

## The RMJ Group

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Address **9261 Oak Grove Cir**  
**Davie, FL 33328**

Qualifications **MBE WBE**

| Item #           | Line Item   | Notes                         | Unit Price                          | Qty/Unit | Attch. Docs               |
|------------------|---|-------------------------------|-------------------------------------|----------|---------------------------|
| 12527-825--01-01 | Item 1: Disaster Debris Management, Cost Recovery, Project Management and Other Support | <b>Supplier Product Code:</b> | <b>First Offer - \$4,538,000.00</b> | 1 /job   | <b>\$4,538,000.00</b> Y Y |

Lot Total **\$4,538,000.00**

Supplier Total **\$4,538,000.00**

**The RMJ Group**

Item: **Item 1:Disaster Debris Management, Cost Recovery, Project Management and Other Support**

**Attachments**

The RMJ GP W9 Form 1.pdf

Cost Proposal Page.pdf

Addendum\_1 - Signed.pdf

Ft. Lauderdale Proposal- RFP 12527-825 Final - Signed.pdf

Form **W-9**  
(Rev. October 2018)  
Department of the Treasury  
Internal Revenue Service

# Request for Taxpayer Identification Number and Certification

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

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

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.  
**The RMJ GP LLC**

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 **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

**Note:** 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 **not** 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.

Other (see instructions) ▶ \_\_\_\_\_

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

*(Applies to accounts maintained outside the U.S.)*

5 Address (number, street, and apt. or suite no.) See instructions.  
**9261 Oak Grove Circle**

6 City, state, and ZIP code  
**Davie, FL 33328**

7 List account number(s) here (optional)

Requester's name and address (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.

**Social security number**

|  |  |  |  |   |  |  |  |  |  |  |
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|--|--|--|--|---|--|--|--|--|--|--|

**or**

**Employer identification number**


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| 8 | 3 | - | 1 | 8 | 4 | 3 | 9 | 3 | 4 |
|---|---|---|---|---|---|---|---|---|---|

## Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ▶ **09/18/2020**

## 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.*

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By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting*, later, for further information.

**Note:** If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

**Foreign person.** If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

**Nonresident alien who becomes a resident alien.** Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

**Example.** Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

## Backup Withholding

**What is backup withholding?** Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

**Payments you receive will be subject to backup withholding if:**

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the instructions for Part II for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships*, earlier.

## What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

## Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

## Penalties

**Failure to furnish TIN.** If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

**Civil penalty for false information with respect to withholding.** If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

**Criminal penalty for falsifying information.** Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

**Misuse of TINs.** If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

## Specific Instructions

### Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

**Note: ITIN applicant:** Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or “doing business as” (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity’s name as shown on the entity’s tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a “disregarded entity.” See Regulations section 301.7701-2(c)(2)(iii). Enter the owner’s name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner’s name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity’s name on line 2, “Business name/disregarded entity name.” If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

### Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

### Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

| IF the entity/person on line 1 is a(n) . . .   | THEN check the box for . . .  |
|--|---|
| • Corporation  | Corporation   |
| • Individual<br>• Sole proprietorship, or<br>• Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.   | Individual/sole proprietor or single-member LLC   |
| • LLC treated as a partnership for U.S. federal tax purposes,<br>• LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or<br>• LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes. | Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation) |
| • Partnership  | Partnership   |
| • Trust/estate   | Trust/estate  |

### Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

#### Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys’ fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

- 1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)
- 2—The United States or any of its agencies or instrumentalities
- 3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities
- 5—A corporation
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission
- 8—A real estate investment trust
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940
- 10—A common trust fund operated by a bank under section 584(a)
- 11—A financial institution
- 12—A middleman known in the investment community as a nominee or custodian
- 13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

| IF the payment is for . . .  | THEN the payment is exempt for . . .  |
|--|---|
| Interest and dividend payments   | All exempt payees except for 7  |
| Broker transactions  | Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012. |
| Barter exchange transactions and patronage dividends                                   | Exempt payees 1 through 4   |
| Payments over \$600 required to be reported and direct sales over \$5,000 <sup>1</sup> | Generally, exempt payees 1 through 5 <sup>2</sup>   |
| Payments made in settlement of payment card or third party network transactions        | Exempt payees 1 through 4   |

<sup>1</sup> See Form 1099-MISC, Miscellaneous Income, and its instructions.

<sup>2</sup> However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

**Exemption from FATCA reporting code.** The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

**Note:** You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

**Line 5**

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

**Line 6**

Enter your city, state, and ZIP code.

