

**RESOLUTION NO. 19-08-55**

**A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING A PROFESSIONAL SERVICES AGREEMENT WITH DISASTER PROGRAM & OPERATIONS, INC. FOR DISASTER-RELATED FINANCIAL RECOVERY ASSISTANCE SERVICES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE PROFESSIONAL SERVICE AGREEMENT; AUTHORIZING THE VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, Islamorada, Village of Islands (the “Village”), needs to secure the services of an experienced disaster-related financial recovery assistance contractor capable of efficiently providing all necessary expertise, personnel, tools, materials, equipment, transportation supervision and any/all services and facilities for financial recovery assistance in the event of a natural or man-made disaster occurring within the legal limits of Islamorada; and

**WHEREAS**, the Village prepared and advertised a Request for Proposals for Disaster Related Financial Recovery Services (“RFP 19-04”) seeking independent contractors to provide disaster-related financial recovery assistance services from March 25, 2019 through May 3, 2019; and

**WHEREAS**, a Village Evaluation Committee (the “Committee”) consisting of Village staff conducted a review process and provided ranking of the six (6) proposals to the Village Manager and Village Council for approval; and

**WHEREAS**, the Village Council subsequently adopted Resolution 19-06-39, thereby approving the selection of the highest-ranking firm, Disaster Program & Operations, Inc. (“DP&O”) for the services set forth in RFP 19-04 and authorizing the Village Manager and Village Attorney to negotiate a Professional Services Agreement with Consultant; and

**WHEREAS**, upon approval and execution of the Professional Services Agreement (the "Agreement") with DP&O, the Village will be able to engage the services of DP&O for disaster-related preparation efforts and in the event that a disaster or storm event occurs; and

**WHEREAS**, the Village Council has determined that approval and execution of the Professional Services Agreement is in the best interest of the Village and its residents.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:**

**Section 1.    Recitals.**    The above recitals are true and correct and incorporated into this Resolution by this reference.

**Section 2.    Approval of Agreement.** The Village Council of Islamorada, Village of Islands, hereby approves the Agreement with DP&O for disaster-related financial recovery assistance services.

**Section 3.    Execution of Agreement.** The Village Manager is authorized to execute the Agreement on behalf of the Village, to execute any required agreements and/or documents to implement the terms and conditions of the Agreement and to execute any extensions and/or amendments to the Agreement, subject to the approval as to form and legality by the Village Attorney.

**Section 4.    Authorization of Village Officials.** The Village Manager and/or his designee and the Village Attorney are authorized to take all actions necessary to implement the terms and conditions of the Agreement.

**Section 5.    Authorization of Fund Expenditure.** Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is authorized to expend budgeted funds to implement the terms and conditions of the Agreement.

**Section 4. Effective Date.** This Resolution shall take effect immediately upon adoption.

Motion to adopt by Vice Mayor Mike Forster, second by Councilman Ken Davis.

**FINAL VOTE AT ADOPTION**

**VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS**

Mayor Deb Gillis	YES
Vice Mayor Mike Forster	YES
Councilman Ken Davis	YES
Councilwoman Cheryl Meads	ABSENT
Councilman Jim Mooney	YES

**PASSED AND ADOPTED ON THIS 8<sup>TH</sup> DAY OF AUGUST, 2019.**



---

DEB GILLIS, MAYOR

ATTEST:



Kelly S. Toth  
KELLY TOTH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY  
FOR THE USE AND BENEFIT OF ISLAMORADA,  
VILLAGE OF ISLANDS ONLY



---

ROGET V. BRYAN, VILLAGE ATTORNEY

**AGREEMENT**

THIS IS AN AGREEMENT, dated the 1<sup>st</sup> day of July, 2019, between:

ISLAMORADA, VILLAGE OF ISLANDS  
a Florida municipal corporation, hereinafter "VILLAGE,"

and

DISASTER PROGRAM & OPERATIONS, INC.  
a for profit corporation, authorized to do business in the State of  
Florida, hereinafter "CONTRACTOR."

**WITNESSETH:**

In consideration of the mutual terms and condition, promises, covenants, and payments hereinafter set forth, VILLAGE and CONTRACTOR agree as follows:

**ARTICLE 1**  
**PREAMBLE**

In order to establish the background, context and form of reference for this Agreement and to generally express the objectives, and intentions, of the respective parties herein, the following statements, representations and explanations shall be accepted as predicates for the undertakings and commitments included within the provisions which follow and may be relied upon by the parties as essential elements of the mutual considerations upon which this Agreement is based.

1.1 The VILLAGE is in need of an independent contractor to provide necessary expertise, personnel, tools, materials, equipment, transportation, supervision and overall services for disaster-related financial recovery assistance and disaster planning services in the event of a natural or man-made disaster occurring within the limits of the Village (the "Services") as expressed in RFP 19-04.

1.2 On May 3, 2019, the VILLAGE received a proposal from CONTRACTOR for disaster-related financial recovery assistance services and other related services (the "Services") as expressed in RFP 19-04 with in the Village.

1.3 On June 27, 2019, the Village Council adopted Resolution No. 19-06-39, thereby selecting CONTRACTOR as the recommended firm for the requested Services.

1.4 The VILLAGE and CONTRACTOR desire to enter into an Agreement for the provision of the Services in response to RFP 19-04 as set forth herein.

1.5 The Village Manager is authorized to execute an agreement with CONTRACTOR for services related to the scope of work set forth in the Proposal attached hereto as Exhibit "A" and as more particularly described herein.

ARTICLE 2  
SCOPE OF WORK

2.1 The CONTRACTOR shall furnish all of the materials, tools, supplies, and labor necessary to perform all of the work described in the Proposal, a copy of which is attached hereto and specifically made a part of this Agreement as Exhibit "A".

2.2 CONTRACTOR hereby represents to VILLAGE, with full knowledge that VILLAGE is relying upon these representations when entering into this Agreement with CONTRACTOR, that CONTRACTOR has the professional expertise, experience and manpower to perform the services to be provided by CONTRACTOR pursuant to the terms of this Agreement.

2.3 CONTRACTOR assumes professional and technical responsibility for performance of its services to be provided hereunder in accordance with applicable recognized professional standards. If within twelve (12) months following completion of its services, such services fail to meet the aforesaid standards, and the VILLAGE promptly advises CONTRACTOR thereof in writing, CONTRACTOR agrees to re-perform such deficient services without charge to the VILLAGE.

2.4 None of the work or services under this contract shall be subcontracted beyond that shown on List of Major Sub-contractors submitted to the VILLAGE by CONTRACTOR, unless CONTRACTOR obtains prior written consent from the VILLAGE. Approved subcontractors shall be subject to each provision of this contract and CONTRACTOR shall be responsible and indemnify the VILLAGE for all subcontractors' acts, errors or omissions.

ARTICLE 3  
TIME FOR COMPLETION

3.1 The CONTRACTOR shall commence work as directed by VILLAGE and in accordance with a project implementation timeline to be provided to CONTRACTOR by the VILLAGE. CONTRACTOR shall complete all work in a timely manner in accordance with the project timeline and as stated in Exhibit "A" to this Agreement.

3.2 This Agreement shall commence on the date this Agreement is fully executed by all parties.

3.3 Anything to the contrary notwithstanding, minor adjustment to the timetable for completion approved by VILLAGE in advance, in writing, will not constitute a delay by CONTRACTOR. Furthermore, a delay due to an Act of God, fire, lockout, strike or labor dispute, riot or civil commotion, act of public enemy or other cause beyond the control of CONTRACTOR shall extend this Agreement for a period equal to such delay and during this period such delay

shall not constitute a delay by CONTRACTOR for which liquidated damages are due.

ARTICLE 4  
CONTRACT SUM

4.1 The VILLAGE hereby agrees to pay CONTRACTOR for the faithful performance of this Agreement, for work completed in accordance with the Proposal attached hereto as Exhibit "A", and as directed by VILLAGE. Prices for work completed by the CONTRACTOR shall be as reflected in CONTRACTOR's Proposal attached hereto and made a part hereof as Exhibit "A".

4.2 The VILLAGE will make payments to CONTRACTOR for completed and proper work and in the amounts stated in Exhibit "A".

4.3 The CONTRACTOR shall guarantee all portions of the Project against poor workmanship and faulty materials for a period of twelve (12) months after final payment and shall immediately correct any defects which may appear during this period upon notification by VILLAGE.

4.4 The making and acceptance of the final payment shall constitute a waiver of all claims by the CONTRACTOR other than those arising from requirements of the specifications.

4.5 CONTRACTOR is prohibited from placing a lien on the Village's property. This prohibition applies to; *inter alia*, all sub-CONTRACTORS and subcontractors, suppliers and laborers.

ARTICLE 5  
CONTRACTOR'S LIABILITY INSURANCE

5.1 The CONTRACTOR shall not commence work under this contract until CONTRACTOR has obtained all insurance required under this paragraph and such insurance has been approved by the VILLAGE nor shall the CONTRACTOR allow any Subcontractor to commence work on his sub-contract until all similar such insurance required of the subcontractor has been obtained and approved.

5.2 Certificates of insurance, reflecting evidence of the required insurance, shall be filed with the Village prior to the commencement of the work. These Certificates shall contain a provision that coverage afforded under these policies will not be canceled until at least thirty (30) days prior written notice has been given to the VILLAGE. Policies shall be issued by companies authorized to do business under the laws of the State of Florida.

5.3 Financial Ratings must be no less than "A" in the latest edition of "Bests Key Rating Guide", published by A.M. Best Guide.

5.4 Insurance shall be in force until all work required to be performed under the terms of

the Contract is satisfactorily completed as evidenced by the formal acceptance by the VILLAGE. In the event the insurance certificate provided indicates that the insurance shall terminate and lapse during the period of this contract, then in that event, the CONTRACTOR shall furnish, at least thirty (30) days prior to the expiration of the date of such insurance, a renewed certificate of insurance as proof that equal and like coverage for the balance of the period of the contract and extension thereunder is in effect. The CONTRACTOR shall not continue to work pursuant to this contract unless all required insurance remains in full force and effect.

5.5 Comprehensive General Liability insurance to cover liability bodily injury and property damage. Exposures to be covered are: premises, operations, products/completed operations, and certain contracts. Coverage must be written on an occurrence basis, with the following limits of liability:

- a) Workers' Compensation Insurance - as required by law;
- b) Comprehensive General Liability Insurance - \$1,000,000 per occurrence;
- c) Automobile Liability Insurance - \$1,000,000 per occurrence, \$1,000,000 per Accident for bodily injury and \$1,000,000 per accident for property damage.

5.6 The CONTRACTOR shall hold the VILLAGE, its agents, and employees, harmless on account of claims for damages to persons, property or premises arising out of CONTRACTOR's negligent operations in completing this Agreement and name the VILLAGE as an additional insured under their policy.

5.7 The VILLAGE reserves the right to require any other insurance coverage it deems necessary depending upon the exposures.

## ARTICLE 6 PROTECTION OF PROPERTY

6.1 At all times during the performance of this Contract, the CONTRACTOR shall protect the VILLAGE's property and properties adjoining the Project site from all damage whatsoever on account of the work being carried on pursuant to this Agreement.

## ARTICLE 7 CONTRACTOR'S INDEMNIFICATION

7.1 The CONTRACTOR agrees to release the VILLAGE from and against any and all liability and responsibility in connection with the above mentioned matters. The CONTRACTOR further agrees not to sue or seek any money or damages from VILLAGE in connection with the above mentioned matters, except in the event that the VILLAGE fails to pay to CONTRACTOR the fees and costs as provided for in Article 4 herein.

7.2 The CONTRACTOR agrees to indemnify and hold harmless the VILLAGE, its trustees, elected and appointed officers, agents, servants and employees, from and against any and all claims, demands, or causes of action of whatsoever kind or nature, and the resulting losses,

costs, expenses, reasonable attorneys' fees, liabilities, damages, orders, judgments, or decrees, sustained by the VILLAGE or any third party arising out of, or by reason of, or resulting from the CONTRACTOR's negligent acts, errors, or omissions.

7.3 If a court of competent jurisdiction holds the Village liable for certain tortious acts of its agents, officers, or employees, such liability shall be limited to the extent and limit provided in 768.28, Florida Statutes. This provision shall not be construed as a waiver of any right or defense that the Village may possess. The Village specifically reserves all rights as against any and all claims that may be brought.

## ARTICLE 8 INDEPENDENT CONTRACTOR

8.1 This Agreement does not create an employee/employer relationship between the parties. It is the intent of the parties that the CONTRACTOR is an independent contractor under this Agreement and not the VILLAGE's employee for all purposes, including but not limited to, the application of the Fair Labor Standards Act minimum wage and overtime payments, Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the provisions of the Internal Revenue Code, the State Workers Compensation Act, and the State unemployment insurance law. The CONTRACTOR shall retain sole and absolute discretion in the judgment of the manner and means of carrying out the CONTRACTOR's activities and responsibilities hereunder provided. This Agreement shall not be construed as creating any joint employment relationship between the CONTRACTOR and the VILLAGE and the VILLAGE will not be liable for any obligation incurred by CONTRACTOR, including but not limited to unpaid minimum wages and/or overtime premiums.

## ARTICLE 9 PERFORMANCE BOND

9.1 No performance bond shall be required under this Agreement.

## ARTICLE 10 CHANGES TO SCOPE OF WORK AND ADDITIONAL WORK

10.1 The VILLAGE or CONTRACTOR may request changes that would increase, decrease or otherwise modify the Scope of Services/Basic Services to be provided under this Agreement as described in Article 2 of this Agreement. Such changes or additional services must be in accordance with the provisions of the Code of Ordinances of the VILLAGE and must be contained in a written amendment, executed by the parties hereto, with the same formality

and with equality and dignity prior to any deviation from the terms of this Agreement, including the initiation of any additional or extra work. Each amendment shall at a minimum include the following information on each project:

PROJECT NAME
PROJECT DESCRIPTION
ESTIMATED PROJECT COST
ESTIMATED COST FOR ADDITION OR CHANGE TO PROJECT CONTRACT
ESTIMATED PROJECT COMPLETION DATE

10.2 In no event will the CONTRACTOR be compensated for any work which has not been described in a separate written agreement executed by the parties hereto.

ARTICLE 11  
TERM AND TERMINATION

11.1 This Agreement may be terminated by either party for cause, or the VILLAGE for convenience, upon ten (10) days written notice by the VILLAGE to CONTRACTOR in which event the CONTRACTOR shall be paid its compensation for services performed to termination date. In the event that the CONTRACTOR abandons this Agreement or causes it to be terminated, he shall indemnify the VILLAGE against any loss pertaining to this termination up to a maximum of the full contracted fee amount. All finished or unfinished documents, data, studies, plans, surveys, and reports prepared by CONTRACTOR shall become the property of VILLAGE and shall be delivered by CONTRACTOR to VILLAGE.

11.2 This Agreement shall take effect as of the date of execution as shown herein below and continue for such time as is contemplated by the VILLAGE.

ARTICLE 12  
CONTRACT DOCUMENTS

12.1 CONTRACTOR and VILLAGE hereby agree that the following Specification and Contract Documents, which are attached hereto and made a part thereof, are fully incorporated herein and made a part of this Agreement, as if written herein word for word: this Agreement; VILLAGE RFP 19-04; CONTRACTOR's Proposal for Disaster-Related Finance Recovery Services in response to RFP 19-04, including to provide necessary expertise, personnel, tools, materials, equipment, transportation, supervision and overall services and other services as set forth in and made a part of this Agreement as Exhibit "A"; and all other exhibits thereto.

**ARTICLE 13**  
**MISCELLANEOUS**

13.1 Legal Representation. It is acknowledged that each party to this Agreement had the opportunity to be represented by counsel in the preparation of this Agreement and, accordingly, the rule that a contract shall be interpreted strictly against the party preparing same shall not apply due to the joint contribution of both parties.

13.2 Assignments. This Agreement, or any interest herein, shall not be assigned, transferred or otherwise encumbered, under any circumstances, by CONTRACTOR without the prior written consent of VILLAGE. For purposes of this Agreement, any change of ownership of CONTRACTOR shall constitute an assignment which requires VILLAGE approval. However, this Agreement shall run to the VILLAGE and its successors and assigns.

13.3 Records. CONTRACTOR shall keep books and records and require any and all subcontractors to keep books and records as may be necessary in order to record complete and correct entries as to personnel hours charged to this engagement, and any expenses for which CONTRACTOR expects to be reimbursed, if applicable. Such books and records will be available at all reasonable times for examination and audit by VILLAGE and shall be kept for a period of three (3) years after the completion of all work to be performed pursuant to this Agreement. Incomplete or incorrect entries in such books and records will be grounds for disallowance by VILLAGE of any fees or expenses based upon such entries.

VILLAGE is a public agency subject to Chapter 119, Florida Statutes. To the extent that CONTRACTOR is acting on behalf of VILLAGE pursuant to Section 119.0701, Florida Statutes, CONTRACTOR shall:

- a. Keep and maintain public records that ordinarily and necessarily would be required to be kept and maintained by VILLAGE were VILLAGE performing the services under this agreement;
- b. Provide the public with access to such public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
- c. Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law; and
- d. Meet all requirements for retaining public records and transfer to VILLAGE, at no cost, all public records in possession of the CONTRACTOR upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to the VILLAGE.

13.4 Ownership of Documents. Reports, surveys, plans, studies and other data provided in connection with this Agreement are and shall remain the property of Village.

13.5 **No Contingent Fees.** CONTRACTOR warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONTRACTOR, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for CONTRACTOR, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, the VILLAGE shall have the right to terminate the Agreement without liability at its discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift or consideration.

13.6 Notice. Whenever any party desires to give notice unto any other party, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the party for whom it is intended and the remaining party, at the places last specified, and the places for giving of notice shall remain such until they shall have been changed by written notice in compliance with the provisions of this section. For the present, the CONTRACTOR and the VILLAGE designate the following as the respective places for giving of notice:

**VILLAGE:** Seth Lawless, Village Manager  
Village Administration Center  
Islamorada, Village of Islands  
86800 Overseas Highway  
Islamorada, Florida 33036

Copy To: Roget V. Bryan, Village Attorney  
Islamorada, Village of Islands  
86800 Overseas Highway  
Islamorada, Florida 33036

**CONTRACTOR:** Attn: Gabrielle Benigni, President  
Disaster Program & Operations, Inc.  
10033 Sawgrass Drive W, Suite 121  
Ponte Vedra Beach, FL 32082

13.7 Binding Authority. Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

13.8 Exhibits. Each Exhibit referred to in this Agreement forms an essential part of this Agreement. The exhibits if not physically attached should be treated as part of this Agreement and are incorporated herein by reference.

13.9 Headings. Headings herein are for convenience of reference only and shall not be considered on any interpretation of this Agreement.

13.10 Severability. If any provision of this Agreement or application thereof to any person or situation shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, and the application of such provisions to persons or situations other than those as to which it shall have been held invalid or unenforceable shall not be affected thereby, and shall continue in full force and effect, and be enforced to the fullest extent permitted by law.

13.11 Governing Law. This Agreement shall be governed by the laws of the State of Florida with venue lying in Monroe County, Florida.

13.12 Disputes. Any claim, objection, or dispute arising out of the terms of this Agreement shall be litigated in the Sixteenth Judicial Circuit Court in and for Monroe County.

13.13 Attorney's Fees. To the extent authorized by law, in the event that either party brings suit for enforcement of this Agreement, the prevailing party shall be entitled to attorney's fees and court costs in addition to any other remedy afforded by law.

13.14 Extent of Agreement. This Agreement together with Contract Documents, attached as an Exhibit hereto, as amended herein above represents the entire and integrated agreement between the VILLAGE and the CONTRACTOR and supersedes all prior negotiations, representations or agreements, either written or oral.

13.15 Waiver. Failure of the VILLAGE to insist upon strict performance of any provision or condition of this Agreement, or to execute any right therein contained, shall not be construed as a waiver or relinquishment for the future of any such provision, condition, or right, but the same shall remain in full force and effect.

**(This space intentionally left blank)**

IN WITNESS WHEREOF, the parties have executed this Agreement on the respective dates under each signature: The VILLAGE, signing by and through its Village Manager, attested to by its Village Clerk, duly authorized to execute same, and by CONTRACTOR, by and through its President, duly authorized officer to execute same.

**VILLAGE**

ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA

By: Seth Lawless  
Seth Lawless, Village Manager

AUTHENTICATION:

Kelly S. Toth 8/9/2019  
Kelly Toth, Village Clerk

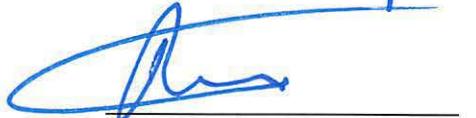
(SEAL)

APPROVED AS TO FORM AND LEGALITY  
FOR THE USE AND BENEFIT OF ISLAMORADA,  
VILLAGE OF ISLANDS, FLORIDA, ONLY

  
\_\_\_\_\_  
Roget V. Bryan, Village Attorney

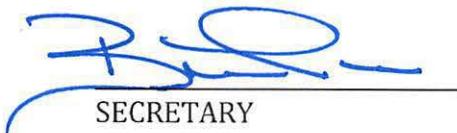
CONTRACTOR

WITNESSES:

Nicole Enye  


BY Gabrielle Benigni  
Gabrielle Benigni, President  
On behalf of Disaster Program &  
Operations, Inc.

ATTEST:



SECRETARY

STATE OF Florida )  
COUNTY OF Miami-Dade

BEFORE ME, an officer duly authorized by law to administer oaths and take acknowledgments, personally appeared Garbrielle Benigni as President of DISASTER PROGRAM & OPERATIONS, INC., a Florida corporation, and acknowledged and executed the foregoing Agreement as the proper official for the use and purposes mentioned in it and affixed the official seal of the corporation, and that the instrument is the act and deed of that corporation.

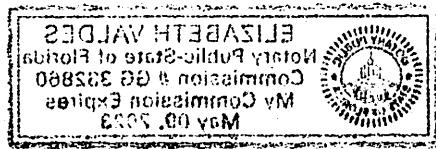
IN WITNESS OF THE FOREGOING, I have set my hand and official seal at in the State and County aforesaid on this 17 day of July, 2019.



NOTARY PUBLIC

My Commission Expires:





See attached document for Exhibit "A"

**Proposal from Disaster Program & Operations, Inc.**



**Disaster Program & Operations Inc.**

" Empowering Community Collaboration & Resilience "

[www.dpando.com](http://www.dpando.com)

## **DISASTER PROGRAM & OPERATIONS, INC.**

**Proposal for  
Islamorada, Village of Islands  
Request for Proposal # RFP 19-04 for  
“Disaster-Related Financial Recovery Assistance Services”**

**April 30, 2019**

**Submitted to:**

**Islamorada, Village of Islands  
Att: Village Clerk  
86800 Overseas Highway  
Islamorada, Florida 33036**



## Table of Contents

<b>TAB 1- Cover Letter.....</b>	<b>4</b>
<b>TAB 2 – DP&amp;O Inc. Company Overview.....</b>	<b>7</b>
<b>TAB 3 – Project Management/ Project Experiences.....</b>	<b>11</b>
<b>TAB 4 – Project Approach.....</b>	<b>31</b>
<b>TAB 5-Firm References.....</b>	<b>55</b>
<b>TAB 6- Fee Schedule.....</b>	<b>66</b>
<b>TAB 7- Insurance.....</b>	<b>67</b>
<b>TAB 8- State Authorization to Transact Business.....</b>	<b>68</b>
<b>TAB 9- DP&amp;O Attachments.....</b>	
1. Minority Certification	
2. State of Florida Business Tax License	
3. DP&O Certificate of Liability Insurance	
4. Workers Compensation	
5. DP&O W9 Form	
6. DP&O Staff FEMA Certifications.	
7. DP&O Staff Resume's	

**TAB 1- COVER LETTER**

## COVER LETTER



**Disaster Program & Operations, Inc.**  
10033 Sawgrass Dr. W. Suite 121  
Ponte Vedra Beach, FL 32082

**April 30,2019**

Islamorada, Village of Islands  
Attn: Village Clerk  
86800 Overseas, Highway  
Islamorada, Florida 33036

**Subject: Disaster Programs & Operations, Inc.: “Request for Proposal” #RFP 19-04 for  
“Disaster-Related Financial Recovery Assistance Services”**

**Dear Islamorada, Village of Islands (the “Village”)**

Disaster Program & Operations, Inc. (DP&O) is submitting this Proposal for the subject services for which we have thoroughly reviewed the Village for RFP # 19-04 for **“Disaster-Related Financial Recovery Assistance Services”** and have formulated our proposal to adhere to the RFP requirements. The following proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal.

**Proposal contact information:** Gabrielle Benigni, President, [gbenigni@dpando.com](mailto:gbenigni@dpando.com) ,Contact # (561) 436-3383.

The objective of this RFP is to secure the services of an experienced disaster-related financial recovery assistance contractor that is capable of efficiently and effectively providing all necessary expertise, personnel, tools, materials, equipment, transportation, supervision as well as any/all services and facilities for financial recovery assistance in the event of a natural or man-made disaster occurring within the legal limits of Islamorada, Village of Islands (the “Village”), in accordance with the standards of the Federal Emergency Management Agency (“FEMA”), the Florida Division of Emergency Management (“FDEM”) and other federal and state agencies.

We understand that the Village is seeking professional services to support will provide services designed to support the Village's Emergency Management Administrative needs with preparedness, mitigation, response and recovery associated with disaster related events. This support will facilitate the maximization of federal and other funding, and to help the City retain these funds during subsequent project closeouts and audits, including other federal and state programs, to minimize impacts from future disasters.

DP&O is a Certified Minority Woman-owned Disadvantaged Business Enterprise (MWDBE); Federal Cage Code: 82LX4. Our firm specializes in Disaster Planning Response & Recovery Services and FEMA Program Management and is supported by seasoned utility engineers, Former EM Directors, and Nationally recognized experts with Business continuity, FEMA Policy and Emergency Management Software Platforms.

**DP&O is approved AT&T FirstNet Responder, Member ID M-5763234** and registered with NPPGov which allows DP&O **Interoperable communications with first responders and other government agencies and guaranteed access to internet and Cell phone communications** which allows our company to provide the highest level of secured communications and for obtaining and **gathering critical disaster response and recovery data.** **Utility/Asset Mobil App:** Each of our staff hold ATT First net hard ware ( SONIMS) with a state of the art mapping, imagery and asset details program that interfaces with our database for real time tracking of staff, crews, and allowing for rapid accurate gps of any assets and damages with images and notes

Our Corporate Principles each have 25 + years as nationally recognized experts in Disaster Recovery Programs, Debris Management, and Emergency Management including a former FEMA Region IV Director, **John Copenhaver**, CEO, (applicant advocate at Region IV level, Headquarters); **John O'Dell**, CTO (Creator of WebEOC, used in 52 U.S. States including Florida and all Florida counties, and FEMA HQ); **Gabrielle Benigni**, President (recognized industry leader as Debris Management Specialist); **Laurie Wood**, CIO (recognized WebEOC SME and EM Director).

DP&O Staff consists of degreed environmental professionals, former Emergency Management directors, FEMA public assistance recovery experts, debris management planners, and Florida certified Public Adjusters all who are well seasoned with all the FEMA requirements for disaster reimbursement and experienced with the new FEMA PA portal program. DP&O maintains certified Drone Pilots as a rapid assessment damage team.

DP&O's Team has strong local knowledge and are experienced utilizing WebEOC working with platform integration with the existing City GIS systems, reports generation, and have experts that can interface various data systems in use by the Village and partner agencies. DP&O leverages tracking tools including a Utility Mobile app and Disaster claims management and can interface with Village's existing information system that will ultimately facilitate the reimbursement process, among other necessary processes. We work in sync with first responders for gathering critical Damage Assessment information and Emergency Repairs documentation and we bring State- of- the- Art Drones & mobile Geo-reference database capability.

DP&O's attached proposal scope and methodology offers the Village with what we believe to be the highest standard of professional and successful Disaster Recovery Management and FEMA Program Management Services and includes a proposed response mobilization plan and phased recovery plan timeline.

As instructed, DP&O shall submit **One (1) original complete proposal package and five (5) Copies, and flash drive containing PDF scan of the original documents.**

We appreciate the opportunity to offer you this proposal. In selecting our approach, processes, and staff, we have made selections that are progressive, flexible, innovative, and industry leading. We are excited to have this opportunity to support you and your business objectives and we look forward to the next steps in your decision-making process, if you have questions about any of the material contained in this response, please do not hesitate to contact us.

Sincerely,

*Gabrielle Benigni*

Gabrielle E. Benigni, President DP&O

email: [Gbenigni@dpando.com](mailto:Gbenigni@dpando.com) Cell phone: 561-436-338



## **TAB 2 – DP&O Inc. Company Overview**

## DP&O Inc. Company Overview

**HISTORY OF THE FIRM:** Disaster Program & Operations, Inc. (DP&O) formerly known as Disaster Operations and Training, Inc. (DO&T), is **Florida State certified as a Woman-Owned Disadvantaged Minority Business Enterprise (WDBME)**, to include Disaster Recovery Services, Data/IT management, FEMA Program Assistance including Environmental Services.

DP&O is a Florida based company with offices located in Miami-Dade County Florida, and in St. Johns County. DP&O has represented government/ public agency clients across the United States in environmentally sensitive and protected areas (New York, Oklahoma, Mississippi, California, Texas, Puerto Rico) and National Public Power Utility Organizations (Tennessee Valley Public Power Association, Northwest Public Power Association...) Utility clients for critical disaster response, damage assessments of infrastructure assets, and FEMA Program Assistance. DP&O has decades of success and experience with rapid mobilization for emergency services and resources support, FEMA PA representation, FEMA Federal Disaster claims preparation, disaster document management, costs records reconciliation. We are successful in recovering all eligible disaster costs with minimal delay, denials and or de- obligations, by adhering to a strict QAQC review and reconciliation process incorporating the FEMA Review details and OIG Audit principles and Standards of Disaster Accounting.

