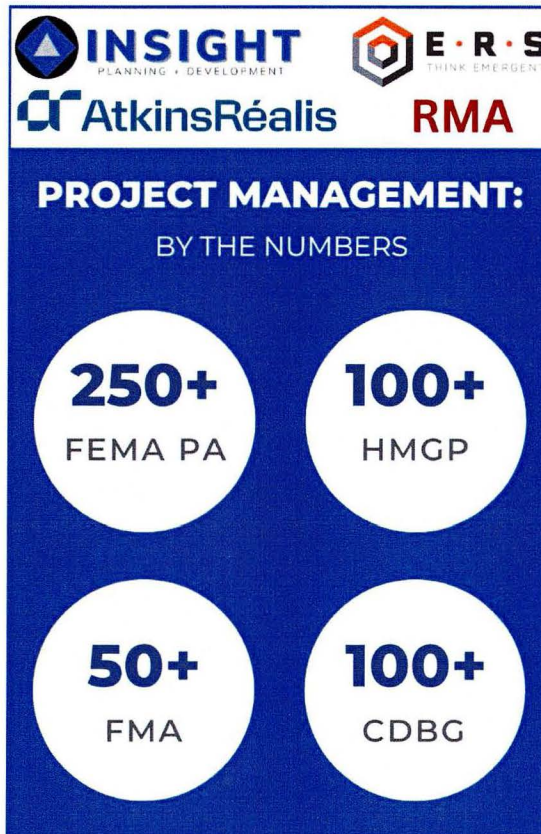
RELEVANT EXPERIENCE

Insight has been actively involved in disaster recovery and community development programs in the Southeast, including several Public Assistance and debris management projects, numerous Hazard Mitigation Grant Program (HMGP) elevation/acquisition/reconstruction projects, and ongoing management of Flood Mitigation Assistance (FMA), Community Development Block Grant (CDBG), HOME projects, and locally funded housing rehabilitation programs.

Personnel from our combined project team have served multiple communities in eastern VA, NC, SC, and throughout the country in similar roles for almost 30 years. Our project team has provided the full range of emergency management consulting services to our clients including the Federal Emergency Management Agency's Public Assistance Grant Program (FEMA PA), the Federal Highway Administration's Emergency Relief Program (FHWA ER), the Natural Resource Conservation Service's Emergency Watershed Protection Program (NRCS EWP), FEMA's Hazard Mitigation Grant Programs (FEMA HMGP), and other state and federal grant programs.

Since Insight was formed in 2020, we have been assisting clients with the FEMA PA program. Insight and RMA staff successfully completed the Hurricane Florence response and recovery efforts in North Carolina, where we assisted several counties in navigating the entire FEMA PA process. This effort included providing support for the Request for Public Assistance, helping gather the Damage Description and Dimensions (DDD) of the damages, formulating the projects in FEMA's Grants Portal, requesting reimbursements, and helping with closeouts. We helped New Hanover and Craven Counties receive all eligible FEMA reimbursement for Category A – Debris as well as all eligible Category B-G costs. This success can be attributed to our combined efforts to establish a comprehensive pre-event contract for debris removal and monitoring, and completely and accurately tracking all the documentation required for FEMA reimbursement, including contracts, materials, and all force account labor and equipment.

Throughout our projects, we believe that we have proven our commitment to serving our clients in a timely and professional manner. Our familiarity with the emergency management challenges, goals, and priorities that affect counties and local governments and our hands-on experience in all phases of emergency management qualify our project team as the best choice to provide these services to Watauga County.



TECHNOLOGY

The project team has extensive experience working with the FEMA Grants Portal, ADMS software, NCEM EM Grants, and FEMA GO, which are essential tools in disaster management and emergency grant administration. We have successfully navigated the FEMA Grants Portal to manage federal disaster recovery grants, ensuring compliance with regulations and accurate documentation for programs such as Public Assistance and Hazard Mitigation. This portal enables us to perform various tasks, including uploading project worksheets, tracking project processes, and managing reimbursement and other documentation. Additionally, our team is proficient in using ADMS to enhance disaster preparedness and response, utilizing its resource tracking, situation reporting, and GIS mapping features to support real-time decision-making. Our experience with NCEM EM Grants has involved managing state-specific emergency management projects, aligning local needs with federal funding priorities. Furthermore, we are adept at using FEMA GO to submit applications and track award progress.

REIMBURSEMENTS

Insight has significant experience in securing federal reimbursements exceeding \$150 Million, particularly in the context of disaster recovery and emergency management funding. Relevant experience of our combined project team members brings that number up to in excess of \$5 Billion. This effort has involved navigating complex grant processes, including coordinating with federal and state agencies to ensure compliance with requirements for programs such as FEMA's Public Assistance and Hazard Mitigation Grant Program. We have managed the preparation and submission of detailed financial documentation, tracked eligible expenses, and ensured accurate reporting for reimbursement. Our role included overseeing the reconciliation of expenses, addressing audits and questions from federal agencies, and ensuring timely submission of claims. Through meticulous oversight, strategic planning, and close collaboration with key stakeholders, we have successfully facilitated the reimbursement process, ensuring that funds were efficiently allocated for disaster recovery efforts.

*The **INSIGHT** team has secured federal reimbursements exceeding \$5 Billion.*

APPEALS

Insight has experience navigating the FEMA appeals process on behalf of its clients. Our team has successfully managed numerous appeals related to various FEMA determinations, such as applicant eligibility denials, non-concurrence on eligible damage or scopes of work, denial of time extensions, closeout determinations, and de-obligations resulting from audits. By meticulously gathering necessary documentation, maintaining effective communication with FEMA representatives, and adhering to stringent deadlines, Insight has consistently achieved favorable outcomes for our clients. Our dedication to advocating for fair assessments and ensuring access to essential recovery resources underscores our commitment to excellence in disaster recovery services.

RELEVANT PROJECTS

The following provides several projects that are similar to the services requested here, and that highlight our recent experience.

Emergency Management Consulting Services
City of Newport News, Virginia



Project Overview

Insight teamed with RMA in 2023 and was awarded the City's on-call Emergency Management Services contract. Previously, RMA had been providing Emergency Management Services to Newport News, Virginia responding to every federally declared disaster impacting the City from Hurricane Irene in 2011 to Hurricane Isaias in 2022. Insight and RMA continue to serve Newport News under this newly executed contract with Insight.

The Insight team provides a broad spectrum of emergency management services to City of Newport News Public Works Department through its contract with City of Newport News Solid Waste Division. Services provided include development of comprehensive Debris Management Planning (DMP), training for Initial Damage Assessment (IDA), Federal procurement, 2 CFR compliant documents and procurement procedures for disaster services that are utilized through a Cooperative Purchasing Agreement (CPA) by all City of Newport News Divisions and Public Schools.

The Insight team serves as the Disaster Services Authorized Representative for City of Newport News during disaster events and is responsible for the city-provided Debris Management Sites (DMS's) oversight, management of disaster Debris Removal, Management and Monitoring contractors and contract administration. Insight provides initial FEMA Public Assistance Grant administration for all departments and assists the city in identification and development of 406 mitigation grants.

Insight most recently participated in Public Works Department-wide Initial Damage Assessment (IDA) Training, FEMA Public Assistance documentation and Grants Portal use, and updated FEMA Equipment cost in the City's Department wide CityWorks work order system. The Insight team has completed 2 CFR Compliant RFPs for Disaster Debris Removal, Disaster Debris Monitoring, and RFP's specific to recovery efforts for the City's Stormwater Division. Our latest Task Order is to permit and develop a scope and cost estimate for establishing a 27-acre Debris Management Site (DMS) near the City's Newport News Shipyard Historic District.

The Insight team also provides FEMA Public Assistance Grant administration, project development, and 406 FEMA and 404 State Mitigation Grant application for the City of Newport News. RMA was able to identify over \$100,000 of mitigation and recovery grants for the City's Wastewater Division after Hurricane Irene and has established a relationship with their engineering group that continues to identify potential 406 and 406 mitigation opportunities.

PROJECT INFORMATION

CLIENT

City of Newport News, VA

CONTACT

Amy Davis
Solid Waste Division Director
City of Newport News
513 Oyster Point Road
Newport News, VA 23602
757-269-2852
davisag@nnva.gov

PROJECT YEARS

2023-2028

Emergency Management Consulting Services
Craven County, North Carolina



Project Overview

Insight teamed with RMA in 2023 and was awarded the County's on-call Emergency Management Services contract. Insight and RMA have been providing Emergency Management Services to Craven County since November 2010 and have responded to every federally declared disaster to impact Craven County from Hurricane Irene in 2011 to Hurricane Florence in 2018.

Insight/RMA provides a broad spectrum of emergency management services to Craven County through its contract with Craven County Solid Waste. Services provided include development of Debris Management Planning (DMP), training for Initial Damage Assessment (IDA), Federal procurement, 2 CFR compliant documents and procurement procedures for disaster services that are utilized through a Cooperative Purchasing Agreement (CPA) by all Craven County Departments, cities and towns that are located within the jurisdictional boundaries of Craven County.

Insight/RMA staff serve as the Disaster Services Authorized Representative for Craven County during disaster events responsible for the county provided Debris Management Sites (DMS's) oversight, management of disaster Debris Removal, Management and Monitoring contractors and contract administration. Insight also provides initial FEMA Public Assistance Grant administration for all departments and assist the County in identification and development of 406 mitigation grants.

Insight/RMA most recently participated in development of projects funded through FEMA as a result of Hurricane Florence. Insight/RMA managed the debris recovery operations for the County, Parks, and participating CPA communities. The project team was able to identify over \$10 M of mitigation and recovery grants for the county's convention Center, courthouse, and Countywide Water System.

Insight/RMA provides application writing and administration of other grant funding sources such as United States Department of Agriculture, Natural Resources Conservation Service, Emergency Watershed Protection; Goldleaf Foundation, and North Carolina Department of Agriculture and Consumer Services Emergency Watershed Protection.

Insight/RMA also provides FEMA Public Assistance Grant administration, project development, and 406 FEMA and 404 State Mitigation Grant application for the Craven County School Board. The project team has assisted in acquiring Goldleaf foundation, 406 and 404 Mitigation Grants over \$4M to provide emergency standby generators in schools.

PROJECT INFORMATION

CLIENT

Craven County, NC

CONTACT

Chad Strawn, Planning Director
Craven County Planning & Inspections
2828 Neuse Boulevard
New Bern, NC 28562
252-636-6618
cstrawn@cravencountync.gov

PROJECT YEARS

2013-2028

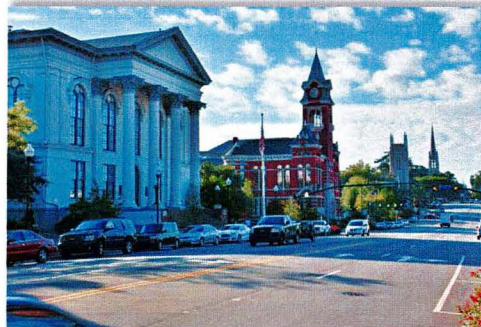


Disaster Recovery Services
New Hanover County, North Carolina

*Insight was a sub-consultant to Ardurra - Mike Healy was the Project Manager for the work

Project Overview

Insight was part of the team that provided disaster recovery services to New Hanover County following Hurricane Florence. The work included program/project development and financial and grants management support for the County's FEMA Public Assistance (PA) grants, FEMA's Hazard Mitigation Grant Program (HMGP), and the Hurricane Florence Disaster Recovery Act (DRA) grants. The Insight team helped the County identify all eligible PA damages and develop FEMA's Damage Inventory (DI), and successfully submitted over \$23M of eligible PA projects with all associated required documentation into FEMA's Grants Portal within six months of the task orders being issued. While completing these projects in Grant Portal, the team trained several County staff to be able to complete the remaining projects. Concurrently, the Insight team assisted the County in applying for several HMGP and DRA grants related to Hurricane Florence. These projects included 29 drainage improvement projects and 21 housing rehabilitation and reconstruction projects.



PROJECT INFORMATION

CLIENT

New Hanover County, NC

CONTACT

Eliza Baldwin
Senior Strategy Analyst
New Hanover County Office of Strategy
230 Government Center Drive,
Suite 195
Wilmington, NC 28403
910-798-7475
ebaldwin@nhcgov.com

PROJECT YEARS

2018-2022

Horry County Solid Waste Authority (HCSWA) Horry County, South Carolina



RMA

PROJECT INFORMATION

CLIENT

Horry County Solid Waste Authority
(HCSWA)

CONTACT

Mike Bessant
Horry County
1886 Highway 90
Conway, South Carolina 29528
843-347-1651
mbessant@solidwasteauthority.org

PROJECT YEARS

2018-Present

Project Overview

RMA provides a broad spectrum of emergency management services to HCSWA that include Debris Management Planning (DMP), Initial Damage Assessment (IDA), Emergency Operations Planning (EOP) for the HCSWA Landfill facility, Federal procurement 2 CFR compliant documents and procurement procedures for disaster services that are utilized through a Cooperative Purchasing Agreement (CPA) by all Horry County Departments, cities and towns that are located within the jurisdictional boundaries of Horry County. RMA staff serve as the Disaster Services Authorized Representative for HCSWA during disaster events responsible for onsite operations, Debris Management sites (DMS's) operations, FEMA and State Public Assistance Grant Administration, and 406 Mitigation Grant development.

RMA also provides assistance and yearly training to all CPA participants regarding FEMA and SC State disaster specific guidance, FEMA policy and procedural updates and directives.

The services provided above are also made available to the CPA participating entities during all types of disaster event, not just federal and state declarations. RMA recently assisted the City of North Myrtle Beach and Town of Briar Cliff Acres with contractor services to address impacts from Hurricane Ian that did not impart the magnitude of damages and intensity that resulted in a formal declaration.

RMA has provided services to HCSWA since 2011 and Wayne Floyd has been involved in providing disaster response services to Horry County, SC since the severe ice storm of 2002.



Hazard Mitigation Grant Program, Flood Mitigation Assistance Program, & Community Development Block Grant Program Windsor, North Carolina (and Bertie County via inter-local agreement)

Project Overview

The Town of Windsor’s Hurricane Matthew Flood Recovery Program has mitigated 44 properties to date. Relocation assistance has been provided to 20 owners and tenants. Demolition of 34 properties that have suffered repetitive losses (4 total) has been completed. Elevation assistance has also been completed on eight properties and rehabilitation (including LBP remediation) to one unit. The elevated and rehabilitated homes are mostly in or around the Windsor Historic District and the downtown area (which also flooded). Structure sizes range from 800 to 2,500 square feet, some with multiple stories. All project activities are scheduled to be successfully completed within grant period requirements. Staff at insight Planning & Development worked with the Town of Windsor and Bertie County to help identify units and apply for the funding as well as administer the federal grants with feasibility, work write-up, bid process, and construction management. These projects reduced flood insurance premiums for the elevation owners, as well as made the Town a much more resilient community after having suffered four major floods since 1999, including two back-to-back in 2016.



PROJECT INFORMATION

CLIENT

Town of Windsor, NC

CONTACT

Allen Castelloe, Town Administrator
Town of Windsor
PO Box 508, Windsor, NC 27983
252-794-3121
acastelloe@windsornc.com

FUNDING YEAR

2017

POPULATION

3,457

PROJECT BUDGET

\$6,467,000 (combined)



Community Development Block Grant and Flood Mitigation Assistance Programs
Craven County, North Carolina

Project Overview

Craven County's multi-year Flood Mitigation Assistance Program and CDBG Neighborhood Revitalization Program has mitigated over 23 repetitive-loss properties which also included the first Mitigation Reconstruction (teardown/rebuild) completed in the state. These elevated or rebuilt homes were located within traditional residential neighborhoods as well as waterfront communities. Structures sizes range from 900 to 2,800 square feet, some with multiple stories. All project activities were successfully completed within the funding agency's required Period of Performance. Staff at Insight Planning & Development worked with Craven County to help identify units and apply for the funding as well as administer the federal and state grants with feasibility, work write-up, bid process and construction management. The FMA-funded elevation projects reduced flood insurance premiums for the homeowners and saved all the properties (which had flooded in Hurricane Irene in 2011) from flooding in Hurricane Florence in 2018.