**Part I. Taxpayer Identification Number (TIN)**

**Enter your TIN in the appropriate box.** If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

**Note:** See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

**How to get a TIN.** If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at [www.SSA.gov](http://www.SSA.gov). You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at [www.irs.gov/Businesses](http://www.irs.gov/Businesses) and clicking on Employer Identification Number (EIN) under Starting a Business. Go to [www.irs.gov/Forms](http://www.irs.gov/Forms) to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to [www.irs.gov/OrderForms](http://www.irs.gov/OrderForms) to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

**Note:** Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

**Caution:** A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

**Part II. Certification**

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

**Signature requirements.** Complete the certification as indicated in items 1 through 5 below.

**1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983.**

You must give your correct TIN, but you do not have to sign the certification.

**2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983.**

You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

**3. Real estate transactions.**

You must sign the certification. You may cross out item 2 of the certification.

**4. Other payments.** You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

**5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions.**

You must give your correct TIN, but you do not have to sign the certification.

**What Name and Number To Give the Requester**

| For this type of account:  | Give name and SSN of:   |
|--|---|
| 1. Individual  | The individual  |
| 2. Two or more individuals (joint account) other than an account maintained by an FFI                          | The actual owner of the account or, if combined funds, the first individual on the account <sup>1</sup> |
| 3. Two or more U.S. persons (joint account maintained by an FFI)   | Each holder of the account  |
| 4. Custodial account of a minor (Uniform Gift to Minors Act)   | The minor <sup>2</sup>  |
| 5. a. The usual revocable savings trust (grantor is also trustee)  | The grantor-trustee <sup>1</sup>  |
| b. So-called trust account that is not a legal or valid trust under state law                                  | The actual owner <sup>1</sup>   |
| 6. Sole proprietorship or disregarded entity owned by an individual  | The owner <sup>3</sup>  |
| 7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A)) | The grantor*  |
| For this type of account:  | Give name and EIN of:   |
| 8. Disregarded entity not owned by an individual   | The owner   |
| 9. A valid trust, estate, or pension trust   | Legal entity <sup>4</sup>   |
| 10. Corporation or LLC electing corporate status on Form 8832 or Form 2553                                     | The corporation   |
| 11. Association, club, religious, charitable, educational, or other tax-exempt organization                    | The organization  |
| 12. Partnership or multi-member LLC  | The partnership   |
| 13. A broker or registered nominee   | The broker or nominee   |

| For this type of account:   | Give name and EIN of: |
|---|-----------------------|
| 14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments | The public entity     |
| 15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))  | The trust             |

<sup>1</sup> List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

<sup>2</sup> Circle the minor's name and furnish the minor's SSN.

<sup>3</sup> You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

<sup>4</sup> List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships*, earlier.

\*Note: The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

**Secure Your Tax Records From Identity Theft**

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

**Protect yourself from suspicious emails or phishing schemes.**

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to [phishing@irs.gov](mailto:phishing@irs.gov). You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at [spam@uce.gov](mailto:spam@uce.gov) or report them at [www.ftc.gov/complaint](http://www.ftc.gov/complaint). You can contact the FTC at [www.ftc.gov/idtheft](http://www.ftc.gov/idtheft) or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see [www.IdentityTheft.gov](http://www.IdentityTheft.gov) and Pub. 5027.

Visit [www.irs.gov/IdentityTheft](http://www.irs.gov/IdentityTheft) to learn more about identity theft and how to reduce your risk.

## Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.



**SECTION VI - COST PROPOSAL PAGE**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:** Attach a breakdown of costs including but not limited to labor, equipment, materials and parts.