**DP&O will work from our Dade county Offices located at the following addresses to supply the most efficient staff utilization and use of time:**

**\*404 West Palm Dr, Florida City, Florida**

Tasks performed by the local offices will include all Village of Islamorada Recovery Tasks- Project Directing, Damage Assessments, Emergency Repairs Documentation, Coordination of FEMA Site Inspections and Meetings, Documentation Management, Record Reconciliation, Grant Management, and FEMA Eligible Project Submittals and Obligation Tracking and IT DATA and Drone services ( if needed). Additionally, our contractor team members will support DP&O's local office Engineering, CDBG/HUD Project Application & management, and Engineering estimates for Recovery Projects.

Our Corporate Principles and Management each have 25 + years as nationally recognized experts in Disaster Recovery Programs, Debris Management, and Emergency Management including **John Copenhaver, CEO**, (former FEMA Region IV Director ,applicant advocate at Region IV level, Headquarters), **John O'Dell**, CTO (Creator of WebEOC, used in 52 U.S. States including Florida and all Florida counties, and FEMA HQ); **Gabrielle Benigni**, President (recognized industry leader as Debris Management Specialist, FEMA PA Policy and Disaster Claims Management); **Laurie Wood**, CIO (recognized WebEOC SME and EM Director). DP&O's Corporate team all participate on the "International Association of Emergency Management" FEMA Quarterly Recovery Caucus.

## Many of our staff hold Florida Certified Public adjusters Licenses.

**John Copenhaver**, DP&O's CEO, as Former Region IV Director, National Business Continuity Director has directed infrastructure programs for our Nation and leads DP&O's process and methodology for Business Continuity Program. John's legal background and Federal experience tops the chart for maintaining and combining "Strategy and Compliance" in all facets of DP&O's proposed Debris management and recovery program. Being a Presidential appointee to FEMA, President and CEO of the Disaster Recovery Institute (DRI) John directed 54 Presidential disaster declarations and adds the many time overlooked forethought of "Business Continuity "to our approach and methodology. John, directed implemented the United States' largest disaster recovery - housing buyout and relocation program after Hurricane Floyd in eastern North Carolina and facilitated FEMAs mission for large scale debris removal.

**John O'Dell**, DP&O's Chief Technical Officer (CTO) was founder of ESi-WebEOC and original creator of the WebEOC® solution- the Nation's leading Crisis Management Information System (CMIS) and is the industry leader in 52 US States and FEMA headquarters. Over 50% of all Tier I & II UASI regions in the country use WebEOC®.

WebEOC® has been implemented in 50 locations throughout Florida, and is now being utilized by Puerto Rico, Department of Health.

**Gabrielle Benigni**, DP&O's President, has over 20 yrs. experience with Disaster Response, Recovery, Debris Management and FEMA Public Assistance client representation. She has. She represents National Public Power Utilities Organizations, Waste Management Inc. (WM) Dade County for WM South Florida clients resolving debris management logistics, reconciliation issues, and provides FEMA policy compliance guidance services to municipalities throughout the

U.S. including multiple South Florida cities, and Puerto Rico. She specialized in HazMat Response, large above and underground Fuel Tank removals, Disaster projects, Asbestos removals and large earth work levee construction and canal excavations, for South Florida Water Management District. Her Environmental and large construction project experience brings a comprehensive approach and skills set Disaster planning and response. Gabrielle developed the Process & Methodology for Disaster Claims Management System (DCMS) with Incident Management (WebEOC) which prevents duplication of effort of data entry, maintains all disaster costs data from Response thru Recovery in audit proof format. She represents large Public Utility organizations (Tennessee Valley Authority, North West Public Power Authority Michigan Electric Cooperative Association) for Regional Disaster Planning and FEMA Requirements for Disaster reimbursements and OIG audits.

**Laurie Wood**, DP&O, Chief Information Management Director (CIO) has over 30+ years' experience within the emergency management, disaster data management and FEMA policy. Former WebEOC she was Business Development and client data solutions for WebEOC. She also served as the Dep. Director of Emergency Management Forsyth County GA where she transitioned the department from a Civil Defense Agency to Emergency Management Agency. She has been a

certified GA Emergency Manager, a trained GA Firefighter, and Certified GA First Responder (NAEMT). Laurie is an American Red Cross Disaster Services Instructor, CERT Trainer/Instructor, and a GA Search & Rescue Specialist. Laurie is a Certified WebEOC Administrator/Trainer.

**DP&O's full-time staff and key management consists of 20 Florida based members**, some of which are listed as key staff for this proposal, and **we have 50 on call professional FEMA PA & Hazard Mitigation consultants, and 10 Debris Management Experts**. All management staff have decades of experience with FEMA Public Assistance Advisory Services, FEMA/Program Management, maintaining stringent documentation, requirements for Federal Disaster reimbursement, successful "Project Closeout and Flawless State/Federal Audits. DP&O has never had one negative finding against the organization or clients. **DP&O staff and management are extremely experienced with the new FEMA PA Portal and FDEM Florida PA Portal** for applicant project obligations processing, FDEM RFI submittals replies and Hazard Mitigation (404 and 406) Financial and Grant Management Support, FEMA negotiations, and FEMA Appeals representation.

**TAB 3- PROJECT MANAGEMENT EXPERIENCE/ PROJECT EXAMPLES:**

## PROJECT MANAGEMENT EXPERIENCE/ PROJECT EXAMPLES:

### A. 1. Qualifications and Experiences of the Firm and Services offered:

DP&O, Incs. corporate leaders are diversified and experienced in Disaster related Environmental Emergency Response, Demolition (including Asbestos removal, and Fuel facilities), and Everglades Earthwork projects.

We have special expertise with coordinating and directing diversified Disaster Planning and Recovery Projects. Since 1998, has mobilized and directed first level responders and recovery crews for multiple disasters (i.e., floods, hurricanes, ice storms etc.) in the United States. The majority of our clients being located in South Florida and Puerto Rico where coastal processes and environmental sensitivities exist creating obstacles that can only be properly planned for thru lessons learned and seasoned disaster professionals.

DP&O services include the following and are tailored specific to each client as follows;

#### **Disaster Planning:**

DP&O's goal of "**Disaster Planning**" is to enable facilities (departments, agencies etc.) who support each other to effectively respond to threats, natural disasters (tornadoes, ice storms...) and or, terrorist's attacks, to protect the business interests of the organization from the onset of the crisis, thru incident management, to disaster recovery, and business continuation.

DP&O's methodology has proven successful with State and local entities, Utility Authorities, and private facilities combines existing inventories and expands on the data to include all, labor, equipment, subcontractors, materials, mutual aid agreements, inventory maps, and policies that can be cross utilized for regional disaster planning, response, and recovery.

DP&O's solution provides Clients and other participating regional partners "Multi-Lateral" capabilities of Disaster Planning, Response and Recovery utilizing existing inventory to "integrate" with all other data to perform multiple emergency functions simultaneously and provide an efficient disaster planning tool which facilitates efficient and cost effective disaster response and recovery.

#### **Resource/Asset /Facilities Management:**

DP&O professionals are highly skilled with the Federal (FEMA), and insurance requirements for assets pre- disaster documentation to support disaster claims, and this is many times overlooked in disaster planning.

Knowledge is Power and DP&O's planning allows the Region and or entities to have 24/7 access to - available labor (individuals, crews by certification), equipment (owned/rented), contractors/rates, resources/status, materials/rates, Mutual Aid Agreements, Maps, Policies, EOPS, and Debris Management Plans necessary for sharing before , during or post disaster.

## **Business Continuity:**

Each entity will have a top- level review of risk assessment, business impact, business continuity strategies, including the EOPs procedures, allocation and assignment of resources, emergency communications systems, IT services, and including EOC communications of critical information.

## **DEBRIS MANAGEMENT- Planning, Training; Contaminated Debris Management.**

DP&O has many years of Debris Management Planning (DMP) at the State, and Local level. Our comprehensive (DMP) template is designed per FEMA, Debris Management Pilot Program (December 2013) - Sandy Recovery Improvement Act of 2013, which adds section 428 “Alternative Procedures for PA specifically for Debris Removal, and including but not limited to FEMA guidelines- 9580.201 Debris Removal Contracting; 9580.214 Debris Removal from Federal Highways; and 9523.50 Debris Removal from Waterways.

### **Contaminated Debris Management:**

Disasters most destructive impact of flooding and storm surge causes severe damages to above and underground utilities causing normal vegetative and C/D debris to be contaminated and an extreme health and safety hazard. DP&O is highly skilled with the special logistics of handling, and staging of contaminated debris. DP&O hazmat experienced staff provides cost and time effective solutions to clients for contaminated debris disposal protecting accountability to stakeholders and protecting the community during recovery efforts.

*DP&O's experience includes fuel spills, contamination assessments, demolition and earthwork projects in environmental sensitive areas. Our resources and experience enable us to coordinate equipment and manpower quickly and cost-effectively to meet your project needs.*

## **Emergency Management Service Support:**

DP&O can mobilize quickly to participate at any support level such as:

- Incident Management Team (IMT) Assistance.
- Logistics Support Liaison assistance with local, State, Federal partners and Military.
- **Administrative support for Emergency Services, FEMA submittals documentation**  
Damage Assessments- critical infrastructure.
- Locating resources, (fuel, PODs for temporary shelters, base camps, portable satellite/communications).
- Fuel supplies; back- up generators.
- Managing staging centers and inventory control.
- Debris Removal – equipment/crews; Contaminated Debris removal and disposal.
- Emergency road clearing.
- Emergency earthwork and demolition services.

- Emergency roof tarp installations and miscellaneous restoration.
- Mold/mildew decontamination/cleanup/removal; bacteria cleanup.
- Utilities (power/water) contractors, equipment and materials.

**Tom Oatmeyer**, a 27 Year U.S Army Veteran, who performs search and rescue efforts for Miami-Dade Fire Rescue and is our drone project director; **Christopher Tod**, DP&O's drone project manager, is a National Leader in Drone Disaster Response/Training with 10 years' experience in drone services to provide drone services to facilitate and document wide scale damages and document damages as they evolve. Airborne Response (AR) performed disaster response UAS/drone services for FPL in response to the impact of Hurricane IRMA throughout the State of Florida.

### **FEMA Public Assistance and Program**

#### **\*Administrative support for Emergency Services, FEMA submittals documentation**

Our method and scope of work ensures the **highest dollar reimbursement from FEMA and especially the most difficult to track “Category B the emergency services”**.

#### **\*Damage Assessments**

DP&O's professional and engineering staff can produce **accurate damage assessments** (that may be overlooked and unaccounted for). Our forensic team is skilled with the research for gathering the extensive documentation to validate the pre-disaster status of items damaged as required by FEMA and Insurance companies to support disaster claims.

#### **\*Disaster Claims Management Professional Services**

##### **-Identification of expenditures eligible for reimbursement under FEMA categories A-G**

DP&O's professional staff is extremely experienced with FEMA Policy for eligibility criteria and negotiating those tough situations where FEMA denies eligibility.

**-Records Documentation Management-** All information from Incident Management thru Damage Assessments, and Recovery are maintained in a database to validate recovery efforts per FEMA requirements to support Federal (FEMA) claims reimbursement and preventing denials.

**-Claims Management- Recovery projects data with** submittals maintained and tracked. Deadlines, request for information, and communications between applicant, and FEMA or State are **maintained in a communications log**.

**-Category A- Claims Management:** FEMA Category A (debris removal and disposal) debris removal data is reconciled daily with subcontractors to identify any potential problems and resolve issues quickly. All contracts, daily logs, and automated ticket reconciliation is maintained in the database for Category A items including leaners, hangers and stumps.

## **A.2. Specific Experience in Disaster-Related Cost Documentation, and Firm's Track Record in meeting the requirements of FEMA and other agencies providing reimbursement.**

References of DP&O's clients and successful and similar past projects including events in the last year with general project description, emergency mobilization, damage assessments, FEMA PA Recovery Project submittals, and Disaster Planning are as follows:

**Florida Project Examples: City of Homestead, Florida City, Miami Shores and Village of El Portal, Hurricane Irma DR 4337 September 10, 2017 to present:**

**Long Term Document Storage:** For all DP&O clients we maintain **All client disaster Data is Stored in DP&O's Disaster Claims and Document Management System for long term document storage** and to facilitate project close out and future audits.

### **1. City of Homestead, Florida: Disaster Recovery Services, FEMA Program Assistance. November 2018-Current**

**DP&O was awarded the Disaster Recovery** Contract to provide Services for Hurricane Irma Recovery FEMA Submittals. Upon Contract award and Notice to Proceed DP&O implemented our Phases Recovery Program presented in this proposal Methodology and immediately began the Homestead Disaster document inventory and records review to identify missing required items or discrepancies between invoices and daily logs. We mobilized a dedicated team to each FEMA category as the FEMA March 21, 2019 deadline for ALL FEMA PROJECTS and FEMA threatened to submit without documentation. DP&Os teams performed the following and allowed DP&O to submit the following Large Projects with documents:

**\*4 Category A PWs; 5 Category E PWs; 1 Category B PW; 2 Category F PWs; s 1 Category G PW;**

**\*CATEGORY A-** multiple departments, multiple contractors: Parks and Recreation, Public Works, Streets and Stormwater: Review of Debris Monitoring and Debris Removal Records, invoices, and reconciliation. DP&O organized all debris tickets including Hazards limbs/trees per FEMA requirements with leaner hanger ticket numbers on photo, and separated per FEMA dates of reimbursement per FEMAs Public Assistance Alternative Procedures Pilot program for Accelerated Debris removal.

DP&O performed reconciliation of Debris Removal Contractor data with the debris monitoring contractor records and entered all documents into FEMA PA Portal; DP&O Manages all FEMA Recovery RFIs and client representation.

**\*CATEGORY B, C, E and G-** for Category B DP&O performed assimilation and review of all Disaster cost data including force labor and equipment (Parks/Rec, Streets/Stormwater, Customer Service, and Police Departments) with payroll ledgers, Work orders and time-sheets. For Category B, C, E and G DP&O reviewed all contractors invoices, detailed items missing and cross checked

with Homestead contractor rates and terms to reconcile payments with invoices and supporting documentation, and all data submitted into the FEMA PA Grants Portal.

**\*CATEGORY F-** DP&O reconciled the 50 Mutual Aid Contractors (MAA) Invoices and supporting documentations and identified missing items which prevented FEMA denial of records. DP&O is currently performing **Damaged/Repaired Power Pole Inventory and Inspections**, identifying and validating all equipment installed per force labor and MAA crews for Hurricane Irma DR4337. DP&O is final reconciling materials inventory for purchased/used/MAA Supplied.

**DP&O is utilizing DP&O's Utility and Asset mobile app** which allows all Utility Damaged Repaired poles to be inventoried, mapped and tracked with equipment updates. Homestead Utilities is using the DP&O mobile app for the entire Utility system.

#### **Homestead Contract Contact:**

**Steve Taylor, EM Director-305-283-9241 (Cell); email: [staylor@cityofhomestead.com](mailto:staylor@cityofhomestead.com)**

**Baldemar Fonseca, Asst. Finance Accountant:305-224-4562 (office);[bfonseca@cityofhomestead.com](mailto:bfonseca@cityofhomestead.com)**

**2. City of Florida City: December 2016 - August 2017-** Pre -Disaster Response and Recovery Planning; Emergency Services, Damage Assessments, Debris Management; FEMA PA Program Management; FEMA Submittals, Disaster Records Costs reconciliation; Hazard Mitigation Grant Management.

**\*Category B, C, F, and G PWs: Prior to Hurricane Irma:** DP&O prepared a Disaster Response and Recovery Plan with Emergency Operation Procedures (EOPs) for (Damage Assessments, Emergency Costs and Recovery Tracking). DP&O prepared Pre- Event and Post Event Checklist with the EOP. The week prior to Hurricane Irma DP&O mobilized an asset review team to document the status and condition of Florida County infrastructure items with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre- disaster status of damaged assets per FEMA reimbursement requirements.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the Florida City Project manager and Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the County Engineer, Public Works and Water Control facilities Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched. DP&O currently assists the Water

/Sewer Department with weekly tracking of damaged lift stations underground line inspections and coordinates with County Engineer precise damage descriptions and recovery scope of work.

**\*Disaster Materials Inventory:** DP&O had to create the pre-disaster inventory for Several Departments (Water/Sewer, and Public Works) from purchase records and Public Works items in stock. This “Pre-Disaster Material Inventory” is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Donated Resources:** DP&O maintained a donated resources list to include quantities, value, and volunteer staff for distribution, Police for inventory security. All inventory items distributed included support receipts for FEMA State credit to offset the Florida county share.

**Debris Monitoring and Debris Management logistics:** DP&O performed Monitoring of Debris Removal, Hazards limbs/trees and stumps per FEMAs Public Assistance Alternative Procedures Pilot program for Accelerated Debris removal; Hurricane Irma left large mixed debris piles and huge trees uprooted in the cities Right of Way onto houses, vehicles, and fences. The mixed debris posed a significant safety hazard given the widespread power outages and was a significant health hazard to the community.

DP&O’s work included separating all debris cost for private and public roads, and FDOT.

DP&O coordinated and negotiated the Florida City debris management site (DMS), obtained FDEM DMS site permit and final closure. DP&O monitored all DMS site operations and ensured the grinding operations were performed to optimize land space and minimize cubic yards for final haul out. DP&O made sure when the Debris was loaded into the Grinder that any spillage or overflow of vegetative material was put through the grinder unit a 2<sup>nd</sup> time.

DP&O submitted accurate daily debris removal progress reports to Mayor with daily zones and areas to work each morning were coordinated with the Mayor/County any special requests. DP&O prepared a debris costs analysis for replanting of trees that Florida county had just planted before the Hurricane season. The debris costs analysis allowed for FEMA reimbursement of the labor and materials for replanting.

**\*Category A Debris Removal Records reconciliation:** Per FEMA Accelerated Debris Removal Program dates of reimbursement DP&O reconciled daily the Debris Removal load haul tickets, and removal of hazard trees (leaners) and hazard limbs (hangers). DP&O, QAQC team reviewed daily all load haul tickets, and spot-checked truck certifications capacities, with ticket ledgers; next DP&O verified no duplicate tickets existed and quantities verified between ticket ledgers with spot checks on tickets. All leaner/hanger tickets were reviewed for accuracy, readability and GPS coordinates spot check for legitimacy. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours. DP&O’s certification of contractors’ equipment and labor force resulted in easy review and approval of the contractors’ hourly labor and equipment.

**\*Category A Invoices reconciliation, and payment approval:** DP&O reconciled all Debris Removal contractor invoices and ensured invoice errors were corrected before approval for

Florida County final payment. **DP&O reconciled all Reduced Debris taken to final disposal at Waste Management facility and all Waste Management invoices** with quantity or ticket discrepancies were corrected before Florida County paid the invoice.

All final reconciled debris removal costs submittals, invoices, and monitoring records are maintained per FEMA dates of reimbursement. Included with each Category A PW folders are all associated contracts, solicitations, selection criteria and rfp notices.

**PW FEMA Approval Tracking and Project closeout:**

**PW's with Submittals:** 3 Category A Debris Removal PW's (Per FEMA Accelerated PAAP), 1 Category B Emergency Services PW, 3 Category C Roads PW's, 6 Category E Buildings/ Equipment PW's, 4 Category F Utilities PW's with 85 separate locations, and 3 Category G Parks PW's; 1 DR 4337 Florida Local Mitigation Strategy approval and project application.

**PWs Submitted/Obligated:** - 3 Category A PWs, 1 Category B PW, 1 Category C PW, 1 Category E PW, 1 Category F PW, 2 Category G PWs, were approved by local FEMA JFO, and PDMG (Program Delivery Manager) and have been approved by FDEM Florida Portal system.

Each PW per FEMA Category is maintained both electronically, and manually in audit proof format with supporting documents in DP&O's Disaster Claims/Document Management system and to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

**Contracts Compliance:** DP&O assists the County's Project Manager in reviewing all recovery quotes and contracts for FEMA/Federal compliance with 2 CFR 200 prior to approval and or council award.

**Hazard Mitigation Grant Management/Local Mitigation Strategy:** DP&O obtained DR 4337 LMS project approval for Storm drainage improvement system of \$1.2 Million dollars and prepared the submittal application with supporting documents for funding which included coordinating with engineer scope of work and reviewing estimate, gathering field and environmental compliance data, flood zone/ map data, and obtaining site specific details including photos, coordinates and special requirements (Right of Way Purchase).

**County of Florida City Contact:** **Richard (Rick) Stauts, Executive Director, CRA,** Office, 305-772-1157: Cell, 305- 247-8221 Email: [Richard.Stauts@floridaCountyfl.gov](mailto:Richard.Stauts@floridaCountyfl.gov)

**Mayor Otis Wallace:** Cell: 305-989-9033: Email:

**Eugene Leon, Project Manager:** Office-305-247-8221, Cell 786-304-8230 **Jennifer Evelyn; City Clerk:** (305)-989-9033 Email:

### 3. Miami Shores Village, DR 4337 Hurricane Irma:

September 18, 2017 to Current.

Miami Shores Village Debris Removal contractor (Ashbritt) and Disaster Emergency Services/ Debris Monitoring contractor (James Witt & Associates) did not mobilize per Miami Shores Village emergency request to mobilize. Miami Shores Village (MSV) contacted Florida City for Mutual Aid and requested DP&O to assist with FEMA compliance with Debris Removal operations, Damage Assessments, recovery operations, FEMA PA Program management, Emergency Repairs including Debris management logistics and Monitoring of Emergency Debris removal contractor operations. DP&O via Mutual Aid with Florida City coordinated Debris removal crews and mobilized to ensure Miami Shores maintained. DP&O mobilized 20 monitors, 2 supervisor monitors, and a Recovery management team to gather, review and reconcile and approve all Emergency Services costs and contractor invoices.

**\*Category B, C, F, and G PWs** -DP&O' Recovery team performed MSV asset damages site inspections and validations and detailed all locations with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre- disaster status of damaged assets per FEMA reimbursement requirements.

**\*Disaster Materials Inventory:** DP&O created the MSV pre-disaster inventory form purchase records and Public Works items in stock. This "Pre-Disaster Material Inventory" is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the MSV Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the City Engineer, Public Works and Water Control facilities Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched. and coordinates with County Engineer precise damage descriptions and recovery scope of work.

**Contracts Compliance:** DP&O assisted MSV with the DMS Debris Reduction solicitation and Debris Removal solicitation verbiage per FEMA/Federal Contracting requirements and debris line items costs.

DP&O assists the City Manager with review of recovery quotes and contracts for FEMA/Federal compliance prior to approval and or council award.

**Hazard Mitigation Grant Management/Local Mitigation Strategy:** DP&O obtained DR 4337 LMS project approval for Storm drainage improvement system of \$1.5 Million dollars and prepared the submittal application for funding which included coordinating with engineer scope of work, reviewing engineering estimates for LMS compliance, site specific gathering field and environmental compliance data, flood data, and for scope of work.

**\*Debris Monitoring and Debris Management logistics:**

MSV Debris Removal contractor (Ashbritt) and Debris Monitoring contractor (James Witt & Associates) did not mobilize per Miami Shores Village emergency request to mobilize for Emergency Debris removal due to Hurricane Irma. Miami Shores Village (MSV) contacted Florida City for Mutual Aid and requested DP&O to assist with Debris management logistics and Monitoring of Emergency Debris removal contractor operations. Miami Shores was without power and limited internet for several weeks post Hurricane Irma and could not resolicit. The Debris was a significant safety and health hazard to the community and Miami Shores Village requested Mutual Aid for 60 days post Hurricane Irma. DP&O via Mutual Aid with Florida County coordinated Debris removal crews and mobilized to ensure Miami Shores maintained FEMA compliance with Debris Removal operations, Damage Assessments, and Emergency Repairs. DP&O mobilized 20 monitors, 2 supervisor monitors, and a Recovery management team to gather, review and reconcile and approve all Emergency Services costs and contractor invoices.

In November 2017, DP&O was awarded an MSV contract via proposal submittal to Miami Shores solicitation for FEMA PA Public Assistance and Debris Monitoring.

**\*Category A Debris Removal Records reconciliation:**

DP&O represents Miami Shores with FEMA Public Assistance and prepared/ submitted the Request for Public Assistance via Florida PA Portal, attended the applicant briefing to review and discuss Category A costs and submittals per FEMAs accelerated Debris Pilot Program.

DP&O's Recovery team immediately began reviewing and reconciling Miami Shores Village (MSV) debris removal crews force labor and equipment work orders, and emergency contractors' tickets including MSV tickets. QAQC team began data entry and reviewed daily all load haul tickets, with spot checks of truck certification capacities, with ticket ledgers; next DP&O verified no duplicate tickets existed and quantities verified between ticket ledgers with spot checks on tickets. All leaner/hanger tickets were reviewed for accuracy, readability and gps coordinates spot check for accuracy. DP&O, QAQC team reviewed daily all load haul tickets, and leaner/hanger tickets for accuracy and readability. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours.

DP&O coordinated, **MSV Golf and Country club** debris removal records and costs which include additional Force labor, equipment, Emergency Contractors and Materials.

**\*MSV Category A Invoices reconciliation, and payment approval:**

DP&O reconciled all DMS Contractor Reduced Debris taken to final disposal at Waste Management facility and all Waste Management invoices with quantity or ticket discrepancies were corrected prior to Miami Shores Payment.

DP&O reconciled all Emergency Debris Removal contractors' invoices supporting ticket ledgers and ensured invoice errors were corrected before approval for Miami Shores final payment.

**Contracts Compliance:** DP&O assisted Category E (Buildings and Equipment) and A Debris Removal scope of work solicitation verbiage per FEMA/Federal Contracting requirements and debris line items costs.

**\*Pre -Disaster Planning: MSV Monitoring Training, Emergency Costs documentation:**

Recently DP&O as a courtesy performed MSV Employee Monitor training and Reviewed emergency costs documentation requirements and Damage assessments pre- disaster information required. DP&O provided MSV Department Directors with Pre-event and Post event checklists to aid MSV staff for this Hurricane Season.

**PWs with Submittals:** 3 Category A Debris Removal PW's (Per FEMA Accelerated PAAP), 1 Category B Emergency Services PW, 1 Category C Roads PW's, and 2 Category F Utilities PW's; 1 DR 4337 Florida Local Mitigation Strategy (HGMP) approval and project application.

**PWs Submitted/Obligated:** - 3 Category A PWs, 1 Category B PW, 1 Category F PW, 1 Category G PWs, were approved by local FEMA JFO, and PDMG (Program Delivery Manager) and are being final reviewed by CRC. DP&O anticipates funds obligation in the next 30-40 days.

DP&O maintains all Disaster PW submittals costs for Miami Shores Finance Director and Manager and a PW template excel summary per each Final PW with support tabs for Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials if used. The PW Summary sheet for each project provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share.

DP&O maintains a tracking system that documents the Date of PW FEMA PA Portal applicant submittal, and FEMA acceptance. The PW is then tracked thru CRC approval to FEMA EMMIE obligation.

Each PW per FEMA Category is maintained both electronically, and manually in audit proof format to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

**Miami Shores Village Contact:**

**Tom Benton**, Village Manager, (305)-795-2207 Phone Ext. 2. **Email:** [BentonT@msvfl.gov](mailto:BentonT@msvfl.gov)

**4. El Portal – Disaster Emergency Services, FEMA PA Assistance, and Debris Management and monitoring: September 21, 2017 to present.**

El Portal Disaster Recovery contractors could not mobilize per El Portal emergency request to mobilize for Emergency Debris removal and Recovery services due to Hurricane Irma. El Portal via Florida City Mutual Aid requested for DP&O to assist with FEMA compliance with Debris Removal operations, Damage Assessments, recovery operations, FEMA PA Program management, Emergency Repairs including Debris management logistics and Monitoring of Emergency Debris removal contractor operations. El Portal was without power and limited internet for several weeks post Hurricane Irma and could not resolicit. The Large mixed Debris village wide was a significant safety and health hazard to the community. DP&O via Mutual Aid coordinated Debris removal crews and mobilized to ensure Miami Shores maintained FEMA compliance with Debris Removal operations, Damage Assessments, and Emergency Repairs. DP&O

**DP&O we awarded via solicitation and proposal submittal El Portal Disaster Recovery services.**

**\*Category B, C, F, and G PWs: Prior to Hurricane Irma:** DP&O' Recovery team performed asset damages site inspections and validations and detailed all locations with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre-disaster status of damaged assets per FEMA reimbursement requirements.

**\*Disaster Materials Inventory:** DP&O had to create the EP pre-disaster inventory form purchase records and Public Works items in stock. This "Pre-Disaster Material Inventory" is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the El Portal City manager and Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the City Engineer and Public Works Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched.

**5. State of Oklahoma – 2011-2014 Performed Disaster Recovery Services, FEMA Oklahoma OEM Applicant representation and Developed Statewide Debris Management Plan:**

DP&O (former DO&T) assisted with FEMA Program management, to applicants with FEMA issues. This included with identification and review of FEMA required documentation for damages validation, Project eligibility, and reconciling disaster costs

for: debris removal and emergency/recovery repairs, including validating and properly classifying/separating emergency costs versus permanent repairs, for contractors, invoices and supporting documents, force labor and equipment. DP&O prepared PWs with all supporting submittals documentation for Category A-G projects for multiple applicants.

**Dates of Service: DP&O Provided FEMA PA Program compliance for disasters in 2007 through 2011;**

**\*2009 DP&O prepared and submitted 14 appeals (Category A-G) were FEMA was denying applicants reimbursement due to FEMA misinterpretation of Contract**

**Policies, and Invoice submittals** for multiple applicants. DP&O prepared justification analysis for eligibility of contracts with local and State ordinances/policies and common practices for emergency contracts; DP&O validated invoices with supporting records reconciliation and prepared detailed explanation of emergency repairs and special debris removal costs in surface water areas maintained by the applicants. All appeals resulted in successful award of all appealed dollars and receipt of monies.