PROJECT INFORMATION

CLIENT

Craven County, NC

CONTACT

Chad Strawn, Planning Director
Craven County Planning & Inspections
2828 Neuse Boulevard
New Bern, NC 28562
252-636-6618
cstrawn@cravencountync.gov

FUNDING YEAR

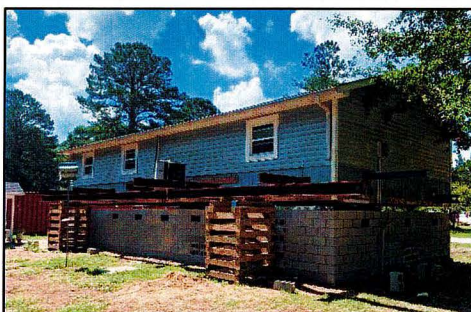
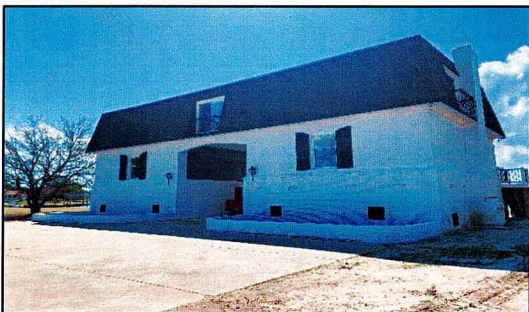
2013-2016

POPULATION

102,139

PROJECT BUDGET

\$4,235,036 (combined)



Hazard Mitigation Grant Program and Community Development Block Grant Program
Jones County, North Carolina

Project Overview

Jones County's multi-year Hazard Mitigation Grant Programs and CDBG Neighborhood Revitalization (CDBG-NR) Programs have mitigated 24 properties to date. Demolition of 20 properties that have suffered repetitive losses has been completed. Elevation assistance has also been completed on one property. The County's 2019 CDBG-NR project involved the construction of three (3) new single-family homes including demolition as well as the rehabilitation of one owner-occupied structure. The County's 2022 CDBG-NR project is anticipated to involve the rehabilitation or reconstruction of approximately 6 additional units. Staff at Insight Planning & Development worked with Jones County to help identify units and apply for the funding as well as administer the grants to include the creation of work writeups, bid packages and construction management. All project activities were successfully completed within the funding agency's required Period of Performance.



PROJECT INFORMATION

CLIENT

Jones County, NC

CONTACT

Ryan "Sissy" Mills
Emergency Services Director
Jones County
Trenton, NC 28585
(252) 671-3427
rjones@jonescountync.gov

FUNDING YEAR

2016-2025

POPULATION

9,326

PROJECT BUDGET

\$8,001,413 (combined)

REFERENCES

Company Name: Craven County Planning Department

Full Name of Contact Person: Chad Strawn, Planning Director

Company Address: 2828 Neuse Boulevard, New Bern, NC 28562

Contact Person Telephone Number: 252-636-6618

Contact Person Email Address: cstrawn@cravencountync.gov

Services Provided: Emergency Management Consulting Services, HMGP Program Administration, CDBG Grant Application Writing and Program Administration, FMA Grant Application Writing and Program Administration

Company Name: Town of Seven Devils

Full Name of Contact Person: Johnathan Harris, Town Manager

Company Address: 157 Seven Devils Road, Seven Devils, NC 28604

Contact Person Telephone Number: 828-963-5343, ext. 103

Contact Person Email Address: townmanager@sevendeilsnc.gov

Services Provided: Comprehensive Disaster Recovery Consulting Services

Company Name: Jones County Emergency Services

Full Name of Contact Person: Ryan "Sissy" Mills, Director

Company Address: 795 Highway 58 South, Trenton, Nc 28585

Contact Person Telephone Number: 252-671-3427

Contact Person Email Address: rmills@jonescountync.gov

Services Provided: Emergency Management Consulting Services, HMGP Program Administration, CDBG Grant Application Writing and Program Administration

PROJECT APPROACH/EXECUTIVE SUMMARY

The Insight project team has vast knowledge and experience with the five phases of emergency management which are Prevention (Planning), Mitigation, Preparedness, Response, and Recovery. Following a disaster, recovery for local governments is activated through local, state and federal disaster declarations. Once the Federal Disaster Declaration is signed, FEMA activates Public Assistance, Individual Assistance, and Hazard Mitigation Grant Programs. Our team understands the detail orientated process which comes with both Public Assistance and Hazard Mitigation Grant Program, while Individual Assistance is managed by FEMA and NCEM. Public Assistance is the program which allows each local government to be reimbursed for their emergency protective measures and recovery efforts on local government owned facilities and infrastructure. The Hazard Mitigation Grant Program generally comes six months into recovery to improve or harden facilities, infrastructure, and private property to reduce loss of life and property in future disasters. There are many other recovery programs activated as well to assist with various needs during both the operation and recovery period, which the team is highly experienced with and will advise our clients of as they become available.

The Insight team is ready to provide our clients with assistance throughout the five phases of emergency management. Upon activation of a contract, the team has staff ready to be onsite and advising within 72 hours of activation. The team has the capability to provide damage assessments, assist with procurement and contracting, federal grant management and compliance, community relations, and after-action reports during the operation and recovery periods. Debris historically is the largest headache for local government officials following a disaster, but the Insight team has vast experience with the debris removal process and is standing ready to support the County immediately.

Insight has assisted many of our clients with the assessment of damage to public facilities following major disaster events. This effort includes the assessment of debris quantities, damages to roadways and maintained structures and facilities in the public right-of-way, fencing, drainage structures, buildings and other facilities. Outside of debris removal, damage assessments are the most important process to the Public Assistance program. The local government must assess the damage and make a damage inventory list within 60 days of the disaster declaration. Ensuring the list is comprehensive and complete is imperative to maximizing the reimbursement for damages from NCEM and FEMA.

Community Development Block Grant (CDBG) is another grant program that usually becomes available following a federally declared disaster. CDBG has a very broad scope of the types of projects that can be funded including housing, infrastructure, parks, and County-owned facilities. The Insight team has written and managed 100+ CDBG programs and is currently managing 15 CDBG grants for various local governments in North Carolina. The capability of the team includes developing the application strategy, outreach, writing the application, completing the environmental review record, administration of the grant program, and construction management. The team is ready to provide advice and recommendations to maximize the available funding the County can receive to assist with recovery.

While the primary focus is recovery from Hurricane Helene, the Insight team wants to establish a long-term relationship with the County. Once back to normal operations, the team can assist with disaster planning, training and exercises, grant writing and management, land use planning and zoning services as well. Through this proposal, we hope to present our qualifications and understanding to the review team and begin to establish a road map to long term recovery and resiliency.

Section

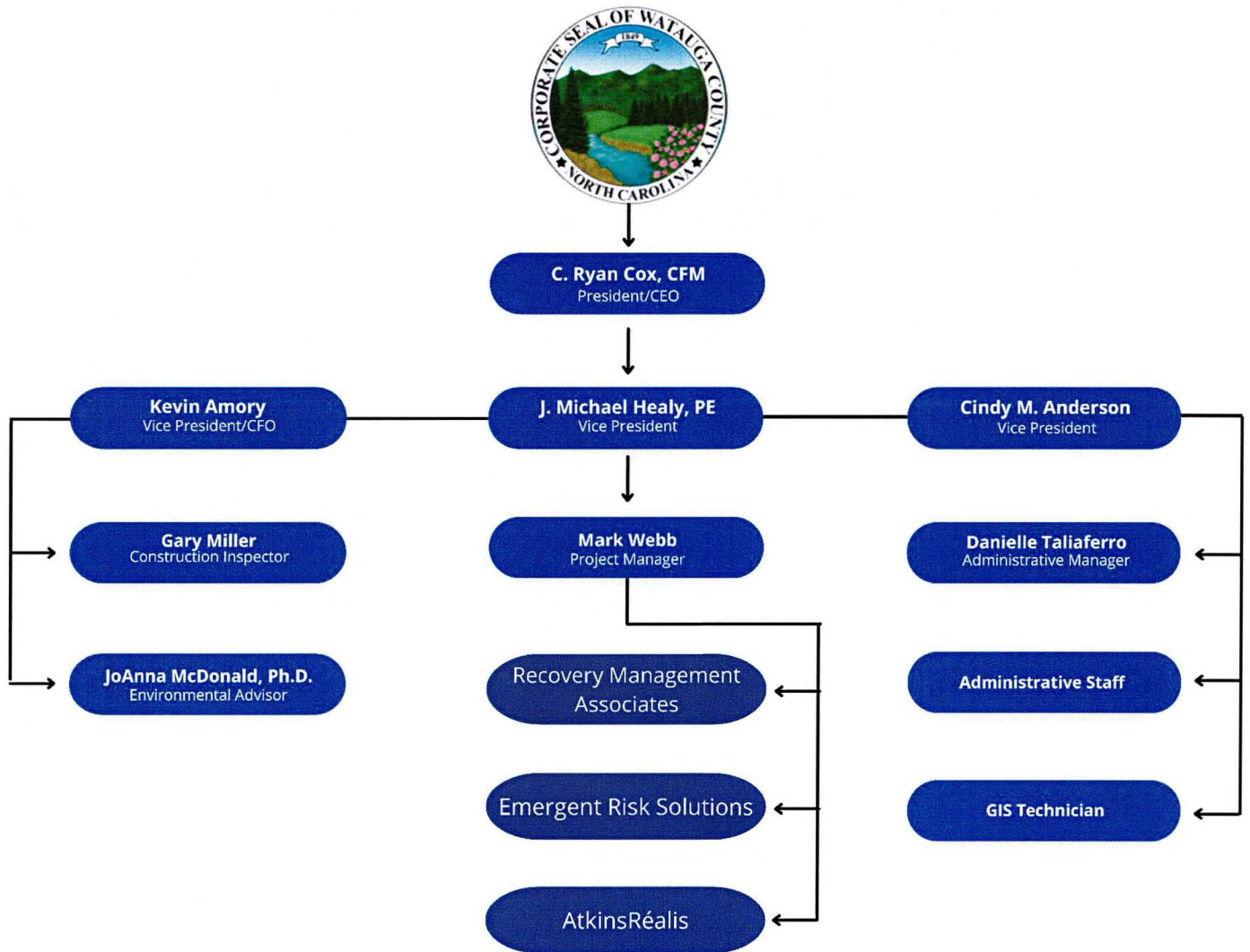
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Qualifications of the Staff

HISTORY & ORGANIZATION

Insight is a **Service-Disabled Veteran-Owned Small Business** based in Wilmington, North Carolina offering quality comprehensive planning and grant management consultant services. Insight was formed as a Limited Liability Company in 2020 by C. Ryan Cox. Insight began performing FEMA PA grants management for several counties and cities in 2020 in eastern Virginia and North Carolina. The Insight/RMA/ERS/Atkins Project Team has the appropriate experience and reach back capability to execute the planning, response, recovery, and mitigation phases of this RFP ensuring the County gets maximum reimbursement for eligible project costs. The capabilities and skills of the proposed staff are provided in this section.





C. Ryan Cox, CFM

President/CEO



Ryan is an experienced Hazard Mitigation Planner & Project Manager with extensive experience overseeing FEMA hazard mitigation grants for federal, state, and local governments. As the former State Hazard Mitigation Officer for the NC Division of Emergency Management, he was responsible for the development, implementation, and timely close-out of grants from HMGP, FMA, and PDM programs and managed \$400 million across 16 FEMA Hazard Mitigation Assistance funding streams. Ryan played an instrumental role in the development of the State of North Carolina Enhanced Hazard Mitigation Plan approved in 2018. His experience in the hazard mitigation planning division at the state level provides great context for communities dealing with UDO updates, comprehensive land use plans, resiliency plans, and other regulatory planning services.

Ryan's principal focus is on bringing mitigation and resiliency projects to fruition. He has extensive experience in seeking out funding, developing scopes of work, and providing overall project management for state and local governments. Through his experience with these projects, Ryan is proficient with the FEMA Benefit Cost Analysis policies, procedures, and tools. He is also highly qualified in developing and implementing floodplain management policies at the local level.

PROFESSIONAL AFFILIATIONS

Certified Floodplain Manager,
#NC-17-0679
NC Association of Floodplain
Managers
SC Hazard Mitigation Association
American Planning Association,
NC and SC Chapters

EDUCATION

American Military University,
Charles Town, WV
-2012-2016 (Political Science)

EXPERIENCE

10+ years

RELEVANT PROJECT EXPERIENCE

Regional Hazard Mitigation Plans

Albemarle Regional Hazard Mitigation Plan
Neuse River Basin Regional Hazard Mitigation Plan
Northeastern NC Regional Hazard Mitigation Plan
Pamlico Sound Regional Hazard Mitigation Plan

Banner Elk, North Carolina

2024 Hurricane Helene FEMA PA Emergency Contract

Camden County, North Carolina

Hurricane Matthew Hazard Mitigation Grant Program
Hurricane Matthew State Acquisition & Relocation Fund

Craven County, North Carolina

2017 CDBG-Neighborhood Revitalization Program
Hurricane Florence HMGP Expedited Acquisition Program

Duplin County, North Carolina

Hurricane Florence HMGP Expedited Acquisition Program
2022 Land Use Plan

Elk Park, North Carolina

2024 Hurricane Helene FEMA PA Emergency Contract

Jones County, North Carolina

Hurricane Matthew Hazard Mitigation Grant Program

Jones County, North Carolina (cont.)

2019 CDBG-Neighborhood Revitalization Program
Hurricane Florence HMGP Expedited Acq. Program

Pasquotank County, North Carolina

Hurricane Matthew Hazard Mitigation Grant Program
Hurricane Matthew State Acq. & Relocation Fund

Pembroke, North Carolina

General Planning Services
2021 Unified Development Ordinance Update
2022 Comprehensive Plan

Robeson County, North Carolina

2022 Comprehensive Plan

Seven Devils, North Carolina

2024 Hurricane Helene FEMA PA Emergency Contract

Siler City, North Carolina

2020 CDBG-Neighborhood Revitalization Program

Statesboro, Georgia

Housing Rehabilitation Program

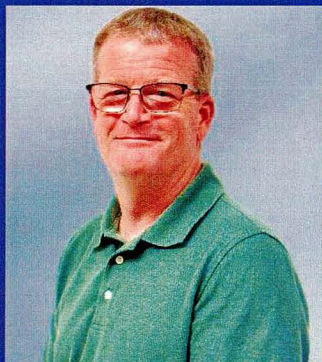
Sugar Mountain, North Carolina

2024 Hurricane Helene FEMA PA Emergency Contract



J. Michael Healy, PE

Vice President



Mike's 25-year career includes extensive knowledge and diverse experience in the risk and emergency management field. He is a Civil Engineering graduate from Virginia Tech and a Professional Engineer registered in North Carolina, having worked as a roadway engineer early in his career. For over 19 years he has been assisting clients with all four phases of the disaster life cycle – planning & preparedness, response, recovery, and mitigation. He has worked on over 30 federally declared disasters and has served as a state Deputy Public Assistance Officer, Task Order Manager on Federal Emergency Management Agency (FEMA) housing missions, and Project Manager on many large-scale Public Assistance and debris removal projects. He managed the Hurricane Katrina Public Assistance Staffing project for the Mississippi Emergency Management Agency (MEMA), where he has been assisting MEMA in the recovery of over \$3.2 billion of PA reimbursements.