| POSITION  | ESTIMATED HOURS |   | HOURLY RATE | SUB-TOTAL       |
|---|-----------------|---|-------------|-----------------|
| Legislative Affairs Consultant  | 50              | X | \$ 225.00   | \$ 11,250.00    |
| Project Office/Principal  | 360             | X | \$ 200.00   | \$ 72,000.00    |
| Project Manager   | 700             | X | \$ 190.00   | \$ 133,000.00   |
| Operations Manager  | 1900            | X | \$ 150.00   | \$ 285,000.00   |
| FEMA Reimbursement Manager  | 500             | X | \$ 150.00   | \$ 75,000.00    |
| Field Supervisor  | 8000            | X | \$ 60.00    | \$ 480,000.00   |
| Field Monitor   | 43000           | X | \$ 40.00    | \$ 1,720,000.00 |
| TDMS and Drop-Off Site Monitors   | 22000           | X | \$ 40.00    | \$ 880,000.00   |
| TDMS/Drop-Off Site Security   | 7560            | X | \$ 55.00    | \$ 415,800.00   |
| Data Manager  | 700             | X | \$ 60.00    | \$ 42,000.00    |
| Data Support Personnel  | 300             | X | \$ 40.00    | \$ 12,000.00    |
| GIS Specialist  | 200             | X | \$ 65.00    | \$ 13,000.00    |
| Operations Specialist   | 700             | X | \$ 75.00    | \$ 52,500.00    |
| Engineer  | 400             | X | \$ 125.00   | \$ 50,000.00    |
| Environmental Consultant  | 700             | X | \$ 90.00    | \$ 63,000.00    |
| Environmental Field Technician  | 700             | X | \$ 71.00    | \$ 49,700.00    |
| Inspector   | 300             | X | \$ 90.00    | \$ 27,000.00    |
| Safety Consultant   | 50              | X | \$ 100.00   | \$ 5,000.00     |
| Scientist   | 50              | X | \$ 125.00   | \$ 6,250.00     |
| Administrative Support (Includes Invoice Reconciliation, Accounting, Report Generation) | 2400            | X | \$ 40.00    | \$ 96,000.00    |
| Data Entry Clerk  | 1100            | X | \$ 45.00    | \$ 49,500.00    |
| Addl. A   | 1               | X |             | \$ -            |
| Addl. B   | 1               | X |             | \$ -            |
| Addl. C   | 1               | X |             | \$ -            |
| Addl. D   | 1               | X |             | \$ -            |

**Total \$ 4,538,000.00**

The RMJ GP LLC dba Paragon Advisory Partners

**Proposing Firm**

Ronald Martinez Johnson Jr

**Name (Printed)**

CEO

**Title**

Ronald M Johnson Jr

Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.17 11:42:20 -05'00'

**Signature**

11/17/2021

**Date**

CAM 22-0018  
Exhibit 5  
Page 9 of 143



City of Fort Lauderdale • Procurement Services Division  
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
954-828-5933 Fax 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

## ADDENDUM NO. 1

### RFP No. 12527-825

## TITLE: Disaster Debris Management, Cost Recovery, Project Management and Other Support Services

ISSUED: November 9, 2021

This addendum is being issued to make the following change(s):

1. Sections 2.23 and 2.24 have been changed:

### WAS:

#### 2.23 Proposal Security

**2.23.1** A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount. A proposal security can be in the form of a bid/proposal bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

**2.23.2** BidSync allows bidders/proposers to submit bid/proposal bonds electronically directly through their system using **Surety 2000**. For more information on this feature and to access it, contact BIDSYNC customer care department.

**2.23.3** The Proposer may choose to mail their original executed bid/proposal bond or upload the bid/proposal bond on BidSync to accompany their electronic proposal and then deliver the original, signed and sealed bid/proposal bond within five (5) business days from the solicitation end date or it will be determined as non-responsive. A bid/proposal security in the form of a cashier's check must be an original document and must be submitted at time of the bid/proposal due date. If choosing the cashier's check method, plan in advance to send via United States Postal Service or air freight carrier to ensure cashier's check arrives on or before bid/proposal opening or closing deadline.



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100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
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[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

- a. Deliver via United States Postal Service or air freight carrier to City of Fort Lauderdale City Hall, Procurement Services Division, 6<sup>th</sup> floor, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301.
- b. Include company name, solicitation number and title clearly indicated outside of the envelope.

**2.23.4** Failure of the successful proposer to execute a contract, provide a Performance Bond, and furnish evidence of appropriate insurance coverage, as provided herein, within thirty (30) days after written notice of award has been given, shall be just cause for the annulment of the award and the forfeiture of the proposal security to the City, which forfeiture shall be considered, not as a penalty, but as liquidation of damages sustained.

**2.24 Payment and Performance Bond**

**2.24.1** The Proposer shall within fifteen (15) working days after notification of award, furnish to the City a Payment and Performance Bond, in the amount of the proposed price as surety for faithful performance under the terms and conditions of the contract. If the bond is on an annual coverage basis, renewal for each succeeding year shall be submitted to the City thirty (30) days prior to the termination date of the existing Payment and Performance Bond. The Performance Bond must be executed by a surety company or recognized standing to do business in the State of Florida and having a resident agent.

**2.24.2** The Proposer must have a Financial Size Categories (FSC) rating of no less than "A-" by the latest edition of Best's Key Rating Guide, or acceptance of insurance company that holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

**2.24.3** Acknowledgement and agreement is given by both parties that the amount herein set for the Payment and Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

**CHANGED TO:**

**2.23 Proposal Security**

**2.23.1** Each proposal must be accompanied by a letter from a surety verifying the Proposer's bonding capacity of at least \$1,000,000.