**\*Total Appealed dollars awarded: \$8,000,000.00 +. Applicants wanted to remain anonymous and to respect applicants we have provided Oklahoma former OEM and FEMA Headquarters contact as a reference.**

**\*Duration of appeal 1 year, 3 months- appeals awarded**

**on 2<sup>nd</sup> appeal level. Contact: Kathleen Shingledecker,**

**State Public Assistance Recovery Director; former Infrastructure Branch Director (202) 702-3020; FEMA HQ; Shingledecker, Kathleen [kathleen.shingledecker@fema.dhs.gov](mailto:kathleen.shingledecker@fema.dhs.gov)**

#### **6. DR 4175: Mississippi, Tupelo Water & Light (TWL): April 28, 2014, EF 4 Tornado:**

**Date of Service: May 8, 2014 to September 30, 2014.**

**\*Category F Power /Water Utilities - Disaster Force labor, Equipment, Mutual Aid and Materials Records review**

**/Reconciliation – Pre-disaster materials Inventory:** DP&O updated the TW&L pre-disaster inventory from purchase records and items in stock. This “Pre-Disaster Material Inventory” is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**Force labor, Equipment** was reconciled with daily logs and payroll ledgers and compliance with payroll policy. Mutual Aid contractors’ invoices and equipment was inventoried with gps locations of Power Distribution and above ground power and water control facilities.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the Project manager and Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval for payment and FEMA PW submittal.

All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched.

**Contracts Compliance:** DP&O assisted TW&L with verbiage per FEMA/Federal Contracting requirements and performed review of recovery quotes and contracts for FEMA/Federal compliance prior to approval and or council award.

**\*Category A Debris Removal Records reconciliation:**

DP&O prepared/ submitted the Request for Public Assistance, attended the applicant briefing to review and discuss Category A costs and submittals per FEMAs accelerated Debris Pilot Program and other Utility damages.

DP&O's Recovery team reviewed and reconciled debris removal crews force labor, equipment work orders, and emergency contractors' tickets. QAQC team reviewed daily load haul tickets, with truck certification capacities, and ticket ledgers; DP&O verified no duplicate tickets existed, quantities, and all leaner/hanger tickets were reviewed for accuracy, readability and GPS coordinates spot check for accuracy. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours.

**\*Category A Invoices reconciliation, and payment approval:** DP&O reconciled all Debris removed with disposal company with quantities and daily tickets and discrepancies were corrected prior to disposal company invoicing.

**PWs obligated and funds Recovered:** TW&L received all disaster costs reimbursement for 2 Category A PWs \$2.5 Million; 1 Category B PW \$550,000.00; 1 Category C PW \$542,642.00; 1 Category F PW \$2.9 Million, and 1 Category D PW \$3.2 Million.

**Contact: Johnny Timmons, TW&L Director; Cell: 662-871-8350; Office 662-841-6489 J.Timmons@tupeloms.gov  
320 N. Frnt St. Tupelo, MS 38804**

**NOTE: Gabrielle Benigni currently assists the Tennessee Valley Authority Public Power Association (TVPPA) for Utilities Regional Disaster Planning and FEMA compliance.**

**7. Waste Management Miami-Dade County, and Palm Beach County Cities: Hurricane Katrina (DR 1602, August 2005) and Wilma (DR 1609, October 2005), 10 + Million cubic yards of debris. Dates of Services: August 2005- December 2008. December 2008 to present – Assist WM clients with FEMA compliance**

To facilitate quick turnaround of FEMA submittals and documentation, on behalf of Waste Management cities, DP&O provided debris removal records reconciliation teams to the below cities to review and prepare County FEMA reimbursement submittals for Category B (Emergency Road Clearing) and Category A Debris Removal which enabled a very rapid and successful FEMA Project Closeout and funds obligations. The DO&T Reconciliation Team performed records and cost reconciliation between Waste Management debris removal, and disposal invoicing with each of the below Miami-Dade, and Palm Beach cities on behalf of Waste Management and cities. With each of the below cities we prepared the FEMA Category A Debris Project supporting submittals which enabled each of the cities to obtain

FEMA reimbursement for Category A and B projects.

**PWs submitted/Obligated:**

**Miami-Dade County Cities** - Key Biscayne, Florida County, El Portal: Total 16 Debris Removal Category A, and 6 Category B (Emergency road clearing).

**Broward County Cities** - Southwest Ranches, Pompano Beach, and Lighthouse Beach; Total 6 Debris Removal Category A, and 36 Category B (Emergency road clearing).

**Palm Beach County Cities** – Boynton Beach, Ocean Ridge and Jupiter; Total 6 Debris Removal Category A, and 3 Category B (Emergency road clearing).

**Waste Management, Government Affairs and Contracts Manager, Contact:**

**Contact** Jason Neal, Waste Management, Government Affairs Manager Dade Co.

**Phone:** 305-545-4848; office: 305-986-6107; **Email:** [jneal2@wm.com](mailto:jneal2@wm.com)

### **3. B. Familiarity with the Village area and any experience with other Florida Keys jurisdictions.**

We have special expertise with coordinating and directing diversified Disaster Planning and Recovery Projects. Since 1998, has mobilized and directed first level responders and recovery crews for multiple disasters (i.e., floods, hurricanes, ice storms etc.) in the United States. The majority of our clients being located in South Florida and Puerto Rico where coastal processes and environmental sensitivities exist create obstacles that can only be properly planned for thru lessons learned and seasoned disaster professionals.

Gabrielle Benigni, President is a degreed geologist/hydrogeologist and Hazmat responder has held and directed many large canal and levee construction projects in the South Florida Everglades and directed many large scale Hurricane Debris Removal projects for Waste Management in South Florida And in Puerto Rico. Her HazMat experience enabled the successful management and cleanup of contaminated debris in both estuarine and archaeological protected areas.

### **3. C. Firm's ability to provide automated record keeping; GPS locating:**

**Utility/Asset Mobil App- DP&O is an approved ATT First net contractor** which allows us to support our clients in a disaster with uninterrupted internet and cell phone capabilities. Each of our staff hold ATT First net hard ware ( SONIMS) with a state of the art mapping, imagery and asset details program that interfaces with our database for real time tracking of staff, crews, and allowing for rapid accurate gps of any assets and damages with images and notes.

**DP&O's Disaster Claims Management system -provides a PW template excel summary per each Final PW with support tabs for Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials if used.** The Disaster Claims system allows the PW “folder” Summary to maintain all **supporting backup documents**. Each PW summary sheet provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share.

Each PW per FEMA Category is maintained both electronically, and manually in audit proof format to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

DP&O maintains for each Project a PW tracking system that documents the Date of PW FEMA PA Portal applicant submittal, and FEMA acceptance. The PW is then tracked thru CRC approval to FEMA EMMIE obligation, to FDEM rfi tracking for and State Obligation

### **3.D. Organizational Chart, Identifying Key Personnel and the Reporting Relationship.**

**Project Management/ Staff Team:** Our key management staff include Debris Management Specialists (NIMS Certified), Engineers, Environmental Professionals and Hazard Mitigation experts all extremely knowledgeable with the FEMA PA recovery process, HMGP project formulation, and the 2017 FEMA PA Program Policy, 2 CFR 200 Federal uniform administrative requirements, cost principles, and audit requirements.

**Proposed Project Staff Management and Recovery Specialist:** Identification and qualifications of the key staff members who will be assigned to the disaster recovery service engagement with the city and their specific roles are presented in the Project Staff Organization chart. All Key Staff and Corporate management bios are provided following the organizational chart.

DP&O Key staff are as follows: DP&O staff resumes and certificates are Attachment 7.

**Gabrielle Benigni, DP&O's President & Project Director:** has over 20 yrs. experience with Disaster Response, Recovery, Infrastructure Damage Assessments, Debris Management, Federal Contract Compliance per 2CFR200, Eligible Project Identification and FEMA Public Assistance client representation. She is considered a FEMA Policy expert, and is highly experienced with new FEMA Program Policies, and OIG Audit requirements. She is committed to all clients to maintain audit proof disaster records from day one of mobilization. She designed and implemented Reconciliation procedures checklist and Emergency Operations Procedures for Damage assessment, Emergency Repairs and Recovery Costs and ensures all DP&O staff are highly trained and knowledgeable. She has represented US state clients with successful State and FEMA OIG Audits and Appeals for FEMA Categories A-G. She has quickly mobilized, trained and directed multiple recovery crews and established the document management process for all recovery tasks. For this project she will perform as Lead Client Liaison and Project Director of all recovery tasks emphasizing compliance with 2018 FEMA policy guidelines, 2CFR200 Contract compliance and maintaining all records per OIG audit principles and standards.

**Laurie Wood, DP&O, CIO & IT/ GIS Analyst/ Specialist** has over 30+ years' experience within the emergency management, legal, humanitarian, Donations & Volunteer Management and Inventory. She worked for ESi/WebEOC (now Intermedix) for approximately 10 years as the Director of Marketing and Business Development and an EM, SME in software consultancy domestic and international and Certified WebEOC Administrator. In the emergency management sector, having worked in the field as well as in emergency management. She also served as the Dep. Director of Emergency Management Forsyth M-DCPS GA where she transitioned the department from a Civil Defense Agency to Emergency

Management Agency. Moreover, she has been a certified GA Emergency Manager, is a trained GA Firefighter and a Certified GA First Responder (NAEMT) and American Red Cross Disaster Services Instructor- Instructor for Train-the-Trainer. Laurie will provide supervision of donations and volunteer management and inventory and will perform all QAQC on recovery projects and progress mapping.

**Liz Valdes, DP&O Recovery Manager & Snr. Recovery Specialist**, has 15 years of Disaster Emergency and Recovery Services focusing on FEMA PA client representation. Liz is NIMS ICS 100-800 certified, and Debris Management Planning and highly skilled with the new FEMA PA Policy Guidelines and Portal process for submittals/ data entry. She specializes in contractor monitoring and contracts records reconciliation with contractors' invoices and daily logs, force labor and equipment, data gathering and cost reconciliation per project per FEMA category. She also assists with debris management, logistics and operations and ensures all debris removal tasks are performed and monitored per FEMA Hurricane Sandy Accelerated Debris Pilot Program. She is highly skilled for document control and electronic document management of all damage assessments validations, emergency costs and contractor records for FEMA submittals review and preparation. For this project Liz will manage reconciliation of emergency cost, Mutual Aid Agreements, force labor, equipment, and recovery contractor records and setup of FEMA electronic files for portal submittal.

**Barbara Llera Finance Director, QAQC Manager** has more than 20 years of a unique blend of expertise in city finances and large-scale financial data management, audits, and federal contract compliance per 2CFR200. She has led multiple cross functional and regional projects and initiatives, developed a client centric philosophy and built high-performance disaster data reconciliation teams, ensuring compliance with FEMA PA Disaster Reimbursement Requirements & OIG Audit Standards, thereby preventing delays and/or denials. She Possess a strong client focus, with a passion for customer service and maintaining effective business partnerships. Mrs. Llera will provide final financial review, QA/QC of all FEMA Electronic files and documentation and assist with Federal Contract Compliance Review. She will maintain all DP&O PW financial summaries and supervise all PW tracking.

DP&O's Recovery Specialists **Monica Hamblin, Lisdey Aparicio, & Guillermo Gutierrez** each have 5-10 years years of FEMA PA technical assistance emphasizing damage assessments, disaster records review and cost reconciliation, preparing FEMA PW submittals documentation and a strong background for contract compliance per 2 CFR 200 and contract and solicitation reviews.

**Michael Penfield, DP&O Recovery Specialist** facilitates the delivery of Public Assistance grant funding on behalf of Applicants; this includes (but is not limited to) developing the list of damaged sites, scheduling site inspections, summarizing applicant damages, coordinating requests for information and questions for applicant from FEMA staff working in a centralized location away from the disaster area, and managing Applicant expectations. For this project Michael will assist with to track and communicate progress of all projects through the entire program delivery model in coordination with the Applicant, provide accurate reply's to FEMA RFI's, review environmental compliance concerns (EHP, Mitigation, etc.), assist with Hazard mitigation opportunities discusses potential Hazard Mitigation opportunities with the client, and assist staff with key information gathering, document reviews for compliance and accuracy, attend site inspections and confirmation meetings.

**Rob Russakoff DP&O Snr. Recovery Specialist, Florida Certified Public Adjuster license, and 8 yrs. Experience.**

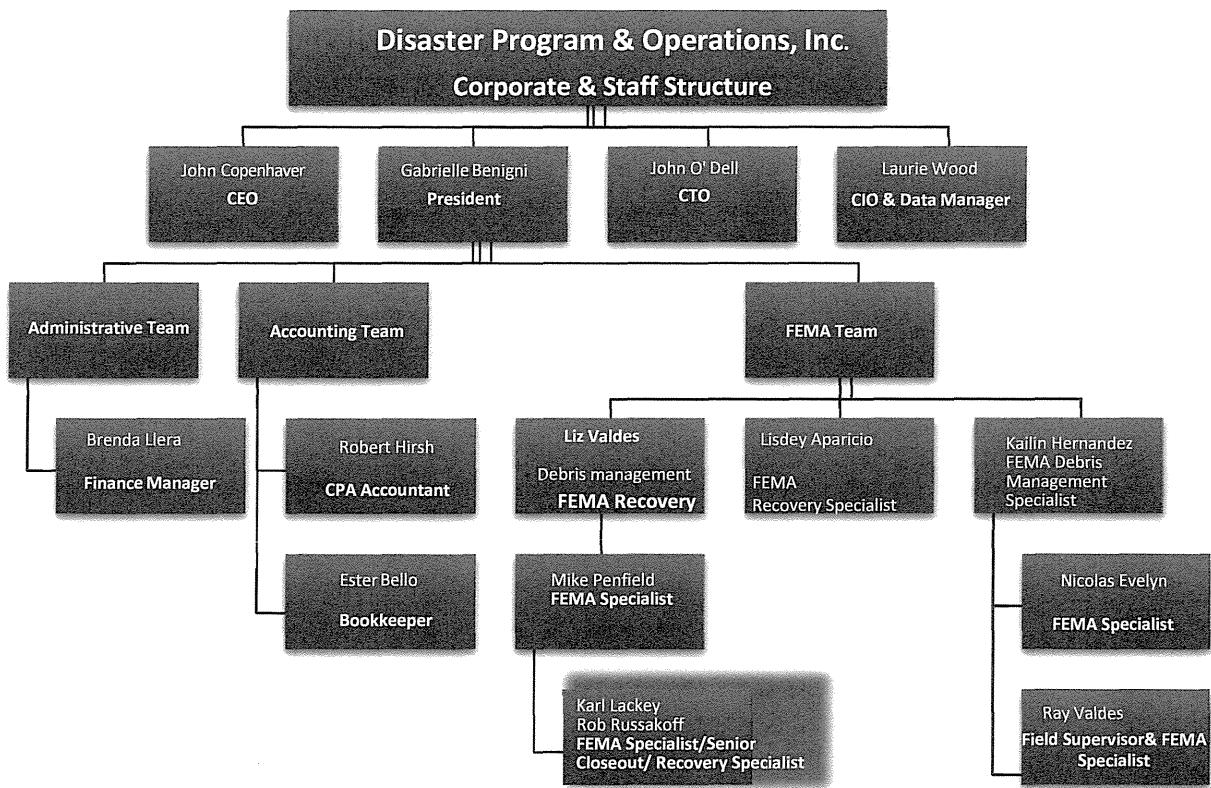
He has spent several years as DP&O's Operations Manager and FEMA Recovery Specialist is NIMS certified. He has Bachelor's Degree in Business Management. Rob is proficient in ESRI and GIS mapping, FEMA PA Portal and new FEMA Program Policy requirements for Disaster Documentation. He has managed Hurricane Irma Recovery Projects representing DP&O's Clients as Lead QAQC for FEMA Disaster projects submittals including Debris Removal and disposal Contractor records reconciliation, debris management site closure, emergency and Mutual Aid repairs, force labor and equipment for multiple departments, and LMS application submittals for the State HMGP program.

**Lisdey Aparicio, DPO FEMA Recovery & Debris Specialist, holds Florida Certified Public Adjuster license and** has 5 years' experience with Damage Assessments, Pre-Disaster Asset review and reconciliation, Emergency repairs costs data gathering, contractor invoices reconciliation and disaster debris management and monitor supervision. She specializes in emergency infrastructure repairs documentation and contractor monitoring, debris management and operations to ensure that all tasks are performed and monitored per the FEMA disaster reimbursement requirements.

**Karl Lackey, Recovery Specialist/Task Manager** for Infrastructure /Utility Assets and Disaster debris Projects. Karl has 10 years experience with ARC Gis, Utilities. He has performed as DP&Os Task Manger leading the Homestead Utility Project and FEMA Program submittals, including Materials and Mutual Aid contractors reconciliation. He also manages Monitor supervision and has served with DP&O in several capacities-Debris Management specialist, Damages Assessments, and Recovery specialist.

FEMA and the State, which includes emergency preparedness, hazard mitigation, disaster response and recovery, debris operations, grant management including HUD, and code enforcement.

Below is DP&O'S Corporate & Staff Organizational Chart:



**TAB 4 – PROJECT APPROACH**

## DP&O PROJECT APPROACH

DP&O shall provide all expertise, personnel, tools, materials, equipment, transportation, supervision and all other services and facilities of any nature necessary to execute, complete and deliver disaster-related financial recovery services as requested by the Village but not limited to;

- DP&O will guide the Village staff, specifically staff assigned to the Finance and Administration Department, through the FEMA Public Assistance Program.
- DP&O will provide personnel to augment recovery capabilities for declared and non-declared events, as needed by the Village.
- DP&O will provide pre-trained specialists under the FEMA Public Assistance Program as needed (including experience with alternative procedures).
- DP&O will prepare the scope of work and cost estimates for recovery project worksheets using Category A through G as necessary and prepare necessary documentation to support same.
- DP&O will prepare and review FEMA Public Assistance Worksheets to determine final eligible costs and third-party refunds and reimbursements.
- DP&O will perform close-outs, prepare appeals and extension requests and respond to audit findings, as requested.
- DP&O will act as the Village's advocate throughout the entire FEMA disaster recovery process.
- DP&O will advise Village staff, specifically staff assigned to the Finance and Administration Department, on FEMA's rules, practices and procedures and how to track costs, including direct administrative costs to facilitate reimbursement for all eligible client costs, including contractor costs.
- DP&O will provide general grant management advise and perform internal controls assessment.
- DP&O will conduct pre-audit activity and prepare documentation for audit.
- DP&O will assist the Village in integrating FEMA public assistance grant applications with property insurance claims.
- DP&O will establish a custom and comprehensive disaster recovery and continuity of operations plan.
- DP&O will determine the Village's level of eligibility and ensure receipt of full and fair FEMA and insurance reimbursements.
- DP&O will prepare reports for the State of Florida and FEMA as needed.
- DP&O will assist in providing interagency and disaster response contractor coordination and technical support.

**Experienced Program Manager & Project Team.** Our staff and project management team are very experienced with the new FEMA Program Policy, FEMA PA portal and procedures for documentation entry.

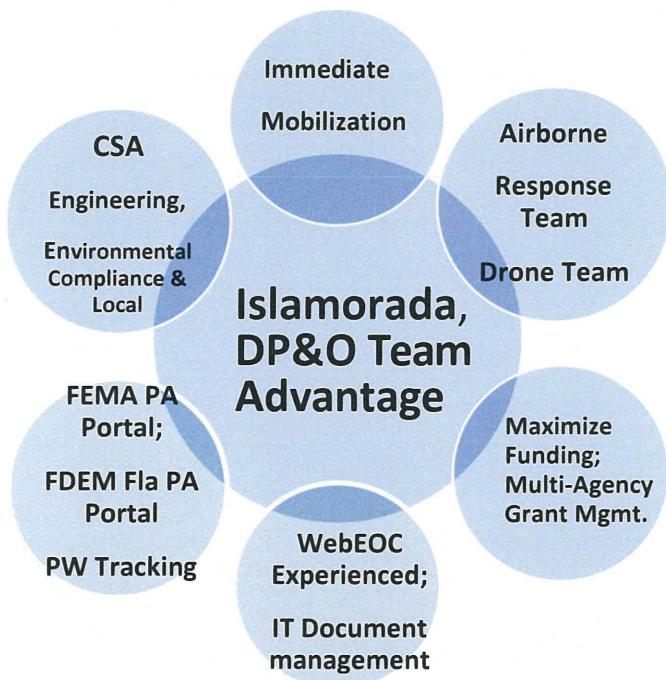
DP&O Staff consists of degreed environmental professionals, former Emergency Management directors, FEMA public assistance recovery experts, debris management planners, and Florida certified Public Adjusters all who are well seasoned with all the FEMA requirements for disaster reimbursement and experienced with the new FEMA PA portal program.

All our staff hold certifications with NIMS ICS100-800, FEMA Recovery, and Debris Management

Planning. DP&O has mobilized to more than 18 federally declared disasters (Wild Fires, Floods, Ice Storms, Tornados and Hurricanes) for clients in Oklahoma, New York, Florida, Mississippi, Texas, California and Puerto Rico providing turnkey disaster services from damage assessments, debris management, emergency services and FEMA Public Assistance (PA) and recovery documentation management meeting FEMA's requirements and Office of Inspector General (OIG) requirements.

**DP&O's project team is detailed in the below graphic**

#### **DP&O PROJECT TEAM**



 **A. Project Approach:** Our Team has prepared the following sections to address in greater detail the understanding, approach and schedule that the DP&O Team proposes to provide the Disaster Recovery Management Services in concert to the Village.

The DP&O Team has first-hand local knowledge of the area and is highly experienced with rapid mobilization to assist with the critical issues of documentation of the response emergency repairs, evolving damage assessments, donations and volunteer management, identification of all eligible projects, and CDBG/ HUD and other grants for infrastructure rebuild. We understand that the Village staff and resources may be exhausted beyond capacity and we are ready to mobilize to assist the staff and provide the resources to prevent the loss of critical data. Our decades of experience with working with multiple departments allows us to begin work on identifying and characterizing the Hurricane disaster damages and identifying additional unforeseen damages to properly develop the scope of work for RFPs and to initiate documentation and costs gathering reconciliation increasing efficiency and decreasing delays for FEMA obligations and reimbursements.

Disaster Program & Operations Inc. (DP&O) understands that The Village's desires to engage a firm with experience in the entire scope of post disaster recovery management, and emergency management administrative services including experience working with agencies in support of their recovery efforts under State and federal aid programs. Working in coordination with Village staff, DP&O's is ready and capable of performing the duties and work included the General and Detailed Scope of Services.

**OUR APPROACH IS TRIED AND TRUE**-DP&O proposes a three-phased approach to address the Scope of Services used on many projects providing the above scope of services. The Team overall programmatic approach typically falls into three major phases: **The Rapid Response Phase** (where we ramp up the program); the **Long-Term Recover Phase and Project Closeout**. During each of these critical stages the Team provides unique approaches that benefit our clients. Although, dependent on the client needs, these stages may overlap for individual projects, but they remain a solid guide for efficient project execution. Our focus is on quick closeout of projects and to obtain timely reimbursement. We bring to the engagement Lessons-Learned from past engagements as additional value-added and continually balance our resources to ensure the most effective use of staff throughout the lifecycle of each project to produce the most cost-effective program for the City.

Key aspects that the DP&O Team provides in each phase are provided below.

Phase I - Rapid Response	Phase II - Long-Term Recovery	Phase III - Project Closeout
<ul style="list-style-type: none"> <li>• <b>Interface/Integrate</b> with City Departments</li> <li>• <b>Damages Inventory</b> Review/ Update Utility Damage Assessment Surveys</li> <li>• <b>Environmental</b> Compliance emergencies and issues</li> <li>• <b>Document Management</b></li> <li>• Data Gathering, Review/Initiate Cost/ Record Reconciliation</li> <li>• <b>Financial Needs Alignment</b></li> <li>• <b>Engineering</b> Report/Assessment</li> <li>• <b>Contracts &amp; Internal Policy Review</b> Mutual Aid Agreements (MAA), &amp; Invoices Compliance</li> <li>• <b>HMGP</b> Identify opportunities</li> <li>• Initial Project Formulation, Damages descriptions and dimensions</li> <li>• <b>PW Preparation</b>- Small PW &amp; Priority work</li> <li>• Begin Other Funding Source Identification</li> </ul>	<ul style="list-style-type: none"> <li>• <b>PW Preparation Continued</b>- PW scope and costing</li> <li>• <b>PW Obligation Pursue</b></li> <li>• <b>Engineering Design</b>, as needed</li> <li>• <b>RFP /Solicitation preparation</b></li> <li>• Continue Funding Identification &amp; Pursuit</li> <li>• <b>Project Prioritization</b>, implementation and timelines</li> <li>• <b>Electronic Records</b> database-Ongoing</li> <li>• <b>PW Versions</b>- As needed</li> <li>• <b>Disaster Cost Reconciliation</b>, as needed</li> <li>• <b>Pre-Audit-FEMA</b> submittals and records</li> <li>• Recovery Projects Monitoring &amp; Environmental compliance</li> <li>• Timely reimbursement requests</li> <li>• Timely Progress Reporting</li> <li>• City Staff Training- As needed</li> <li>• Update Disaster/ Debris Plans- As needed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Tracking</b></li> <li>• <b>Reimbursement Coordination</b></li> <li>• <b>Project Completion</b></li> <li>• <b>Project Close-out</b></li> <li>• <b>Grant closeout</b></li> <li>• <b>Audit support</b>, defense if needed</li> </ul>

## 1. Rapid Response Phase

### A. City Kick Off Meeting/City Reconnaissance (meeting with department leads, key staff, engineering, facility managers, etc.).

Our team brings experience with your financial, management and facilities staff so we are able to **quickly integrate with no learning curve**. More important our experienced staff will be able to assess your overall needs and impacts. A multi-discipline team of FEMA specialists, debris specialists, document control, engineers and funding specialists will be provided to make sure no damage or opportunity is missed. DP&O will provide early advice on how to structure and pursue projects for 404 Hazard Mitigation, USACE, NRCS, FHWA and CDBG funds.

**During City reconnaissance meeting DP&O will review DA Inventory and recovery projects status including the following:**

1. Damage assessments details review, for FEMA categories A-G, List of all known assets/facilities damaged; During this we will discuss and Identify Environmental or historical compliance or concerns; Historic preservation areas identified and List of facilities covered by insurance; policies are required at meeting.
2. Communicate risks that could preclude our ability to optimize reimbursements and make recommendations to City for reimbursement tasks.
3. Work completed and, if so, associated documentation (e.g., invoices, contracts, bids, spreadsheets with Force Labor/Equipment account information). Assist the City through FEMA, State (or other agency) guidelines to ensure the capture of relevant data related to procured goods and services. Provide oversight of recovery contractor's billing to ensure all costs eligible for disaster grant funding are documented and claimed.
4. Ensure City documentation is sufficient to respond to Office of Inspector General (OIG) audits and reviews.
5. Obtain and review all FEMA/State, PDAs, Request for Public Assistance forms, applicant briefing meetings, including FEMA/State Site Inspections.
6. Meeting with Department Supervisors - Identification of all expenditures eligible for reimbursement under FEMA categories A-G per department and per FEMA Category. This includes a review of Submitted Category A-G Projects and supporting information. In this we will provide a checklist to each department for FEMA required critical documents and provide assistance assimilation all documents.
7. Alternative Procedures for permanent work and debris removal projects per Sandy Recovery Act
8. Ensure City disaster recovery and restoration procurement processes comply with laws, regulations and guidelines as required by FEMA, State or other agencies
9. Identification, of Work Completed and Work to Be completed schedules; FEMA Alternate or Improved Projects; Includes a review of HMGP projects identified and or submitted for Local

Mitigation strategy.

10. Obtain Engineering estimates and defined Scope of Work per recovery projects.
11. File Immediate Needs Funding if State participates. File for Immediate Needs Funding based on FEMA approved projects (50%) to decrease financial detriment to the community.
12. Obtain facility inventories and materials used schedule facility assessments.
13. Obtain and Review City Internal Policies (Payroll/Overtime, Insurance, Disaster Emergency contracting) for Federal /FEMA compliance, coverages, items not covered and deductibles.
14. Review available Hazard Mitigation projects identified. Comprehensive mitigation program development, including mitigation plan, cost benefit analysis, project management, GIS mapping, environmental review and staff augmentation
15. Federal Grant projects identified (CDBG ....).
16. Provide assistance in advising and applying for Department of Economic Opportunity and other Federal, State and local grant sources.
17. Assistance in tracking costs for City staff and resources and volunteer time
18. Provide advice concerning housing options
19. Provide advice and assistance in applying for grants to rebuilt necessary infrastructure
20. Site inspections that could be conducted immediately following the Kickoff Meeting.

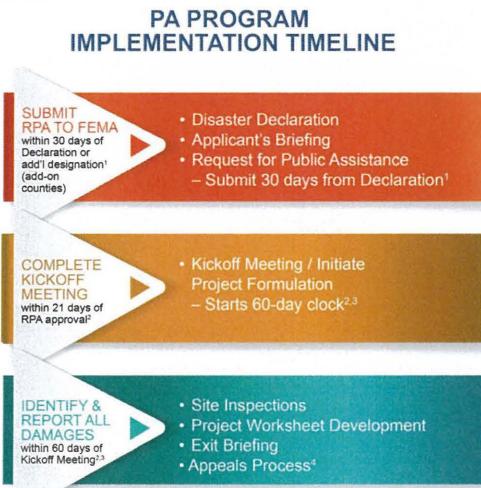
**B. Initiation and Review of Damage Assessments.** Assessment and justification of damages is often where funding opportunities are missed and or recovery project scope does not match per FEMA requirement. During DP&O's rapid response phase our team will focus on identifying resources necessary to properly document damages and maintain validation to match recovery projects. Whether staff are needed that can assess Water control facilities, or impacts to buildings we have the Professional staff that assist with these assessments

**C. Document management system development.** The DP&O Team's brings exceptional capabilities in developing a document management system that **aligns with the reimbursement process for multiple funding agencies** and is setup to make the closeout and auditing process seamless. DP&O understands integrating the required document control systems for closeout and audit early with the City is essential to minimizing any funding de-obligations in the long-term. (More detail on this system is provided in the auditing section of this proposal). **Development of proper document retention procedures and cross-training of City staff will allow the City to respond and be audit ready for any State or Federal audits long after closeout is done**

**D. Application and Documentation of Time Extensions:** Emergency Work (Categories A & B) time limits are six months to COMPLETE work, with a possible six-month extension granted by the State upon written request and justification. Permanent work time limits are 18 months, with up to 30 months with possible extensions granted by State. Our goal is to identify any extension requests as quickly as possible and submit those in writing to the State and FEMA to ensure they are processed BEFORE the time limit has expired. FEMA may deem certain projects ineligible if these time limit extensions are not approved per the PA Implementation Timeline (see below figure).