Since 1996, Mike has been assisting his clients thoroughly document their eligible disaster damages, formulate and write Project Worksheets, and manage their recovery and mitigation grants through closeout and FEMA/Office of Inspector General audits. His thorough knowledge of the Public Assistance eligibility criteria and procurement regulations has helped his clients maximize their federal reimbursements. He also has gained experience providing executive level consultation and planning services.

Through his many projects, Mike has also been involved in both the 404 and 406 Mitigation programs. He was a co-trainer for several years on the Benefit Cost Analysis modules where he trained applicants in several states on the use of the modules that determine the Benefit Cost Ratio. He is also very familiar with the ever changing 406 mitigation policies, which are now being encouraged for every Project Worksheet that is written where possible.

PROFESSIONAL AFFILIATIONS

Professional Engineer, NC #27790
 American Society of Highway Engineers, Events Chair, 2004-2005
 International Association of Emergency Managers (IAEM), Member, 2017

EDUCATION

B.S., Civil Engineering, Virginia Polytechnic Institute and State University, 1996

EXPERIENCE

25+ years

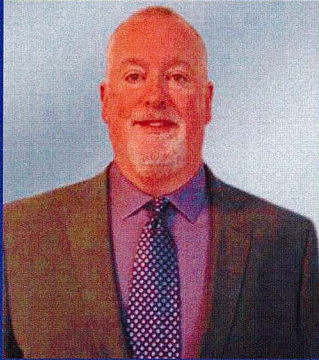
RELEVANT PROJECT EXPERIENCE

<p>Bradenton Beach, FL 2017 Hurricane Irma Debris Removal Monitoring</p> <p>Baton Rouge, LA 2016 LA DOTD Flood Recovery Services</p> <p>Houston, TX 2017/2018 Hurricane Harvey Substantial Damage Estimates</p> <p>Mississippi Emergency Management Agency 2014 Katrina PA Support</p> <p>Orlando, FL 2018 Staff Augmentation of FEMA Public Assistance Program Services, Hurricane Irma</p> <p>Rockledge, FL 2016 Hurricane Matthew Debris Removal Monitoring 2017 Hurricane Irma Debris Removal Monitoring 2024 Hurricane Helene Debris Removal Monitoring</p>	<p>2024 Hurricane Helene FEMA PA Emergency Contracts Banner Elk, NC Elk Park, NC Seven Devils, NC Sugar Mountain, NC</p> <p>Craven County, NC 2021 CDBG Neighborhood Revitalization Program Hurricane Florence FEMA PA Administration 2023 BRIC Application Development</p> <p>Jones County, NC 2022 CDBG Neighborhood Revitalization Program Hurricane Florence HMGP Acquisition Program</p> <p>Windsor, NC Hurricane Matthew HMGP Acquisition Program Hurricane Florence HMGP Acquisition Program 2021 CDBG Neighborhood Revitalization Program</p>
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Mark Webb

Project Manager



Mark has over 20 years of experience in leading teams in the construction and finance sectors. His project management skills include bidding, procurement, program contracting, and reimbursement for complex state and federally funded projects, adhering to all guidelines. Mark has recruited, trained, and managed over 100 employees to successfully complete numerous contracts on time, meeting client expectations. He is known for his high performance, attention to schedules, deadlines, budgets, and high-quality work.

Recently, Mark served as Project/Operations Manager for the Aiken Electric Cooperative debris removal project in Aiken, SC. He oversaw all field operations, including safety, scheduling, training, day-to-day operations, and coordination with contractors, and managed a team of 30 employees to ensure FEMA-consistent monitoring during Hurricane Helene.

Mark has also developed partnerships with community and business leaders during his six years as President of the Downtown Goldsboro Development Corporation, a non-profit organization that partnered with local authorities to revitalize the 24-square-block Goldsboro Municipal Service District. His leadership contributed to a \$23 million comprehensive Downtown Streetscapes overhaul, relying on his skills in dealing with intergovernmental stakeholders and local leaders.

EDUCATION

B.S., Business Administration, East Carolina University, 1990

Leadership Wayne, Wayne County Community College, 2002

Carpentry, Pierpoint Community and Technical College, 2012

EXPERIENCE

20+ years

RELEVANT PROJECT EXPERIENCE

Aiken Electric Cooperative, Aiken, SC
2024 Hurricane Helene Debris Monitoring

Edenton, NC
2021 CDBG-Neighborhood Revitalization Program

Hyde County, NC
2022 CDBG-Neighborhood Revitalization Project 21-C-4015
2022 CDBG-Neighborhood Revitalization Project 21-C-4028

Roanoke Rapids, NC
2023 CDBG-Neighborhood Revitalization Project 22-C-4130

Sanford, NC
2022 CDBG-Neighborhood Revitalization Project 21-C-4022
2022 CDBG-Neighborhood Revitalization Project 21-C-4032

Windsor, NC
2021 CDBG-Neighborhood Revitalization Project 20-C-3646



Kevin Amory

Vice President/CFO



Prior to joining Insight Planning and Development in January of 2023, Kevin has held multiple roles in the construction industry for over 30 years, which includes both vertical and horizontal construction. His overall experience consists of responsibility for finance functions, including accounting, financial planning and analysis, legal compliance, litigation management, bond and bank relationships, estimating, project management, safety/risk management, and day-to-day operational effectiveness.

Kevin brings with him significant experience in project administration and construction management for housing related projects, including acquisition, demolition, rehabilitation and elevation projects. He has extensive experience in preparation of administrative guidelines/policy development and general project compliance/monitoring coordination for numerous housing rehabilitation/mitigation projects. Kevin is highly proficient in procurement standards compliant with Federal Procurement (2 CRF 200) and North Carolina procurement law. He also manages budgets and schedules, coordinates meetings, and ensures smooth communication between contractors and local units of government.

Kevin possesses a comprehensive understanding of Disaster Recovery and Public Assistance projects, including debris monitoring services. He has extensive experience processing and obtaining reimbursements across diverse funding sources and grants. His unmatched level of expertise allows Kevin to build trust and provide key insights to clients while also maintaining clear and effective communication with contractors.

CERTIFICATIONS/LICENSES

Licensed General Contractor (NC)
NASCLA Accreditation for Licensing
in 14 Other States
Former certified OSHA 500 Trainer

EDUCATION

Wayne Community College
Goldsboro, NC
-General and Accounting
Courses, 1989-1994
Mount Olive University
Mt. Olive, NC
-Accounting and Business
Courses, 1996-1999

EXPERIENCE

30+ years

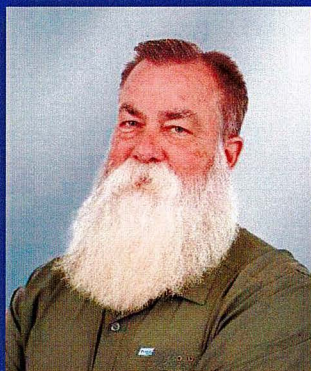
RELEVANT PROJECT EXPERIENCE

- | | |
|---|---|
| <p>Banner Elk, North Carolina
2024 Hurricane Helene FEMA PA Emergency Contract</p> <p>Craven County, North Carolina
2021 CDBG Neighborhood Revitalization Program</p> <p>Elk Park, North Carolina
2024 Hurricane Helene FEMA PA Emergency Contract</p> <p>City of Eden, North Carolina
CDBG Coronavirus Program</p> <p>Elizabethtown, North Carolina
2022 CDBG Neighborhood Revitalization Program</p> <p>Duplin County, North Carolina
Hurricane Matthew HMGP Elevation Program
Hurricane Florence HMGP Expedited Acquisition Program
2022 CDBG Neighborhood Revitalization Program</p> <p>Henderson, North Carolina
2021 CDBG Neighborhood Revitalization Program</p> <p>Jones County, North Carolina
2022 CDBG Neighborhood Revitalization Program</p> | <p>Leland, North Carolina
2022 CDBG Neighborhood Revitalization Program</p> <p>Raeford, North Carolina
2019 CDBG-NR Construction Management</p> <p>Sanford, North Carolina
2022 CDBG-NR Jackson Heights Program
2022 CDBG-NR Washington Avenue Program</p> <p>Seven Devils, North Carolina
2024 Hurricane Helene FEMA PA Emergency Contract</p> <p>Sugar Mountain, North Carolina
2024 Hurricane Helene FEMA PA Emergency Contract</p> <p>NC Emergency Management
Haywood County State Centric Acquisition Project
Nashville State Centric Acquisition Project</p> <p>Department of Veteran Affairs
Braxton County, WV CBOC
Dakota Dunes, SD CBOC
Davenport, IA CBOC
Gallatin, TN CBOC
Grafton, NC CBOC
Macon, GA CBOC</p> |
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Gary Miller

Construction Inspector



Gary has worked as a Construction Manager for HCP since 2001 until 2020, when the firm was acquired by Insight Planning & Development. He holds a Level I North Carolina Building Inspector's certification, is a Certified Home Inspector (license #1950), and is certified in Safe Work Practices for Lead-based Paint Hazard Reduction. He has attended numerous continuing education classes, including rehabilitation workshops sponsored by the Division of Community Assistance, NC Housing Finance Agency, and PHRANC.

Gary supervises contractors daily while performing interim and final construction inspections. His duties include compiling bid specifications, preparing cost estimates, preparing change orders, and authorization of payments to contractors. He also maintains liaison among contractors, homeowners, local building inspectors, and the project manager for housing-related programs as well as projects involving public works improvements. He has extensive CDBG and NCHFA rehabilitation experience.

Recently, Gary has worked on some significant flood recovery projects. He has managed the elevation of 60 homes in Pamlico County, 26 homes in Beaufort County, and 14 homes in Hyde County since Hurricane Irene in 2011. All of these projects have been successfully closed out. He is currently managing the elevation of 13 homes in the Town of Windsor. Gary is highly regarded within the construction community for his quality workmanship to LMI and flood recovery occupants over the past 20 years.

PROFESSIONAL AFFILIATIONS

Certified in Safe Work Practices
for LBP Hazard Reduction
NC Certified Home Inspector
NC Building Inspector B Level 1

EDUCATION

Beaufort County Community College
-Associate Degree in Mechanical
Engineering, 1992

EXPERIENCE

20+ years

RELEVANT PROJECT EXPERIENCE

Beaufort County, North Carolina

FY08 CDBG Concentrated Needs Program
FY10 CDBG Scattered Site Program
FY10 CDBG Economic Recovery Program
FY15 Flood Mitigation Assistance Program
FY16 Flood Mitigation Assistance Program

Camden County, North Carolina

FY05 CDBG Scattered Site Program
FY11 CDBG Scattered Site Program

Hyde County, North Carolina

FY07 CDBG Scattered Site Program
FY09 CDBG-R Stimulus Program
FY09 CDBG Community Revitalization Program
FY10 CDBG Scattered Site Program
FY15 Flood Mitigation Assistance Program
FY16 Flood Mitigation Assistance Program
2018 CDBG Infrastructure Program
2018 CDBG NR Program

Jones County, North Carolina

2019 CDBG NR Program

Morehead City, North Carolina

2019 CDBG NR Program

Nash County, North Carolina

2010 CDBG Scattered Site Program

Pamlico County, North Carolina

Hurricane Irene HMGP Program
Hurricane Irene HMGP Rescopement Program
FY15 Flood Mitigation Assistance Program
FY16 Flood Mitigation Assistance Program

Roanoke Rapids, North Carolina

FY10 CDBG Contingency Program
2020 CDBG NR Program

Siler City, North Carolina

2020 CDBG NR Program

Statesboro, Georgia

ARPA Housing Rehabilitation Program

Tarboro, North Carolina

2018 CDBG NR Program

Windsor, North Carolina

FY03 CDBG Concentrated Needs Program
FY08 CDBG Community Revitalization Program
Hurricane Matthew HMGP Acquisition/Elevation Program
2017 CDBG NR Program
2021 CDBG NR Program



JoAnna McDonald, Ph.D.

Environmental Advisor/SOI Qualified



EDUCATION

Morgan State University
-Ph.D., History

EXPERIENCE

10+ years

JoAnna earned her Ph.D. in history from Morgan State University, Baltimore, Maryland with an internship at the Strategic Studies Institute, U.S. Army War College. She has worked, as a civilian, for the U.S. Marine Corps, U.S. Air Force-Predator program, and at the Army Heritage and Education Center (Military History Institute), U.S. Army War College.

Her career in environmental and historic preservation spans over a decade of service with multiple agencies. Most recently, JoAnna has worked in North Carolina as an Environmental and Historic Specialist/Historic Preservation lead for FEMA and then for NCORR/HUD. She is also SOI Qualified. She has worked with emergency management Public Assistance projects, including HMGP and CDBG. She has worked in the field, attending Site Inspections, surveying, and photographing the damage. JoAnna has written countless environmental reviews and SHPO and THPO consultation letters, as well as coordinated with Fish and Wildlife and U.S. Corps of Engineers to name a few. The disasters she has worked include Hurricanes Matthew, Florence, Dorian, Isaias, Fred, and Tropical storm 4543-NC.

JoAnna has also worked in the preservation field as a Research Historian for the Capitol Preservation Committee in Harrisburg, PA. Here, she coordinated with legislatures and documented the numerous artisan preservation contracts being conducted on the Capitol building, and she was curator for the 390 Civil War Pennsylvania battle flags.

RELEVANT PROJECT EXPERIENCE

Craven County, North Carolina

2021 CDBG NR Program

Eden, North Carolina

2020 CDBG Coronavirus Program

Elizabethtown, North Carolina

2022 CDBG Neighborhood Revitalization Program

Hyde County, North Carolina

2022 CDBG Neighborhood Revitalization Program

Sanford, North Carolina

2022 CDBG Neighborhood Revitalization Program (Jackson Heights)

2022 CDBG Neighborhood Revitalization Program (Washington Avenue)

Federal Emergency Management Agency

Core Historic Preservation Specialist/Lead

NC Office of Recovery and Resiliency

Environmental Analysis, Historic Preservation Lead

Military History Advisor

Education Director/Program Specialist



Cindy M. Anderson

Vice President



Cindy earned her B.S. in Business Management from the University of North Carolina at Wilmington. She has extensive experience in planning document preparation including Zoning/Unified Development Ordinances, Subdivision Regulations, Comprehensive/Land Use Plans, and Hazard Mitigation Plans. She also has significant experience in housing rehabilitation/redevelopment projects, including CDBG, FMA, and HMGP programs.

Cindy has over 25 years of experience in data collection and analysis for a variety of planning projects as well as helping with overall document design, quality control, and final product. Cindy combines her planning knowledge with a strong attention to detail which provides positive outcomes for communities. Her technical strengths include research and analysis, writing, and plan review.

Cindy has been involved in the acquisition of many flood damaged parcels, coordinating the acquisition process with homeowners and professional service vendors. Her administrative abilities bring a valuable resource to the Project Team with the writing of grant applications, organization of project documents, preparation of administrative guidelines, policies, and contracts. She helps coordinate project activities between the Project Manager and Construction Manager. Cindy also coordinates CDBG fair housing activities with clients and supervises the bid package preparation and pre-construction documents process.

Cindy is proficient in Canva and multiple web design platforms. She utilizes her technical and design expertise to strengthen and support the firm's planning projects by providing project website and plan design.