**2.24 Payment and Performance Bond**

**2.24.1** Upon receipt of a Notice to Proceed from the City, the awarded Contractor shall be required to furnish a Payment and Performance Bond in the amount equal to one hundred percent (100%) of the estimated cost of the



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services to be rendered. A Performance and Payment Bond in the amount one hundred percent (100%) of the work authorized by the City in a Task Order shall be provided by the Contractor to the City within seven (7) days of issuance of the Task Order. The cost of bonds and insurance shall be borne by the Contractor and shall not be separately charged or reimbursed by the City. This Bond shall remain in effect at least until one year after the date when final payment becomes due, except as provided otherwise by Laws or Regulations or by the Contract Documents.

**2.24.2** The Proposer must have a Financial Size Categories (FSC) rating of no less than "A-" by the latest edition of Best's Key Rating Guide, or acceptance of insurance company that holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

**2.24.3** Acknowledgement and agreement is given by both parties that the amount herein set for the Payment and Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

**2. All proposers shall sign this addendum acknowledging receipt and switch out Section II and replace with the Revised Section II attached to this addendum.**

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
Senior Procurement Specialist

Company Name: The RMJ GP LLC dba Paragon Advisory Partners  
(please print)

Proposer's Signature: Ronald M Johnson Jr Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.14 02:25:11 -05'00'

Date: 11/14/2021

**REVISED****SECTION II - SPECIAL TERMS AND CONDITIONS****2.1 General Conditions**

RFP General Conditions (Form G-107, Rev. 02/20) are included and made a part of this RFP.

**2.2 Addenda, Changes, and Interpretations**

It is the sole responsibility of each firm to notify the Buyer utilizing the question / answer feature provided by BidSync and request modification or clarification of any ambiguity, conflict, discrepancy, omission or other error discovered in this competitive solicitation. Requests for clarification, modification, interpretation, or changes must be received prior to the Question and Answer (Q & A) Deadline. Requests received after this date may not be addressed. Questions and requests for information that would not materially affect the scope of services to be performed or the solicitation process will be answered within the question / answer feature provided by BidSync and shall be for clarification purposes only. Material changes, if any, to the scope of services or the solicitation process will only be transmitted by official written addendum issued by the City and uploaded to BidSync as a separate addendum to the RFP. Under no circumstances shall an oral explanation given by any City official, officer, staff, or agent be binding upon the City and should be disregarded. All addenda are a part of the competitive solicitation documents and each firm will be bound by such addenda. It is the responsibility of each to read and comprehend all addenda issued.

**2.3 Changes and Alterations**

Proposer may change or withdraw a Proposal at any time prior to Proposal submission deadline; however, no oral modifications will be allowed. Modifications shall not be allowed following the Proposal deadline.

**2.4 Proposer's Costs**

The City shall not be liable for any costs incurred by proposers in responding to this RFP.

**2.5 Pricing/Delivery**

All pricing should be identified on the Cost Proposal page provided in this RFP. No additional costs may be accepted, other than the costs stated on the Cost Proposal page. Failure to use the City's Cost Proposal page and provide costs as requested in this RFP may deem your proposal non-responsive.

Contractor shall quote a firm, fixed price for all services stated in the RFP. All costs including travel shall be included in your proposal. The City shall not accept any additional costs including any travel associated with coming to the City of Fort Lauderdale.

**2.6 Price Validity**

Prices provided in this Request for Proposals (RFP) shall be valid for at least One-Hundred and Twenty (120) days from time of RFP opening unless otherwise extended and agreed upon by the City and Bidder. The City shall award contract within this time period or shall request to the recommended awarded vendor an extension to hold pricing, until products/services have been awarded.

**2.7 Invoices/Payment**

The City will accept invoices no more frequently than once per month. Each invoice shall fully detail the related costs and shall specify the status of the particular task or project as of the date of the invoice with regard to the accepted schedule for that task or project. Payment will be made within forty-five (45) days after receipt of an invoice acceptable to the City, in accordance with the Florida Local Government Prompt Payment Act. If, at any time during the contract, the City shall not approve or accept the Contractor's work product, and agreement cannot be reached between the City and the Contractor to resolve the problem to the City's satisfaction, the City shall negotiate with

**REVISED**

the Contractor on a payment for the work completed and usable to the City.

**2.8 Related Expenses/Travel Expenses**

All costs including travel are to be included in your proposal. The City will not accept any additional costs.

**2.9 Payment Method**

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed. Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract. See Contract Payment Method form attached.