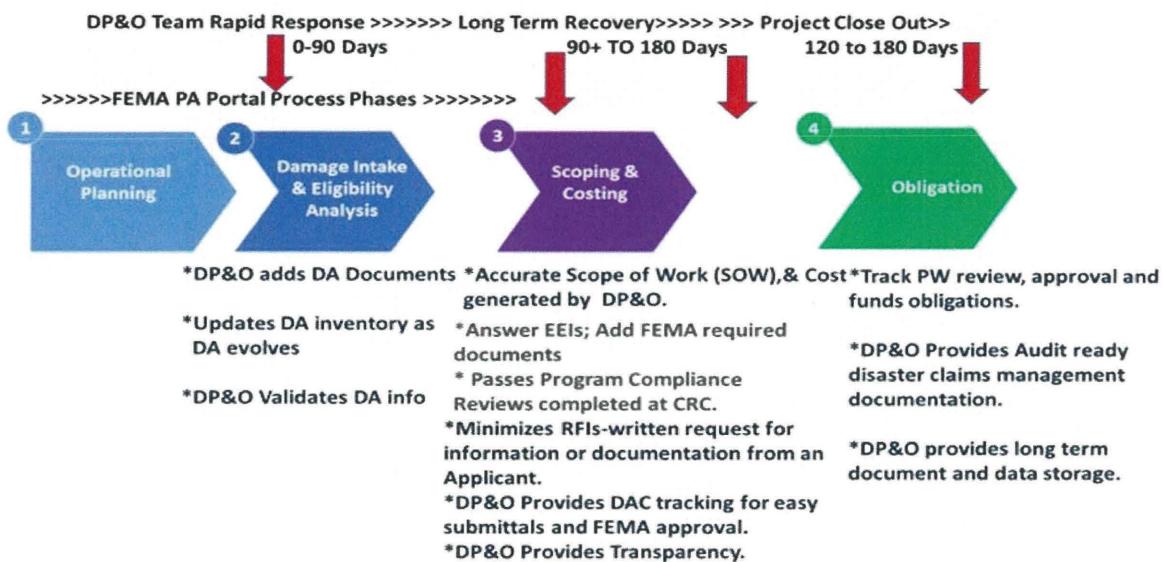
**E. FEMA PA Process Phase 2, Damage Assessment Intake and Eligibility:** This phase of the new FEMA process is very critical since DP&O's experience has identified issues within the FEMA Portal that can cause questions regarding the scope of work accuracy as compared to the damage descriptions summarized by the FEMA site inspectors. DP&O will ensure that FEMA site inspectors include accurate damage descriptions consistent with our

Damage Assessment team validations.



1. Refer to 44 CFR 201.202c  
2. Kickoff Meeting is considered first substantive meeting with FEMA/State  
3. Refer to 44 CFR 206.202d.1.ii  
4. Refer to 44 CFR 206.205

DP&O's team methodology, document management system and project tracking facilitate the **FEMA PA Portal requirements for document entry**. Our project tracking ensures that all requests for information and replies are tracked, and comply with FEMA submittal deadlines. The below diagram summarizes DP&O's estimated timeline for the City Disaster Recovery Tasks: **NEW PA Program process**.



**F. Develop a Strategy to Target Required FEMA Matching Funds.** As part of the financial system alignment, DP&O Team will assist in establishing strategies to help the City meet the matching fund requirement for receipt of FEMA and other federal funds. As required all federal funds will be identified to a specific federal revenue sub-account; a specific sub account will track matching state grant proceeds received. Whether identifying donated resources to offset the match requirement, providing support to justify a reduced match, or pursuing CDBG or other funds to provide the matching dollars, DP&O will develop an approach that meets the City's needs.

#### **G. FEMA Public Assistance & Disaster Recovery Management Services**

The project approach proposed by the Team incorporates all General and Detailed Project Services included in the City RFP. The Team will ensure that all management, and administration of disaster recovery projects, and associated disaster reimbursement costs claims and documents comply with FEMA and other federal agencies will comply with the requirements of the 2018 Program Policy guide, 2CFR200 for procurement and contracting, and OMB Cost Circulars A-133 Audits and Office of Inspector audit tips. In addition, all state and federal environmental policies for permitting and reporting will be adhered to.

**Attention to Closeout on Day One.** Our approach will focus on closeout and auditing requirements from the first day on the job. Development of proper document retention procedures and cross-training of City staff will allow the City to respond to any audits long after closeout is done

Once the Scope of Work and Cost Estimate is complete, supporting back-up documentation will be attached, these may include procurement policies, contracts, bid tabulations, invoices, purchase orders, proof of payments, pay policies, payroll registers, Force Account daily activity logs, equipment logs, and emergency call logs, damage assessment validations, blueprints, etc.

These PW support documents will be part of an applicant's grant application as required by federal regulation and are to be maintained in the document management system for possible future audit.

The PW final project and cost estimate with supporting documents would then be submitted to FEMA PA Portal and DP&O will answer all Portal "EEI" Questions promptly for Prompt document submittal entry for JFO review and submittal to CRC and EMMIE for obligation.

**\*DP&O PW Submittal, Review and Approval Tracking- will be maintained**

**throughout the FEMA new Financial System Alignment** – The DP&O Team firmly understands that planning for and tackling the financial demands of a disaster recovery effort are often the most challenging for any City. Accordingly, we stress establishing an early understanding of the City's financial needs and developing strategies to implement to address them. The DP&O Team has successfully pursued multiple mechanisms such as expedited PW reimbursement, Community Development Loans, alternative funding sources and other mechanisms to help the City bridge the financial demands that come with fronting all disaster recovery costs. The DP&O Team will compare City current system with the financial requirements to develop a **centralized system that captures the appropriate eligible cost information in a timely manner** for reporting to support reimbursement.

## 2. Long-Term Recovery

Key aspects to the DP&O Teams' approach to the Long-Term are as follows:

**\*Continued Identification of Funding through the Recovery Process** – We understand that a variety of funding becomes available as the process unfolds, whether identifying additional damages, justifying better damage estimates or pursuing funding as it becomes available later in the process such as 404 Hazard Mitigation, CDBG Disaster funds, etc., the DP&O Team will remain focused at every step to pursue funding.

**\*Implementation of Lessons Learned** – Through the approach section the DP&O Team will demonstrate our lessons learned from past events that should benefit the City.

**\*Periodic Adjustment of Resources.** As the recovery proceeds, needs may shift from grant management to procurement to construction oversight and engineering estimates review. | DP&O will adjust the staff mix as necessary during all phases of recovery.

### A. Database Reporting: Disaster Financial Management and maintaining separate Disaster accounting costs records is

required by FEMA for federal disaster reimbursement and is one of the most important aspect of FEMA PA Program project compliance. FEMA recommends that an applicant should begin to record emergency response and disaster recovery actions before the President declares a disaster. Similarly, the Office of Inspector General confirms that an applicant accounts for FEMA project expenditures on a project-by-project basis according to federal regulations. Federal Grant Programs require separate grant management and maintaining separate accurate accounting of grant funds allocations and project records.

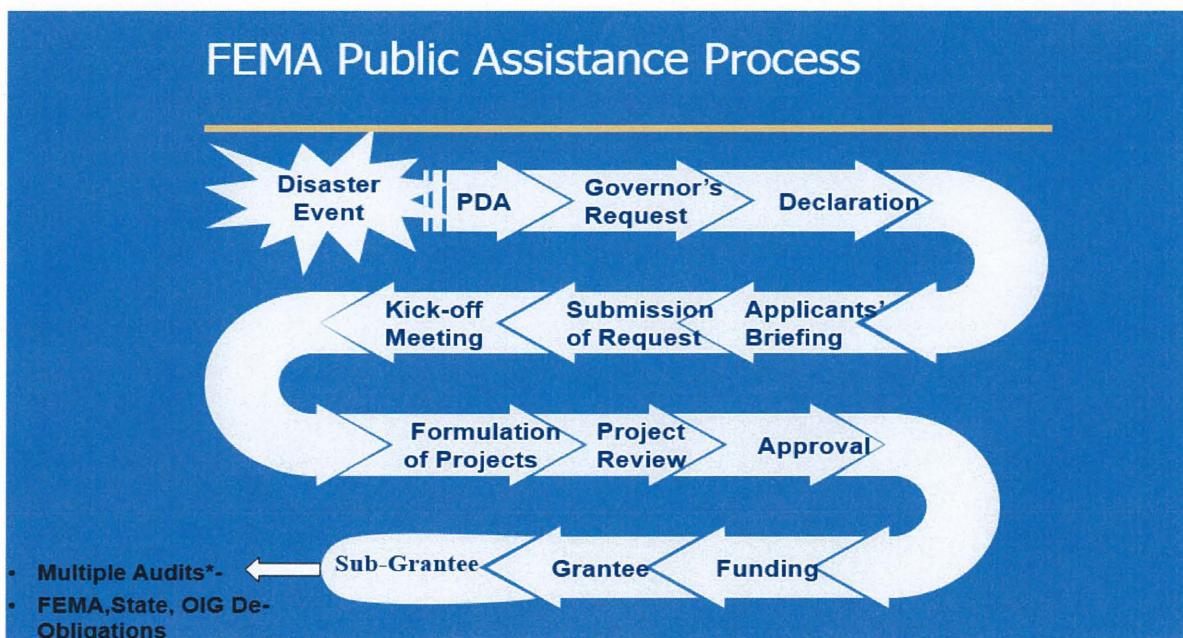
DP&O will collect, audit, reconcile and ensure the accuracy and completeness of all disaster recovery

data. This data and associated documentation will be digitized and stored in auditable formats for use in the PA reimbursement process. All documentation and data produced by DP&O will be in compliance with the requirements of FEMA, FHWA and other applicable federal, state and local agencies.

DP&O will utilize our Disaster Claims Management System platform to maintain all Disaster Recovery costs, PW submittals, and Track Funds. DCMS will prevent duplication of data entry and facilitate long term storage of volumes of disaster documents in audit proof format.

## **B. FEMA Public Assistance Advisory services**

Below is a diagram of the FEMA process which is very detailed and can cause an applicant delays in reimbursement if time deadlines are not strictly adhered to for projects identification and documents review. We are experienced with the FEMA Process and the new FEMA PA Portal and internal complexity of reviews, Portal deficiencies and document entry issues of the FEMA PA Portal and we are ready to represent the City to expedite a smooth transition throughout disaster recovery PW submittals, costs tracking, PW review, and funds obligation.



## **C. Integrating Disaster Financial, and IT Program Data**

DP&O believes that the key to strong project financial management begins with establishing a laser sharp focus on the project plan and holding all stakeholders accountable for their respective contributions to the project's success. DP&O's data records management and tracking system provides real time financial information not only on the sources of project funding but also on the status of each project expenditure. This approach allows the owner partner the ability to look in at any time to monitor the financial picture of the recovery and review the project documentation progress. This approach provides access to project information that can immediately identify

potentially ineligible costs initiated by contractors or in records discrepancy.

Disaster data and records will be entered using electronic and manual methods. This can be accomplished in several ways whichever is best suited to the City and provides for the most time and cost -effective Recovery Program: These include:

- **Method 1-** City Disaster data will be reviewed and identified and easily tagged with Application Program Interface (API) downloads to feed our **Disaster Claims Management System (DCMS)** Database, Disaster Recovery costs tracking and document storage database. This will minimize data entry for force labor and equipment, contracts, purchasing records and other inventories (for example: materials, and maintenance programs).
- **Method 2-** Using City's Financial spreadsheets, Excel inventories “tagging” data for input and/or performing manual data entry (force labor, force equipment, contractors, materials, vendors) and including City spreadsheets as part of the required submittals entered as attachments.

Throughout the recovery process the solution can be populated both manually and electronically or use existing inventories to expand on the evolving data (labor, equipment (associated daily logs), contractors/mutual aid contractors (contracts, solicitations, daily logs/invoices, etc.), materials, inventory maps, engineering reports, policies, and etc.).

## D. Aligning the City Financial Disaster Data

Our Team will develop processes for the City to properly integrate disaster document information as necessary to optimize compliance with FEMA, State, or other agencies and ensure City documentation is sufficient to respond to Office of Inspector General (OIG) audits and reviews. The use of the DP&O's Disaster Claims Management System (DCMS) can integrate with City's existing asset, inventory and costs accounting systems with our data base and document management system. This provides for a comprehensive disaster document management system per Department, per project, per FEMA Category. DP&O's DCMS provides a cost savings and unique features of our approach to information technology and data management include:

- Integrates with existing City asset, financial and inventories, and ability to have all Disaster data information with supporting records in one location: Force Labor/Equipment, contracts, materials/vendors, including Assets and damage assessments validations.
- Complies with FEMA required stringent damage assessment documentation to support emergency/recovery cost. For each asset damaged our solution will maintain and carry over thru recovery all Damage assessments validations including the pre- disaster asset status documentation (Inspections, warranty logs, photos, maps, purchase orders, daily logs, etc.).
- Maintains City FEMA applicant required information (entered only once) to prevent duplication of data entry for numerous FEMA projects submittals. This includes the FEMA applicant fringe benefit calculation sheet per department which is required for each FEMA Project submittal.
- Uses City data and maintains all disaster financial costs per FEMA template (Force labor, equipment, contractors, materials) requirements and auto populates Federal FEMA reimbursement forms per FEMA Category, per Project, and any other federal grant forms. This allows efficient comparison of FEMA representative's changes to City's FEMA Disaster PW costs submittals.
- Links Force equipment to FEMA equipment cost codes.
- Provides City specific disaster reports and maintains client policies and other information (via links or documents) required for federal reimbursement.
- Prevents duplication of data entry, multiple copies and scans, and preserves document quality for long-term OIG disaster document storage audit requirements.
- Maintains all Debris Removal costs and documents per FEMA (Category A, Debris Removal) reimbursements, ensuring records compliance. This includes: Force labor, equipment, materials and contractors as detailed above and stores required submittals as attachments: debris progress maps, contracts, solicitations, reply proposals, labor and equipment daily logs, monitor logs, leaners / hangers/stumps, debris removal tickets and ledges, disposal tickets, and TSDR permits; City Debris Management Plan. \*Provides reconciliation of debris removal load/haul, disposal.

## **E. Records Reconciliation, Validation and Input.**

All manual and electronic files will be reviewed and reconciled and filed per Department, per following FEMA Categories, and per project and will include the associated force labor, equipment, materials, contractors/mutual aid, daily logs, project correspondence, damages validations and pre- disaster status of damaged facility/asset. Donated resources and volunteers will be maintained separately. This reduces human error and provides for easy organization and compilation of Response and Recovery costs.

All Disaster Project Files Documents Required per FEMA reimbursement and OIG audit tips will include: Force labor ( time ledgers, payroll), Force equipment ( daily equipment sign in out sheets), Materials, Rented Equipment, Contractors & Mutual Aid (areas worked, daily logs, invoices); Solicitations and Contract Awards; City proof of Assets ownership; Leases & Maintenance agreements; blueprints; inspection reports and Maintenance notes; Damage assessment with pre- disaster status/condition of asset.

DP&O Recovery Team will gather, validate, reconcile records for the following but not limited to:

- Damage Assessments Documentation
- Force Labor Records Review
- Employee Additional Recovery Roles
- Force Equipment Records
- FEMA Cost Code Assignment/Equipment with FEMA Cost Codes in Excel
- PW Worksheet templates
- Materials

**All recovery material will be reconciled as follows:**

**\*Pre -Disaster Existing Inventory:** will be reviewed and reconciled with purchased materials used for recovery and those purchased for restocking inventory.

**\*Policies (Payroll and Insurance)** - All payroll, overtime policies will be reviewed for federal compliance with overtime pay and comp time for key management.

**\*Insurance**- an available copy of insurance policy for all assets claimed and the schedule of values with deductibles.

**\*Buildings /lease agreements** reviewed and included with disaster documents: a copy of any lease agreements, or maintenance agreements for items claimed for FEMA reimbursement showing maintenance responsibility of the assets claimed for damage repairs; and any staging properties, or buildings temporarily leased as a result of the disaster and claimed with disaster reimbursements will require copy of leased agreements.

**\*Donated Resources**- all donated resources and volunteers will be gathered, reviewed and included for reimbursement advantages.

- This log will be used to calculate the Donated Resource credit the applicant will receive to reduce the 12.5% share of the project cost

**\*Category A – Debris Removal Documents Review** (Debris Removal, Staging/Reduction and Disposal)

*Debris Contracts* –All Debris removal contracts and monitoring contracts, Request for Proposal (RFP), selection criteria; Emergency Contract(s), will be reviewed for FEMA and Federal Contracting compliance.

The following debris removal records will be reconciled for accuracy and FEMA compliance and FEMA required Debris Documents per Appendix D of Debris Removal Pilot Program:

\*Debris removal contractors and monitors invoices will be reconciled for the following items and with associated daily logs and invoices for services per contract billing rates and terms. Discrepancies or issues will be documented and issued to the designated City representative for Debris Contractor invoice corrections.

\*Leaners, hangers, and stumps, - reconciled with Debris removal invoices, per contract cost items and per monitor logs data. We will validate leaners, hangers, and stumps compliance for FEMA documentation including: photographs, GPS locations, quantities and stump measurements.

\*Debris Removal Load/haul ticket ledgers— We will obtain and review daily Debris load/ haul ticket ledgers and ensure they have been reconciled for duplicate and or missing load/ haul tickets. Reconciliation identifies any discrepancies between load/haul cubic yards and actual debris quantities, and debris removal invoices will be reported to City for debris removal invoices corrections. Additionally, ticket ledgers will be spot checked for a truck certification haul capacity (cubic yards). Load haul tickets will also be validated and spot checks for accuracy per ticket ledgers.

\*TDSRS Final Haul out to permitted disposal facility-final haul out ticket ledgers will be reviewed and reconciliation with actual disposal facility ticket ledgers to identify any discrepancies between debris quantities hauled and disposed. Spot checks on final haul out tickets and disposal tickets will be performed for accuracy and per FEMA compliance.

\*Additional Debris Removal documents to be reviewed and validated include the following:  
-Truck Certifications and Truck Certification logs; -Maps and or streets of Emergency Roads clearing; -Debris Removal Progress maps and priorities per city Debris Management Plan;  
-Photos and GPS locations; -TDSR permit- Baseline report and TDSR closure report.

\*All aforementioned reconciled and final Debris removal and monitor documents will be filed manually and electronically and submitted with FEMA Category A FEMA Project Worksheet per Debris Pilot Program requirements.

## **F. Insurance and Other Funding Support**

Understanding the City's existing insurance coverages is a key component to ensure full advantage of available program funding opportunities. In many instances, the insurance may simply replace available FEMA funding for damaged facilities. However, instances occur where insurance could be interpreted as required by FEMA, but not in place. Thus, there could be a danger of FEMA deductions for actual damages incurred as a result of FEMA seeing the Applicant as underinsured. We understand these coverage rules and has successfully obtained funding by properly documenting damages and applying the existing policies.

We understand how to support the City to pursue FEMA funds to support the gap between actual damages and the degree of available insurance reimbursement.

We are well versed in the numerous opportunities to enhance disaster recovery funding through **FEMA, HUD (CDBG)** and various other agencies. In addition to maximizing the available funds, we are ensuring that necessary and sufficient documentation is being collected, assimilated, reviewed and validated, audited, filed and stored so that no opportunity is adversely impacted by improper or insufficient documentation.

Most importantly we know how to pursue funding through other agencies. We also understand that FEMA funding may not be available for all your

DP&O knows how to pursue and implement funding from these agencies. For example, the funding sources should be considered dependent upon the circumstance:

**\*Federal Highway Association Emergency Relief (FHWA-ER)**— grant funding for work on Federal Aid System (FAS) roads.

**\*National Resources Conservation Service Emergency Watershed Protection (NRCS-EWP)**— grants for work on wetlands, floodplains, and watersheds.

**\*Housing and Urban Development Community Development Block Grants (HUD-CDBG)** – as further indicated below this is a common funding source that occurs after disasters and can be utilized to fulfill the match and other resource needs.

## **G. Hazard Mitigation Support**

A key aspect to maximize hazard mitigation opportunities is early identification prior to implementation of permanent repairs necessitates qualified engineers experienced in disaster recovery to be involved during the damage assessment phase of the recovery. In addition, it is critical that this staff understands the difference in 404 and 406 funding opportunities. Often in a rush to return to normalcy, repairs are made that are either permanent or deemed as permanent by FEMA. Meanwhile rebuilding in a slightly different manner could incorporate hazard mitigation at an incremental cost increase that could be and often IS approved by FEMA.

**406 Hazard Mitigation** is directly approved into PWs for a specific damaged element. The funding is available as soon as the project worksheet is obligated. The hazard mitigation activity must be directly related to the damaged element. For example, 406 Hazard Mitigation funding will pay the cost to build a platform to raise a damaged emergency generator to above the flood level. However, it will not pay the cost to transfer the emergency generator to another facility.

**404 Hazard Mitigation** is a separate funding source that is coordinated at the State which involves a competitive process and often involves a much wider universe of activities that could be considered hazard mitigation, such as complete relocation of facilities, provision of safe houses, providing equipment that did not exist prior to the event like emergency generators, etc. The competitive process to obtain the funding often starts long after the obligation of

PWs that include 406 Hazard Mitigation. Knowing these differences may be essential for the City to achieve its goals as it will ensure the project team takes the necessary steps to pursue 404 Hazard Mitigation funding and/or CDBG funding at an early stage so that funding for critical needs is captured.

For performance on the hazard mitigation analysis we are consistently updated on disaster industry trends, including Cost-Benefit Analysis of mitigation options. We are familiar with the Benefit-Cost Analysis (BCA) Tool Version 5.0 which is available online at no cost and more easily demonstrates cost-effectiveness when applying for FEMA's Hazard Mitigation Assistance (HMA) grants. This tool includes guidelines, methodologies and software modules for a range of major natural hazards including:

- Flood (Riverine, Coastal Zone A, Coastal Zone V)
- Hurricane Wind
- Tornado Safe Room
- Earthquake
- Wildfire

### **3. Project Closeout**

DP&O firmly understands that successful project closeout starts the first day of disaster recovery. A focus on proper documentation procedures, pre-auditing and proper procurement procedures at the onset of the recovery assures a smooth project closeout phase.

**Attention to Closeout on Day One.** Our approach will focus on closeout and auditing requirements from the first day on the job. Development of proper document retention procedures and cross-training of City staff will allow the City to respond to any audits long after closeout is done

To enhance the closeout process, we focus on the following key aspects to provide an effective closeout procedure:

- **Stress on Quick Closeout of Projects.** Many PWs particularly involving Category A and B activities can often be moved to closeout quickly. We recommend all projects be moved to closeout as expeditiously as possible.  
Developing the closeout files is most effective when everyone's memory is fresh and staff involved in the activities are still accessible.
- **Client Staff Involvement/Cross Training.** We understand that the City may want or need to end support activities prior to the extended closeout process that sometimes can occur at the FEMA level. Thus, integrating City staff into the long-term recovery and closeout phase will be essential to DP&O.
- **All client disaster Data is Stored in DP&O's Disaster Claims Management System** for long term

document storage and to facilitate project close out and future audits

For all DP&O clients we maintain a **PW template excel summary per each Final PW with support tabs for Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials** if used. The PW Summary sheet for each project provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share.

**DP&O maintains a tracking system** that documents the Date of PW FEMA PA Portal applicant submittal, and FEMA acceptance. The **PW is then tracked thru CRC approval to FEMA EMMIE obligation.**

**Each PW per FEMA Category is maintained both electronically, and manually in audit proof format** to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

#### **A. Emergency Management Support Services**

DP&O believes the most important aspect to emergency management services or post—disaster recovery continuity of operations is a thorough preparation before an event occurs.

Whether assessing activities of in-house personnel or outsourced resources, establishing these needs after the event makes the success of recovery less robust. This involves a review of at least the following:

- Existing Emergency or Disaster Response & Recovery Plans; Emergency Operation Procedures
- Previous Hazard Mitigation Planning Efforts
- Existing on call contracts for emergency services
- Existing in-house resources for emergency operations and proximal resources availability (e.g., Mutual Aid)
  - Operational failures during past events Disasters planning realizes the urgent need for a

Disasters planning realizes the urgent need for a regional planning, response and recovery to unify our internal capabilities and resources in the event any one or more of your departments or mutual aid members exhaust their capabilities. We include an “All Hazards” in scope, which means that the guidelines, as well as accompanying procedures address disaster response and recovery to natural, man-made, and technological events.

We take an innovative approach to disaster planning, response and recovery leveraging existing communications tools and cloud-based technologies for more efficient communication, notification of and mobilization of resources before during and after a disaster.

With Disaster Planning we can provide a process to assist the City EM if necessary and other City departments accompanying Emergency Operating Procedures (EOPs) and “templates” that can be adapted to specific needs and requirements of each Department to further guide consistent emergency readiness, providing roles/responsibilities and successors, response, damage assessments, emergency costs documentation and recovery procedures between departments to support rapid response deployment.

Our Disaster Plans and EOPs adhere to the Incident Command Structure (ICS) summarized below. NIMS provides a consistent nationwide approach for federal, state, tribal, and local governments to work together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

The components of NIMS Incident Command System (ICS) - summarized below.

\*Identification and management of resources (including systems for classifying types of resources)

\*Collection, tracking, and reporting of incident information and incident resources

\*Qualification and certification; Training

\*Multi –Agency Coordination

\*ICS is used by all levels of government (federal, state, tribal, local, first responders, non- governmental organizations, private sector) and is applicable across disciplines.

Key Characteristics of ICS Management includes the following:

\*Common terminology, ensures all employees use terms that are standard and consistent.

\*Modular organization, enables ICS structure to expand or contract as needed by the incident.

\*Integrated communications, establishes a common communications plan, standard operating procedures, clear text, common frequencies, and common terminology. Collection, tracking, and reporting of incident information and incident resources.

\*Unity of Command, each person within an organization reports to only one designated person.

\*Comprehensive resource management, maximizes resources use, mobilization efficiency, consolidates control of single resources, reduces communications load; Identification and management of resources (including systems for classifying types of resources).

\*Manageable span of control, limits number of resources that any supervisory control to between three and seven, with five being optimal.

\*Designated incident facilities, which include an Incident Command Posts if necessary.

\*Deployment- of local, interstate support, and national federal support.

\*Information and Intelligence Management- streamlined reporting of outages, restoration forecasts, damage assessments, and resources mobilized.

\*Disaster Planning should include identifying certain key facilities for grid hardening to leverage the Hazard Mitigation funding opportunities offered and encouraged by and State and FEMA after a federal declared disaster. resources and staffing levels appropriate for support functions

## **B. Lessons Learned Applied**

Based on our extensive experience, we know that the following activities are critical to an effective FEMA Public Assistance program:

\*Early organization and accurate tracking of Category A and B activities to maximize reimbursement. Meticulous documentation and tracking of employee time, identification of outsourcing opportunities, and accurately capturing activities is critical to recovering costs of efforts spent.

\*Utilization of experienced and multi- disciplinary staff to perform damage assessments that will ensure eligible damages are fully identified and appropriate language is used in justification of the damages. Whether justifying that a facility is more than 50% damaged and requires complete replacement, developing approaches to identify and repair buried infrastructure – early involvement of experienced technical and engineering staff is critical to properly identify and justify damages incurred. DP&O's extensive experience with the local area will be an essential resource to properly assess and justify damages to the City.

\*Early identification of hazard mitigation opportunities is essential to ensure permanent repairs are not implemented that would prohibit the incorporation of hazard mitigation elements.

\*Proper organization of potential Project Worksheets (PW) will assist to ease long-term reimbursement. This will ensure that direct administrative costs and project management time is accurately tracked to facilitate full reimbursement.

\*Appropriately addressing underground infrastructure damages. Documenting and proving damages to underground infrastructure such as sewer collection lines or storm drainage lines is often a challenge, particularly in older systems. Various methods to document that the system was in working order prior to flooding event is essential.

Also, understanding factors that document the system is damaged will assist with this effort. This is often the most difficult damages to justify FEMA approval for funding, thus understanding the best

methods to approach It is necessary. DP&O has extensive experience obtaining such approvals in multiple jurisdictions for different events.

\*Exploring alternate/improved projects, and HMGP grant projects, should be done as early as possible and prior to initiating permanent repairs. Instead of rebuilding multiple facilities.

#### **4.B Firm's Capability and Commitment of Resources to Meeting the Village's Requirements, Including (but not limited to logistical conditions, staffing, mapping, and the requirements of FEMA, FDEM, FDOT, and FHWA).**

DP&O is committed to providing prompt Response and Recovery Management services that are flexible, cost effective, timely, and aligned with City of Miami Beach 's objectives. Critical to the evaluation of a potential partner is the comfort in your decision to align with a service partner who can meet the City's needs.