PROFESSIONAL AFFILIATIONS

American Planning Association,
NC and SC Chapters
SC Association of Hazard Mitigation

EDUCATION

University of NC at Wilmington
-B.S. Business Management, 2001

EXPERIENCE

25+ years

RELEVANT PROJECT EXPERIENCE

Craven County, North Carolina

2017 CDBG NR Program
Pamlico Sound Regional HMP
2021 CDBG-NR Program

Edenton, North Carolina

2021 CDBG-NR Program

Enfield, North Carolina

2022 Comprehensive Land Use Plan

Gates County, North Carolina

2017 CAMA Comprehensive Plan

Havelock, North Carolina

2021 CAMA Land Use Plan

Henderson, North Carolina

2021 Comprehensive Plan
2021 CDBG-NR Program

Hyde County, North Carolina

FY15 Flood Mitigation Assistance Program
FY16 Flood Mitigation Assistance Program
2018 CDBG-NR Program
2022 CDBG-NR Programs

Jones County, North Carolina

2019 CDBG-NR Program
Hurricane Florence HMGP Expedited
Acquisition Program
2022 CDBG-NR Program

Kinston, North Carolina

Hurricane Matthew NCHFA Rehabilitation
Program

Pembroke, North Carolina

General Planning Services
2009 Unified Development Ordinance
2022 Comprehensive Plan

Robeson County, North Carolina

2022 Comprehensive Plan

Siler City, North Carolina

2020 CDBG-NR Program

Statesboro, Georgia

ARPA Housing Rehabilitation Program

Windsor, North Carolina

General Planning Services
Hurricane Matthew HMGP Program
2017 CDBG-NR Program
2018 Comprehensive CAMA Land Use Plan
2020 Unified Development Ordinance
2021 CDBG-NR Program

Wrightsville Beach, North Carolina

FY16 FMA Elevation Program
2019 CAMA Land Use Plan



Danielle Taliaferro

Administrative Manager



Danielle earned her B.S. in Business Administration and Marketing from the University of Phoenix. She began working for Insight Planning & Development in 2024.

Danielle oversees many aspects of the administrative side of the firm's projects. Her duties include drafting project forms, contracts, and advertisements; professional services procurement and contracting; project file and casefile organization and maintenance; and assisting with client, homeowner, and contractor correspondence. Prior to joining Insight, Danielle was a Director of Project Management & Executive Assistant at a real estate development company in Arizona.

Danielle has experience with Canva and web design platforms. She utilizes her design expertise to strengthen and support the firm's planning projects by providing project website and plan design.

In addition to being a strategic business partner with 10+ years supporting executive level leaders, Danielle has a proven ability to manage multiple priorities and dimensions of business while maintaining daily momentum. Her experience with management of projects, strategic planning, creative problem solving, and business development makes her an invaluable member of the Insight Team.

EDUCATION

University of Phoenix
-B.S. Business Administration & Marketing, 2016

EXPERIENCE

10+ years

RELEVANT PROJECT EXPERIENCE

Craven County, North Carolina

2021 CDBG Neighborhood Revitalization Program
2023 Essential Single-Family Rehabilitation Loan Pool Program
2025 CAMA Comprehensive Land Use Plan

Duplin County, North Carolina

Hurricane Florence HMGP Acquisition Program
2022 CDBG Neighborhood Revitalization Program

East Spencer, North Carolina

2019 CDBG-NR Program Construction Management

Eden, North Carolina

CDBG Coronavirus Program

Edenton, North Carolina

2021 CDBG Neighborhood Revitalization Program

Gatesville, North Carolina

2024 CAMA Land Use Plan

Henderson, North Carolina

2021 CDBG Neighborhood Revitalization Program

Hyde County, North Carolina

Fire Management Assistance Grants (FMAG) Program
2022 CDBG Neighborhood Revitalization Program
2022 CDBG Neighborhood Revitalization Program Round 2

Jones County, North Carolina

2022 CDBG Neighborhood Revitalization Program

Kinston, North Carolina

2022 Essential Single-Family Rehabilitation Loan Pool Program

Newport, North Carolina

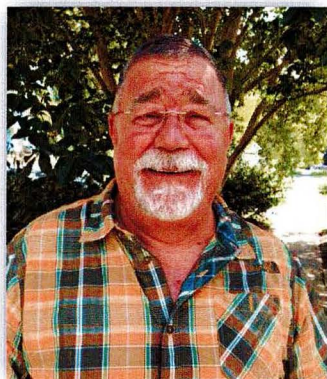
2024 CAMA Comprehensive Land Use Plan

Rose Hill, North Carolina

2025 Land Use Plan

Windsor, North Carolina

2021 CDBG Neighborhood Revitalization Program



RECOVERY MANAGEMENT ASSOCIATES, LLC (RMA)

M. Wayne Floyd

FEMA PA Specialist

Mr. Wayne Floyd is the owner of Recovery Management Associates, LLC and offers over 35 years of hands-on experience in emergency management planning, all phases of disaster response and recovery, and environmental health hazards associated with natural disasters. He has served as Director of Disaster Services for a major debris management firm since 2014. Since 2005, Wayne has served as a Debris Management Project Manager and FEMA Public Assistance (PA) Program Manager for various states and state agencies (including California, Florida, Louisiana, Mississippi, North Carolina, Texas, and Virginia) in response to Federally declared disasters. Prior to that he served numerous city, county, and state sub-recipients in various roles associated with disaster response and recovery efforts as well as planning for debris removal operations and providing training in disaster damage assessment and FEMA PA Grant documentation and policy. In addition to his thorough understanding of the policy, rules, and regulations associated with disaster debris management and Federal reimbursement, Wayne also has extensive experience with Natural Resources Conservation Service (NRCS), Emergency Watershed Protection Program (EWP), and Federal Highway Administration (FHWA)-Emergency Relief grant programs.

EDUCATIONAL BACKGROUND

Bachelor of Science,
Environmental Health,
- East Carolina University

TRAINING/CERTIFICATIONS

- FEMA Emergency Management Institute (EMI): Public Assistance Operations and Debris Management
- U.S. Army Corps of Engineers (USACE) Construction Quality Management for Contractors Certification
- Grade "A" Groundwater Water Treatment Operator
- Grade "A" Surface Water Treatment Plant Operator
- Solid Waste and Vector Control: Center for Disease Control, Atlanta, Georgia
- Occupational Safety and Health Agency (OSHA): 40-Hour Hazardous Waste, 8-Hour Hazardous Waste Site Supervisor, 24-Hour Emergency Response, 8-Hour Confined Space

PROFESSIONAL MEMBERSHIPS

- Carolinas Recycling Association
- Rural Water Association
- American Public Works Association (APWA)
- Solid Waste Association of North America (SWANA)

YEARS OF EXPERIENCE

35

RELEVANT PROJECT EXPERIENCE

Craven County, NC

PA, Debris Management, NRCS EWP, and Emergency Management Consulting Services

Craven County Board of Education, NC

PA and Emergency Management Consulting Services

Horry County, SC

PA, Debris Management, and Emergency Management Consulting Services

Newport News, VA

PA and Emergency Management Consulting Services

Pender County, NC

NRCS EWP Services



EDUCATIONAL BACKGROUND

BA, Political Science
-University of North Carolina
MPA, Public Administration
-North Carolina State University

PROFESSIONAL DEVELOPMENT

FEMA Emergency Management Institute (EMI)

-Introduction to the Incident
Command System
-ICS for Single Resources and Initial
Action Incidents
-Public Assistance Operation
-Introduction to Public Assistance
Process
-National Incident Management
System (NIMS) an Introduction

UNC Chapel Hill School of Government

-Budgeting in Local Government
-Capital Financing in Local
Government
-Basic Economic Development

YEARS OF EXPERIENCE

15+

RECOVERY MANAGEMENT ASSOCIATES, LLC (RMA)

M. Taylor Floyd

Public Assistance Analyst

Taylor Floyd has worked with Recovery Management Associates, LLC for two years. He offers over 12 years of hands-on experience in local government budget, finance, and economic development as well as two years of experience in all phases of disaster response and recovery. Taylor's prior related experience includes the following:

Budget Manager, City of Asheville

- Planned and implemented the development process for the \$251 million annual operating budget and capital improvement program.
- Supervised staff responsible for performance management, work planning, and budget development.
- Presented information to city leadership, department heads, City Council, boards and commissions, and the general public.
- Provided analysis, support and planning for interdepartmental citywide initiatives.
- Developed and maintained long-range financial forecast.

Senior Budget Analyst, City of Asheville

- Supported development and management of operating and capital budgets.
- Performed evaluation and analysis in support of special projects including user fee studies, UNC School of Government Benchmarking Project, and Priority Based Budgeting.

Budget Analyst, City of Raleigh

- Collaborated with departments to identify, analyze, and prioritize operational needs, including departmental business planning, financial modeling, user fee studies, and cross-departmental service consolidations.
- Facilitated inter-departmental teams in identifying goals and strategies, defining performance measures, and communicating results during development of the city's first strategic plan.

Economic Development Coordinator, City of Raleigh

- Administered economic development incentives, including implementing contractual changes to streamline process and improve accountability for partner organizations.
- Served as interim Senior Policy Analyst responding to citizen inquiries, coordinating actions with internal management and external stakeholders, and providing public remarks and event support for City Council.

Document Control Coordinator, PBS&J Risk and Emergency Management

- Developed, implemented and maintained document management database that provided critical client and contract information to project managers engaged in disaster recovery operations.
- Served as Project Officer for the Mississippi Emergency Management Agency, supporting public assistance applicants with documentation and technical requirements to optimize federal reimbursement for disaster response and recovery projects.

Disaster Inspector, PBS&J Risk and Emergency Management

- Inspector for disaster recovery projects including ice storm (Wake County, NC), Hurricane Isabel (Dare County, NC), and wildfires (San Diego County, CA).
- Monitored daily cleanup efforts and contractor adherence to safety regulations.
- Reported on project progress as specified by clients.
- Coordinated recovery efforts with community residents in disaster areas.



AtkinsRéalis

Erin Capps, JD
 Senior Subject Matter Expert

Erin Capps is a licensed attorney and has provided oversight, management, technical assistance, and quality control on local, state, and national contracts for FEMA and U.S. Department of Housing and Urban Development (HUD) funding. As an attorney, she is well versed in the Stafford Act, and has hands-on experience providing guidance on 2 CFR, 44 CFR, and Section 404 and 406 Hazard Mitigation. She is adept in all areas of mitigation and recovery from the development of Public Assistance (PA) and Hazard Mitigation Assistance (HMA) projects, plans, and grants, to managing Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM), and Flood Mitigation Assistance (FMA) programs on behalf of states and communities. Additionally, Erin has tracked the implementation of the Disaster Recovery Reform Act (DRRA) and has developed webinars and presentations on the Building Resilient Infrastructure and Communities (BRIC) program.

Erin has provided assistance to communities in the oversight and prioritization PA grants since 2006 and has leveraged funds and global match initiatives through the HUD Community Development Block Grant for Disaster Recovery (CDBG-DR), including overseeing a global match program following Superstorm Sandy. Further she has assisted communities with planning and implementation of the CDBG-MIT program. She leverages her broad subject matter expertise in compliance and federal grant programs to maximize funding for communities while minimizing the risk for de obligation in the implementation of new programs under the American Rescue Plan Act (ARPA) and the Infrastructure Investment and Jobs Act (IIJA)

Ms. Capps's recent AtkinsRéalis project experience includes:

Disaster Recovery and Hazard Mitigation Services, City of Houston, TX. Subject matter expert responsible for the oversight of all HMA programs on behalf of the City of Houston in response to Hurricane Harvey and PA for all future disasters. Erin provides oversight on the development of HMGP applications, including completion of Benefit Cost Analysis (BCA), and the implementation of the City's elevation program through the FEMA FMA program.

FEMA Subject Matter Expert, General Engineering Services Contract, City of Houston, TX. Provides FEMA PA and 406 Hazard Mitigation advisory support to the City of Houston, Houston Public Works, in the Hazard Mitigation consolidation project for wastewater treatment plants (WWTP). In this role, Erin has established FEMA tiger teams, worked with consultants, and performed detailed technical assistance in the development of BCA for the eventual completion of Hazard Mitigation Proposals (HMP) as part of projects to be developed in response to Hurricane Harvey.

Total years of experience

20

Years with firm

5

Education

J.D., Baylor University, 2007
 B.S., Business Advertising, University of Texas at Austin, 2002

Erin Capps, JD

Senior Subject Matter Expert

Erin also provides PA guidance in the development of improved and alternate projects and the application of repair versus replacement and consensus-based codes.

ARPA State and Local Fiscal Recovery Fund (SLFRF) Consulting, City of Miami, FL. The City of Miami received an allocation of \$137.6M, the FRF Program and AtkinsRéalis is responsible for the financial and data management and the implementation of best practices to ensure compliance of statutory requirements and the successful performance of grant funds for their specific purpose. As a subject matter expert and grant manager, Erin is responsible for the following:

- Review proposed projects for SLFRF funding and determine their eligibility in accordance with the grant’s guidance and requirements. Assist in proposing alternate projects based on eligibility of the grant and based on City’s needs and priorities.
- Ensure funds comply with procedures and requirements as outlined in the Final Rule and the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Part 200 (the “Uniform Guidance”).
- Develop strategies and procedures for final review of completed projects, make necessary adjustments or rejections, perform final inspections and audits, and process close-outs ensuring compliance with all regulatory and legal requirements.

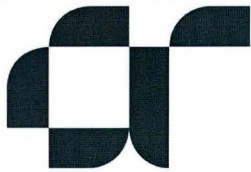
HMA and Building Resilient Infrastructure and Communities (BRIC) Services, Massachusetts Emergency Management Agency, MS.

Provides program management and oversight for HMA grants, including BRIC policy expertise in the review of projects for the Massachusetts Emergency Management Agency. This includes the establishment of priorities and criteria for their state-led vulnerability grant program.

Program and Policy Subject Matter Expert, Staff Augmentation Contract, City of Houston, TX.

Provides FEMA PA advisory support to the City of Houston, Houston Public Works, in the collection of additional and latent damages, the development of detailed technical memoranda, and reports for the completion of projects in response to Hurricane Harvey.

Hurricane Michael Recovery Services, City of Mexico Beach, FL. As a project executive, oversees the program management and monitoring of all FEMA HMA and PA and HUD CDBG-DR and HUD CDBG-MIT in response to the devastation of Hurricane Michael. Has assisted in several hazard mitigation workshops to prioritize potential projects for Hazard Mitigation Grant Program (HMGP) funding, Flood Mitigation Assistance (FMA), and Pre-Disaster Mitigation (PDM) funds. Also, developed a detailed schedule and Gantt chart tracking all projects, including monitoring and updating an internal SharePoint site for prioritizing all funding to the City including donated resources.



Dean Goodison
 Project Executive

Dean has 27 years of experience in engineering and management. His multidisciplinary engineering background, primarily in water resources and transportation systems, allows him to adapt to technical and administrative changes inherent in a field that is always evolving and where funding sources are facing increasing fiscal constraint. As a trained project manager, Mr. Goodison has delivered on a variety of projects from small, quick-hit assignments to multimillion-dollar design projects. Mr. Goodison has managed approximately nine large-scale contracts (>\$500,000), including a \$5 million design/environmental study for a \$90 million construction project. He was also responsible for managing his firm's first 3-year, \$3 million Federal Emergency Management Agency (FEMA) floodplain mapping contract for New York State. His success with this project positioned his firm to win a second 5-year, \$2.7 million contract with New York State to assist them in executing their first FEMA Risk MAP program.

Mr. Goodison's technical expertise in the area of water resources includes providing technical input at a variety of levels, from infrastructure planning and environmental studies to detailed design/modeling and forensic engineering analysis. Mr. Goodison has modeled, managed, and performed quality control reviews on approximately 40 projects related to water surface profile analysis for bridge hydraulics, complex canal hydraulic structures, and dam breaching. As a project manager, Mr. Goodison assumes responsibility for the four management elements of any given project: cost, scope, schedule, and quality. To achieve success, he recognizes that constant communication with his team and client, as well as timely delivery on tasks, are essential functions.