**2.10 Mistakes**

The Proposer shall examine this RFP carefully. The submission of a Proposal shall be prima facie evidence that the Proposer has full knowledge of the scope, nature, and quality of the work to be performed; the detailed requirements of the specifications; and the conditions under which the work is to be performed. Ignorance of the requirements will not relieve the Proposer from liability and obligations under the Contract.

**2.11 Acceptance of Proposals / Minor Irregularities**

**2.11.1** The City reserves the right to accept or reject any or all proposals, part of proposals, and to waive minor irregularities or variances to specifications contained in proposals which do not make the proposal conditional in nature and minor irregularities in the solicitation process. A minor irregularity shall be a variation from the solicitation that does not affect the price of the contract or does not give a respondent an advantage or benefit not enjoyed by other respondents, does not adversely impact the interests of other firms or, does not affect the fundamental fairness of the solicitation process. The City also reserves the right to reissue a Request for Proposal.

**2.11.2** The City reserves the right to disqualify Proposer during any phase of the competitive solicitation process and terminate for cause any resulting contract upon evidence of collusion with intent to defraud or other illegal practices on the part of the Proposer.

**2.12 Modification of Services**

**2.12.1** While this contract is for services provided to the department referenced in this Request for Proposals, the City may require similar work for other City departments. Successful Proposer agrees to take on such work unless such work would not be considered reasonable or become an undue burden to the Successful Proposer.

**2.12.2** The City reserves the right to delete any portion of the work at any time without cause, and if such right is exercised by the City, the total fee shall be reduced in the same ratio as the estimated cost of the work deleted bears to the estimated cost of the work originally planned. If work has already been accomplished and approved by the City on any portion of a contract resulting from this RFP, the Successful Proposer shall be paid for the work completed on the basis of the estimated percentage of completion of such portion to the total project cost.

**REVISED**

**2.12.3** The City may require additional items or services of a similar nature, but not specifically listed in the contract. The Successful Proposer agrees to provide such items or services and shall provide the City prices on such additional items or services. If the price(s) offered are not acceptable to the City, and the situation cannot be resolved to the satisfaction of the City, the City reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the Successful Proposer thirty (30) days written notice.

**2.12.4** If the Successful Proposer and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the Successful Proposer will submit a revised budget to the City for approval prior to proceeding with the work.

**2.13 No Exclusive Contract**

Proposer agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the City may, at any time, secure similar or identical services from another vendor at the City's sole option.

**2.14 Sample Contract Agreement**

A sample of the formal agreement template, which may be required to be executed by the awarded vendor can be found at our website:

<https://www.fortlauderdale.gov/home/showdocument?id=1212>

**2.15 Responsiveness**

In order to be considered responsive to the solicitation, the firm's proposal shall fully conform in all material respects to the solicitation and all its requirements, including all form and substance.

**2.16 Responsibility**

In order to be considered as a responsible firm, firm shall be fully capable to meet all of the requirements of the solicitation and subsequent contract, must possess the full capability, including financial and technical, to perform as contractually required, and must be able to fully document the ability to provide good faith performance.

**2.17 Minimum Qualifications**

Proposers shall be in the business of debris monitoring and disaster support services including but not limited to: project management, data processing and management, Debris Management Site (DMS) monitoring, debris vehicle certification, data compilation and reporting, payment monitoring and reconciliation, and all related support services related to documentation required for reimbursement from appropriate agencies for any eligible claims that arise from a disaster; and must possess sufficient financial support, equipment and organization to ensure that it can satisfactorily perform the services if awarded a contract. Proposers must demonstrate that they, or the key staff assigned to the project, have successfully provided services with similar magnitude to those specified in the scope of services to at least one entity similar in size and complexity to the City of Fort Lauderdale or can demonstrate they have the experience with large scale private sector clients and the managerial and financial ability to successfully perform the work.

Proposers shall satisfy each of the following requirements cited below. Failure to do so may result in the proposal being deemed non-responsive.

**2.17.1** Proposer or principals shall have disaster debris monitoring and disaster support experience. Project manager assigned to the work must have considerable experience in

**REVISED**

disaster debris monitoring and disaster support services and have served as Project Manager on similar projects a minimum of three previous occasions.

**2.17.2** Before awarding a contract, the City reserves the right to require that a Proposer submit such evidence of qualifications as the City may deem necessary. Further, the City may consider any evidence of the financial, technical, and other qualifications and abilities of a firm or principals, including previous experiences of same with the City and performance evaluation for services, in making the award in the best interest of the City.