**DP&O will supply the Village staff if necessary with access to our ATT Frist net phones. We hold an additional 75 Sonim shock/water proof Androids ATT First net hard ware with push talk capability. All DP&O staff maintain a unit and back up chargers. With each unit includes the "Utility/Asset Mobil App" with our state of the art mapping, imagery and asset details program that interfaces with our database for real time tracking of staff, crews, and allowing for rapid accurate gps of any assets and damages with images and notes.**

**DP&O is committed to supplying the Village a comprehensive and turn key Document and Disaster Claims Management system for long term document storage . This also provides a PW template excel summary per each Final PW with support tabs for Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials if used. The Disaster Claims system allows the PW "folder" Summary to maintain all supporting backup documents. Each PW summary sheet provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share.**

DP&O is committed to facilitate all resources including but not limited to drone teams, mobile PODS for office/storage/ shelters/temp. living facilities ) and power supply/ hook up and any other logistics and mapping as required by the Village

## 4.C. Operational Response Plan and Mobilization Schedule Summary

	Task	Deliverables/Milestone
<b>Response and Mobilization Strategy</b>		
<b>Phase 1</b>	<b>Rapid Response (0-90 Days)</b>	
H+48-72 Hrs.	Within 48-72 Hours of Notice to Proceed (NTP)	<ul style="list-style-type: none"> <li>Mobilize DP&amp;O Project Executive &amp; Manager and other key staff</li> </ul>
H+72 Hrs.	<b>Mobilize to meet with City recovery group &amp; Negotiate Contract</b>  Commence work per City work orders	<ul style="list-style-type: none"> <li>Review Damage Assessments</li> <li>Review Emergency Services Tasks</li> <li>Review Utilities, Infrastructure, Existing IT &amp; Inventory Systems.</li> <li>Implement Rapid Response Tasks</li> </ul>
Week 1-4	<b>Validate Damage Assessment- Environmental Compliance</b>  <b>Initiate Disaster Data &amp; Document Management System</b> <b>Damages Inventory</b> <b>Geo-reference Database with inventory, Utility DA Surveys</b>  <b>Financial Needs Alignment</b> <b>Contracts &amp; Internal Policy Review</b>  <b>HMGP</b>  <b>Identify eligible projects- PW Preparation</b>	<ul style="list-style-type: none"> <li>Implement Rapid Response Tasks</li> <li>Engineering/ Drone Surveys (if necessary)</li> <li>Data Gathering, Review/Initiate Cost/ Record Reconciliation</li> <li>Utility Geo-Reference Database Inventory Repaired Update</li> <li>Mutual Aid Agreements (MAA), &amp; Invoices Compliance</li> <li>Contractor Records reconciliation</li> <li>Initial project formulation, Damages descriptions and dimensions</li> <li>FLFE, Materials reconciliation, Data Entry</li> <li>HMGP Identify opportunities</li> </ul>
60-90 Days	<b>Begin Other Funding Source Identification</b>  <b>Transition to Phase II- Long -Term Recovery</b>  <b>Project Prioritization</b> <b>Electronic Records/ Disaster Cost Reconciliation</b> <b>Recovery Projects Monitoring/ Env. Compliance</b> <b>PW Preparation -FEMA PA Portal PW Document Entry</b>  <b>Initiate City Staff Training</b>	<ul style="list-style-type: none"> <li>Public Announcements / Coordination</li> <li>Initial project formulation, Damages descriptions and dimensions</li> <li>Site Inspections</li> </ul> <ul style="list-style-type: none"> <li>Project Prioritization, implementation and timelines</li> <li>Contractor Records, FL, FE, Materials reconciliation, Data Entry</li> <li>Electronic Records database-Ongoing</li> <li>FEMA PA Portal PW Document Entry, Answer EEI's</li> </ul>
<b>Phase II- Long Term Recovery (90-180 Days)</b>		
90-180 Days	<b>Project Prioritization</b> <b>Electronic Records/ Disaster Cost Reconciliation</b> <b>Recovery Projects Monitoring/ Env. Compliance</b> <ul style="list-style-type: none"> <li><b>PW Obligation Pursue</b></li> <li><b>Engineering Design, as needed</b></li> <li><b>RFP /Solicitation preparation</b></li> <li><b>Continue Funding Identification &amp; Pursuit</b></li> <li><b>Project Prioritization, implementation and timelines</b></li> <li><b>Electronic Records database-Ongoing</b></li> <li><b>PW Preparation -FEMA PA Portal PW Document Entry</b></li> <li><b>PW Versions- As needed</b></li> </ul> <b>City Staff Training- Ongoing</b> <b>Update Disaster/ Debris Plans</b>	<ul style="list-style-type: none"> <li>Project Prioritization, implementation and timelines</li> <li>Site Inspections</li> <li>Contractor Records, FL, FE, Materials reconciliation, Data Entry</li> <li>Electronic Records database-Ongoing</li> <li>FEMA PA Portal PW Document Entry- Reconciled Records only</li> </ul> <ul style="list-style-type: none"> <li>Lessons Learned Reporting</li> </ul> <ul style="list-style-type: none"> <li>FEMA PA Portal PW Document Entry, Answer EEI's</li> </ul> <ul style="list-style-type: none"> <li>Prepare/ Update Disaster or Debris Management Plans</li> </ul>
<b>Phase III- Project Closeout (120-180 Days) + Continued Long- Term Recovery Projects (Up to 18 Months)</b>		

<b>120-180 Days</b>	<b>PW Preparation -Continued; Engineering Design, as needed; RFP /Solicitation preparation</b> <b>Project Tracking</b> <b>Reimbursement Coordination</b> <b>Project Completion</b> <b>Project Close-out</b> <b>Grant closeout</b> <b>Audit support, defense if needed</b>	<ul style="list-style-type: none"> <li>PW Preparation Continued- PW scope and costing</li> <li>PW Obligation Pursue</li> <li>Engineering Design, as needed</li> <li>RFP /Solicitation preparation</li> <li>FEMA PA Portal PW Document Entry, Answer EEI's</li> </ul>
<b>180days -12 Months</b>	<b>Continued Long Term Recovery Projects</b>	<ul style="list-style-type: none"> <li>Schedule Project Closeout</li> <li>Facilitate Audits</li> <li><b>Final Lessons Learned</b></li> </ul>

## A. Project Management Plan

DP&O's successful Recovery Project Management relies on the following "**Quality Control Components**" to control and execute DP&O's Program Approach & Methodology included in this proposal in Section 5.

DP&O maintains the quality control components as a means for quick and efficient conflict resolution. In fact, our quality control components prevent many obstacles from becoming an actual conflict. This process has produced superior results for past projects.

### 1.0 Quality Control & Conflict Resolution Components are as follows:

**A) Project Understanding and Kickoff Meetings B) Communication C) Project Quality Control and D) Project Cost Control**

#### A) Project Understanding and Kickoff Meeting

Upon contract award DP&O will schedule a kick off meeting with the City to discuss and plan a collective project vision to include the scope of work, tracking of costs, organizational structure and schedule expectations that will serve as a common bond, keeping team players together.

#### B) Communications & Meetings

DP&O's Project Executive, Project Principle, and Project Engineer will establish avenues of communication with the City's Unified Steering Committee, at the contract award meeting. Regular communications, starting with the initial project meeting and continuing through response recovery & City training will ensure that work progress is fully staffed, monitored and reported. Documentation of all communications will be in the form of published meeting minutes, monthly progress reports, and/or telephone conversation records. The success of this project will be contingent upon maintaining a continuous line of communication and understanding amongst the Project Team (including subcontractors) and City's representatives.

We also recognize the importance of maintaining open communication with other City contractors so that we can be sure our work processes are never in conflict. If a problem arises, we are always willing to do all we can to facilitate the success and timeliness of all parties involved.

DP&O team will maintain a continuous presence during the entire Disaster Recovery Process and will coordinate daily with the City's designated contact to coordinate department meetings for critical information required or submit progress reports and status of outstanding items required for successful FEMA reimbursement and project closeout.

Throughout the execution of the City's entire recovery program DPO will meet with City representatives and recovery contractors as directed by, and coordinated with, the City. DP&O will provide minutes of all meetings within 24 hrs. after the meeting and with follow up items as necessary.

#### C) Project Quality Control

The Project Executive, and DP&O's President hold the ultimate responsibility for quality control of the work performed by DP&O's Project Team. Their final review and approval of all work products is the last step in a series of checks and balances that ensures refinement and review of the work as it progresses. As with any project, effective QA/QC starts with identification of project roles upon initiation, which is a key element to our standard QA/QC program. Further, oversight and support will be provided from levels within the project organization.

Upon notice of Contract award, the City will contact DP&O and our staff will be on a 24-hour alert from this point forward for a notice to proceed and mobilization. All communications (two-way radios, cell phones, E-

mails, fax numbers) and support subcontractor's equipment, supplies, will be verified. DP&O will verify, assign and mobilize all resources as needed, and per agreement with the Village.

#### **D) Project Cost Control**

At DP&O, cost control is a key facet of our success. We pride ourselves in our ability to complete projects within or below project budgets. We have a history of satisfied clients that have come to rely on our abilities to complete projects within an established budget. We can accomplish this by our established, computer-based, cost control system. All labor, other direct costs and subcontractor costs are input into the system via labor time sheets, expense reports and subcontractor invoices. This information is then available to our staff as project reports guide the project manager in assessing the financial status of the project. These reports provide the project manager with the necessary information to identify cost variances and implement corrective actions. DP&O tracks its Direct Administrative Costs (DAC) and time sheets per FEMA DAC Codes for easy daily DAC Cost/ Task Tracking.

Controlling costs begins with the initiation of each project at DP&O. At the beginning of a project, the Project Executive and Finance Manager provides each member of the Project Team with an agreed upon number of hours within which each task is expected to be completed. Daily project meetings provide each Project Manager with the required feedback to anticipate whether the expected labor expenditures will meet the project requirements.

DP&O's response to the recovery process will be immediate, rapid, efficient, with acceptable cost controls, accountability procedures, with written reports and submittals in place, to assure that the City will have the means to be reimbursed for all eligible disaster recovery costs from appropriate Federal and State Agencies.

**TAB 5-FIRM REFERENCES**

## A.FEMA Consulting Project Experience Similar to RFP

References of DP&O's clients and successful and similar past projects including events in the last year with general project description, emergency mobilization, damage assessments, FEMA PA Recovery Project submittals, and Disaster Planning are as follows:

**Florida Project Examples: City of Homestead, Florida City, , Miami Shores and Village of El Portal, Hurricane Irma DR 4337 September 10, 2017 to present:**

For all DP&O clients we maintain All client disaster Data is Stored in DP&O's Disaster Claims and Document Management System for long term document storage and to facilitate project close out and future audits.

**DP&O maintains for each Project a PW tracking system** that documents the Date of PW FEMA PA Portal applicant submittal, and FEMA acceptance. The **PW is then tracked thru CRC approval to FEMA EMMIE obligation, to FDEM rfi tracking for and State Obligation. PW template excel summary per each Final PW with support tabs for Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials** if used. The PW Summary sheet for each project provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share

**Each PW per FEMA Category is maintained both electronically, and manually in audit proof format** to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

### 1. City of Homestead, Florida: Disaster Recovery Services, FEMA Program Assistance. November 2018-Current

**DP&O was awarded the Disaster Recovery** Contract to provide Services for Hurricane Irma Recovery FEMA Submittals. Upon Contract award and Notice to Proceed DP&O implemented our Phases Recovery Program presented in this proposal Methodology and immediately began the Homestead Disaster document inventory and records review to identify missing required items or discrepancies between invoices and daily logs. We mobilized a dedicated team to each FEMA category as the FEMA March 21, 2019 deadline for ALL FEMA PROJECTS and FEMA threatened to submit without documentation. DP&Os teams performed the following and allowed DP&O to submit the following Large Projects with documents:

**\*4 Category A PWs; 5 CategoryE PWs; 1 Category B PW; 2 Category F PWs; s 1 Category G PW;**

**\*CATEGORY A-** multiple departments, multiple contractors: Parks and Recreation, Public Works, Streets and Stormwater: Review of Debris Monitoring and Debris Removal Records, invoices, and reconciliation. DP&O organized all debris tickets including Hazards limbs/trees per FEMA requirements with leaner hanger ticket numbers on photo, and separated per FEMA dates of

reimbursement per FEMAs Public Assistance Alternative Procedures Pilot program for Accelerated Debris removal.

DP&O performed reconciliation of Debris Removal Contractor data with the debris monitoring contractor records and entered all documents into FEMA PA Portal; DP&O Manages all FEMA Recovery RFIs and client representation.

**\*CATEGORY B, C, E and G-** for Category B DP&O performed assimilation and review of all Disaster cost data including force labor and equipment (Parks/Rec, Streets/Stormwater, Customer Service, and Police Departments) with payroll ledgers, Work orders and time-sheets. For Category B, C, E and G DP&O reviewed all contractors invoices, detailed items missing and cross checked with Homestead contractor rates and terms to reconcile payments with invoices and supporting documentation, and all data submitted into the FEMA PA Grants Portal.

**\*CATEGORY F-** DP&O reconciled the 50 Mutual Aid Contractors (MAA) Invoices and supporting documentations and identified missing items which prevented FEMA denial of records. DP&O is currently performing **Damaged/Repaired Power Pole Inventory and Inspections**, identifying and validating all equipment installed per force labor and MAA crews for Hurricane Irma DR4337. DP&O is final reconciling materials inventory for purchased/used/MAA Supplied.

**DP&O is utilizing DP&O's Utility and Asset mobile app** which allows all Utility Damaged Repaired poles to be inventoried, mapped and tracked with equipment updates. Homestead Utilities is using the DP&O mobile app for the entire Utility system.

#### **Homestead Contract Contact:**

**Steve Taylor, EM Director-305-283-9241 (Cell); email: [staylor@cityofhomestead.com](mailto:staylor@cityofhomestead.com)**

**Baldemar Fonseca, Asst. Finance Accountant:305-224-4562**

**(office);[bfonseca@cityofhomestead.com](mailto:bfonseca@cityofhomestead.com)**

2. **City of Florida City: December 2016 - August 2017-** Pre -Disaster Response and Recovery Planning; Emergency Services, Damage Assessments, Debris Management; FEMA PA Program Management; FEMA Submittals, Disaster Records Costs reconciliation; Hazard Mitigation Grant Management.

**\*Category B, C, F, and G PWs: Prior to Hurricane Irma:** DP&O prepared a Disaster Response and Recovery Plan with Emergency Operation Procedures (EOPs) for (Damage Assessments, Emergency Costs and Recovery Tracking). DP&O prepared Pre- Event and Post Event Checklist with the EOP. The week prior to Hurricane Irma DP&O mobilized an asset review team to document the status and condition of Florida County infrastructure items with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre- disaster status of damaged assets per FEMA reimbursement requirements.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:**

DP&O worked close with the Florida City Project manager and Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the County Engineer, Public Works and Water Control facilities Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched. DP&O currently assists the Water /Sewer Department with weekly tracking of damaged lift stations underground line inspections and coordinates with County Engineer precise damage descriptions and recovery scope of work.

**\*Disaster Materials Inventory:** DP&O had to create the pre-disaster inventory for Several Departments (Water/Sewer, and Public Works) from purchase records and Public Works items in stock. This “Pre-Disaster Material Inventory” is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Donated Resources:** DP&O maintained a donated resources list to include quantities, value, and volunteer staff for distribution, Police for inventory security. All inventory items distributed included support receipts for FEMA State credit to offset the Florida county share.

**Debris Monitoring and Debris Management logistics:** DP&O performed Monitoring of Debris Removal, Hazards limbs/trees and stumps per FEMAs Public Assistance Alternative Procedures Pilot program for Accelerated Debris removal; Hurricane Irma left large mixed debris piles and huge trees uprooted in the cities Right of Way onto houses, vehicles, and fences. The mixed debris posed a significant safety hazard given the widespread power outages and was a significant health hazard to the community. DP&O’s work included separating all debris cost for private and public roads, and FDOT.

DP&O coordinated and negotiated the Florida City debris management site (DMS), obtained FDEM DMS site permit and final closure. DP\*O monitored all DMS site operations and ensured the grinding operations were performed to optimize land space and minimize cubic yards for final haul out. DP&O made sure when the Debris was loaded into the Grinder that any spillage or overflow of vegetative material was put through the grinder unit a 2<sup>nd</sup> time.

DP&O submitted accurate daily debris removal progress reports to Mayor with daily zones and areas to work each morning were coordinated with the Mayor/County any special requests. DP&O prepared a debris costs analysis for replanting of trees that Florida county had just planted before the Hurricane season. The debris costs analysis allowed for FEMA reimbursement of the labor and materials for replanting.

**\*Category A Debris Removal Records reconciliation:** Per FEMA Accelerated Debris Removal Program dates of reimbursement DP&O reconciled daily the Debris Removal load haul tickets, and removal of hazard trees (leaners) and hazard limbs (hangers). DP&O, QAQC team reviewed daily all load haul tickets, and spot-checked truck certifications capacities, with ticket ledgers; next DP&O verified no duplicate tickets existed and quantities verified between ticket ledgers with spot checks on tickets. All leaner/hanger tickets were reviewed for accuracy, readability and GPS coordinates spot check for legitimacy. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours. DP&O's certification of contractors' equipment and labor force resulted in easy review and approval of the contractors' hourly labor and equipment.

**\*Category A Invoices reconciliation, and payment approval:** DP&O reconciled all Debris Removal contractor invoices and ensured invoice errors were corrected before approval for Florida County final payment. **DP&O reconciled all Reduced Debris taken to final disposal at Waste Management facility and all Waste Management invoices** with quantity or ticket discrepancies were corrected before Florida County paid the invoice.

All final reconciled debris removal costs submittals, invoices, and monitoring records are maintained per FEMA dates of reimbursement. Included with each Category A PW folders are all associated contracts, solicitations, selection criteria and rfp notices.

#### **PW FEMA Approval Tracking and Project closeout:**

**PW's with Submittals:** 3 Category A Debris Removal PW's (Per FEMA Accelerated PAAP), 1 Category B Emergency Services PW, 3 Category C Roads PW's, 6 Category E Buildings/ Equipment PW's, 4 Category F Utilities PW's with 85 separate locations, and 3 Category G Parks PW's; 1 DR 4337 Florida Local Mitigation Strategy approval and project application.

**PWs Submitted/Obligated:** - 3 Category A PWs, 1 Category B PW, 1 Category C PW, 1 Category E PW, 1 Category F PW, 2 Category G PWs, were approved by local FEMA JFO, and PDMG (Program Delivery Manager) and have been approved by FDEM Florida Portal system.

Each PW per FEMA Category is maintained both electronically, and manually in audit proof format with supporting documents in DP&O's Disaster Claims/Document Management system and to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

**Contracts Compliance:** DP&O assists the County's Project Manager in reviewing all recovery quotes and contracts for FEMA/Federal compliance with 2 CFR 200 prior to approval and or council award.

**Hazard Mitigation Grant Management/Local Mitigation Strategy:** DP&O obtained DR 4337 LMS project approval for Storm drainage improvement system of \$1.2 Million dollars and prepared the submittal application with supporting documents for funding which included coordinating with engineer scope of work and reviewing estimate, gathering field and environmental compliance data, flood zone/ map data, and obtaining

site specific details including photos, coordinates and special requirements (Right of Way Purchase).

**County of Florida City Contact: Richard (Rick) Stauts, Executive Director, CRA,**  
Office, 305-772-1157: Cell, 305- 247-8221 Email: [Richard.Stauts@floridaCountyfl.gov](mailto:Richard.Stauts@floridaCountyfl.gov)

**Mayor Otis Wallace:** Cell: 305-989-9033: Email:

**Eugene Leon, Project Manager:** Office-305-247-

8221, Cell 786-304-8230 **Jennifer Evelyn; City**

**Clerk: (305)-989-9033 Email:**

**3. Miami Shores Village, DR 4337**

**Hurricane Irma: September 18, 2017 to  
Current.**

Miami Shores Village Debris Removal contractor (Ashbritt) and Disaster Emergency Services/ Debris Monitoring contractor (James Witt & Associates) did not mobilize per Miami Shores Village emergency request to mobilize. Miami Shores Village (MSV) contacted Florida City for Mutual Aid and requested DP&O to assist with FEMA compliance with Debris Removal operations, Damage Assessments, recovery operations, FEMA PA Program management, Emergency Repairs including Debris management logistics and Monitoring of Emergency Debris removal contractor operations. DP&O via Mutual Aid with Florida City coordinated Debris removal crews and mobilized to ensure Miami Shores maintained. DP&O mobilized 20 monitors, 2 supervisor monitors, and a Recovery management team to gather, review and reconcile and approve all Emergency Services costs and contractor invoices.

**\*Category B, C, F, and G PWs -DP&O** Recovery team performed MSV asset damages site inspections and validations and detailed all locations with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre- disaster status of damaged assets per FEMA reimbursement requirements.

**\*Disaster Materials Inventory:** DP&O created the MSV pre-disaster inventory form purchase records and Public Works items in stock. This “Pre-Disaster Material Inventory” is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the MSV Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the City Engineer, Public Works and Water Control facilities Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched. and coordinates with County Engineer precise damage descriptions and recovery scope of work.

**Contracts Compliance:** DP&O assisted MSV with the DMS Debris Reduction solicitation and Debris Removal solicitation verbiage per FEMA/Federal Contracting requirements and debris line items costs.

DP&O assists the City Manager with review of recovery quotes and contracts for FEMA/Federal compliance prior to approval and or council award.

**Hazard Mitigation Grant Management/Local Mitigation Strategy:** DP&O obtained DR 4337 LMS project approval for Storm drainage improvement system of \$1.5 Million dollars and prepared the submittal application for funding which included coordinating with engineer scope of work, reviewing engineering estimates for LMS compliance, site specific gathering field and environmental compliance data, flood data, and for scope of work.

**\*Debris Monitoring and Debris Management logistics:**

MSV Debris Removal contractor (Ashbritt) and Debris Monitoring contractor (James Witt & Associates) did not mobilize per Miami Shores Village emergency request to mobilize for Emergency Debris removal due to Hurricane Irma. Miami Shores Village (MSV) contacted Florida City for Mutual Aid and requested DP&O to assist with Debris management logistics and Monitoring of Emergency Debris removal contractor operations. Miami Shores was without power and limited internet for several weeks post Hurricane Irma and could not resolicit. The Debris was a significant safety and health hazard to the community and Miami Shores Village requested Mutual Aid for 60 days post Hurricane Irma. DP&O via Mutual Aid with Florida County coordinated Debris removal crews and mobilized to ensure Miami Shores maintained FEMA compliance with Debris Removal operations, Damage Assessments, and Emergency Repairs. DP&O mobilized 20 monitors, 2 supervisor monitors, and a Recovery management team to gather, review and reconcile and approve all Emergency Services costs and contractor invoices.

In November 2017, DP&O was awarded an MSV contract via proposal submittal to Miami Shores solicitation for FEMA PA Public Assistance and Debris Monitoring.

**\*Category A Debris Removal Records reconciliation:**

DP&O represents Miami Shores with FEMA Public Assistance and prepared/ submitted the Request for Public Assistance via Florida PA Portal, attended the applicant briefing to review and discuss Category A costs and submittals per FEMAs accelerated Debris Pilot Program.

DP&O's Recovery team immediately began reviewing and reconciling Miami Shores

Village (MSV) debris removal crews force labor and equipment work orders, and emergency contractors' tickets including MSV tickets. QAQC team began data entry and reviewed daily all load haul tickets, with spot checks of truck certification capacities, with ticket ledgers; next DP&O verified no duplicate tickets existed and quantities verified between ticket ledgers with spot checks on tickets. All leaner/hanger tickets were reviewed for accuracy, readability and gps coordinates spot check for accuracy. DP&O, QAQC team reviewed daily all load haul tickets, and leaner/hanger tickets for accuracy and readability. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours.

DP&O coordinated, **MSV Golf and Country club** debris removal records and costs which include additional Force labor, equipment, Emergency Contractors and Materials.

**\*MSV Category A Invoices reconciliation, and payment approval:**

DP&O reconciled all DMS Contractor Reduced Debris taken to final disposal at Waste Management facility and all Waste Management invoices with quantity or ticket discrepancies were corrected prior to Miami Shores Payment.

DP&O reconciled all Emergency Debris Removal contractors' invoices supporting ticket ledgers and ensured invoice errors were corrected before approval for Miami Shores final payment.

**Contracts Compliance:** DP&O assisted Category E (Buildings and Equipment) and A Debris Removal scope of work solicitation verbiage per FEMA/Federal Contracting requirements and debris line items costs.

**\*Pre -Disaster Planning: MSV Monitoring Training, Emergency Costs documentation:**

Recently DP&O as a courtesy performed MSV Employee Monitor training and Reviewed emergency costs documentation requirements and Damage assessments pre- disaster information required. DP&O provided MSV Department Directors with Pre-event and Post event checklists to aid MSV staff for this Hurricane Season.

**PWs with Submittals:** 3 Category A Debris Removal PW's (Per FEMA Accelerated PAAP), 1 Category B Emergency Services PW, 1 Category C Roads PW's, and 2 Category F Utilities PW's; 1 DR 4337 Florida Local Mitigation Strategy (HGMP) approval and project application.

**PWs Submitted/Obligated:** - 3 Category A PWs, 1 Category B PW, 1 Category F PW, 1 Category G PWs, were approved by local FEMA JFO, and PDMG (Program Delivery Manager) and are being final reviewed by CRC. DP&O anticipates funds obligation in the next 30-40 days.

DP&O maintains all Disaster PW submittals costs for Miami Shores Finance Director and Manager and a PW template excel summary per each Final PW with support tabs for

Contractor Summary, Force labor, Staff inventory, Force Equipment, Equipment Inventory and Materials if used. The PW Summary sheet for each project provides, quantities, costs, for Contractors, Force labor, Equipment, and Materials and line items for FEMA and State Share.

DP&O maintains a tracking system that documents the Date of PW FEMA PA Portal applicant submittal, and FEMA acceptance. The PW is then tracked thru CRC approval to FEMA EMMIE obligation.

Each PW per FEMA Category is maintained both electronically, and manually in audit proof format to facilitate a quick project close out and or audit. All projects financial supporting documents are 100% accurate and audit ready.

**Miami Shores Village Contact:**

**Tom Benton**, Village Manager, (305)-795-2207 Phone Ext. 2. **Email:** [BentonT@msvfl.gov](mailto:BentonT@msvfl.gov)

**4. El Portal – Disaster Emergency Services, FEMA PA Assistance, and Debris Management and monitoring: September 21, 2017 to present.**

El Portal Disaster Recovery contractors could not mobilize per El Portal emergency request to mobilize for Emergency Debris removal and Recovery services due to Hurricane Irma. El Portal via Florida City Mutual Aid requested for DP&O to assist with FEMA compliance with Debris Removal operations, Damage Assessments, recovery operations, FEMA PA Program management, Emergency Repairs including Debris management logistics and Monitoring of Emergency Debris removal contractor operations. El Portal was without power and limited internet for several weeks post Hurricane Irma and could not resolicit. The Large mixed Debris village wide was a significant safety and health hazard to the community. DP&O via Mutual Aid coordinated Debris removal crews and mobilized to ensure Miami Shores maintained FEMA compliance with Debris Removal operations, Damage Assessments, and Emergency Repairs. DP&O

**DP&O we awarded via solicitation and proposal submittal El Portal Disaster Recovery services.**

**\*Category B, C, F, and G PWs: Prior to Hurricane Irma:** DP&O' Recovery team performed asset damages site inspections and validations and detailed all locations with GPS locations and photos. DP&O reviewed all insurance coverages for potential coverage and to document no coverage for FEMA reimbursement of repairs. This provided the necessary pre-disaster status of damaged assets per FEMA reimbursement requirements.

**\*Disaster Materials Inventory:** DP&O had to create the EP pre-disaster inventory form purchase records and Public Works items in stock. This "Pre-Disaster Material Inventory" is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the El Portal City manager and Finance Director

and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval with FEMA PW.

Post Irma the Recovery team coordinated with the City Engineer and Public Works Directors, all damage assessments; gathered and reconciled emergency services costs documentation work orders with force labor, payroll and equipment used. All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched.

**5. State of Oklahoma – 2011-2014 Performed Disaster Recovery Services, FEMA Oklahoma OEM Applicant representation and Developed Statewide Debris Management Plan:**

DP&O (former DO&T) assisted with FEMA Program management, to applicants with FEMA issues. This included with identification and review of FEMA required documentation for damages validation, Project eligibility, and reconciling disaster costs for: debris removal and emergency/recovery repairs, including validating and properly classifying/separating emergency costs versus permanent repairs, for contractors, invoices and supporting documents, force labor and equipment. DP&O prepared PWs with all supporting submittals documentation for Category A-G projects for multiple applicants.

**Dates of Service: DP&O Provided FEMA PA Program compliance for disasters in 2007 through 2011;**

**\*2009 DP&O prepared and submitted 14 appeals (Category A-G) were FEMA was denying applicants reimbursement due to FEMA misinterpretation of Contract Policies, and Invoice submittals** for multiple applicants. DP&O prepared justification analysis for eligibility of contracts with local and State ordinances/policies and common practices for emergency contracts; DP&O validated invoices with supporting records reconciliation and prepared detailed explanation of emergency repairs and special debris removal costs in surface water areas maintained by the applicants. All appeals resulted in successful award of all appealed dollars and receipt of monies.

**\*TotalAppealed dollars awarded: \$8,000,000.00 +. Applicants wanted to remain anonymous and to respect applicants we have provided Oklahoma former OEM and FEMA Headquarters contact as a reference.**

**\*Duration of appeal 1 year, 3 months- appeals awarded**

**on 2<sup>nd</sup> appeal level. Contact: Kathleen Shingledecker,**

**State Public Assistance Recovery Director; former Infrastructure Branch Director (202) 702-3020; FEMA HQ; Shingledecker, Kathleen [kathleen.shingledecker@fema.dhs.gov](mailto:kathleen.shingledecker@fema.dhs.gov)**

**6. DR 4175: Mississippi, Tupelo Water & Light (TWL): April 28, 2014, EF 4 Tornado: Date of Service: May 8, 2014 to September 30, 2014.**

**\*Category F Power /Water Utilities - Disaster Force labor, Equipment, Mutual Aid and Materials Records review**

**/Reconciliation – Pre-disaster materials Inventory:** DP&O updated the TW&L pre-disaster inventory from purchase records and items in stock. This “Pre-Disaster Material Inventory” is FEMA required for reimbursement of Materials used or purchased. DP&O reconciled all purchased Materials with receipts and inventory.