Mr. Goodison's AtkinsRéalis project experience includes:

Lumberton Flood Gate, City of Lumberton, NC. Hurricanes Matthew (2016) and Florence (2018) caused widespread flooding impacts to the City when waters from the Lumber River backed up through the I-95 embankment where the CSX rail line and VFW Road pass under the expressway. Dean served as Principal in charge for this project involving the design and construction of a mechanical flood gate to close off this low point along the City's (non-accredited) levee system. Services include, survey, site/civil design, H&H analysis, structural design, flood response planning, traffic signal design, stakeholder coordination, construction plans and specifications, and bidding support.

Campbell Road Reconstruction, City of Newport News, VA. Project manager for this roadway reconstruction project that included an 8-foot widening of an existing roadway, inclusive of pedestrian sidewalk, curb ramps, and crosswalks throughout the project length, and an overall upgrade to the existing storm system by installing curb and gutter and removing deep roadside ditches. Also responsible for preparing of multiple concept alignment options, multiple stormwater management treatment options, and traffic calming measures that were discussed with the City and the chosen alternative provided to the public during multiple meetings.

Total years of experience

30 years

Years with firm

10 years

Education

BS, Civil Engineering, University of Buffalo

Certifications

PE: NY 076881; NC 041957

Dean Goodison

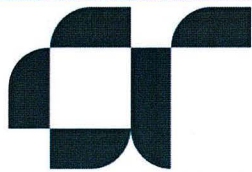
Project Executive

Hurricane Matthew Response & Recovery IDIQ, North Carolina Division of Emergency Management, Statewide, North Carolina. Project manager in charge of this multitask order contract to assist the state of North Carolina in response and recovery efforts following the devastating impacts brought on by Hurricane Matthew in 2016 which affected 50 of the state's 100 counties. This high-pace contract required a diverse team of planners and engineers to delivery on a wide variety of assignments: working with counties and communities to prepare Resilient Redevelopment Action Plans (RRAP) at the county level; standing up and managing intake centers for victims; performing CDBG-DR application reviews and damage inspections; coordinating staff augmentation; and more.

Hurricane Matthew Development of Resilient Redevelopment Action Plans, North Carolina Division of Emergency Management, Multiple Counties, NC. Project manager responsible for preparation of high-profile deliverables for the state. By maximizing the use of technology and through streamlined resource deployment, Atkins was able to facilitate the collection of all necessary data, execute 54 public and stakeholder meetings, and prepare the county-level reports in less than 3 months. Atkins also participated in preparation of the Executive Summary report for the Governor's office by performing construction estimates for nearly 1,000 identified strategies totaling more than \$2 billion, and performing data analytics on the strategies to understand the impacts and opportunities.

NCFMP Flood Warning System Expansion, North Carolina Emergency Management. Project manager for the planning, design, installation and systems integration of 15 low-cost gages in the coastal plains of North Carolina. With less than 10% coverage of the state, this project was intended to pilot the use of low-cost sonar sensors to expand its FIMAN flood warning system. Dean not only managed the overall effort of the project, but designed and built the mounting systems, and also self-performed the installations in just two days. The systems integration involved hydrologic and hydraulic analysis, development of digital inundation boundaries for the 1-yr to the 1,000-year storm events, connection of the cell-enabled sensors to NCEM headquarters, and connection of the engineering data to NCEM's FIMAN flood warning system. With the success of this pilot the state had a viable cost-effective means of expanding its flood warning systems to critical areas lacking coverage.

Statewide 2D Dam Breach Modeling and Inundation, North Carolina Emergency Management. Principal in charge for an aggressive initiative by the state to develop inundation maps for all high- and medium-hazard dams across the entire state. Innovative engineering approaches were developed to mass-produce the information at this scale. The project involved hydrologic analyses, 2D dam breach hydraulic modeling development of digital inundation boundaries, and systems integration with the State Emergency Response Application (SERA). In all, 2D dam breach modeling and inundation mapping was completed for over 500 dams. In addition, reservoir routing modeling was completed for 120 dams.



Ryan Wiedenman, AICP, CFM
 Public Assistance (Lead)/Disaster Recovery
 Consultant IV

Ryan has 14 years of grant development and project management experience involving risk assessment, public assistance, hazard mitigation, and community engagement. He has worked primarily with state and local governments on recovery, mitigation, and resilience projects aimed at reducing overall risk in communities. Mr. Wiedenman also led a number of tasks for the Federal Emergency Management Agency (FEMA) and Department of Housing and Urban Development (HUD), including RiskMAP outreach, Substantial Damage Estimation (SDE), and Community Development Block Grant-Disaster Recovery (CDBG-DR) program support.

Mr. Wiedenman's Atkins project experience includes:

Comprehensive Disaster Recovery and Hazard Mitigation, City of Mexico Beach, FL. As project manager, Mr. Wiedenman is currently working with the City of Mexico Beach to assist with the development and implementation of the PA recovery grants in the wake of Hurricane Michael. Mexico Beach was the landfall location of Hurricane Michael and was devastated by the event, which caused hundreds of millions of dollars in damage. This includes large-scale temporary work projects (Categories A/B) such as debris removal and emergency protective measures, as well as permanent projects that include major components of the City's infrastructure (Categories C-G). Through Atkins' support, the City has currently received a federal obligation of over \$50 million in PA recovery funding alone, and is working with the city to develop applications for many other sources of funding, such as HMGP, FDEP Resilience Grants, NRCS funds, and CDBG-DR.

Hazard Mitigation Assistance Program Management, North Carolina Emergency Management, NC. Mr. Wiedenman was the project manager for Atkins in the wake of Hurricane Florence and Tropical Storm Michael in 2018, providing technical assistance and subject matter expertise to assist the state in the development and implementation of its Hazard Mitigation Grant Program for these disasters, as well as for its PDM/FMA applications for 2019. Mr. Wiedenman worked as embedded staff, on-site with NCEM personnel and helped redefine the program at a time when program staff were in a transition period due to high turnover and to implement more than \$250 million in funding.

Public Assistance Services, Florida Division of Emergency Management (FDEM). Mr. Wiedenman acted as the team lead for the technical assistance field team over recovery efforts under the Public Assistance program. He was instrumental as a subject matter expert who advised local applicants on best practices for program implementation and the intricacies of Public Assistance policy. He also managed an on-site team that met with applicants directly and assisted with all aspects of the program including site inspections, damage identification, grant development, and reimbursement.

Disaster Recovery and Hazard Mitigation Services, City of Houston, TX. Project manager responsible for the oversight of all Hazard Mitigation Assistance (HMA) programs on behalf of the City of Houston in response to Hurricane Harvey and Public Assistance (PA) for all future disasters. In this role Mr. Wiedenman has overseen the development of Hazard Mitigation Grant Program (HMGP) applications, including completion of Benefit Cost Analysis (BCA).

Total years of experience

14

Years with firm

11

Education

M.S., Urban Planning, The Florida State University, 2010

B.A., Political Science, The University of North Carolina at Chapel-Hill, 2006

B.A., Spanish, The University of North Carolina at Chapel-Hill, 2006

Certifications

Certified Planner, American Institute of Certified Planners (AICP), 026440
 Certified Floodplain Manager (CFM), Association of State Floodplain Managers, NC-12-0460, 2012
 North Carolina Chapter American Planning Association

Professional affiliations

Association of State Floodplain Managers, North Carolina Chapter

Software

ArcGIS 10.7/ArcPro 2.5
 Hazus-MH 4.2
 SPSS 22.0/SAS 12.1
 Microsoft Project

Professional development

Graduate Level GIS Certificate, North Carolina State University, 2017

Publications

Deyle, Robert E., and Ryan E. Wiedenman, "Collaborative Planning by Metropolitan Planning Organizations: A Test of Causal Theory," *Journal of Planning Education and Research*, Vol. 34, No. 3, 2014, pp. 257-275.

Ryan Wiedenman, AICP, CFM

Public Assistance/Disaster Recovery Consultant IV

implementation of the City's elevation program through the FEMA Flood Mitigation Assistance (FMA) program.

Mississippi Emergency Management Agency Public Assistance Program

Support. Mr. Wiedenman was project manager as Atkins provided ongoing support to MEMA to continue implementation of its public assistance program in the wake of Hurricane Katrina. Through this program, Atkins' embedded staff have acted as key subject matter experts who advise MEMA staff on key issues including easement requests, change order reconciliations, and project closeouts, among others. In short, Atkins was a one-stop shop for any issues related to the program and worked hand-in-hand with MEMA staff.

Jefferson Parish Hazard Mitigation Plan Update, Jefferson Parish, LA.

Mr. Wiedenman was the lead planner, GIS lead, and primary Community Rating System (CRS) expert in the development of the parish's hazard mitigation plan update. Through this process, he assisted the parish in the development of a hazard mitigation plan that was approved by Governor's Office of Homeland Security and Emergency Preparedness and FEMA and helped the Parish scored over 320 points in Activity 510 of the CRS program. To achieve this, Mr. Wiedenman assisted the parish with the development of a flood risk assessment that exceeded typical requirements for mitigation plans and helped with the implementation of the parish's public outreach, including the development of a plan update website and survey. This plan update also led to the development of an online asset inventory that the parish will use to track all of its structural assets and to document hazard occurrences in real-time for future plan updates.

North Carolina Floodplain Mapping Program Stream Gage Installation, North Carolina Emergency Management, NC.

Mr. Wiedenman was a project lead. He helped develop and coordinate the installation and integration of 15 low-cost gages across the State of North Carolina as part of a pilot program to identify the most cost-effective and viable stream gages for use in the state's Flood Inundation Mapping and Alert Network (FIMAN) system. Atkins carried out an expeditious process over the course of 6 months which entailed working with North Carolina Emergency Management (NCEM) staff to identify plausible locations for each of the gages, performing site surveys to develop installation design details, constructing gage mounts, installing and activating devices on NCDOT bridges and poles, and surveying the elevations of the installed gages. All gages were then connected to NCEM's FIMAN system to deliver new water surface elevation data.

Substantial Damage Estimation (SDE) Support for 2016 Louisiana Flooding, 2017 Hurricane Harvey, 2017 Hurricane Maria, Federal Emergency

Management Agency, Baton Rouge, LA. Mr. Wiedenman supported disaster recovery efforts following the historic and devastating flooding that hit Baton Rouge and several surrounding parishes after prolonged rainfall in August 2016. He was part of the team that provided SDE for over 23,000 flood damaged structures under the Production, and Technical Services contract with the FEMA. He also performed similar work in Houston, Texas after Hurricane Harvey and in Puerto Rico after Hurricane Maria. He was the field team lead on for Atkins providing support to several two-man teams and coordinating with office staff to process field data and help prepare reports and mapping data. This effort utilized FEMA's SDE Tool which was employed to complete assessments for residential and non-residential structures and determine whether estimated damages met FEMA's substantial damage criteria.

KIPP NELSON

PROJECT EXECUTIVE



25 YEARS RELEVANT EXPERIENCE	100+ CLIENTS ASSISTED	\$20 BILLION GRANTS MANAGED	20+ DISASTERS FEDERALLY DECLARED
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Mr. Kipp Nelson is an Disaster Recovery Policy & Legal Consultant offering over 15 years of experience and expertise in disaster related preparedness, response, recovery, and mitigation. Mr. Nelson's expertise spans infrastructure, housing, debris management, response management, temporary repairs, long-term recovery, and resiliency. Mr. Nelson specializes in delivering strategies to optimize project delivery, project compliance, funding maximization, and audit resilience. He is an expert in managing and integrating multifaceted recovery programs with such diverse stakeholders as: Federal, State & Local government, insurance, and many others. Mr. Nelson's experience spans FEMA Public Assistance (PA), FEMA Hazard Mitigation Grant Program (HMGP), and HUD CDBG-DR programs and other programs to facilitate community disaster recovery needs. Mr. Nelson has support both Subgrantees and Grantees in complex DHS Program Audits, administrative 1st appeals, administrative 2nd appeals, and arbitrations under various structures, including the current FEMA PA CBCA based regimen. In nearly 20-years of audit/appeal/arbitration support he has either prevented de-obligations and clawbacks during audit or won additional funding on appeal and arbitration nearly 84% of the time.

RELEVANT EXPERIENCE

Project Director / Sr. Policy Advisor (09/17 – 06/18)
 Central Government of Puerto Rico | DR-4336 & DR-4339

- Mr. Nelson was responsible for overall program execution, client interface and managing contractors and employee teams. The team provided policy guidance, project support, and grants management to nearly 60 Territory level (i.e. "state" agencies) subrecipients participating in FEMA's Public Assistance (PA) program. Within weeks of Hurricane Irma, Mr. Nelson deployed a team of PA specialists to develop project worksheets and expedite their obligation on behalf of applicants. Mr. Nelson was integral in developing needs assessment for presentation to FEMA and the US Congress, as well as assisting in the drafting of executive orders and legislation used to create key administrative agencies and procedures for managing the recovery initiative.
- Reference: Jose Marrero, Ret. Director Puerto Rico OMB, PO Box 9023228, San Juan, PR 00902-3328, 787.553.2992, joseivanmarrer@hotmail.com

FIRM

Emergent Risk Solutions

EDUCATION

- Louisiana State University, JD/BCL, 2011
- Louisiana State University, MBA, 2010
- Louisiana State University, BS in Construction Management, 2001

TRAINING & CERTIFICATIONS

- Grants Management
- DHS OIG Audits
- Appeals/Arbitration
- Public Administration
- Procurement & Compliance
- Project/Program Management
- Admin & Management Costs
- 404/406 Hazard Mitigation
- Cost Analysis & Estimating
- PA & Property Insurance
- Debris Management
- Document Management & Retention

KIPP NELSON

PROJECT EXECUTIVE

CONTINUED

Project Director (8/16 – 8/18)

GOHSEP | Multiple

- Responsible for overall program execution, client interface, managing sub-contractors and employee team. The team provided policy guidance, project support, and grants management programmatic support to GOHSEP across all disasters from 2005 forward through all phases of the disaster and grants management life-cycles. Mr. Nelson assisted in supporting dozens of procedural and administrative innovations at GOHSEP, including DHS OIG audits, appeals, and closeout procedures and systems.
- Reference: Mark Riley, Ret. Deputy Director, 500 West 2nd Street, Suite 1600, Austin, TX 78701, 225.573.0027, markriley5@deloitte.com

Deputy Program Manager – Funding Management (03/14 – 01/16)

New York City Housing Authority (NYCHA) | Hurricane Sandy

- Mr. Nelson lead a team of over a dozen professionals in the development, negotiation, and administration of various forms of disaster recovery funding for NYCHA, the largest public housing authority in the United States. His team was responsible for maximizing funding, minimizing duplication of benefits, ensuring compliance and managing risks associated with simultaneous parallel participation in multiple administratively complex recovery funding programs. NYCHA’s recovery was funded in part by a combination of funding sources, including: HUD CDBG-DR, NFIP, Commercial Property Insurance, Pollution Legal Liability Insurance, FEMA Public Assistance, FEMA Hazard Mitigation Grant Program, NYC Capital Program, NYCHA Capital Program, and others. Despite the complex tapestry of available funding, Mr. Nelson’s team was able to increase available funding by approximately 350%. Mr. Nelson managed NYCHA’s relationship with FEMA, HUD, multiple NYC agencies, various insurers, and a multitude of other relationships necessary to effectively secure and maintain funding across overlapping disasters in 2011 and 2012 – Hurricanes Irene and Sandy. Mr. Nelson’s negotiation efforts at NYCHA have yielded the largest project worksheet in FEMA history at nearly \$3 billion in eligible repairs and mitigation and was one of the earliest implementations of FEMA’s PA Alternative Procedures under Section 428 of the Stafford Act. Mr. Nelson also managed and supported all insurance litigation support efforts from the PMO team, as well managed all alternative dispute resolution and audit requirements associated with program funding.
- Reference: Mike Rosen, Ret. Vice-President of Disaster Recovery, 250 Broadway, New York, NY 10007, 917.270.6398, mrosen1975@gmail.com

Policy Advisor / Technical Team Lead (04/08 – 12/11)

GOHSEP | All disaster from 2005 forward

- Mr. Nelson assisted the Louisiana Governor’s Office of Homeland Security & Emergency Preparedness (GOHSEP) Recovery Division in managing its role as Grantee in the FEMA Public Assistance program. As Grantee, GOHSEP was in substantial part responsible for managing the Public Assistance program for approximately over 1,500 public and private non-profit applicants regarding across more than a dozen disaster and over 30,00 individual grants. His various roles included: DHS OIG audit response, appeal/arbitration support, subgrantee management and coordination, policy expert, procurement compliance expert, and many other areas. Mr. Nelson also supported dozens of audits responses, appeals, arbitrations, and other dispute resolution effort initiatives. Mr. Nelson also represented GOHSEP and State Leadership in legal and policy summits, as well as “think tank” initiatives designed to solve preemptively systemic program issues.
- Reference: Mark DeBosier, Ret. Asst. Deputy Director - Recovery, 6822 S. Woodgate Ct., Baton Rouge, LA 70808, 225.888.6040, debosier@bellsouth.net

Section

3



Technical Approach

PROJECT UNDERSTANDING & SCOPE OF SERVICES

The following is a summary of the approach that the Insight project team typically uses to provide Public Assistance (PA) support services. This approach has been used successfully on many similar PA projects in North Carolina, Virginia, Florida, and throughout the Country. The approach can be modified for the County's specific needs based on extensive discussions with the County after any activation. The basic structure of this approach will be used and modified by our team to assist with debris monitoring operations as well as HMGP and CDBG grant writing, project administration, and construction management services.