**2.17.3** Firm or principals shall have no record of judgments, pending lawsuits against the City or criminal activities involving moral turpitude and not have any conflicts of interest that have not been waived by the City Commission.

**2.17.4** Neither firm nor any principal, officer, or stockholder shall be in arrears or in default of any debt or contract involving the City, (as a party to a contract, or otherwise); nor have failed to perform faithfully on any previous contract with the City.

## **2.18 Lobbying Activities**

ALL CONTRACTORS PLEASE NOTE: Any contractor submitting a response to this solicitation must comply, if applicable, with City of Fort Lauderdale Ordinance No. C-11-42 & Resolution No. 07-101, Lobbying Activities. Copies of Ordinance No. C-11-42 and Resolution No. 07-101 may be obtained from the City Clerk's Office on the 7th Floor of City Hall, 100 N. Andrews Avenue, Fort Lauderdale, Florida. The ordinance may also be viewed on the City's website at <https://www.fortlauderdale.gov/home/showdocument?id=6036>.

## **2.19 Local Business Preference - N/A**

## **2.20 Protest Procedure**

**2.20.1** Any Bidder/Proposer who is not recommended for award of a contract and who alleges a failure by the city to follow the city's procurement ordinance or any applicable law, may follow the protest procedure as found in the city's procurement ordinance within five (5) days after a notice of intent to award is posted on the city's web site at the following link: <http://www.fortlauderdale.gov/departments/finance/procurement-services/notices-of-intent-to-award>.

**2.20.2** The complete protest ordinance may be found on the city's web site at the following link: [https://library.municode.com/fl/fort\\_lauderdale/codes/code\\_of\\_ordinances?nodeId=C\\_OOR\\_CH2AD\\_ARTVFI\\_DIV2PR\\_S2-182DIREPRAWINAW](https://library.municode.com/fl/fort_lauderdale/codes/code_of_ordinances?nodeId=C_OOR_CH2AD_ARTVFI_DIV2PR_S2-182DIREPRAWINAW)

## **2.21 Public Entity Crimes**

Proposer, by submitting a proposal, certifies that neither the proposer nor any of the Proposer's principals has been placed on the convicted vendor list as defined in Section 287.133, Florida Statutes (2018), as may be amended or revised. A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or Contractor under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.



**REVISED****2.22 Subcontractors**

**2.22.1** If the Contractor proposes to use subcontractors in the course of providing these services to the City, this information shall be a part of the bid response. Such information shall be subject to review, acceptance, and approval of the City, prior to any contract award. The City reserves the right to approve or disapprove of any subcontractor candidate in its best interest and to require Contractor to replace subcontractor with one that meets City approval.

**2.22.2** Contractor shall ensure that all of Contractor's subcontractors perform in accordance with the terms and conditions of this Contract. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend, at Contractor's expense, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third-party action, or judgment, including any award of attorney fees and any award of costs, by or in favor of any Contractor's subcontractors for payment for work performed for the City.

**2.22.3** Contractor shall require all its subcontractors to provide the required insurance coverage as well as any other coverage that the contractor may consider necessary, and any deficiency in the coverage or policy limits of said subcontractors will be the sole responsibility of the contractor.

**2.23 Proposal Security**

**2.23.1** Each proposal must be accompanied by a letter from a surety verifying the Proposer's bonding capacity of at least \$1,000,000.

**2.24 Payment and Performance Bond**

**2.24.1** Upon receipt of a Notice to Proceed from the City, the awarded Contractor shall be required to furnish a Payment and Performance Bond in the amount equal to one hundred percent (100%) of the estimated cost of the services to be rendered. A Performance and Payment Bond in the amount one hundred percent (100%) of the work authorized by the City in a Task Order shall be provided by the Contractor to the City within seven (7) days of issuance of the Task Order. The cost of bonds and insurance shall be borne by the Contractor and shall not be separately charged or reimbursed by the City. This Bond shall remain in effect at least until one year after the date when final payment becomes due, except as provided otherwise by Laws or Regulations or by the Contract Documents.

**2.24.2** The Proposer must have a Financial Size Categories (FSC) rating of no less than "A-" by the latest edition of Best's Key Rating Guide, or acceptance of insurance company that holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

**2.24.3** Acknowledgement and agreement is given by both parties that the amount herein set for the Payment and Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

**2.25 Insurance Requirements**

**2.25.1** As a condition precedent to the effectiveness of this Agreement, during the term of this Agreement and during any renewal or extension term of this Agreement, the Contractor, at the Contractor's sole expense, shall provide insurance of such types and with such terms and limits as noted below. Providing proof of and maintaining adequate insurance coverage

**REVISED**

are material obligations of the Contractor. The Contractor shall provide the City a certificate of insurance evidencing such coverage. The Contractor's insurance coverage shall be primary insurance for all applicable policies. The limits of coverage under each policy maintained by the Contractor shall not be interpreted as limiting the Contractor's liability and obligations under this Agreement. All insurance policies shall be from insurers authorized to write insurance policies in the State of Florida and that possess an A.M. Best rating of "A-" VII or better. All insurance policies are subject to approval by the City's Risk Manager.