**Force labor, Equipment** was reconciled with daily logs and payroll ledgers and compliance with payroll policy. Mutual Aid contractors’ invoices and equipment was inventoried with gps locations of Power Distribution and above ground power and water control facilities.

**\*Emergency Costs and Recovery costs records reconciliation, and final approval for PW submittal:** DP&O worked close with the Project manager and Finance Director and ensured all emergency repairs and recovery contractor invoices, discrepancies were corrected before final approval for payment and FEMA PW submittal.

All Labor/Equipment field logs, and Work Orders were reconciled with payroll ledgers and DP&O ensured all tasks were properly described and hours matched.

**Contracts Compliance:** DP&O assisted TW&L with verbiage per FEMA/Federal Contracting requirements and performed review of recovery quotes and contracts for FEMA/Federal compliance prior to approval and or council award.

**\*Category A Debris Removal Records reconciliation:**

DP&O prepared/ submitted the Request for Public Assistance, attended the applicant briefing to review and discuss Category A costs and submittals per FEMAs accelerated Debris Pilot Program and other Utility damages.

DP&O’s Recovery team reviewed and reconciled debris removal crews force labor, equipment work orders, and emergency contractors’ tickets. QAQC team reviewed daily load haul tickets, with truck certification capacities, and ticket ledgers; DP&O verified no duplicate tickets existed, quantities, and all leaner/hanger tickets were reviewed for accuracy, readability and GPS coordinates spot check for accuracy. All contractor tickets were reconciled with Debris Monitoring ticket ledgers and discrepancies resolved in 24 hours.

**\*Category A Invoices reconciliation, and payment approval:** DP&O reconciled all Debris removed with disposal company with quantities and daily tickets and discrepancies were corrected prior to disposal company invoicing.

**PWs obligated and funds Recovered:** TW&L received all disaster costs reimbursement for 2 Category A PWs \$2.5 Million; 1 Category B PW \$550,000.00; 1 Category C PW \$542,642.00; 1 Category F PW \$2.9 Million, and 1 Category D PW \$3.2 Million.

**Contact: Johnny Timmons, TW&L Director; Cell: 662-871-8350; Office 662-841-6489 J.Timmons@tupeloms.gov  
320 N. Frnt St. Tupelo, MS 38804**

**NOTE: Gabrielle Benigni currently assists the Tennessee Valley Authority Public Power Association (TVPPA) for Utilities Regional Disaster Planning and FEMA**

compliance.

**7. Waste Management Miami-Dade County, and Palm Beach County Cities: Hurricane Katrina (DR 1602, August 2005) and Wilma (DR 1609, October 2005), 10 + Million cubic yards of debris. Dates of Services: August 2005-December 2008. December 2008 to present – Assist WM clients with FEMA compliance**

To facilitate quick turnaround of FEMA submittals and documentation, on behalf of Waste Management cities, DP&O provided debris removal records reconciliation teams to the below cities to review and prepare County FEMA reimbursement submittals for Category B (Emergency Road Clearing) and Category A Debris Removal which enabled a very rapid and successful FEMA Project Closeout and funds obligations. The DO&T Reconciliation Team performed records and cost reconciliation between Waste Management debris removal, and disposal invoicing with each of the below Miami-Dade, and Palm Beach cities on behalf of Waste Management and cities. With each of the below cities we prepared the FEMA Category A Debris Project supporting submittals which enabled each of the cities to obtain FEMA reimbursement for Category A and B projects.

**PWs submitted/Obligated:**

**Miami-Dade County Cities** - Key Biscayne, Florida County, El Portal: Total 16 Debris Removal Category A, and 6 Category B (Emergency road clearing).

**Broward County Cities** - Southwest Ranches, Pompano Beach, and Lighthouse Beach; Total 6 Debris Removal Category A, and 36 Category B (Emergency road clearing).

**Palm Beach County Cities** – Boynton Beach, Ocean Ridge and Jupiter; Total 6 Debris Removal Category A, and 3 Category B (Emergency road clearing).

**Waste Management, Government Affairs and Contracts Manager Contact:**

Contact Jason Neal, Waste Management, Government Affairs Manager Dade Co.

**Phone:** 305-545-4848; office: 305-986-6107; **Email:** [jneal2@wm.com](mailto:jneal2@wm.com)

Stephen M. Taylor  
City of Homestead Emergency Management

100 Civic Court Rm.357, Homestead, FL 33030 · 305-224-4519 · staylor@cityofhomestead.com

April 26, 2019

To Whom It May Concern:

As Emergency Manager for The City of Homestead, I am pleased to write this memo letter in recommendation of Disaster Program & Operations, Inc. (DP&O), for Disaster Planning, Planning Response and Recovery Services.

Disaster Program & Operations, Inc. (DP&O) was awarded the City of Homestead Disaster Recovery Services, Debris Management and FEMA Public Assistance Program Management in late October 2018 and initiated Hurricane Irma costs and records documentation inventory and assimilation in November, 2019.

DP&O's President, Gabrielle Benigni, supported by several key staff prepared a plan of action to reconcile and prepare all FEMA project submittals for Homestead projects Categories A-G. Most critical were the large Category A (4 Debris Removal periods), multiple Category E (Buildings/roofs) and Category F Utilities. .

DP&O's document management system provided Homestead and DP&O a central database to have one location for all documents and costs accounting records to be reconciled per FEMA Category and per Project folders. DP&O's knowledge and experience of FEMA policy and requirements for federal disaster reimbursement has allowed our city to submit proper, reconciled and accurate documentation. Additionally, DP&O performed a thorough reconciliation of Debris monitoring and debris removal records for Category A and discovered several discrepancies which could have delayed Homestead disaster reimbursement had the discrepancies not been corrected.

Since Disaster costs and supporting documents are required to be audit proof for Federal Disaster Reimbursement, DP&O's Recovery specialist have been phenomenal at contractor records and invoices reconciliation, Force labor and Equipment records reconciliation to ensure our records and disaster costs are in compliance with FEMA requirements and OIG and State FDEM close out audits.

DP&O has been supporting the Homestead Utilities, utilizing the DP&O mobile Utility App which is providing Homestead Utilities a complete inventory of Power Pole inventory with GPS locations, images, mapping and equipment inventory. The Utility Mobile app will be used long term as a daily maintenance tracking for Homestead Utility assets and will facilitate future accurate damage assessments and emergency repairs cost tracking.

DP&O is very skilled with the new FEMA PA Portal submittals and data input and has maintained an outstanding job of updating Disaster Costs per project.

As Homestead has experienced several disasters DP&O is detailing lessons learned per Department and FEMA Category and will incorporate this in a Pre- Event and Post Event Emergency Operation Procedures, and Business Continuity.

We are glad to have DP&O support the City of Homestead and assist us in continued Disaster Planning and Debris Management Planning Program. Should additional information be required, please feel free to contact me at numbers below.

Office: (305) 224-4519 Cell: (305) 283-9241

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Stephen M. Taylor  
Emergency Manager, City of Homestead, FL



Office of the Mayor

May 23, 2018

**LETTER OF SUPPORT**

As Mayor of the City of Florida City, Florida I am pleased to write this letter in support of the Disaster Program & Operations, Inc. (DP&O).

The Disaster Program & Operations, Inc. (DP&O) was awarded the City of Florida City's Disaster Recovery Services, Debris Management/Monitoring, and FEMA Public Assistance Program Management prior Hurricane Irma landfall, September 11, 2017.

DP&O's President, Gabrielle Benigni, supported by several key staff mobilized per our verbal request within 24 hours and began performing various Emergency services for the City of Florida City including donated resources management, locating food for delivery, Debris management planning and Emergency Road Clearing Monitoring. Additionally, DP&O located and mobilized large generators to support several hotels and a gas station to support first responders.

DP&O initiated damage assessments and coordinated with the City's Project Manager, Executive Director and City Departments ( Water /Sewer, Public Works, Police) As promised, DP&O mobilized and trained all local monitors for the Debris removal which was completed efficiently and in accordance with the Mayor's and hazard areas priorities.

DP&O's knowledge and experience of FEMA policy and requirements for disaster reimbursement identified eligible projects and disaster costs that may have been missed by our lack of experience with new FEMA policy on reimbursement criteria. DP&O's due diligence at each step in the recovery process has been a great value to the City and is bringing additional Hazard Mitigation Grant (HMGP) opportunities for our Water Control facilities and a much needed storm drainage installation for improved flood control.

Since Disaster costs and supporting documents are required to be audit proof for Federal Disaster Reimbursement, DP&O's Recovery specialist and Lead Project Manager, Liz Valdes has been phenomenal at contractor records and invoices reconciliation, Force labor and Equipment records reconciliation to ensure our records and disaster costs are in compliance with FEMA requirements.

DP&O has been supporting the City of Florida City with timely FEMA submittals and data input into the new required FEMA system and has maintained an outstanding job of updating Disaster Costs per project.

We are glad to have DP&O support the City of Florida City and assist us in continued Disaster Planning and Hazard Mitigation Grant Management.

Should additional information be required, please feel free to contact me at (305) 247-8221.



\_\_\_\_\_  
OTIS T. WALLACE, MAYOR



# Village of El Portal

500 Northeast 87th Street  
El Portal, Florida 33138-3517  
Telephone (305) 795-7880  
Fax (305) 795-7884

September 21, 2018

To who it may concern,

As Manager of the Village of El Portal (VEP), Florida, I am presenting this letter of recommendation for Disaster Program & Operations, Inc. (DP&O) for Disaster Response and Recovery services, Debris Management and Removal services, and FEMA PA Program management.

I had taken the position of Village Manager only one month before Hurricane Irma made landfall in September 11, 2018. El Portal had not yet solicited for Disaster Recovery and or Debris Removal, and I or the Mayor Cubillos had knowledge of the FEMA/Federal disaster requirements. Jason Neal, Waste Management, Government Affairs who is our Solid Waste contractor could not mobilize to support the emergency debris road clearing and recommended Gabrielle Benigni, DP&O's President as WM relied on her previously to support cities for Debris removal and to assist them with FEMA compliance to support cities for disaster debris removal management and planning and with records reconciliation issues. Ms. Benigni recommended Village of El Portal leverage the State Mutual Aid compact to secure emergency support services from another municipality.

Village of El Portal contacted Florida City, Mayor for Mutual Aid and requested debris removal assistance September 13, 2017 to assist with managing and coordinating Debris Removal all Debris Hazards including hazard limbs and trees.

Mayor Otis Wallace stated Disaster Program & Operations, Inc. (DP&O) was a significant support to Florida city's Debris Management planning and offered the Mutual Aid during the Governor's State of Emergency. Florida City had previously solicited per FEMA/Federal requirements for Disaster Recovery and contract award was to DP&O. I called DP&O's President, Gabrielle Benigni, and the same day Gabrielle supported by several key staff mobilized and began meetings with the Mayor Cubillos and I to plan with the Debris Removal efforts and priority areas. DP&O obtained the permit for the Temporary Debris management Site which was donated by a local church. Debris Removal crews (15 Self loaders, smaller equipment with grapples, 15 bucket trucks mobilized in 24 hours of Mutual Aid request. All project staff were very knowledgeable of FEMA requirements and worked diligently 7 days per week 14 hour days to remove all the debris safety hazards in 6 weeks. DP&O returned the Debris Management site which was the church parking lot back to normal and obtained the FDEP closure report.

VEPs Mutual Aid with Florida City was limited to 60 days and VEP later solicited for Disaster Recovery Services, and FEMA program management to maintain compliance with FEMA/Federal reimbursement requirements. Disaster Program & Operations, Inc. (DP&O) was awarded the Disaster Recovery services contract and was the most competitive. DP&O mobilized a Debris management team and Recovery specialist dedicated to the Village of El Portal and the DP&O dedicated staff are the same team post contract award.

DP&O ensure VEP to maintain FEMA/Federal compliance with damage assessments, and disaster projects submittal requirements and has performed all costs and records reconciliation including status reports and maintaining detailed disaster Project Cost summary. DP&O's recovery team has been very diligent, with

finding issues and resolving contractor invoice and supporting ledgers errors and prevented us from overpaying contractors.

DP&O's President and key onsite management are always available at our request and support us with Community Disaster Preparedness with monthly Hurricane Preparedness pamphlets/checklist. DP&O has been very helpful, very knowledgeable of the Federal contracting requirements, FEMA reimbursement criteria, and Hazard Mitigation Grant Program.

On behalf of the Village of El Portal we are extremely glad we have DP&O supporting us and know they are available 24/7 to answer my calls or mobilize should a disaster event occur.

Should additional information be required, please feel free to contact me at my cell 305-902-7110 or email me at address below.

*Christia Alou*

Christia Alou, Village Manager

**TAB 6- FEE SCHEDULE**



Disaster Program & Operations Inc.

### **Suggested Job Titles and Billing Rates:**

<b><u>TITLE</u></b>	<b><u>RATE/HR</u></b>
<b>*Project Director</b>	<b>\$150.00</b>
<b>*Sr. FEMA Policy Advisor</b>	<b>\$135.00</b>
<b>*Project Manager</b>	<b>\$125.00</b>
<b>*Sr. Recovery Specialist</b>	<b>\$85.00</b>
<b>*Recovery Specialist</b>	<b>\$80.00</b>
<b>*FEMA Project Assistant</b>	<b>\$65.00</b>
<b>*QAQC</b>	<b>\$95.00</b>
<b>*Electrical Engineer</b>	<b>\$135.00</b>
<b>*Subject Matter Expert Level 3</b>	<b>\$140.00</b>
<b>*IT Director</b>	<b>\$200.00</b>
<b>*IT Specialist/Data Manager</b>	<b>\$85.00</b>
<b>*HMGP/Environmental Specialist</b>	<b>\$95.00</b>
<b>*Clerical/Data Entry</b>	<b>\$35.00</b>
<b>*Document Management/Training: Setup Fee Per User Sign In</b>	<b>\$2,500.00 \$150.00/Yr</b>

#### **EXPENSES:**

**Travel Costs (Hotel, Rental Vehicle) will be billed at Cost with no markup**

**Hotel and per diem invoiced per GSA rate**

**Car allowance for commuters \$200.00/week**

**EQUIPMENT:**

**Sonim AT&T First Net GPS Phones- \$50.00/per week**  
**If provided to Village Staff (Not including DP&O Staff)**

## DP&O Proposed Title Responsibilities

### **\*Proj. Director:**

**Debris Operations:** Debris Management Logistics to ensure most time and cost efficient procedures and process is maintained. Monitor activities of the debris removal contractor and its field staff to ensure ongoing compliance with applicable rules, regulations, policies, and guidelines of FEMA, FHWA, NCRS, and any other applicable federal, state, and local agencies at the time of the debris-generating event. Ensure all Debris Operations and costs are per FEMA Debris Removal and Debris Management guidelines as well as the FEMA Public Assistance Program Guidelines; inform Client and Staff of any updates. Perform FEMA Contract Compliance and invoicing per Contracts line items. Assess /Review changes in Debris Operations. Review daily progress reports; Prepare if needed any Reports for Manager and finance Director.

**Recovery Reconciliation:** Ensures all Disaster costs records, emergency Contracts and Long Term Recovery are per current FEMA PAPPG rules and OIG (Office of Inspector General) audit requirements. Approves final client FEMA project folders per FEMA EMMIE naming convention and final submittals.

#### **\*Document Management per DP&O Recovery EOPs.**

\*Comprehensive final review spot check, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the City for processing along with all debris removal reconciliation records.

\*Final spot check and approval of all FL, FE, Materials back up and scanned items a for FEMA compliance and submittal.

\* Approves PW tracking summary costs and quantities per Project per FEMA Category.

**FEMA PA Portal-** Approves for submittal per Project per FEMA Category -EEIs answers; EMMIE document labeling and submittals document entry. Approves FEMA PDMG rep replies to RFIs;

#### **FEMA client representation and issues resolution.**

**\*FEMA / FHWA Specialist:** prepares all FDOT/FHWA Debris removal reimbursement forms and reimbursement submittals; Assist with reconciliation of FHwy Debris removal records and costs for FEMA final submittals.

### **\*Project Manager**

**Debris Operations:** Coordination of daily briefings, reporting of work progress, staff assignments and other key items requested by the County. Refer to Section 1.A.I. Operational Reports and Records Documentation.

Scheduling, dispatching/ logistical operations of all debris monitor staff, including debris monitor supervisors, debris monitors, tower monitors, QA/QC reviewer, administration/data entry.

\*PM will review Zones and equitably established to ensure timely progression throughout the affected area. The crew size and resources will be adjusted or modified as needed during removal phase. PM will always seek ways to improve efficiency during the debris removal process. For example, during debris removal, the eligible debris may be deemed cost effective to take directly to a permitted landfill for disposal field

\*PM performs Selection, hiring, training and deploying, monitors, tower monitors, debris monitor supervisors, data entry and administrative staff, and QA/QC reconciliation staff. DP&O is committed to hiring from the local talent pool on every contract.

\*PM will Schedule assignments of monitor teams with debris contractor crews for both debris removal and leaner/hanger/stump removal. Each debris removal contractor crew will have at least one monitor per crew. PM will be sensitive to the need for flaggers when debris removal is in a congested or busy area and provide flaggers for safety of the operation.

Truck and Equipment certification: all debris hauling vehicles shall be certified by PM or Asst PM prior to assignment for debris removal. DP&O will complete a certification of each vehicle using DP&O certification forms and documents

ADMS and manual Load Ticket preparation (See Attachment 1 Sample Load Ticket). PM will thoroughly train monitor personnel on the use of the ADMS and the preparation of the load ticket, but continue to do regular in field training to ensure that the monitor activities are operating smoothly.

PM will track the location and coordinate the placement of monitors with Contractor and City crews; respond to issues or problems that may develop in the field, including citizen complaints or damage to commercial or residential property claims as a result of debris removal activities.

PM will Daily review and spot check of debris removal trucks and activities and especially photo documentation, specifically of the hazardous stump removal process, hangers, leaners, or tree removal and/or other special or unusual occurrences in the field. The team shall photograph every stump, leaner and hanger and enter into a photo journal by day and by zone.

PM will prepare Operational Reports & Record Documentation

The DP&O Project Management team will prepare and submit operational reports to the County representative(s) throughout the duration of the debris removal operations. Daily reports shall document the debris contractors' activities and progress from the previous day.

#### **Recovery Reconciliation:**

- \* Document Management per DP&O Recovery EOPs.**
- Establishes field to office coordination of daily filed logs – reviews for accuracy.**
- Resolves force labor and equipment discrepancies.**
- Details/Review Disaster folders per FEMA category for accurate content, readability of scanned documents.**
- PW summary sheet updates with costs and quantities.**

\*Comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the City for processing along with all debris removal reconciliation records.  
 \*Force labor reconciliation with payroll ledgers, work orders per FEMA Category per FEMA compliance.

\*Force Equipment Reconciliation: Assigns FEMA costs codes to Equipment; recons with work orders, and Force labor hours.

\* Materials – Reviews or Creates Pre-Disaster Inventory of Materials from manual records and purchase receipts; Prepares post disaster materials costs reconciliation and data entry.

**FEMA PA Portal-** per Project per FEMA Category -EEIs answers; EMMIE document labeling and submittals document entry. Assist with FEMA PDMG rep replies to RFIs

### **\*FEMA Project Snr. Recovery Specialist / Assistant Recovery Specialist**

#### **Debris Operations:**

\*Reports to PM throughout Debris Removal Operations status of contractors, Force Equipment, Field issues (Monitor, safety/traffic, Damages by Debris Removal contractor...).

\*Upon Request of City- for trees from City Right of Way that damaged Private property -  
 Performs Right of entry permits for debris hazard removal, inspects site once complete and maintains list of Right of entry approvals and final inspections.

\*Asst PM will Schedule assignments of monitor teams with debris contractor crews for both debris removal and leaner/hanger/stump removal. Each debris removal contractor crew will have at least one monitor per crew. Asst. PM will be sensitive to the need for flaggers when debris removal is in a congested or busy area and provide flaggers for safety of the operation.

\*Truck and Equipment certification: all debris hauling vehicles shall be certified by PM or Asst PM prior to assignment for debris removal. DP&O will complete a certification of each vehicle using DP&O certification forms and documents

\*Verify Debris removal contractors for contract compliance, efficiency and regulatory compliance:

- 1) Ensure all field operations are conducted safely and in accordance with contract requirements. Verification that debris being picked up is a direct result of the disaster.
- 2) Ensure that ineligible debris, i.e. debris on private property or on non-County roads, is not collected by the debris removal contractor, unless directed in writing by the County.
- 3) Verification that the contractor is working in their assigned contract areas.
- 4) Stopping work in progress, if necessary, to take corrective action for work not being performed or documented in the appropriate manner. Such work will be evaluated for nonpayment.
- 5) Inspecting work in progress to ensure that removal efforts include debris of the proper type in the proper areas.

- \*responsible for reporting suspected contractor and subcontractor noncompliance with the County debris removal contract.
- \*Approving all hazard limbs, trees, and stumps before crews begin work; coordinating with Field Supervisor daily before operations.
- \*Daily Final Inspecting Field monitoring data for accuracy and comparing with Contractor Tickets for any missing tickets.
- \*Post maps in a central location specified by the County that indicate the County specified Debris Zones that will be updated by 10:00 am that indicate the progress of debris removal in that area.

**Recovery Reconciliation:**

- \* Document Management per DP&O Recovery EOPs.**
- Gathers all field to office compiling and organizing of daily filed logs – reviews for accuracy.**
- Assists PM with Resolve force labor and equipment discrepancies.**
- Prepares and Review Disaster folders per FEMA category for accurate content, readability of scanned documents.**
- PW summary sheet updates with costs and quantities.**
- \*Comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the City for processing along with all debris removal reconciliation records.
- \*Force labor reconciliation with payroll ledgers, work orders per FEMA Category per FEMA compliance.
- \*Force Equipment Reconciliation: Assigns FEMA costs codes to Equipment; recons with work orders, and Force labor hours.
- \* Materials – Reviews or Creates Pre-Disaster Inventory of Materials from manual records and purchase receipts; Prepares post disaster materials costs reconciliation and data entry.

**FEMA PA Portal-** per Project per FEMA Category -EEIs answers ; EMMIE document labeling and submittals document entry. Assist with FEMA PDMG rep replies to RFIs.

**Assistant Recovery Specialist :Assists The Project Director and Snr. Recovery Specialist.**

**IT Director – Directs all IT operations internally and specific to client and WebEOC projects.**

**\*IT Specialist /Data manager -Manages IT Projects data and Inspects/spot checks, GPS locations and accuracy of GIS information on load haul tickets, Hazard Limb and Trees gps data; Performs IT photos processing with gps locations.**

**\*Data Entry Clerk/Administrative:**

Performs Data entry of the Debris Removal Costs data including: ROW to DMS (Debris Site Reduction) Load haul tickets, DMS to Disposal and or ROW to Final Disposal; hazard Trees and limbs ticket data entry; Recover Data Entry -Force labor and Force Equipment data entry; Materials data entry; Donated Resources data Entry and receipts filing.

**\*QAQC Data Manager:** Pre-audits Data entry and ensures accuracy and completeness of all debris removal data and disaster recovery costs (Emergency Repairs, force labor, force equipment, materials, Contractors). All disaster costs data and associated documentation will be entered and scanned per FEMA Project categories with supporting submittals and stored in appropriate formats for use in the PA reimbursement process. All documentation and data produced by DP&O will be in compliance with the requirements of FEMA, FHWA and other applicable federal, state and local agencies.

**\*Document Manager- per DP&O Recovery EOPs. Assist Proj Director with Long Term Recovery are per current FEMA PAPPG rules and OIG (Office of Inspector General)**

**\*Snr FEMA Policy Advisor:** If necessary to involve FEMA Region IV at JFO and Region iV level, Assist with any Local FEMA Region IV issues or delays in reviewing /approving City projects.

**\*Hazard Mitigation Specialist:** Identifies Eligible Hazard Mitigation Projects; works with PM preparing Hazard Mitigation Grant management application ( Florida Local Mitigation and Federal HMGP) with submittals required. Tracks HMGP program review and approval. Monitors HMGP projects for FEMA, State compliance.

**\*Electric Engineer: Leads utility Power damage assessments; validates emergency repairs and Directs Utility Mobile Applications.**

**\*Field Supervisor Monitor:**

**Debris Operations:**

\*All debris hauling vehicles shall be certified prior to assignment for debris removal. DP&O will complete a certification of each vehicle using DP&O certification forms and documents

\*Debris monitor supervisors will conduct safety inspections on a regular, predetermined or random basis of monitors, flaggers, debris pickup locations and trucks/crews to provide additional assurance that proper safety oversight is performed. Corrections will be made immediately and documented.

\*Monitor supervisors review each monitor tickets, data, photos, and ensure accuracy completeness and readability; ensure Monitors are with assigned crews and doing their job.

\*Gathers each monitor daily data/tickets/ticket ledgers and reviews with Asst. PM and PM at close of each day for any missing tickets data.

\*Ensures /Maintains separate documentation of debris removal for FHWA roads

**\*Debris Site / Tower Monitor:** monitors will record all locations by GPS coordinate and where possible the street address of all debris collected.

**Load Tickets, hazard Tree and Limbs removal tickets:** include the following information:

1. Date & Time
2. The GPS location (mandatory) and the street address of closest property, if available
3. Type of Debris; or Hazard Tree, Hazard limbs
4. Vehicle Number
5. Vehicle Certified Capacity
6. Load Haul tickets: Percent of Volume Full, to be completed by the Tower Monitor; Hazard Trees/ Stump diameter measurement;
7. Driver Name (printed) and signature
8. Field Monitor name (printed) and signature
9. Name of Subcontractor
10. Tower monitor name (printed) and signature
11. Photos/ photo # of hazard limbs, tress and stumps.

**\*Debris Site (TDSR Tower) - Monitoring tasks include:**

- 1) Monitoring type of waste prior to entering debris management site;
- 2) Disposal Site / Tower Monitors will estimate the volume of loads on percentage basis of debris collection vehicles and update the Load Ticket with the required information documenting the load;
- 3) Ensuring safety and security of debris management site;
- 4) Document and report activities to the County which may require remediation, such as fuel spills, hazardous materials, and other similar environmental concerns;
- 5) Document and report to the County any violations of the Department of Environmental Protection's (DEP) debris site conditions. If DEP debris site conditions are violated, the Contractor shall oversee tasks sufficiently to satisfy the remediation performed by the Debris Removal Contractor.
- 6) Monitors will ensure that accurate, legible, and complete documentation is provided through load tickets and other logs and reports, as required.
- 7) Certify completeness of all load tickets that enter into a disposal site;

- 8) Exit Site Monitors shall ensure all outbound trucks and trailers are fully discharged of load prior to exit of the DMS.

**TAB 7-INSURANCE**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Harden and Associates 501 Riverside Avenue, Suite 1000 Jacksonville FL 32202	CONTACT NAME: Patti Barrett PHONE (A/C, No. Ext): 904-421-5293 E-MAIL ADDRESS: pbarrett@hardeninsight.com	FAX (A/C, No): 904-466-4380
	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED Disaster Program & Operations, Inc 10033 Sawgrass Drive W. Ste. 121 Ponte Vedra FL 32082-2832	INSURER A : Covington Specialty Ins Co	13027
	INSURER B : Admiral Insurance Company	24856
	INSURER C : Old Dominion Insurance Co	40231
	INSURER D : StarStone National Insurance Company	
	INSURER E :	
	INSURER F :	

COVERAGES		CERTIFICATE NUMBER: 301954909		REVISION NUMBER:				
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.								
INSR LTR	TYPE OF INSURANCE	ADDL/INSR	SUBR/WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY	Y		VBA641841	8/19/2018	8/19/2019	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 1,000,000
								\$
B	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC			B1T6575Z	8/19/2018	8/19/2019	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS						PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
								\$
C	AUTOMOBILE LIABILITY			76901W182ALI	8/19/2018	8/19/2019	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						AGGREGATE	\$ 1,000,000
	<input type="checkbox"/> ALL OWNED AUTOS							\$
	<input checked="" type="checkbox"/> HIRED AUTOS							\$
								\$
								\$
								\$
D	UMBRELLA LIAB			76901W182ALI	8/19/2018	8/19/2019	WC STATU- TORY LIMITS	OTHE- R
	<input checked="" type="checkbox"/> EXCESS LIAB						E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
								\$
								\$
								\$
E	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y / N	N / A					
	<input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	\$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
								\$
								\$
								\$
B	Professional Liability Retroactive Date: 8/19/2016			EO000034723-03	8/19/2018	8/19/2019	OCC/AGG	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Islamorada, Village of Islands and its Council Members, Officials, Officers and Employees are listed as additional insured on the general liability when required by written contract.