MOBILIZATION PHASE

If awarded the contract, Insight will meet with the County to introduce key Public Assistance staff to the County. This meeting will familiarize the County with the Insight team, assure all County and Insight contact information is exchanged, and provide input to revise the approach if needed. During this meeting, we will evaluate and discuss the County's needs to determine the ideal team size and composition for providing effective assistance. The project team's focus will be on advancing the disaster recovery process and ensuring the County gets reimbursed.

The management team (Project Manager, PA staff) will report to the location designated by the County. The Insight management team will then meet with County staff to receive a status briefing on current operations to date, major issues affecting the recovery, the overall recovery strategies and plan, and to discuss the overall expectations of the County. After this meeting, the Insight management team will then begin documenting the response and recovery efforts.

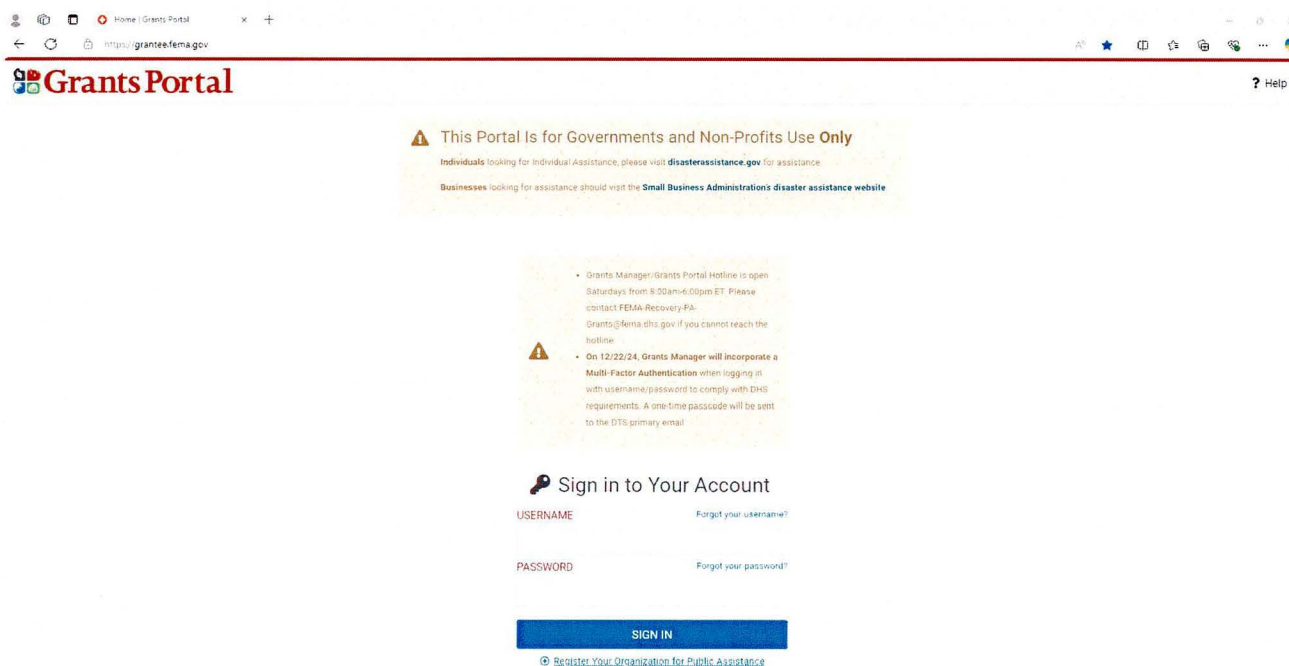


PRELIMINARY DAMAGE ASSESSMENTS

The Insight team will begin to survey the County for damage to buildings, roads, and infrastructure. Through this process, a list will be compiled and prioritized based on needed emergency repairs and non-emergency work. Progress meetings will be held as necessary to review the damage list and prioritize tasks, ensure damaged areas are within the County's jurisdiction, and establish needs for emergency repairs. At the conclusion of all preliminary damage assessment activities, the team will report all damage estimates, and a comprehensive damage report will be submitted to the County for consideration of a federal disaster declaration request. Our team is comprised of professional emergency managers with years of experience dealing with local, State, and Federal damage assessments. Team members have experience with the North Carolina Emergency Management's (NCEM's) statewide reconnaissance and damage assessment procedures, which will enable more efficient coordination with the State entities involved in the damage assessment and declaration process. Our team understands the complex and sensitive relationships that exist between these entities and has real-world experience building and maintaining these relationships.

RECOVERY OPERATIONS

As the preliminary damage assessments are occurring, an organizational meeting will be held with appropriate County staff to discuss operations, review progress the County has made to date, review documentation, develop a priority list, and a strategy for moving forward. It is crucial for our team to meet with all affected County departments to provide accurate guidance regarding FEMA's eligibility and documentation requirements, and to begin developing a list of all possible projects. The initial key step in the Public Assistance process involved the County submitting the Request for Public Assistance (RPA) in the FEMA Grants Portal. The Insight team will review notes from the "Exploratory Call" (Applicant Briefing) and Recovery Scope meeting with FEMA and the State if these have occurred. If these meetings have not yet taken place, Insight will assist the County in preparing for and attending them.



Insight will assist with interfacing with FEMA and NCEM at all meetings to ensure the County is receiving the needed assistance to recover from the disaster. Insight can review any ongoing debris removal in progress and help facilitate procurement of an alternate debris contractor and provide debris monitoring, if desired by the County.

PROCUREMENT AND CONTRACTING

The Insight team is well versed in both Federal and North Carolina procurement regulations. The federal regulations (referred to as 2 CFR 200 or just 2 CFR) outline the general guidelines and in some instances, can refer to State laws or the more stringent of the two. The team will draft all Request for Qualifications, Request for Proposals, and Request for Bids in accordance with Federal and State regulations. The County will be responsible for publishing and advertising; however, the Insight team will provide assistance as requested.

Insight has template Federal and State compliant contracts to be used for both construction and services contracts. While Insight will provide the templates and scope of services, it is recommended that the County Attorney review and approve all contracts. Insight or any team members are not attorneys or acting in such a capacity.

FINANCIAL TRACKING AND MANAGEMENT

Insight staff will assist the County Finance Department with tracking all costs associated with the disaster. This effort will include a review of the County's data collection processes to ensure that all force account and contract costs, including overtime, are being captured for submission to FEMA. Insight staff can also begin to pursue immediate needs funding for the County if the event overwhelms the County's financial capacity. Up to 50% of large projects may be able to be funded by FEMA before repairs begin, and often the State will have options to provide immediate needs funding if needed.

Insight staff will assist the County with all reimbursement requests to the funding agencies. The reimbursement requests will be completed throughout the life of the projects. The team will work with the County to implement a schedule for requesting reimbursement to ensure a continuous flow of funding.

IDENTIFICATION OF ALL ELIGIBLE WORK

Insight staff will coordinate with NCEM and FEMA to finalize the damage estimates and complete the Damage Inventory (DI) for submission to FEMA. We will evaluate any existing damage inventory deadline and immediately request an extension to allow us to properly evaluate the current list and to determine if the listing is complete. As previously mentioned, the Insight team will review notes from the "Exploratory Call" (Applicant Briefing) and Recovery Scope meeting if these have occurred. If these meetings have not yet taken place, Insight will assist the County in preparing for and attending them. The completion of the list of damages is crucial for tracking all eligible projects and maximizing cost recovery following a disaster event. If any items of damage are left off the list, it may be difficult to obtain reimbursement of costs from FEMA at a later date.

SMALL AND LARGE PROJECT WORKSHEET PREPARATION

Insight will then begin assisting the County departments with the preparation of all small and large FEMA projects in FEMA's Grants Portal, categories A-G. Scopes of work and narratives will be developed for the small projects to describe the damages as thoroughly as possible and back-up documentation will be gathered and maintained in compliance with FEMA's requirements. The Insight staff will work with all departments involved with damage repairs and financial record maintenance to perform damage inspections and gather the necessary information for large and small project preparation. Once all information is gathered, it will be reviewed by a team leader before advising the County that it is ready to submit in the Grants Portal. Insight's staff has gained extensive experience using Grants Portal and has learned that it is key to make sure all documentation is complete and accurate to avoid FEMA requests for additional information and to expedite obligation and funding from FEMA.

IDENTIFYING COST EFFECTIVE MITIGATION MEASURES

Insight will give priority to finding 406 mitigation opportunities for each permanent work project in order to maximize disaster recovery funding for the County. This often-overlooked funding source could provide the County with additional money to reconstruct County-owned facilities with disaster resisting features such as storm shutters, flood doors or other features. To ensure the maximization of 406 funding, each PW will be examined for any mitigation opportunities. This task will include a Benefit Cost Analysis to show the cost effectiveness of each project.

Insight will also expedite project approvals by identifying special considerations involving insurance claims, environmental laws and acts (NEPA), floodplain and wetland requirements, as well as historic preservation and cultural issues. By identifying the necessary approvals from State and Federal agencies for projects that have special considerations, projects will be approved more rapidly, and work can be completed in compliance with federal requirements. An important service Insight will provide is to revisit project worksheets on a routine and regular basis to ensure each project is on time and has sufficient funds obligated to support the scope of work. This process also helps identify problem projects so that technical assistance can be provided to expedite the project if needed.

IDENTIFYING IMPROVED AND ALTERNATE PROJECTS

Depending on the event, the County may wish to pursue alternate or improved projects, or FEMA's new 428 projects based on fixed estimates. There are some advantages to these aspects of the PA program, so Insight will work with the County departments to identify these projects, and coordinate with FEMA and the State to ensure that all appropriate approvals are received for each project. Insight staff will then track these projects through completion to ensure deadlines are met, appropriate costs are recorded, and, when necessary, the County is advised of any cost containment issues. Our staff will also coordinate with FEMA to ensure all project requirements are met and the appropriate documentation is provided for the project preparation.

APPEALS

While appeal issues may arise during a large disaster, Insight team leaders and staff will work to avoid this complex and lengthy process. However, Insight has experienced staff to research and prepare administrative appeals to FEMA as necessary. All potential appeals will be routed to the appropriate County staff through our staff to determine whether an appeal is necessary or not. Our staff has experience in the FEMA appeals processes and procedures and will work to settle any appeal issues before a formal appeal needs to be prepared and filed with the State. If numerous appeals are filed, Insight will maintain a current spreadsheet with the status and resolution of each appeal involved within a disaster. This report will be shared on a regular basis with the County.

CLOSEOUT/AUDITING

The Insight team will assist with the preparation of close-out packages including final funding reconciliation, copies of required permits, exemptions or waivers, bid documents, change orders, improved project filings, compliance monitoring, and other documents required or useful for grant closeout review. We will attend

close-out meetings with NCEM and FEMA as requested to ensure proper close-out and auditing requirements are met.

MITIGATION

The Insight team is highly experienced in both 404 and 406 Mitigation. 404 and 406 Mitigation refer to the respective sections of the Robert T. Stafford Act which authorizes and broadly defines the programs. 404 Mitigation is commonly known as Hazard Mitigation Assistance which includes the Hazard Mitigation Grant Program, Flood Mitigation Assistance Program, and Building Resilient Infrastructure & Communities Program. The Insight team has written, managed, and closed out over 140 Hazard Mitigation Assistance grant programs resulting in more than 1,200 properties being mitigated. 406 Mitigation is strictly for the permanent work being completed because of the disaster. This type of mitigation will be identified and implemented as the team is building the Project Worksheets.

*The **INSIGHT** team is well versed in providing HMGP, FMA, and CDBG project services from grant writing and grant administration through the full scope of construction management services.*

Insight will ensure the County is aware of the timelines and support the County Staff in identifying HMA projects. We will write the letters of interest, complete the benefit cost analysis, write the application, manage the program, provide construction management services, and assist with closeout of the project.

COMMUNITY DEVELOPMENT BLOCK GRANT

Community Development Block Grant (CDBG) is a Federally funded program through the US Department of Housing and Urban Development. The Insight team has been working with CDBG programs in North Carolina for 20+ years. The Team has experience with developing an outreach strategy, writing applications, completing environmental review records, compliance & administration, and construction management services. It is anticipated that NC Department of Commerce will have funding available within the next 3-6 months, specifically for the communities affected by Hurricane Helene. Generally, there is only a two-month window to write and submit the applications. This funding is a great opportunity for the County to assist homeowners with recovery. FEMA Individual Assistance is not designed to make anyone whole again. CDBG is a vehicle to assist homeowners with their housing needs by providing new or rehabilitated housing on their own property.

Section

4



Cost Proposal

FEE SCHEDULE FORM

POSITIONS	HOURLY RATES
Project Executive	\$295.00
Project Manager	\$205.00
GIS Analyst	\$175.00
GIS Technician	\$140.00
Engineer I	\$135.00
Engineer II	\$155.00
Engineer III	\$295.00
Planner I	\$135.00
Planner II	\$155.00
Planner III	\$175.00
Senior Program Manager	\$160.00
Program Manager	\$140.00
Senior Grant Manager	\$160.00
Grant Manager	\$140.00
Recovery Management Specialist	\$190.00
Community Development Planner I	\$135.00
Community Development Planner II	\$155.00
Construction Manager	\$190.00
Construction Inspector	\$150.00
Environmental and Historic Preservation Specialist	\$190.00
Program Administrator	\$120.00
Admin/Clerical Staff	\$87.00

It is understood that reimbursable expenses (other than travel, per diem and vehicle) shall require pre-approval by the County before incurred by Insight and shall be reimbursed at Insight's cost with no mark-up. All travel reimbursement shall be in accordance with applicable U.S. General Services Administration (GSA) maximum hotel and per diem rates (www.gsa.gov/travel/plan-book/per-diem-rates) and IRS mileage reimbursement rates. Any reimbursable expenses billed to the County shall have receipts or other acceptable documentation to support Insight's cost when invoiced.

E-VERIFY AFFIDAVIT

STATE OF NORTH CAROLINA

COUNTY OF NEW HANOVER

I, C. Ryan Cox (the individual attesting below), being duly authorized by and on behalf of Insight Planning+Develop (the entity bidding on project hereinafter "Employer") after first being duly sworn hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with NCGS §64-25(5).