**2.25.2** The coverages, limits, and endorsements required herein protect the interests of the City, and these coverages, limits, and endorsements may not be relied upon by the Contractor for assessing the extent or determining appropriate types and limits of coverage to protect the Contractor against any loss exposure, whether as a result of this Agreement or otherwise. The requirements contained herein, as well as the City's review or acknowledgement, are not intended to and shall not in any manner limit or qualify the liabilities and obligations assumed by the Contractor under this Agreement.

**2.25.3** The following insurance policies and coverages are required:

**Commercial General Liability**

Coverage must be afforded under a Commercial General Liability policy with limits not less than:

- \$1,000,000 each occurrence and \$2,000,000 aggregate for Bodily Injury, Property Damage, and Personal and Advertising Injury
- \$1,000,000 each occurrence and \$2,000,000 aggregate for Products and Completed Operations

Policy must include coverage for Contractual Liability and Independent Contractors.

The City and the City's officers, employees, and volunteers are to be covered as additional insureds with a CG 20 26 04 13 Additional Insured – Designated Person or Organization Endorsement or similar endorsement providing equal or broader Additional Insured Coverage with respect to liability arising out of activities performed by or on behalf of the Contractor. The coverage shall contain no special limitation on the scope of protection afforded to the City or the City's officers, employees, and volunteers.

**Business Automobile Liability**

Coverage must be afforded for all Owned, Hired, Scheduled, and Non-Owned vehicles for Bodily Injury and Property Damage in an amount not less than \$1,000,000 combined single limit each accident.

If the Contractor does not own vehicles, the Contractor shall maintain coverage for Hired and Non-Owned Auto Liability, which may be satisfied by way of endorsement to the Commercial General Liability policy or separate Business Auto Liability policy.

**Workers' Compensation and Employer's Liability**

Coverage must be afforded per Chapter 440, Florida Statutes. Any person or entity performing work for or on behalf of the City must provide Workers' Compensation insurance. Exceptions and exemptions will be allowed by the City's Risk Manager, if they are in accordance with Florida Statute.

**Professional Liability and/or Errors and Omissions**

Coverage must be afforded for Wrongful Acts in an amount not less than \$1,000,000 each claim and \$2,000,000 aggregate.

**REVISED**

Contractor must keep insurance in force until the third anniversary of expiration of this Agreement or the third anniversary of acceptance of work by the City.

The Contractor waives, and the Contractor shall ensure that the Contractor's insurance carrier waives, all subrogation rights against the City and the City's officers, employees, and volunteers for all losses or damages. The City requires the policy to be endorsed with WC 00 03 13 Waiver of our Right to Recover from Others or equivalent.

The Contractor must be in compliance with all applicable State and federal workers' compensation laws, including the U.S. Longshore Harbor Workers' Act and the Jones Act, if applicable.

**2.25.4 Insurance Certificate Requirements**

- a. The Contractor shall provide the City with valid Certificates of Insurance (binders are unacceptable) no later than thirty (30) days prior to the start of work contemplated in this Agreement.
- b. The Contractor shall provide to the City a Certificate of Insurance having a thirty (30) day notice of cancellation; ten (10) days' notice if cancellation is for nonpayment of premium.
- c. In the event that the insurer is unable to accommodate the cancellation notice requirement, it shall be the responsibility of the Contractor to provide the proper notice. Such notification will be in writing by registered mail, return receipt requested, and addressed to the certificate holder.
- d. In the event the Agreement term goes beyond the expiration date of the insurance policy, the Contractor shall provide the City with an updated Certificate of Insurance no later than ten (10) days prior to the expiration of the insurance currently in effect. The City reserves the right to suspend the Agreement until this requirement is met.
- e. The Certificate of Insurance shall indicate whether coverage is provided under a claims-made or occurrence form. If any coverage is provided on a claims-made form, the Certificate of Insurance must show a retroactive date, which shall be the effective date of the initial contract or prior.
- f. The City shall be named as an Additional Insured on the general liability policy.
- g. The City shall be granted a Waiver of Subrogation on the Contractor's Workers' Compensation insurance policy.
- h. The title of the Agreement, Bid/Contract number, event dates, or other identifying reference must be listed on the Certificate of Insurance.