## CERTIFICATE HOLDER

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT	
	NAME: Darius Mcjimpson	
Teamworks Insurance Agency, LLC 23371 Mulholland Dr. #306 Woodland Hills CA, 91364	PHONE (A/C, No. Ex1):	(805) 531-5060
	E-MAIL	(A/C, No.): (805) 531-5065
INSURED	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Employers Preferred Insurance Company	
DISASTER PROGRAM & OPERATIONS Robert Hirsch CPA C/O DPO 10033 Sawgrass Dr. W. Ste. 121 Ponte Vedra, FL 32082-2832	INSURER B:	
	INSURER C:	
INSURER D:		
	INSURER E:	
INSURER F:		

COVERAGEs		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY) POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY	Y/N	N/A	EIG2539335-00	08/28/18 08/28/19	EACH OCCURRENCE \$
	CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/>					DAMAGE TO RENTED PREMISES (EA occurrence) \$
	GEN'L AGGREGATE LIMIT APPLIES PER:					MED EXP (Any one person) \$
	POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC					PERSONAL & ADV INJURY \$
	OTHER:					GENERAL AGGREGATE \$
	AUTOMOBILE LIABILITY					PRODUCTS - COMP/OP AGG \$
	ANY AUTO					COMBINED SINGLE LIMIT (EA accident) \$
	OWNED AUTOS ONLY					BODILY INJURY (Per person) \$
	Hired AUTOS ONLY					BODILY INJURY (Per accident) \$
	SCHEDULED AUTOS					PROPERTY DAMAGE (Per accident) \$
UMBRELLA LIAB	EACH OCCURRENCE \$					
	EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/>	AGGREGATE \$				
	DED <input type="checkbox"/> RETENTION \$	\$				
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	X PER STATUTE OTHER				
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	E.L. EACH ACCIDENT \$ 1,000,000					
	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000					
	E.L. DISEASE - POLICY LIMIT \$ 1,000,000					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Islamorada, Village of Islands and its Council Members, Officials, Officers and Employees are listed as additional insured on the general liability when required by written contract.

## CERTIFICATE HOLDER

Islamorada, Village of Islands  
86800 Overseas Highway, 3rd Floor  
Islamorada, FL 33036

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Darius McJimpson*

© 1988-2015 ACORD CORPORATION. All rights reserved.

**TAB 8- STATE AUTHORIZATION OF TRANSACT BUSINESS**

# *State of Florida*

## *Department of State*

I certify from the records of this office that DISASTER PROGRAM & OPERATIONS, INC. is a corporation organized under the laws of the State of Florida, filed on May 4, 2015.

The document number of this corporation is P15000039932.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on February 13, 2019, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Thirteenth day of February,  
2019*



  
*Lamont D. Alexander*  
Secretary of State

Tracking Number: 2094747444CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**TAB 9-DP&O ATTACHMENTS**

*State of Florida*

## Woman Business Certification

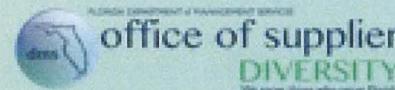
### Disaster Program and Operations, Inc

Is certified under the provisions of  
287 and 295.187, Florida Statutes, for a period from:

01/28/2019      to      01/28/2021

*Donna Williams*

Donna Williams, Executive Director  
Office of Supplier Diversity





January 28, 2019

Dear Gabrielle Benigni:

Congratulations! Your certification for a woman-, veteran- and/or minority owned Florida business enterprise has been reviewed, is granted and hereby effective for a period of two years from today's date. Please take some time to review the Office of Supplier Diversity's section of the website at <http://www.dms.myflorida.com/osd> to learn more about the benefits of being certified; how to do business with the state, regional and local government; OSD regional events; mentor and loan programs for CBEs and more. Our team is here to help your business succeed as a Florida CBE.

Your business entity's state certification, designated as WOMAN OWNED, is relevant when providing the following goods and/or services to the agencies or businesses that hire you.

- 43232300 - Data management and query software
- 72141510 - Demolition services
- 77101500 - Environmental impact assessment
- 77101502 - Environmental standards
- 77101505 - Environmental monitoring
- 81112004 - Disaster recovery services

If, or when your business should supply other products or services, the contracting entity will not get credit for their Certified Business Enterprise participation in that business transaction. Therefore, it is important to most accurately select the commodity codes associated with all products, goods and services your business can provide. You can review these codes in [MyFloridaMarketPlace.com](http://MyFloridaMarketPlace.com).

As a state Certified Business Enterprise, you are encouraged to actively bid in the participating state purchasing programs.. Some of the participating entities have certification eligibility criteria unique to those of the reciprocal certification network. As a result, some program offices may ask you to submit additional documentation before you are eligible to bid as a CBE with that jurisdiction or organization. Please contact that organization directly with questions about their requirements for eligibility.

Florida laws require that the Office of Supplier Diversity be advised of any and all changes in the company's status occurring within 14 days of the transfer of ownership or change in management or ownership taking place. This law is applicable throughout the effective certification dates.

Questions concerning your CBE certification may be directed to the Office of Supplier Diversity at (850) 487-0915 or email us at [OSDhelp@dms.myflorida.com](mailto:OSDhelp@dms.myflorida.com)."

Sincerely,

Florida Department of Management Services  
Office of Supplier Diversity  
4050 Esplanade Way, Suite 380G  
Tallahassee, FL 32399-0950

If you have any questions or concerns about procurement opportunities, please call the MyFloridaMarketPlace customer service line at 1-866-352-3776.

**From:** OSDCert@dms.myflorida.com <OSDCert@dms.myflorida.com>  
**Sent:** Monday, January 28, 2019 9:11 PM  
**To:** Gabrielle Benigni <gbenigni@dpando.com>  
**Subject:** Online Registration: Minority Certification Validated



January 28, 2019

Dear Gabrielle Benigni:

Congratulations! Your certification for a woman-, veteran- and/or minority owned Florida business enterprise has been reviewed, is granted and hereby effective for a period of two years from today's date. Please take some time to review the Office of Supplier Diversity's section of the website at <http://www.dms.myflorida.com/osd> to learn more about the benefits of being certified; how to do business with the state, regional and local government; OSD regional events; mentor and loan programs for CBEs and more. Our team is here to help your business succeed as a Florida CBE.

Your business entity's state certification, designated as WOMAN OWNED, is relevant when providing the following goods and/or services to the agencies or businesses that hire you.

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Sincerely,

Florida Department of Management Services  
Office of Supplier Diversity  
4050 Esplanade Way, Suite 380G  
Tallahassee, FL 32399-0950

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# *State of Florida*

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*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Thirteenth day of February,  
2019*



  
*Lamont D. Keel*  
Secretary of State

Tracking Number: 2094747444CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Harden and Associates 501 Riverside Avenue, Suite 1000 Jacksonville FL 32202		CONTACT NAME: Patti Barrett PHONE (A/C, No, Ext): 904-421-5293 E-MAIL ADDRESS: pbarrett@hardeninsight.com	FAX (A/C, No): 904-466-4380
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Covington Specialty Ins Co	13027
INSURED Disaster Program & Operations, Inc 10033 Sawgrass Drive W. Ste. 121 Ponte Vedra FL 32082-2832		DISAOP0E-01	INSURER B : Admiral Insurance Company
			24856
		INSURER C : Old Dominion Insurance Co	40231
		INSURER D : StarStone National Insurance Company	
		INSURER E :	
		INSURER F :	

COVERAGES CERTIFICATE NUMBER: 301954909 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY  X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	Y	VBA641841	8/19/2018	8/19/2019	EACH OCCURRENCE	\$ 1,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
						MED EXP (Any one person)	\$ 5,000
						PERSONAL & ADV INJURY	\$ 1,000,000
						GENERAL AGGREGATE	\$ 2,000,000
						PRODUCTS - COMP/OP AGG	\$ 1,000,000
							\$
	GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						
	AUTOMOBILE LIABILITY  X ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS X HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		B1T6575Z	8/19/2018	8/19/2019	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
							\$
D	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE		76901W182ALI	8/19/2018	8/19/2019	EACH OCCURRENCE	\$ 1,000,000
	DED <input type="checkbox"/> RETENTION \$					AGGREGATE	\$ 1,000,000
							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A				WC STATUTORY LIMITS	OTH-ER
						E.L. EACH ACCIDENT	\$
						E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$
B	Professional Liability Retroactive Date: 8/19/2016		EO000034723-03	8/19/2018	8/19/2019	OCC/AGG	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Islamorada, Village of Islands and its Council Members, Officials, Officers and Employees are listed as additional insured on the general liability when required by written contract.

## CERTIFICATE HOLDER

## CANCELLATION

Islamorada, Village of Islands 86800 Overseas Highway, 3rd Floor Islamorada, FL 33036	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  <i>Patti Barrett</i>

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER		CONTACT NAME: <b>Darius Mcjimpson</b>		
Teamworks Insurance Agency, LLC 23371 Mulholland Dr. #306 Woodland Hills CA, 91364		PHONE (A/C, No. Ext.): (805) 531-5060	FAX (A/C, No.): (805) 531-5065	
		E-MAIL ADDRESS: certholder@teamworkinsurance.com		
		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: Employers Preferred Insurance Company		
INSURED		INSURER B:		
DISASTER PROGRAM & OPERATIONS Robert Hirsch CPA C/O DPO 10033 Sawgrass Dr. W. Ste. 121 Ponte Vedra, FL 32082-2832		INSURER C:		
		INSURER D:		
		INSURER E:		
		INSURER F:		

COVERAGEs		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>  <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR   <b>GEN'L AGGREGATE LIMIT APPLIES PER:</b> <input type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC  OTHER:			<b>EIG2539335-00</b>	<b>08/28/18</b>	<b>08/28/19</b>	EACH OCCURRENCE \$
						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
						MED EXP (Any one person) \$
						PERSONAL & ADV INJURY \$
						GENERAL AGGREGATE \$
						PRODUCTS - COMP/OP AGG \$
						OTHER: \$
						COMBINED SINGLE LIMIT (Ea accident) \$
						BODILY INJURY (Per person) \$
						BODILY INJURY (Per accident) \$
PROPERTY DAMAGE (Per accident) \$						
<b>AUTOMOBILE LIABILITY</b>  <b>ANY AUTO</b> <input type="checkbox"/> OWNED <input type="checkbox"/> SCHEDULED <input type="checkbox"/> AUTOS ONLY <input type="checkbox"/> AUTOS <input type="checkbox"/> HIRED <input type="checkbox"/> NON-OWNED <input type="checkbox"/> AUTOS ONLY			<b>EIG2539335-00</b>	<b>08/28/18</b>	<b>08/28/19</b>	EACH OCCURRENCE \$
						AGGREGATE \$
<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE  <b>DED</b> <input type="checkbox"/> RETENTION \$  <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> <b>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?</b> <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> Y <b>(Mandatory in NH)</b> <b>If yes, describe under DESCRIPTION OF OPERATIONS below</b>			<b>EIG2539335-00</b>	<b>08/28/18</b>	<b>08/28/19</b>	X PER STATUTE OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Islamorada, Village of Islands and its Council Members, Officials, Officers and Employees are listed as additional insured on the general liability when required by written contract.

## CERTIFICATE HOLDER

## CANCELLATION

Islamorada, Village of Islands 86800 Overseas Highway, 3rd Floor Islamorada, FL 33036		SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
		AUTHORIZED REPRESENTATIVE
		<i>Darius Mcjimpson</i>

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# Request for Taxpayer Identification Number and Certification

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give Form to the  
requester. Do not  
send to the IRS.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Disaster Program &amp; Operations, Inc.</b>																
2 Business name/disregarded entity name, if different from above																
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <table style="margin-left: 20px; border: none;"> <tr> <td><input type="checkbox"/> Individual/sole proprietor or single-member LLC</td> <td><input type="checkbox"/> C Corporation</td> <td><input checked="" type="checkbox"/> S Corporation</td> <td><input type="checkbox"/> Partnership</td> <td><input type="checkbox"/> Trust/estate</td> </tr> <tr> <td colspan="5"><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</td> </tr> <tr> <td colspan="5"><input type="checkbox"/> Other (see instructions) ►</td> </tr> </table>		<input type="checkbox"/> Individual/sole proprietor or single-member LLC	<input type="checkbox"/> C Corporation	<input checked="" type="checkbox"/> S Corporation	<input type="checkbox"/> Partnership	<input type="checkbox"/> Trust/estate	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.					<input type="checkbox"/> Other (see instructions) ►				
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<input type="checkbox"/> Other (see instructions) ►																
4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): <table style="margin-left: 20px; border: none;"> <tr> <td><input type="checkbox"/> Exempt payee code (if any) _____</td> </tr> <tr> <td><input type="checkbox"/> Exemption from FATCA reporting code (if any) _____</td> </tr> </table>		<input type="checkbox"/> Exempt payee code (if any) _____	<input type="checkbox"/> Exemption from FATCA reporting code (if any) _____													
<input type="checkbox"/> Exempt payee code (if any) _____																
<input type="checkbox"/> Exemption from FATCA reporting code (if any) _____																
5 Address (number, street, and apt. or suite no.) See instructions. <b>10033 Sawgrass Parkway W., Suite 121</b>																
6 City, state, and ZIP code <b>Ponte Venda Beach, FL 32082</b>																
7 List account number(s) here (optional)																

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>	<input type="text"/> - <input type="text"/> - <input type="text"/> <input type="text"/> <input type="text"/> - <input type="text"/> <input type="text"/> - <input type="text"/> <input type="text"/>
<b>or</b>	
<b>Employer identification number</b>	<input type="text"/> - <input type="text"/>

## Part II Certification

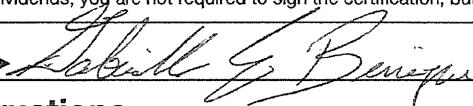
Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign  
Here**

Signature of  
U.S. person ►



Date ►

*8/21/2018*

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Emergency Management Institute



# FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00703.a  
NIMS Resource Management**

*Issued this 25th Day of September, 2018*



0.3 IACET CEU

*Steven P. Heidecker*  
Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**LISDEY APARICIO GONZALEZ**

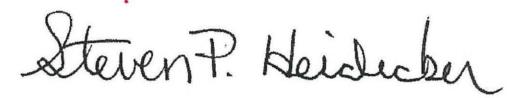
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00100.c  
Introduction to Incident Command System, ICS-100**

*Issued this 1st Day of October, 2018*



0.2 IACET CEU

  
Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute

# Emergency Management Institute



# FEMA

This Certificate of Achievement is to acknowledge that

**LISDEY APARICIO GONZALEZ**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00703.a  
NIMS Resource Management**

*Issued this 2nd Day of October, 2018*



0.3 IACET CEU

*Steven P. Heidecker*  
Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**LISDEY APARICIO GONZALEZ**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00559**  
**Local Damage Assessment**

*Issued this 2nd Day of October, 2018*



0.2 IACET CEU

*Steven P. Heidecker*  
Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute

# Emergency Management Institute



# FEMA

This Certificate of Achievement is to acknowledge that

**LISDEY APARICIO GONZALEZ**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00700.b**

**An Introduction to the National Incident Management Sys**

*Issued this 4th Day of October, 2018*



0.4 IACET CEU

*Steven P. Heidecker*  
Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that  
**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

**IS-00230**  
**Principles of Emergency Management**

*Issued this 12th Day of June, 2006*

The signature of Richard Callis, written in cursive ink.  
**Richard Callis**  
*Acting Superintendent*  
*Emergency Management Institute*

1.0 CEU

FEMA Form 16-31, October 05

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

**IS-00275**

**Role of the Emergency Operations Center  
in Community Preparedness, Response & Recovery**

*Issued this 07th Day of June, 2006*

1.0 CEU

  
**Richard Callis**  
*Acting Superintendent*  
**Emergency Management Institute**  
FEMA Form 16-31, October 05

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

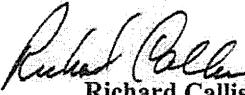
**ELIZABETH VALDES**

DETACH THIS STUB

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

**IS-00630**  
**Introduction to the Public Assistance Process**

*Issued this 14th Day of June, 2006*

  
**Richard Callis**  
*Acting Superintendent*  
*Emergency Management Institute*

0.2 CEU

FEMA Form 16-31, October 05

# Emergency Management Institute



# FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

**IS-00631**  
**Public Assistance Operation I**

*Issued this 25th Day of May, 2006*

The signature of Richard Callis, written in cursive ink.  
**Richard Callis**  
*Acting Superintendent*  
*Emergency Management Institute*

0.7 CEU

FEMA Form 16-31, October 05

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

**IS-00632**  
**Intro to Debris Opers in FEMA's Public Assis. Prg**

*Issued this 25th Day of May, 2006*

The signature of Richard Callis, written in cursive ink.  
**Richard Callis**  
*Acting Superintendent*  
*Emergency Management Institute*

0.5 CEU

FEMA Form 16-31, October 05

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00100**

**Introduction to the Incident Command System,  
(ICS 100)**

*Issued this 4th Day of October, 2006*

  
Richard Callis, Acting Superintendent

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00200**  
**ICS for Single Resources and**  
**Initial Action Incidents**

*Issued this 10th Day of October, 2006*



Richard Callis, Acting Superintendent

# Emergency Management Institute



## FEMA

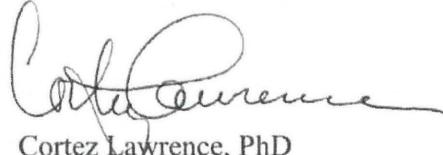
This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00015.A**  
**Special Events Contingency Planning**  
**for Public Safety Agencies**

*Issued this 6th Day of November, 2006*

  
Cortez Lawrence, PhD  
Superintendent  
Emergency Management Institute

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00700**  
**National Incident Management System**  
**(NIMS) an Introduction**

*Issued this 12th Day of October, 2006*



Richard Callis, Acting Superintendent

# Emergency Management Institute



## FEMA

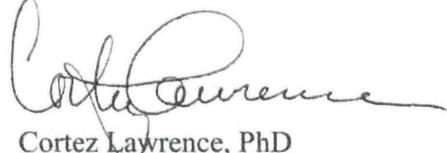
This Certificate of Achievement is to acknowledge that

**ELIZABETH VALDES**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00800.A  
National Response Plan (NRP), an Introduction**

*Issued this 6th Day of November, 2006*



Cortez Lawrence, PhD  
Superintendent  
Emergency Management Institute

# FLORIDA DEPARTMENT OF FINANCIAL SERVICES

**LISDEY APARICIO**

**License Number : W537694**

**Resident Insurance License**

- 0620 - ADJUSTER - ALL LINES

**Issue Date**

12/17/2018

**Please Note:**

A licensee may only transact insurance with an active appointment by an eligible insurer or employer. If you are acting as a surplus lines agent, public adjuster, or reinsurance intermediary manager/broker, you should have an appointment recorded in your own name on file with the Department. If you are unsure of your license status you should contact the Florida Department of Financial Services immediately. This license will expire if more than 48 months elapse without an appointment for each class of insurance listed. If such expiration occurs, the individual will be required to re-qualify as a first-time applicant. If this license was obtained by passing a licensure examination offered by the Florida Department of Financial Services, the licensee is required to comply with continuing education requirements contained in 626.2815 or 648.385, Florida Statutes. A licensee may track their continuing education requirements completed or needed in their MyProfile account at <https://dice.fldfs.com>. To validate the accuracy of this license you may review the individual license record under "Licensee Search" on the Florida Department of Financial Services website at <http://www.MyFloridaCFO.com/Division/Agents>



Jimmy Patronis  
Chief Financial Officer  
State of Florida

# FLORIDA DEPARTMENT OF FINANCIAL SERVICES

*ELIZABETH VALDES*

*License Number : W540646*

**Resident Insurance License**

• 0620 - ADJUSTER - ALL LINES

**Issue Date**

01/07/2019

**Please Note:**

A licensee may only transact insurance with an active appointment by an eligible insurer or employer. If you are acting as a surplus lines agent, public adjuster, or reinsurance intermediary manager/broker, you should have an appointment recorded in your own name on file with the Department. If you are unsure of your license status you should contact the Florida Department of Financial Services immediately. This license will expire if more than 48 months elapse without an appointment for each class of insurance listed. If such expiration occurs, the individual will be required to re-qualify as a first-time applicant. If this license was obtained by passing a licensure examination offered by the Florida Department of Financial Services, the licensee is required to comply with continuing education requirements contained in 626.2815 or 648.385, Florida Statutes. A licensee may track their continuing education requirements completed or needed in their MyProfile account at <https://dice.fldfs.com>. To validate the accuracy of this license you may review the individual license record under "Licensee Search" on the Florida Department of Financial Services website at <http://www.MyFloridaCFO.com/Division/Agents>



Jimmy Patronis  
Chief Financial Officer  
State of Florida

**FLORIDA DEPARTMENT OF FINANCIAL SERVICES****ELIZABETH VALDES**

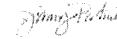
License Number : W5J0646

**Resident Insurance License**

•0620 - ADJUSTER - ALL LINES

**Issue Date**

01/07/2019



Jimmy Patronis  
Chief Financial Officer  
State of Florida

**Please Note**

A licensee may only transact insurance with an active appointment by an eligible insurer or employer. If you are acting as a surplus lines agent, public adjuster, or reinsurance intermediary manager/broker, you should have an appointment recorded in your own name on file with the Department. If you are unsure of your license status you should contact the Florida Department of Financial Services immediately. This license will expire if more than 48 months elapse without an appointment for each class of insurance listed. If such expiration occurs, the individual will be required to re-qualify as a first-time applicant. If this license was obtained by passing a licensure examination offered by the Florida Department of Financial Services, the licensee is required to comply with continuing education requirements contained in 626.2815 or 648.385, Florida Statutes. A licensee may track their continuing education requirements completed or needed in their MyProfile account at <https://dice.fdls.com>. To validate the accuracy of this license you may review the individual license record under "Licensee Search" on the Florida Department of Financial Services website at <http://www.MyFloridaCFO.com/Division/Agents>

# FLORIDA DEPARTMENT OF FINANCIAL SERVICES

***NICOLAS EVELYN***

***License Number : W541323***

**Resident Insurance License**

- 0620 - ADJUSTER - ALL LINES

**Issue Date**

01/10/2019

**Please Note:**

A licensee may only transact insurance with an active appointment by an eligible insurer or employer. If you are acting as a surplus lines agent, public adjuster, or reinsurance intermediary manager/broker, you should have an appointment recorded in your own name on file with the Department. If you are unsure of your license status you should contact the Florida Department of Financial Services immediately. This license will expire if more than 48 months elapse without an appointment for each class of insurance listed. If such expiration occurs, the individual will be required to re-qualify as a first-time applicant. If this license was obtained by passing a licensure examination offered by the Florida Department of Financial Services, the licensee is required to comply with continuing education requirements contained in 626.2815 or 648.385, Florida Statutes. A licensee may track their continuing education requirements completed or needed in their MyProfile account at <https://dice.fldfs.com>. To validate the accuracy of this license you may review the individual license record under "Licensee Search" on the Florida Department of Financial Services website at <http://www.MyFloridaCFO.com/Division/Agents>



Jimmy Patronis  
Chief Financial Officer  
State of Florida

# FLORIDA DEPARTMENT OF FINANCIAL SERVICES

***ROBERT E RUSSAKOFF***

***License Number : W548776***

**Resident Insurance License**

- 0620 - ADJUSTER - ALL LINES

**Issue Date**

02/18/2019

**Please Note:**

A licensee may only transact insurance with an active appointment by an eligible insurer or employer. If you are acting as a surplus lines agent, public adjuster, or reinsurance intermediary manager/broker, you should have an appointment recorded in your own name on file with the Department. If you are unsure of your license status you should contact the Florida Department of Financial Services immediately. This license will expire if more than 48 months elapse without an appointment for each class of insurance listed. If such expiration occurs, the individual will be required to re-qualify as a first-time applicant. If this license was obtained by passing a licensure examination offered by the Florida Department of Financial Services, the licensee is required to comply with continuing education requirements contained in 626.2815 or 648.385, Florida Statutes. A licensee may track their continuing education requirements completed or needed in their MyProfile account at <https://dice.fldfs.com>. To validate the accuracy of this license you may review the individual license record under "Licensee Search" on the Florida Department of Financial Services website at <http://www.MyFloridaCFO.com/Division/Agents>



Jimmy Patronis  
Chief Financial Officer  
State of Florida

# Emergency Management Institute



## FEMA

This is to certify that  
**Michael J Penfield**  
successfully completed

**Public Assistance Program Delivery Management**  
**Orlando, Florida**

**February 20 - 26, 2018**



  
Linda Rose  
Superintendent  
Emergency Management Institute

**DP&O STAFF BIOS & RESUMES**



**Gabrielle Benigni, DP&O President, Project Director**

Email: [gbenigni@dpando.com](mailto:gbenigni@dpando.com)

**SUMMARY:**

Ms. Benigni has more than 20 years of Environmental Demolition, Earthwork Construction, Emergency/Disaster Response and Recovery services including Debris Management Planning and Debris Removal Operations. She is highly skilled with damage assessments, FEMA Public Assistance (PA) program policy, State/ Federal Agency disaster reimbursement requirements, and submittals documentation. As a degreed hydrogeologist she began her career directing Environmental Investigations, Contamination Assessments, and Remedial Installations for Private industrial facilities, pharmaceutical manufacturers, Naval Facilities and Army Depots. Additionally, she is highly experienced with Asbestos Removals, Demolition, Earthwork, and above Ground/Underground Storage tanks removals.

As President of DP&O (Former DO&T) she formed and developed the concept of combining Disaster Claims Management with WebEOC (DHS voted as nations Crisis Incident Management software). DCMS will be a scalable solution to decrease economic impact on communities, increase financial survivability from disasters offering regional resource sharing, automating damage assessments, and recovery costs tracking with FEMA required submittals documentation, and program that exist on the WebEOC platform, and is NIMS compliant.

DCMS is a cloud-based software solution for planning, response, and recovery costs tracking, and maintains all pre-disaster status of infrastructure items, auto populates disaster claims forms to federal agencies (FEMA, USDS, FHwy) and insurance companies and will provide long term disaster document storage in audit proof format. It is the only response and recovery pro She has represented cities in Oklahoma, and assisted Oklahoma Office of Emergency Management by preparing FEMA appeals for projects which, after second appeals process, were each successfully awarded at 100% appealed amounts for 14 appeals.

As DO&T President she was awarded the State of Oklahoma OEM Contract for Debris Management Planning (DMP), including implementation of Disaster Services. She assists Waste Management with FEMA compliance and debris management issues for Dade County Cities. For Waste Management in the multiple back to back 2004, hurricanes, and 2005 Hurricane, Katrina and Wilma directing all Debris Removal Operations for WM Cities in Palm Beach, Dade, Broward and Monroe Counties, including subcontracting, certification and mobilization of crews and reconciling all debris removal/disposal records.

With DP&O she represents the Tennessee Valley Public Power Authority for FEMA/federal compliance for utilities and Mississippi Public Utilities Managers association promoting a Regional Response and Recovery plan with Emergency Operation Procedures for Incident

management, Response, Damage Assessments, Emergency Costs Documentation and Recovery. DP&O is requested to participate in IAEM (International Association of Emergency Managers) FEMA Caucus quarterly discussions of current FEMA trends and issues for applicant's reimbursements.

She has provided the following requested presentations:

- TVPPA, August 2015, "FEMA Requirements for Reimbursement, Specific for Utilities".
- Edison Electric Institute, May 2015 "Grid Resiliency and Business Continuity".
- TVA, May,2016, FEMA Disaster Financial Reimbursement Requirements
- MECA- Michigan Electric Cooperatives- June 21, 2017 -FEMA Disaster Financial Reimbursement Requirements, and table top exercise.

She formed Disaster Operations & Training (DO&T), in 2006, as a woman owned disaster emergency services firm specializing with Debris Management Planning, Response and Recovery services emphasizing State, County client representation for FEMA, FHwy, USDA, reimbursement and insurance companies. DO&T made order out of disorder for municipalities and Utility organizations and ensuring business continuity during disasters. With DO&T she excelled with claims justification preparation and analysis, and Disaster Claims Program Development and Implementation.

During 2013 Gabrielle (DOT) as State Consultant with NY DHSES, assisted the Liaison to the Chief of Public Assistance and Deputy Commissioner for Super Storm Sandy. Her tasks included critical applicants support for appeals justification and critical applicant status reports for the Governor's office. She represented the State at various levels for FEMA Projects (Project Worksheets (PW)) Review, and approval at the State/FEMA initial review, State/FEMA QAQC review, and the Final PW Grantee level review and approval.

During her experience with NYDHSES she prepared a document of the State/FEMA Public assistance process inefficiencies as it applied to both State and FEMA contractors regarding the internal PW preparation, review and approval process and using the FEMA "EMMIE" system.

## **AREAS OF SPECIALIZATION**

- Disaster Response and Recovery-Damage assessments, Federal PA program - State, county and municipalities.
- Debris Management Planning-Debris Removal Operations; Emergency Road Clearing, & TDSR operations
- Earthwork, Site Remediation and Restoration
- Demolition and Asbestos Removal
- Proposal Preparation/Bidding, Project /Contract Administration/Management
- FEMA and USDA Disaster Reimbursement Submittals, and Agency Mediation Submittals
- Hazardous Materials/Emergency Response - Emergency Response Fuel Spills

## **SPECIFIC ACCOMPLISHMENTS**

- Mississippi Public Utilities Regional Disaster Response and Recovery Planning.
- Oklahoma -State Debris Management Plan (DMP) preparation and Implementation, for State

of Oklahoma, OEM and is FEMA approved. Implemented templates and guidelines for State DMP implementation. Assisted with HMP programs for various disasters.

- Disaster Services for Oklahoma - Performed ice-storm, and tornadoes response and recovery, damage assessments and FEMA PW submittals. Represented municipalities as Applicant's Agent with FEMA, wrote the appeals and assembled supporting documentation for Oklahoma Emergency Management, for 14 FEMA appeals in Region VI that were all awarded at 100%-dollar value.
- Currently assists numerous South Florida municipalities, Waste Management and Mississippi Utilities with Disaster Recovery Operations, Debris Management Planning and FEMA Public Assistance process.

**EDUCATION:** B.S., Geology & Hydrogeology, University of Florida, Gainesville

## **CERTIFICATIONS**

- Hazardous Material Site Supervisor/ Trainer
- Advanced Supervision of Asbestos Abatement Projects - Georgia Tech
- State of Florida Dept. of Natural Resources Oil Spill Prevention, Response and Cleanup
- FEMA Debris Management Planning and Public Assistance
- Advanced PADI Scuba Training
- NIMS/ICS 100-800; HIPAA Chapter110 –Eligibility Criteria Specialist.