2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS§64-26(a).

3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. (mark Yes or No)

a. YES , or

b. NO

4. Employer's subcontractors comply with E-Verify, and if Employer is the winning bidder on this project Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer.

This 17th day of January, 2025

C. Ryan Cox
Signature of Affiant

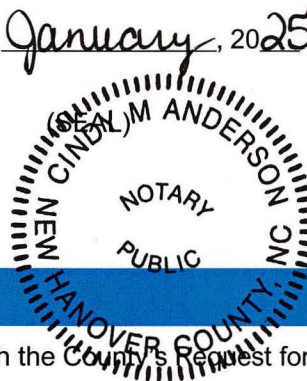
Print or Type Name: C. Ryan Cox

State of North Carolina, County of New Hanover

Signed and sworn to (or affirmed) before me, this the 17th day of January, 2025

Cindy M. Anderson
Signature of Notary Public

My Commission Expires: 5/28/2026

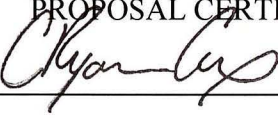


PROPOSAL CERTIFICATION FORM

Please see attached Proposal Certification form in accordance with the County's Request for Proposals.

County of Watauga Comprehensive Disaster Recovery Management Services

PROPOSAL CERTIFICATION

Proposers Signature:  Date: January 17, 2025

By Signing above, I Certify that I have carefully read and fully understand the information contained in this RFP; and that I have the capability to successfully undertake and complete the responsibilities and obligations of the Proposal being submitted and have the authority to sign Proposal on behalf of my organization. It is the offeror's responsibility to assure that all addenda have been reviewed prior to proposal submission.

BY (Printed): C. Ryan Cox
TITLE: President/CEO
COMPANY: Insight Planning & Development, LLC
ADDRESS: 5030 New Centre Drive, Suite A, Wilmington, NC 28403
TELEPHONE: 910-392-0060, ext. 104
EMAIL: wilmington@insight-pd.com

The proposer supplies the information recorded below for use in the preparation of the contract documents, in event of contract award:

- 1. Please indicate type of business organization:
(a) Proprietorship _____
(b) Partnership _____
(c) Corporation _____
(d) Limited Liability Co. X _____

2. If business is a Corporation, please answer the following questions:

Name and title of officers, authorized by Corporate Resolution, who will execute the contract on behalf of corporation (generally President and Secretary).

Firm is incorporated in what state? _____
If firm is a foreign corporation, does firm have a certificate of authority from the North Carolina Secretary of State? _____

- 3. If business is a Partnership, please answer the following:
Name in full or all general partners and addresses: _____
Is this a limited or general partnership? _____
If a limited partnership, what is state of registration? _____
If business is a foreign limited partnership, does business have a certificate of authority from the North Carolina Secretary of State? _____

4. If business is a Proprietorship, please answer the following:

Name of Entity: _____

5. If business is a Limited Liability Company, please answer the following:

List the names and title of managers or member-managers who will execute the contract on behalf of the company? C. Ryan Cox, President/CEO

What is state of organization? North Carolina

If business is a foreign limited liability company, does business have a certificate of authority from the North Carolina Secretary of State? _____

6. If the company has an assumed name, please answer the following:

If the business operates under an assumed name, what is the assumed name?

_____ Has a certificate of assumed name been filed with the Register of Deeds? _____

If so, please provide the recording information:

Register of Deeds: _____ Deed Book _____ at Page _____.



RMA



Contact Us :



Phone Number
910-392-0060



Website
www.insight-pd.com



Office Address
5030 New Centre Drive, Suite A
Wilmington, NC 28403

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AGENDA ITEM 8:

EMERGENCY SERVICES MATTERS

B. Proposed Resolution Authorizing the Disaster Applicant's Form

MANAGER'S COMMENTS:

Mr. Will Holt, Emergency Services Director, will request the Board approve a resolution authorizing the Disaster Applicant's Agent form. This is a requirement from the NC Emergency Management Hazard Mitigation Team.

Board approval is required to adopt the resolution designating the County's applicant agents.



Watauga County Emergency Services

184 Hodges Gap Rd, Suite D
Boone, NC 28607
Phone 828-264-4235
Fax 828-265-7617



Fire Marshal ♦ Emergency Management ♦ Communications

January 29th, 2024

To: Board of Commissioners

CC: Deron Geouque, County Manager
Anita Fogle, Clerk to the Board

Subject: Disaster Applicant's Agent for Mitigation Projects

Board of Commissioners,

The NC Emergency Management Hazard Mitigation Team requires the County to approve a resolution authorizing the Disaster Applicant's Agent form. This attached form mirrors our Public Assistance form and approved staff. Your approval is requested for the form and to proceed with the mitigation process.

Respectfully,

Will Holt
ES Director

RESOLUTION
DESIGNATION OF APPLICANT'S AGENT
 North Carolina Division of Emergency Management

Organization Name (hereafter named Organization) Watauga County	Disaster Number: DR-4827-NC
Applicant's State Cognizant Agency for Single Audit purposes (If Cognizant Agency is not assigned, please indicate): C. Randolph, CPA PLLC	
Applicant's Fiscal Year (FY) Start Month: July Day: 1	
Applicant's Federal Employer's Identification Number 56 - 6001816	
Applicant's Federal Information Processing Standards (FIPS) Number 37 - 189 -	

PRIMARY AGENT	SECONDARY AGENT
Agent's Name William Holt	Agent's Name Shane Garland
Organization Watauga County	Organization Watauga County
Official Position ES Director	Official Position Fire Marshal
Mailing Address 184 Hodges Gap Road Suite D	Mailing Address 184 Hodges Gap Road Suite D
City ,State, Zip Boone, NC 28607	City ,State, Zip Boone, NC 28607
Daytime Telephone (828) 264-4235	Daytime Telephone (828) 264-4235
Facsimile Number	Facsimile Number
Pager or Cellular Number	Pager or Cellular Number

BE IT RESOLVED BY the governing body of the Organization (a public entity duly organized under the laws of the State of North Carolina) that the above-named Primary and Secondary Agents are hereby authorized to execute and file applications for federal and/or state assistance on behalf of the Organization for the purpose of obtaining certain state and federal financial assistance under the Robert T. Stafford Disaster Relief & Emergency Assistance Act, (Public Law 93-288 as amended) or as otherwise available. BE IT FURTHER RESOLVED that the above-named agents are authorized to represent and act for the Organization in all dealings with the State of North Carolina and the Federal Emergency Management Agency for all matters pertaining to such disaster assistance required by the grant agreements and **the assurances printed on the reverse side hereof**. BE IT FINALLY RESOLVED THAT the above-named agents are authorized to act severally. PASSED AND APPROVED this _____ day of _____, 20__.

GOVERNING BODY	CERTIFYING OFFICIAL
Name and Title Braxton Eggers, Chairman	Name Deron Geouque
Name and Title	Official Position County Manager
Name and Title	Daytime Telephone (828) 265-8000

CERTIFICATION

I, _____, (Name) duly appointed and _____ (Title) of the Governing Body, do hereby certify that the above is a true and correct copy of a resolution passed and approved by the Governing Body of _____ (Organization) on the _____ day of _____, 20__.

Date: _____ **Signature:** _____

Rev. 06/02

The applicant hereby assures and certifies that it will comply with the FEMA regulations, policies, guidelines and requirements including OMB's Circulars No. A-95 and A-102, and FMC 74-4, as they relate to the application, acceptance and use of Federal funds for this Federally assisted project. Also, the Applicant gives assurance and certifies with respect to and as a condition for the grant that:

1. It possesses legal authority to apply for the grant, and to finance and construct the proposed facilities; that a resolution, motion or similar action has been duly adopted or passed as an official act of the applicant's governing body, authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with the application and to provide such additional information as may be required.
2. It will comply with the provisions of: Executive Order 11988, relating to Floodplain Management and Executive Order 11990, relating to Protection of Wetlands.
3. It will have sufficient funds available to meet the non-Federal share of the cost for construction projects. Sufficient funds will be available when construction is completed to assure effective operation and maintenance of the facility for the purpose constructed.
4. It will not enter into a construction contract(s) for the project or undertake other activities until the conditions of the grant program(s) have been met.
5. It will provide and maintain competent and adequate architectural engineering supervision and inspection at the construction site to insure that the completed work conforms with the approved plans and specifications; that it will furnish progress reports and such other information as the Federal grantor agency may need.
6. It will operate and maintain the facility in accordance with the minimum standards as may be required or prescribed by the applicable Federal, State and local agencies for the maintenance and operation of such facilities.
7. It will give the grantor agency and the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the grant.
8. It will require the facility to be designed to comply with the "American Standard Specifications for Making Buildings and Facilities Accessible to, and Usable by the Physically Handicapped," Number A117.1-1961, as modified (41 CFR 101-17-7031). The applicant will be responsible for conducting inspections to insure compliance with these specifications by the contractor.
9. It will cause work on the project to be commenced within a reasonable time after receipt of notification from the approving Federal agency that funds have been approved and will see that work on the project will be prosecuted to completion with reasonable diligence.
10. It will not dispose of or encumber its title or other interests in the site and facilities during the period of Federal interest or while the Government holds bonds, whichever is the longer.
11. It agrees to comply with Section 311, P.L. 93-288 and with Title VI of the Civil Rights Act of 1964 (P.L. 83-352) and in accordance with Title VI of the Act, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance and will immediately take any measures necessary to effectuate this agreement. If any real property or structure is provided or improved with the aid of Federal financial assistance extended to the Applicant, this assurance shall obligate the Applicant, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits.
12. It will establish safeguards to prohibit employees from using their positions for a purpose that is or gives the appearance of being motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties.
13. It will comply with the requirements of Title II and Title III of the Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (P.L. 91-646) which provides for fair and equitable treatment of persons displaced as a result of Federal and Federally assisted programs.
14. It will comply with all requirements imposed by the Federal grantor agency concerning special requirements of law, program requirements, and other administrative requirements approved in accordance with OMB Circular A-102, P.L. 93-288 as amended, and applicable Federal Regulations.
15. It will comply with the provisions of the Hatch Act which limit the political activity of employees.
16. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, as they apply to hospital and educational institution employees of State and local governments.
17. (To the best of his/her knowledge and belief) the disaster relief work described on each Federal Emergency Management Agency (FEMA) Project Application for which Federal Financial assistance is requested is eligible in accordance with the criteria contained in 44 Code of Federal Regulations, Part 206, and applicable FEMA Handbooks.
18. The emergency or disaster relief work therein described for which Federal Assistance is requested hereunder does not or will not duplicate benefits received for the same loss from another source.
19. It will (1) provide without cost to the United States all lands, easements and rights-of-way necessary for accomplishments of the approved work; (2) hold and save the United States free from damages due to the approved work or Federal funding.
20. This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, reimbursements, advances, contracts, property, discounts of other Federal financial assistance extended after the date hereof to the Applicant by FEMA, that such Federal Financial assistance will be extended in reliance on the representations and agreements made in this assurance and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear on the reverse as authorized to sign this assurance on behalf of the applicant.
21. It will comply with the flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973, Public Law 93-234, 87 Stat. 975, approved December 31, 1973. Section 102(a) requires, on and after March 2, 1975, the purchase of flood insurance in communities where such insurance is available as a condition for the receipt of any Federal financial assistance for construction or acquisition purposes for use in any area that has been identified by the Director, Federal Emergency Management Agency as an area having special flood hazards. The phrase "Federal financial assistance" includes any form of loan, grant, guaranty, insurance payment, rebate, subsidy, disaster assistance loan or grant, or any other form of direct or indirect Federal assistance.
22. It will comply with the insurance requirements of Section 314, PL 93-288, to obtain and maintain any other insurance as may be reasonable, adequate, and necessary to protect against further loss to any property which was replaced, restored, repaired, or constructed with this assistance.
23. It will defer funding of any projects involving flexible funding until FEMA makes a favorable environmental clearance, if this is required.
24. It will assist the Federal grantor agency in its compliance with Section 106 of the National Historic Preservation Act of 1966, as amended, (16 U.S.C. 470), Executive Order 11593, and the Archeological and Historic Preservation Act of 1966 (16 U.S.C. 469a-1 et seq.) by (a) consulting with the State Historic Preservation Officer on the conduct of investigations, as necessary, to identify properties listed in or eligible for inclusion in the National Register of Historic places that are subject to adverse effects (see 36 CFR Part 800.8) by the activity, and notifying the Federal grantor agency of the existence of any such properties, and by (b) complying with all requirements established by the Federal grantor agency to avoid or mitigate adverse effects upon such properties.
25. It will, for any repairs or construction financed herewith, comply with applicable standards of safety, decency and sanitation and in conformity with applicable codes, specifications and standards; and, will evaluate the natural hazards in areas in which the proceeds of the grant or loan are to be used and take appropriate action to mitigate such hazards, including safe land use and construction practices.

STATE ASSURANCES

The State agrees to take any necessary action within State capabilities to require compliance with these assurances and agreements by the applicant or to assume responsibility to the Federal government for any deficiencies not resolved to the satisfaction of the Regional Director.

AGENDA ITEM 9:

MISCELLANEOUS ADMINISTRATIVE MATTERS

A. Proposed Resolution Authorizing the Advertisement of A Lease with Red Cross

MANAGER’S COMMENTS:

The American Red Cross is requesting a lease for space at the East Annex due to the relocation from the Health Department building. The request is for a three (3) year term to start March 4, 2025 through February 29, 2028. Rent is one dollar (\$1) per year. Should the Board wish to grant the request, the attached resolution would need to be approved and authorization given to advertise for 10 days' public notice. Upon completion, the lease will be brought back to the Board March 4, 2025 for Board approval.

Board direction is required.

STATE OF NORTH CAROLINA**COUNTY OF WATAUGA****Resolution of Watauga County Board of County Commissioners**

Pursuant to NCGS 160A-272, notice is hereby given that at the regular commissioner meeting of the Watauga County Board of County Commissioners on February 4, 2025, the Watauga County Board of County Commissioners adopted a resolution which authorized Deron T. Geouque, County Manager, of Watauga County to lease to the American National Red Cross that certain office space in the building known as the East Annex Building (the "Leased Premises") located at 331 Queen Street, Suite 102, Boone, NC 28607 (the "Property") in Watauga County, North Carolina, and being approximately 296 square feet of office space, for a term of eight (8) years, unless either Watauga County or the American National Red Cross gives written notice no less than thirty (30) days that the other party intends to terminate the lease early. The rent to be paid by the American National Red Cross to Watauga County during the term of the lease is One Dollar (\$1.00) per annum. The lease shall become effective ten (10) days after the publication of this notice and formal adoption of the lease by the Board of Commissioners.

ADOPTED this the 4th day of February, 2025.

Braxton Eggers, Chairman
Watauga County Board of County Commissioners

ATTEST:
Anita Fogle, Clerk to the Board

**STANDARD FORM OF SPACE LICENSE AGREEMENT
FOR THE TEMPORARY USE OF
FACILITIES**

(CUBICLE OR ROOM)

TERMS AND CONDITIONS

Effective Date: The date upon which this Agreement is effective, which will be the later of the dates of the signatures of Licensor and Licensee on this Form.

Owner of the Facility (the “Licensor”):

Watauga County

Legal Name of the User of the Room (the “Licensee”):

The American National Red Cross, a nonprofit corporation, a Federally chartered instrumentality of the United States, and a body corporate and politic under the laws of the United States (36 U.S.C. §§ 300101-300111 (2007)).

Date Upon which the Licensee May Begin to Use the Room (the “Start Date”):

3/4/2025

Date Upon Which the Licensee Must Vacate the Room (the “Expiration Date”):

2/29/2028

Building Owner and Licensor’s Business Address and Contact Info:

Watauga County, 814 West King St, Boone, NC 28607

Room User and Licensee’s Business Address and Contact Info:

9450 SW Gemini Dr, #75048, Beaverton, OR 97008-7105
real.estate@redcross.org

Street Address of the Building Where the Room is Located:

331 Queen Street, Suite 102 Boone, NC, 28607

Permitted Use(s) of Licensed Room (check those applicable):

- General Office
 Training and/or Testing
 Storage

Description of Licensed Room:

296 SF office space in the East Annex Building

This Temporary Space License Agreement (the "Agreement") is dated and intended to be effective as of the Effective Date set forth above, and made by and between the Licensors and the Licensee named above. Under the Agreement, the Licensee is permitted to use and occupy, on a temporary basis, the space described above (the "Room") in the Building at the Location set forth above (the "Building").

1. Grant of License. Licensors grants Licensee the right to use the Room for the Permitted Use(s) described above. This license includes reasonable ingress and egress to and from the Room through the Building's common areas. Licensee shall not have the right to use any other space in the Building (such as library, conference rooms, break room, coffee room) or any equipment belonging to Licensors unless the Licensors gives written permission to do so. This Agreement is not a lease and Licensee is granted no leasehold interest in the Room.
2. Term. Licensee's right to use the Premises shall begin on the Start Date and shall end on the Expiration Date. On or before the Expiration Date, Licensee shall vacate the Room. Licensee shall repair all damage caused by Licensee's occupancy, at Licensee's sole cost and expense.
3. Early Termination. Either party may terminate this Agreement with no penalty by providing thirty (30) days prior written notice to the other party.
4. License Fee. Licensee shall pay, as a license fee, the amount of:

\$1.00 per year

5. Licensee's Conduct. Licensee agrees to keep the Room good condition and promptly repair all damage to the Premises or the Building caused by Licensee's negligence, and not to disrupt, adversely affect or interfere with other occupants of the Building.
6. Condition of Premises and Building. Licensor makes no warranty or representation about the Room or the Building. Licensee accepts the same "AS IS." Licensor is under no obligation to prepare or repair the Room or the Building for Licensee.
7. Indemnification. Licensee shall defend, hold harmless, and indemnify Licensor against any legal liability, including reasonable attorney fees, in respect to bodily injury, death, and property damage arising from the negligence of the said Licensee during its use of the Room.
8. Insurance. Licensee shall carry the following insurance coverage:
 - A. Commercial General Liability with an occurrence limit of at least one-million dollars (\$1,000,000) and an aggregate limit of at least two-million dollars (\$2,000,000);
 - B. Commercial Automobile Liability with a combined single limit of at least one-million dollars (\$1,000,000);
 - C. Workers Compensation coverage with statutory limits for the jurisdiction in which the premises are located and Employers' Liability with limits of at least one million dollars (\$1,000,000.00) per accident, one million dollars (\$1,000,000.00) disease – each employee and one million dollars (\$1,000,000.00) disease – policy limit.
9. Licensor's Right to Revoke License. Upon reasonable prior written notice to Licensee, Licensor may revoke the license represented by this Agreement if Licensee (a) fails to pay any fee or payment required hereunder or (b) breaches any other obligation hereunder and such breach continues after written notice from Licensor describing same. If this license is so revoked, Licensee shall forthwith vacate the Room in a neat and orderly manner. Licensor shall have all rights and remedies available to it under applicable law.
10. No Assignment. Licensee shall not, and shall not have any right to, assign or transfer, or sublicense this Agreement. Licensor shall have no obligation to consider or approve any such transfer, regardless of the circumstances.

11. Casualty or Condemnation Affecting Premises. Notwithstanding anything in this Agreement to the contrary, in the event that damage or casualty to all or a part of the Room, this License shall terminate and Licensee shall have no right to restoration of the Room or to receive any compensation whatsoever.
12. Notice. Notice shall be deemed to have been duly given three (3) business days after having been mailed by certified or registered mail, return receipt requested, to the party's address set forth at the beginning of the Agreement, or upon receipt if delivered by hand or recognized overnight delivery service. Either party may change its address for the purpose of notice hereunder by providing the other party with notice of the new address.
13. Governing Law and Binding Effect. This Agreement shall be governed by and construed under the laws of the state in which the Building is located. This Agreement shall be binding on the parties and their respective, successors, transferees and assigns.
14. Brokers/Consultants. Licensor and Licensee each represent to the other that there is no broker in this transaction. Each party shall indemnify the other against the claims of any broker.
15. Authority. Each party represents and warrants that it has the full power and authority to execute, deliver and perform under this Agreement.

Signatures are on the following page.

**AMERICAN NATIONAL RED CROSS
AND "LICENSEE:"**

By: _____
(Signature)

Name:

Title:

Date:

**BUILDING OWNER AND
"LICENSOR:"**

By: _____
(Signature)

Name:

Title:

Date:

AGREEMENT FOR LICENSE TERMINATION

This Agreement for License Termination (this "Agreement") is made effective as of the date signed by and between **Watauga County** (hereinafter referred to as "Licensor") and **The American National Red Cross** (hereinafter referred to as "Licensee").

WHEREAS, by License Agreement dated March 24, 2020 (the "License") Licensor leased to Licensee the property and improvements known as **331 Queen Street, Suite 102, Boone, NC**, as more particularly described in the License (the "Premises"); and

WHEREAS, the term of the License expires on February 29, 2028; and

WHEREAS, the parties wish to set forth their understanding of the terms and conditions under which Licensee and Licensor have agreed that the License shall terminate before the stated end of the Term.

NOW THEREFORE, the receipt and sufficiency of which is hereby acknowledged, the parties hereto, intending to be legally bound, do hereby agree as follows:

1. **Incorporation of Recitals.** The forgoing recitals are true and correct, and are incorporated herein by this reference.
2. **Early Termination.** Licensor and Licensee agree that the License shall terminate as of 11:59 p.m. on February 29, 2028. Except for Licensee's obligations as set forth in this Agreement, Licensee shall have no other obligation to Licensor with respect to the condition of the Premises or the obligation to pay rent.
3. **Possession.** On February 29, 2025, Licensee will surrender possession of the Premises in the condition called for in the License. Licensor has inspected the Premises and is satisfied with the condition thereof as of the date of this Agreement.
4. **No Default.** Licensee and Licensor each hereby acknowledges that neither party is in default under the License as of the date hereof, and that each is unaware of any condition or circumstance which, but for the passage of time or delivery of notice, or both, would constitute a default under the License.
5. **Brokerage.** Licensor and Licensee each represents that it has not entered into any agreement with, or otherwise had and dealing with, any broker, agent or finder in connection with the negotiation or execution of this Agreement which could form the basis of any claim by any such broker, agent or finder for a brokerage fee or commission, finder's fee, or any other compensation of any kind or nature.
6. **Binding Effect.** All of the covenants in this Agreement, including, but not limited to, all covenants of the License as modified hereby, shall be binding upon and shall inure to the benefit of the parties hereto and their respective heirs, legal representatives and permitted successors and assigns.

- 7. **Effectiveness.** The submission of this Agreement shall not constitute an offer, and this Agreement shall not be effective and binding unless and until fully executed and delivered by each of the parties hereto.
- 8. **Counterparts.** This Agreement may be executed in multiple counterparts, each of which shall constitute an original, but all of which shall constitute one and the same Agreement. The Agreement may be signed manually or by electronic means.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first set forth below.

LICENSEE

The American National Red Cross

By:

(Signature)

Name:

Title:

LICENSOR

By:

(Signature)

Name:

Title:

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AGENDA ITEM 9:

MISCELLANEOUS ADMINISTRATIVE MATTERS

B. Referral of Fire Appendices to Planning Board

MANAGER'S COMMENTS:

Per Commissioner request, the recently adopted Fire Appendices are being requested to be reviewed by the Planning Board.

Staff seeks direction from the Board.

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AGENDA ITEM 9:

MISCELLANEOUS ADMINISTRATIVE MATTERS

C. Annual Pre-Budget Retreat Tentative Agenda

MANAGER'S COMMENTS:

A draft agenda is enclosed for Board review. Per Commissioner request, the Sheriff's Office has been invited to present at the retreat. County staff have started the process of preparing and compiling the information for the retreat. Please feel free to contact me during the upcoming weeks should you have any questions or require additional information.

TENTATIVE RETREAT AGENDA
WATAUGA COUNTY BOARD OF COMMISSIONERS
COMMUNITY ROOM
WATAUGA COUNTY COMMUNITY RECREATION CENTER, BOONE, NC
FEBRUARY 27 & FEBRUARY 28, 2025

TIME	TOPIC	PRESENTER	PAGE
THURSDAY, FEBRUARY 27, 2025			
12:00 PM	OPENING REMARKS AND LUNCH	MR. DERON GEOUQUE	
1:30 PM	FY 2025 REVIEW AND DISCUSSION OF FY 2026 BUDGET	MS. MISTY WATSON	1
	A. Revenues		
	B. Expenditures		
	C. Sheriff's Report	SHERIFF HAGAMAN	
	D. Debt Service Report		
	E. Budget Calendar		
	F. Special Appropriations		
2:00 PM	REVIEW OF CURRENT CAPITAL IMPROVEMENT PLAN (CIP)	MR. DERON GEOUQUE & MR. ROBERT MARSH	
	A. Current CIP Status Report		
	B. Valle Crucis Elementary School		
	C. County Facilities Assessment Update		
	D. Roof Repairs Update		
	1. Human Services		
	a. Human Services Renovations		
	2. Law Enforcement		
	E. ARPA Projects/Funding		
	1. Broadband	\$7,750,000	
	2. Kill/Chill Water/Sewer	\$500,000	
	F. 911/Medic/Emergency Services Facility	DR. JIM HAMILTON	
	G. Brookshire Work Force Housing		
	H. Library		
	I. School Facilities		
3:15 PM	BREAK		
3:30 PM	SANITATION MATTERS	MR. CHRIS MARRIOTT	
	A. Facility Upgrades		
	B. Recycling		
4:15 PM	TAX MATTERS	MR. TYLER RASH	
	A. 2027 Revaluation Updates		
	B. Licensing		
4:30 PM	APPALACHIAN DISTRICT HEALTH		
	A. District Matters	MS. JENNIFER GREENE	
	B. Opioid Plan	MS. LINDSEY SULLIVAN	
5:00 PM	WATAUGA COUNTY COMPREHENSIVE PLAN	MR. JASON WALKER	
5:15 PM	WATAUGA MEDICS	MR. CRAIG SULLIVAN	
	A. Annual Report		
	B. Future Needs		
5:30 PM	COUNTY MANAGER'S SUMMARY	MR. DERON GEOUQUE	
6:00 PM	RECESS UNTIL FRIDAY, FEBRUARY 28 AT 9:00 AM		

Thursday, February 27, & Friday, February 28, 2025

Tentative Retreat Agenda

Board of County Commissioners

FRIDAY, FEBRUARY 28, 2025

8:30 AM	BREAKFAST	
9:00 AM	EDC/CHAMBER FOUNDATION REPORT	MR. DAVID JACKSON MR. JOE FURMAN
9:30 AM	MIDDLE FORK GREENWAY UPDATE	MS. WENDY PATOPRSTY
9:45 AM	WATAUGA TDA	MR. MATT VINCENT MR. WRIGHT TILLEY
10:00 AM	CALDWELL COMMUNITY COLLEGE & TECHNICAL INSTITUTE	DR. MARK POARCH
10:30 AM	SCHOOL BOARD FUNDING ISSUES A. FY 2026 Funding Needs B. Schools' Capital Improvement Plan	DR. LESLIE ALEXANDER & SCHOOL BOARD MEMBERS
11:30 AM	PUBLIC SAFETY AND EMERGENCY COMMUNICATIONS MATTERS A. EMS Updates B. Communications Updates	MR. WILL HOLT
11:45 AM	MISCELLANEOUS & COMMISSIONER MATTERS A. State Issues B. Commissioner Matters	MR. DERON GEOUQUE
11:55 AM	WRAP UP, GOALS & OBJECTIVES, BOARD DIRECTIVES	
12:00 PM	ADJOURN	

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AGENDA ITEM 9:

MISCELLANEOUS ADMINISTRATIVE MATTERS

D. Boards and Commissions

MANAGER'S COMMENTS:

Watauga Medical Center Board of Trustees

The Watauga Medical Center Board of Trustees has recommended Lisa Cooper for reappointment and Matthew Vincent for appointment as Board Trustees. Each of their terms would be effective January 1, 2025, through December 31, 2027. These are first readings.

Watauga County Board of Adjustment

The Board of Adjustment term of Ms. Sue Sweeting has expired. The revised NC General Statute 160D no longer makes any mention of appointments representing zoned areas of counties with partial-county zoning; therefore, it is not necessary to consider where appointees live. The term will be for three years. There are no recommendations from the Board of Adjustment at this time and no volunteer applications have been received.



Chuck Mantooth
President & CEO

December 13, 2024

Mr. Deron Geouque
Watauga County Manager
814 West King Street, Suite 205
Boone, NC 28607

Dear Deron:

The Watauga Medical Center, Inc. Board of Trustees at their December 12, 2024 meeting unanimously approved submitting the following names to be considered by the Watauga County Commissioners for appointment to the Watauga Medical Center, Inc. Board of Trustees:

Lisa Cooper
Matthew Vincent

The appointment will be for a three-year term beginning January 1, 2025 and ending December 31, 2027.

Thank you for your assistance with this process and please contact me should you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chuck Mantooth".

Chuck Mantooth, President & CEO
Appalachian Regional Healthcare System, Inc.

AGENDA ITEM 9:

MISCELLANEOUS ADMINISTRATIVE MATTERS

E. Announcements

MANAGER’S COMMENTS:

The High Country Council of Governments’ 49th Annual Banquet was postponed due to Hurricane Helene and has been rescheduled for Friday, March 7, 2025, from 6:00 to 9:00 P.M. in the Grandview Ballroom at the Northwest End Zone Facility, Appalachian State University. The deadline to RSVP is February 21, 2025. Please let Anita know if you plan to attend and she will assist with registration.

An After Action Debrief with all Emergency Services in the area in regards to Hurricane Helene will be held on Saturday February 22, 2025, at the Caldwell Community College Campus.

AGENDA ITEM 10:

BREAK



Event Details

Cost

\$50.00 Per Person

Date and Location

Friday, March 7, 2025

Grandview Ballroom
North End Zone Facility
Appalachian State University
135 Jack Branch Drive
Boone, NC 28607

RSVP Deadline

February 21, 2025

Schedule of Events

Reception (Cash Bar)
6:00 - 7:00pm

Presentation of Awards
7:00 - 7:30pm

Buffet Dinner
7:30 - 8:30pm

Networking
8:30 - 9:00pm



Important Information

- ◆ Refunds can be given if cancellations are provided prior to RSVP deadline of February 21, 2025.
- ◆ If your guest is not being paid for by your local government entity or organization, please remit payment with RSVP.
- ◆ We are unable to accept payments of any kind at the door.
- ◆ Cash bar during reception accepts Mastercard & Visa only.
- ◆ Parking attendant will direct you to a handicap accessible parking area, the drop-off lane, or the general parking.
- ◆ Directions: From Rivers Street, turn onto Stadium Drive and proceed up the hill until you see a parking attendant. The facility will be on your left (connected to the stadium).
- ◆ Questions? Please contact Victoria at 828-265-5434 x.101 or voxentine@hccog.org.



You are cordially invited to the rescheduled
49th Annual Banquet
and meeting of the
High Country Council of Governments

Celebrating 50 Years ◆ 1974-2024

AGENDA ITEM 11:

CLOSED SESSION

Attorney/Client Matters per, G. S. 143-318.11(a)(3)

Land Acquisition per, G. S. 143-318.11(a)(5)(i)