## **Presentations/Training:**

- May 2015- TVPPA, FEMA Requirements for Utilities Disaster Reimbursement.
- May 2015- Edison Electric Institute- Grid Resiliency and Business Continuity
- May 2016- TVA-Licensed CPA Annual Conference – Disaster Accounting- FEMA Requirements, OIG Audits and lessons learned.
- August 2016, September 2016 - TVPPA E&O Annual conference, FEMA Mutual Aid requirements for Utilities.
- September 2017-TVPPA, Annual Safety Conference – Disaster Response & Recovery Planning emphasizing Mutual Aid FEMA Requirements, and lessons learned.
- August 2017, MECA – Michigan Electric Coop Assoc: Regional Disaster Planning, Mutual Aid, FEMA Disaster Reimbursement requirements; Table top Exercise.
- October 2017,- NWPPA (Northwest Public Power Assoc) and Alaska Public Power Utility Assoc: Regional Disaster Response, Mutual Aid and FEMA Disaster Reimbursement Requirements for Utilities; Disaster Table Top Exercise.



## John J. O'Dell, Chief Technical Officer

### SUMMARY:

John J. O'Dell, DP&O'S CTO, is one of the founders of ESi® and pioneered the concept of WebEOC® as the first web-based Crisis Information Management Systems (CIMS). He has extensive experience in the design and development of complex command, control and emergency facilities, and specializes in Crisis Information Management Systems and critical systems integration technology.

Mr. O'Dell has been involved with Emergency Management and developing Crisis Information Management Systems (CIMS) for over 20 years. Mr. O'Dell started his career at Virginia Tech's Management Systems Laboratory (MSL) in 1984 after graduating from Virginia Tech with a BS in Industrial Engineering and Operations Research (IEOR/Systems Engineering). While at MSL Mr. O'Dell supported several DOE (U.S. Department of Energy) grant initiatives that included emergency information systems and simulations. Mr. O'Dell joined Westinghouse Savannah River Company in 1990 and worked as Senior Systems Engineer for construction of a new Consolidated Emergency Response Facility (CERF). The project was completed in March 1994 and was judged by several groups as the best in the DOE national complex. The project's combination of large screen projection and unique information management systems saved hundreds of thousands of dollars and earned the project team an extremely rare second George Westinghouse Signature Award for Service Excellence in Logistics Engineering.

During this period, his WSRC responsibilities were expanded to include management of all emergency systems related to EOC automation and 9-1-1 center operation. His work included researching, developing, and implementing various automation initiatives used nationally by DOE emergency managers. As the first to offer an internet-based emergency management information system, Mr. O'Dell and ESi® raised the bar in Emergency Operations Center (EOC) systems when they introduced WebEOC®.

In 1996, Mr. O'Dell and his partners founded ESi® as a DOE/Westinghouse "spin out" company. ESi® initially was focused on 9-1-1 center systems integration and Mr. O'Dell's ground breaking integration techniques developed the first integrated (radio, telephone, CAD, mapping, video, and NCIC) 9-1-1 console called the "Universal Dispatcher". The concept is in use today at nearly every 9-1-1 center in the country. In 2013 Mr. O'Dell and his partners sold ESi® to Intermedix and served as a Senior VP focusing on Professional Services, Sales, and Implementations for customers worldwide

### PROFESSIONAL EXPERIENCE

- 20 years of developing and implementing Crisis Information Management Systems (CIMS)
- Pioneered the concept of WebEOC as the first web-based CIMS and one of the original founders of ESi
- 20 years of Emergency Management Experience
- Installed, trained, and implemented WebEOC for hundreds of customers worldwide



## John B. Copenhaver, Chief Executive Officer

### SUMMARY:

John B. Copenhaver, DP&O CEO, has been a licensed Georgia attorney since 1979. He has served in many senior executive roles, including as a Presidential appointee to FEMA, President and CEO of the Disaster Recovery Institute (DRI) International, and was appointed to the Board of Business Continuity Institute. His career has resulted in the following appointed positions of prestige:

- Principal of the Council for Excellence in Government, Washington, D.C.,
- University of Georgia School of Law, Board of Visitors in June, 2002-2005
- Appointed to the Board of the Emergency Information Infrastructure Project 2011 - Present
- Elected to the Disaster Recovery Institute International Board of Directors October 2001; Chairman 2003- 2005
- U.S. Chamber of Commerce National Security Task Force, 2007- 2010
- FEMA National Advisory Council Private Sector Subcommittee, 2008- 2010
- Editorial Board, The Journal of Business Continuity and Emergency Management, 2005-2010
- Editorial Board, The Journal of Emergency Management, March 2010-Present
- Advisory Board of the Canadian Centre for Emergency Preparedness, 2004-Present
- Biographies, "Who's Who in America", "Who's Who in the World" 2006-Present
- Appointed to the Board of the Business Continuity Institute, 2012-2014

### PROFESSIONAL EXPERIENCE:

Federal Emergency Management Agency, Region IV, Director (Presidential Appointee),

### PROFESSIONAL ACHIEVEMENTS:

#### Management/Leadership

- Managed FEMA's largest Regional Office for 3 1/2 years (up to 800 people in multiple offices).
- Restructured Regional management staff and administered a variety of FEMA programs for the Agency's largest and most active Region (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee); in this capacity worked closely with the United States military forces, including the Commanding Generals of U.S. Army Forces Command, First U.S. Army, and the U.S. Army Corps of Engineers.
- Served as Regional Senior Government Official (SGO) for emergency-related liaison with elected and appointed officials of local, state and Federal government, including frequent meetings with mayors, State Governors, Members of Congress and Senators, Cabinet Officers, and the Vice President and President of the United States.
- Served as Chairman of the Atlanta Federal Executive Board (FEB) (comprised of Federal Department and Agency heads in the state of Georgia) and oversaw the development of the FEB's first 5-year Strategic Plan.

- Directed various FEB programs such as the Combined Federal Campaign, Savings Bond Campaign and the Community Activities Board.
- US Chamber of Commerce, National Security Group- assisted with National Security Issues, and vulnerabilities of Nations critical infrastructure.
- Conceived and directed implementation of the, "FEMA/BellSouth Project Impact Executive Summit" held in March 2000 at the Carter Center in Atlanta, bringing together senior officers of 150 corporations and senior government officers (Governors and Presidential Cabinet Officers) to formulate policy furthering Emergency Management/Disaster Response and Recovery

- Directed Federal Government response and recovery efforts for 54 Presidential disaster declarations
- Authorized Federal fire-suppression grants for over 30 wildfire response efforts in the Southeastern United States.
- Directed distribution of over \$1 billion from the Congressional Disaster Relief Fund to disaster victims.
- Oversaw disaster operations ranging in scale from small (less than \$20 million in assistance and fewer than 100 people involved in recovery operations) to massive (over \$1 billion in assistance and over 1,000 people involved in response and recovery operations).
- Directed implementation of the United States' largest disaster recovery - housing buyout and relocation program after Hurricane Floyd in eastern North Carolina, involving purchase of over 1,100 homes in flood prone areas and relocation of occupants to safer homes outside known floodplains; Federal dollars spent in this program exceeded \$400 million.

Directed hazardous materials programs for the Southeastern U.S., including oversight of the Chemical Stockpile Emergency Preparedness Program (CSEPP) and the Radiological Emergency Program (REP), both involving multimillion-dollar budgets and considerable Congressional.

#### Strategic/Tactical Planning

- Conceived and directed nation's first "Tornado Preparedness Summit"; Summit held in April 1998 because of over 100 deaths and massive devastation occurring from tornado disasters in the Southeast region during the first 3 1/2 months of 1998.
- Created theme for Summit (subsequently adopted as theme for multiple national conferences) of, "A Safe Place to Go with Time to Get There"; focus on areas of tornado detection, warning systems and sheltering options; over 200 participants from 40 different Federal and state agencies, with output forming basis for national tornado preparedness policy.
- Directed over \$100,000 toward funding of Texas Tech/FEMA publication entitled, "Taking Shelter from the Storm" providing documentation on construction of tornado-proof "safe rooms".
- Developed major initiative for BellSouth Corp. entitled the "Umbrella Protection Plan", which brought together elements of network redundancy and survivability with key product and service offerings in the field of disaster preparedness and business continuity, for market offering throughout the Southeast.
- Directed the creation and marketing of BellSouth Advanced Intelligent Network (AIN) products to provide robust and integrated business continuity offering to businesses throughout the Southeast.
- Directed the revision/restructuring of the Hurricane Liaison Team (HLT), a multi-agency

group designed to coordinate information and preparedness activities at the local, state and Federal levels during hurricane threats to the U.S.; the HLT has been recognized by the Office of the White House as one of the most successful Federal initiatives of the past four years.

#### EDUCATION AND PROFESSIONAL ASSOCIATIONS:

- Bachelor of Science in Geological Sciences, minors in Physics and Mathematics, Brown University, 1975
- Juris Doctor, concentration in International Law, University of Georgia School of Law, 1979
- State Bar of Georgia membership and license to practice law is current.

**Laurie Wood, Chief Information Officer; Data Manager**

Email: lwood@dpando.com

**SUMMARY:**

Laurie Wood, DP&O CIO, has over 30+ years' experience within the emergency management, legal, humanitarian, Oil &Gas, DOD contractor and education sectors, having worked in the field as well as in emergency management software consultancy domestic and international. She worked for ESi/WebEOC (now Intermedix) for approximately 10 years as EM Solutions Manager, ESRI mapping and GIS expert and business

development and EM SME. In the emergency management sector, Laurie worked for American Red Cross, as the Director Emergency Services, NEGA Chapter, and in this capacity, was responsible for personnel management of 1500+ volunteers, and was recognized for excellence in building and strengthening long-term relationships with industry peers, clients and co-workers. She also served as the Dep. Director of Emergency Management Forsyth County GA where she transitioned the department from Civil Defense Agency to Emergency Management Agency. Moreover, she has been a certified GA Emergency Manager, is a trained GA Firefighter and American Red Cross Disaster Services Instructor and Instructor for Train-the-Trainer, is currently still a Licensed Amateur Radio Operator and CERT Trainer/Instructor, she is also GA Search & Rescue Specialist. Laurie has worked in private and government operations, strategic consulting, business continuity and exercise planning, THIRA assessments, non-profit management, marketing, strategy, analysis, business development, contracting, project management and training.

**Specialties:**

- GA Certified Emergency Manager
- Licensed Amateur Radio Operator: Technical License with the FCC – Amateur Radio License – KG4ZHH
- American Red Cross Disaster Volunteer
- Certified WebEOC Administrator
- American Red Cross Disaster Services Instructor and Instructor-Train the Trainer
- CERT Trainer/Instructor
- Threat & Risk Assessment Course – NERRTC
- COBRA (WMD Incident Command and Hands-on-Training)
- WMD Radiological/Nuclear Responder Operations Course – Bechtel
- National Registered First Responder
- Richmond County GA Sheriff's Office – Bomb Incident Plan/Bomb Threat Assessment;
- Georgia Public Safety – EVOC
- NWS –Sky Warn Spotter

**FEMA CERTIFICATIONS/TRAINING COURSES:****FEMA Certifications:**

IS-001, IS-002, IS-003, IS-005, IS-22, IS-55, IS-120, IS-208, IS-230, IS-240, IS-241, IS-275, IS-393, IS-700,

IS-800 IC/EOC Interface, Infection Control: A Street Smart Approach; Rescue Specialist; Crash Victim Extrication, Emergency Planning, Awareness for Initial Response to Hazardous Materials Incidents, Director & Certification Briefing, Hazardous Weather and Flooding Preparedness, Basic Public Information Officer, Decision Making and Problem Solving, Developing Volunteer Resources, Threat & Risk Assessment for Weapons of Mass Destruction, Mass Fatalities Incident Response, Exercise and Design Evaluation, Disaster Response and Recovery Operations, Hazardous Materials Contingency Planning; Principles of Emergency Management; Certified Emergency Manager, Community Emergency Response Team Train-the-Trainer Course; Certificates of Attendance to Georgia Emergency Managers Conference 2002-2004 (Note: PDS Course work completed)

### **American Red Cross: Disaster Instructor Specialty Training:**

- Fundamentals of Instruction & Facilitation
- Preventive Disease Transmission
- CPR instructor
- Shelter Operation/Simulation
- Introduction to Disaster Services
- Family Services
- Certificate of Appreciation – Disaster Assistance
- Emergency Services of the Year - Forsyth County DAT 2004
- Supervision in Disaster (Management)

### **2018 Governor's Hurricane Conference Training Courses:**

- TS4. (G205) Recovery from Disaster: The Local Government role – Awarded 05/18/2018



**Lisdey Aparicio, FEMA PA Recovery Specialist**  
**Email: [Laparicio@dpando.com](mailto:Laparicio@dpando.com)**

### **SUMMARY:**

Lisdey has served with DP&O (and former Disaster Operation & Training, Inc.) in several capacities, as DP&O's Project Manager for Debris Removal and FEMA Recovery Specialist. Lisdey also has assisted Hurricane Irma Debris Removal Contractors and Waste Management with difficult record reconciliation issues and is recognized for her expeditious effort providing prompt resolution preventing delay in FEMA debris submittals. She serves as DP&O's client representation with debris management tasks and disaster data records and costs reconciliation per FEMA submittal

and audit requirements. She has bachelor's degree in Business Administration from Florida Atlantic University. Lisdey has 2 years of experience and is proficient in ESRI and GIS mapping.

She is excellent at leading our team in the tedious tasks of force labor/equipment, material, and contractor invoices reconciliation. She ensures contractor FEMA compliance with Debris removal tasks with supervision and training debris monitoring field supervisors and coordinating debris management contractor reconciliation. Her skillsets include Infrastructure damage inspections and assimilating the FEMA required pre-disaster asset documentation. She is skilled with reconciliation of force labor, equipment, and review of debris monitoring logs (debris collection, TDSR and disposal), debris removal status reports with quantities, costs per debris removal tasks, and review and approval, of daily field tasks logs. She assists with infrastructure damage assessments, and utilities recovery data gathering from field and client departments. Lisdey is very organized, detailed, & efficient, she applies her QAQC forensic skills with review of field and client documents for accuracy and compliance. She assisted in the 2017 Florida Hurricane Irma recovery assisting with emergency debris removal documentation in utilities right of ways, preparation of the FEMA required pre-disaster Utilities warehouse inventory and reconciled the purchased and installed inventory items with the pre-disaster. She also performed permitting the TDSR, truck and equipment certifications, daily supervision of monitor load/ haul and final disposal and daily reconciliation of load information.

### **EDUCATION:**

- Bachelor of Business Administration, Florida Atlantic University

### **FEMA CERTIFICATION/TRAINING COURSES:**

- FEMA Debris Management Planning and Public Assistance
- NIMS/ICS 100-800; HIPAA Chapter110 –Eligibility Criteria Specialist

### **2018 Governors Hurricane Conference Training Courses:**

- TS6. (G318) Mitigation Planning for Local Governments – Awarded 05/18/2018
- TS12. Evaluating Debris Management and Monitoring RFPs- Awarded 05/18/2018
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**Liz Valdes, Project Manager & Snr. Recovery Specialist; Florida CCPA**  
**Email:** [lvaldes@dpando.com](mailto:lvaldes@dpando.com)

**SUMMARY:** Liz has 15 years of Disaster debris management, monitor training, and Monitor supervision experience and has served with DP&O (and former Disaster Operation & Training, Inc.) in several capacities-Debris Management specialist, Project Monitor Supervisor and Recovery assistant to DP&O Program director. She specializes in debris management, logistics and operations and ensures all debris removal tasks are performed and monitored per FEMA Hurricane Sandy Accelerated Debris Pilot Program. She is highly skilled for document control with damage assessments validations,

emergency costs and contractor reconciliation and FEMA submittals review and preparation. Liz is very organized and efficient with review of field and client documents for accuracy and completeness. Her skillsets include assisting with reconciliation of force labor, equipment, and review of debris monitoring logs (collection, TDSR and disposal), and debris removal status reports and field tasks logs for discrepancies.

Liz is Project manager for Debris Projects in Florida City and Homestead, and assisted in the 2016 Mississippi EF4 tornadoes recovery assisting with emergency debris removal documentation in utilities Right of way covering a 30 mile by 2mile wide path including: preparation of the FEMA required pre-disaster Utilities warehouse inventory and compared to purchased and installed inventory items; permitting the TDSR, performing truck certifications, daily supervision of monitor load/ haul and final disposal and daily reconciliation of load haul with disposal records. She Directs FEMA Project Worksheet submittals including preparation of debris removal progress reports, maps, force equipment and labor logs, and data entry. Additionally, Liz coordinated gathering, review all debris removal tickets and reconciliation for WM 2005, and 2005 projects which covered 12 cities located in Dade, Palm Beach and Broward counties. She assisted with FEMA submittals documentation for Categories A-G for El Portal, Key Biscayne, and Miami Springs.

#### **FEMA CERTIFICATION/TRAINING COURSES:**

- Introduction of the Incident Command System IS-100,700 and FEMA;ICS for single Resources and Initial Action Incident IS-200 FEMA
- Special Event Contingency Planning of Public Safety Agencies IS-15. A FEMA
- NIMS Public Information System IS-702 FEMA
- National Response Plan (NPR), an Introduction IS-800.A FEMA
- Introduction to the Public Assistance Process IS-630 FEMA
- Public Assistance Operation I IS-631; Principles of Emergency Management IS-230
- Role of the Emergency Oper. Center in Community Preparedness, Response & Recovery IS-275
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- FEMA Debris Management Planning and Public Assistance
- NIMS/ICS 100-800; HIPAA Chapter110 –Eligibility Criteria Specialist
- TS11. (G202) Debris Management – Awarded 05/18/2018



**Rob Russakoff, Snr. Recovery Specialist; Florida CCPA**  
**Email:** [Rrussakoff@dpando.com](mailto:Rrussakoff@dpando.com)

### **SUMMARY:**

Rob has served with DP&O (and former Disaster Operation & Training, Inc.) in several capacities- as Project Technical Specialist assisting with debris management plans, damage assessments, debris removal and utilities recovery data gathering from field and client departments. He is very organized and efficient with review of field and client documents for accuracy and completeness. His skillsets include assisting with

reconciliation of force labor, equipment, and review of debris monitoring logs (collection, TDSR and disposal), and debris removal status reports and field tasks logs for discrepancies. He has provided training for new local monitor hires and QA/QC end of day data for leaner hanger ticket ledgers and photos. Rob also assisted as records reconciliation specialist for forced labor and equipment and contractor monitoring for long term recovery projects. He also assisted the cities with locating, obtaining quotes and invoice reconciliation for recovery contractors for specialty road, grading, tree replanting, and fence repairs. cialsit

Rob assisted in the 2016 Mississippi EF4 tornadoes recovery assisting with emergency debris removal documentation in utilities Right of way covering a 30 mile by 2mile wide path including: preparation of the FEMA required pre-disaster Utilities warehouse inventory and compared to purchased and installed inventory items; permitting the TDSR, performing truck certifications, daily supervision of monitor load/ haul and final disposal and daily reconciliation of load haul with disposal records.

While working with DP&O in the 2014 Tupelo, Mississippi EF4 tornado Rob assisted with debris removal monitor and contractor records daily reconciliation between load/haul and disposal and resolving discrepancies in volumes or ticket issues in 24 hrs. Additionally, he has over 15 years' experience in heavy equipment operation and emergency disaster removal /assistance. He has direct experience with Seven major hurricanes since 2004 (CHARLEY, IVAN WILMA, MATTHEW, IRMA, KATRINA, IKE)

### **AREAS OF EXPERTISE**

- Emergency Road Clearing, Hurricane Debris removal of over 1,000,000+ cubic yards (2004-2017)
- Demolition
- Prepare internal and external reports pertaining to job
- Excavator, Bulldozer, Loader, Skid steer,
- Recovery data gathering from field and client departments
- Monitor Supervisor, Truck and equipment certifications

### **CERTIFICATIONS/TRAINING COURSES:**

#### **2018 Governors Hurricane Conference:**

- TS11. (G202) Debris Management – Awarded 05/18/2018
- TS12. Evaluating Debris Management and Monitoring RFPs – Awarded 05/18/2018



### **Michael J. Penfield, FEMA Recovery Specialist**

**SUMMARY: Michael serves as DP&O's FEMA Recovery Specialist for Disaster Projects.**

**Michael has supported U.S Department of Homeland Security – FEMA for multiple disasters including, performing as Public Assistance Program Delivery Manager.**

Michael serves DP&O clients in the following services:

- Serves as the primary point of contact/Manager for the applicant (generally local municipalities), providing client service throughout the entire Public Assistance delivery process.
- Conducts key informational meetings with Applicant(s) in all phases of the process, from the exploratory call, to bi-weekly updates, to the Exit Briefing.
- Facilitates the delivery of Public Assistance grant funding on behalf of Applicants; this includes (but is not limited to) developing the list of damaged sites, scheduling site inspections, summarizing applicant damages, coordinating requests for information and questions for applicant from FEMA staff working in a centralized location away from the disaster area, and managing Applicant expectations.
- Serves as the primary interface with eligible Applicants affected by presidentially declared events. Works with the Applicants to resolve their program related needs. Ensures Applicants projects are processed. Navigate the administrative grant applicant process.
- Tracks and communicates progress of all projects through the entire program delivery model in coordination with the Applicant. Provides accurate responses to Applicant questions.
- Engages in special considerations (EHP, Mitigation, etc.) as soon as potential opportunities or concerns arise; discusses potential Hazard Mitigation opportunities with the Applicant. Hosts key information gathering/confirmation meetings and assistance delivery to Applicant recovery priorities; ensures program eligibility requirements are communicated (both eligibility and ineligibility).
- Supports Applicants through the Public Assistance process, communicating requirements for Requests for Information and scheduling site inspections and/or validations. Gather from applicant all required documentation to enable FEMA through the Consolidated Resource Center (CRC) and Grant Manager to write grants so the applicant can be returned to their Pre-Disaster condition as soon as possible.

### **Michael Penfield has served as a Debris Management Field Supervisor**

Ensured that only eligible debris was being removed from designated public right-of way (ROW) and public property within assigned debris pickup zone

- Verified that only eligible hanging limbs and leaning trees were being cut and removed from designated public right-of way (ROW) and public property within assigned debris pickup zones using sketches and mobile collection devices

- Maintained regular communication with, and ensuring that storm debris collection monitors are issuing tickets for the removal of eligible debris from approved public areas
- Verified the completeness and accuracy of tickets and field documentation generated by field staff to substantiate debris removal operations
- Performed other duties at the direction of the project manager and senior leadership team, including Grant Management activities
- Attended and lead various meetings and training sessions as directed by the debris management team
- Oversaw the Fort Lauderdale Beach Restoration project after Hurricane Irma including working with City leadership and Environmental Conservation Groups

#### **EDUCATION**

**Certification in Computer Systems Technology, *Career & Technical Institute*, Poughkeepsie, NY**



**Karl Lackey, Project Manager Utilities, Debris Specialist**  
**Email:** [KLackey@dpando.com](mailto:KLackey@dpando.com)

**SUMMARY:** Karl has 5 years of Disaster debris management, monitor training, and Monitor supervision experience and has served with DP&O in several capacities-Debris Management specialist, Project Monitor Supervisor and Recovery assistant to DP&O Program director. He specializes in debris management, logistics and operations and ensures all debris removal tasks are performed and monitored per FEMA Hurricane Sandy Accelerated Debris Pilot Program. He is highly skilled for document control with damage assessments validations, emergency costs and contractor reconciliation and FEMA submittals review and preparation. Karl is very organized and efficient with review of field and client documents for accuracy and completeness. His skillsets include assisting with reconciliation of force labor, equipment, and review of debris monitoring logs (collection, TDSR and disposal), and debris removal status reports and field tasks logs for discrepancies.

Karl assisted in the 2016 Mississippi EF4 tornadoes recovery assisting with emergency debris removal documentation in utilities Right of way covering a 30 mile by 2 mile wide path including: preparation of the FEMA required pre-disaster Utilities warehouse inventory and compared to purchased and installed inventory items; permitting the TDSR, performing truck certifications, daily supervision of monitor load/ haul and final disposal and daily reconciliation of load haul with disposal records. Assisted with FEMA Project Worksheet submittals including preparation of debris removal progress reports, maps, force equipment and labor logs, and data entry.

#### **Certifications:**

- Introduction of the Incident Command System IS-100 FEMA
- ICS for single Resources and Initial Action Incident IS-200 FEMA
- National Incident Management System (NIMS) an Introduction IS-700 FEMA
- NIMS Public Information System IS-702 FEMA
- Principles of Emergency Management IS-230
- FEMA Debris Management Planning and Public Assistance
- Florida Department of Financial Services- Certified Public Adjusters:



**Reinerio Valdes, Field Recovery Specialist ;Field Supervisor  
Monitor/ Debris Management specilaist  
Email: [rvaldes@dpando.com](mailto:rvaldes@dpando.com)**

**SUMMARY:** Ray has served with DP&O (and former Disaster Operation & Training, Inc.) in several capacities- as Project Technical Specialist assisting with debris management plans, damage assessments, debris removal and utilities recovery data gathering from field and client departments. Ray is very organized and efficient with review of field and client documents for accuracy and completeness. His skillsets include assisting with reconciliation of force labor, equipment, and review of debris monitoring logs (collection, TDSR and disposal), and debris

removal status reports and field tasks logs for discrepancies. During Hurricane Irma, for the cities of Florida City and El Portal, Ray provided training for new local monitor hires and QA/QC end of day data for leaner hanger ticket ledgers and photos. Ray also assisted as records reconciliation specialist for forced labor and equipment and contractor monitoring for long term recovery projects. He also assisted the cities with locating, obtaining quotes and invoice reconciliation for recovery contractors for specialty road, grading, tree replanting, and fence repairs.

He assisted in the 2016 Mississippi EF4 tornadoes recovery assisting with emergency debris removal documentation in utilities Right of way covering a 30 mile by 2mile wide path including: preparation of the FEMA required pre-disaster Utilities warehouse inventory and compared to purchased and installed inventory items; permitting the TDSR, performing truck certifications, daily supervision of monitor load/ haul and final disposal and daily reconciliation of load haul with disposal records.

While working with DP&O in the 2014 Tupelo, Mississippi EF4 tornado Ray assisted with debris removal monitor and contractor records daily reconciliation between load/haul and disposal and resolving discrepancies in volumes or ticket issues in 24 hrs. Additionally, Ray has over 15 years' experience in heavy equipment operation and emergency disaster removal /assistance. He has direct experience with Seven major hurricanes since 2004 (CHARLEY, IVAN WILMA, MATTHEW, IRMA, KATRINA, IKE)

#### **AREAS OF EXPERTISE**

- Emergency Road Clearing, Hurricane Debris removal of over 1,000,000+ cubic yards (2004-2017)
- Demolition
- Prepare internal and external reports pertaining to job
- Excavator, Bulldozer, Loader, Skid steer,
- Recovery data gathering from field and client departments
- Monitor Supervisor, Truck and equipment certifications

#### **CERTIFICATIONS/TRAINING COURSES:**

##### **2018 Governors Hurricane Conference:**

- TS11. (G202) Debris Management – Awarded 05/18/2018
- TS12. Evaluating Debris Management and Monitoring RFPs – Awarded 05/18/201

**Brenda Llera, DP&O Finance and Data Manager/QAQC**  
**EMAIL:** dllera@dpando.com

## **SUMMARY:**

Mrs. Llera has a unique blend of expertise in business operations and enhancing work flows. Well versed in the implementation and coordination of process improvement, SOP's and SOX compliance. A former City Finance Director, she is an expert regarding all city finances, payroll, and various programs. She has led multiple cross functional and regional projects and initiatives, developed a client centric philosophy and built high-performance teams, improving yield, reducing costs and ensuring quality in order to generate sustainable revenue and EBITDA gains. Possess a strong client focus, with a passion for customer service and maintaining effective business partnerships. Ms. Morales provides financial review, QA/QC of documentation, Forced Labor, Forced Equipment, Contractor invoices and materials.

## **CORE QUALIFICATIONS INCLUDE:**

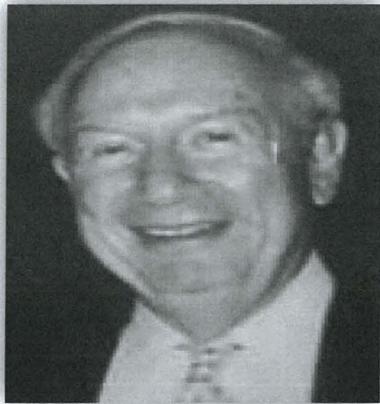
- Compliance & Operations • Bilingual – Spanish and English
- Customer Relationships • Client Centric & Customer Service
- Policies and Procedures • Inventory Management
- Account Management • Effective Communicator & Detail Oriented

## **CERTIFICATIONS:**

- Lean Six Sigma Yellow Belt - 2015
- Developing a Project Manager Mindset – 2013

## **FEMA CERTIFICATION/TRAINING COURSES:**

TS15a. Emergency Pet Friendly Sheltering and PETS Act Reimbursement for Counties – Awarded 05/18/2018



### **Robert Hirsh, DP&O CPA**

Bob is a FL licensed CPA 30+ years of experience including six years at A national leading accounting advisory firm performing corporate audits. Bob owned his own CPA Company for 25 years, representing large construction and law firms with government agency construction claims audits. Since 2005 he has served as CPA/Auditor for disaster recovery programs, federal reimbursement claims and closeout audits. | *Master of Business Administration, NY University | Florida Certified CPA*



### **Ester Bello, DP&O Book Keeper**

Ester Bello has over 20 years in a wide variety of office administration – from customer service, claims processing (health, life, unemployment, liability and PIP in the state of Florida), managing offices, and bookkeeping/payroll and as credentialing coordinator handling 4 satellite offices.

She worked for First Lenders Insurance for four years, where she became a client service's supervisor/claims processor where she was responsible for customer/dealer service support, assisted them with quotes/authorizations, assisted in monthly billing productions for finance companies, prepare packages for potential clients and assisted in processing new claims.