**The Certificate Holder should read as follows:**

City of Fort Lauderdale  
Procurement Services Division  
100 N. Andrews Avenue  
Fort Lauderdale, FL 33301

**2.25.5** The Contractor has the sole responsibility for the payment of all insurance premiums and shall be fully and solely responsible for any costs or expenses as a result of a coverage deductible, co-insurance penalty, or self-insured retention; including any loss not covered because of the operation of such deductible, co-insurance penalty, self-insured retention, or coverage exclusion or limitation. Any costs for adding the City as an Additional Insured shall be at the Contractor's expense.

**2.25.6** If the Contractor's primary insurance policy/policies do not meet the minimum requirements, as set forth in this Agreement, the Contractor may provide evidence of an Umbrella/Excess insurance policy to comply with this requirement.

**REVISED**

- 2.25.7** The Contractor's insurance coverage shall be primary insurance as applied to the City and the City's officers, employees, and volunteers. Any insurance or self-insurance maintained by the City covering the City, the City's officers, employees, or volunteers shall be non-contributory.
- 2.25.8** Any exclusion or provision in the insurance maintained by the Contractor that excludes coverage for work contemplated in this Agreement shall be unacceptable and shall be considered breach of contract.
- 2.25.9** All required insurance policies must be maintained until the contract work has been accepted by the City, or until this Agreement is terminated, whichever is later. Any lapse in coverage shall be considered breach of contract. In addition, Contractor must provide to the City confirmation of coverage renewal via an updated certificate should any policies expire prior to the expiration of this Agreement. The City reserves the right to review, at any time, coverage forms and limits of Contractor's insurance policies.
- 2.25.10** The Contractor shall provide notice of any and all claims, accidents, and any other occurrences associated with this Agreement shall be provided to the Contractor's insurance company or companies and the City's Risk Management office as soon as practical.
- 2.25.11** It is the Contractor's responsibility to ensure that any and all of the Contractor's independent contractors and subcontractors comply with these insurance requirements. All coverages for independent contractors and subcontractors shall be subject to all of the applicable requirements stated herein. Any and all deficiencies are the responsibility of the Contractor.

**2.26 Award of Contract**

A Contract (the "Agreement") may be awarded by the City Commission. The City reserves the right to execute or not execute, as applicable, a contract with the Proposer(s) that is determined to be in the City's best interests. The City reserves the right to award a contract to more than one Proposer, at the sole and absolute discretion of the City.

**2.27 Unauthorized Work**

The Successful Proposer(s) shall not begin work until a Contract has been awarded by the City Commission and a notice to proceed has been issued. Proposer(s) agree and understand that the issuance of a Purchase Order and/or Task Order shall be issued and provided to the Successful Proposer(s) following Commission award; however, receipt of a purchase order and/or task order shall not prevent the Successful Proposer(s) from commencing the work once the City Commission has awarded the contract and notice to proceed is issued.

**2.28 Damage to Public or Private Property**

Extreme care shall be taken to safeguard all existing facilities, site amenities, irrigation systems, vehicles, etc. on or around the job site. Damage to public and/or private property shall be the responsibility of the Contractor and shall be repaired and/or replaced at no additional cost to the City.

**2.29 Safety**

The Contractor(s) shall adhere to the Florida Department of Transportation's Uniform manual on Traffic Control for construction and maintenance work zones when working on or near a roadway. It will be the sole responsibility of the Contractor to make themselves and their employees fully aware of these provisions, especially those applicable to safety.

**REVISED****2.30 Uncontrollable Circumstances ("Force Majeure")**

The City and Contractor will be excused from the performance of their respective obligations under this agreement when and to the extent that their performance is delayed or prevented by any circumstances beyond their control including, fire, flood, explosion, strikes or other labor disputes, act of God or public emergency, war, riot, civil commotion, malicious damage, act or omission of any governmental authority, delay or failure or shortage of any type of transportation, equipment, or service from a public utility needed for their performance, provided that:

**2.30.1** The non-performing party gives the other party prompt written notice describing the particulars of the Force Majeure including, but not limited to, the nature of the occurrence and its expected duration, and continues to furnish timely reports with respect thereto during the period of the Force Majeure;

**2.30.2** The excuse of performance is of no greater scope and of no longer duration than is required by the Force Majeure;

**2.30.3** No obligations of either party that arose before the Force Majeure causing the excuse of performance are excused as a result of the Force Majeure; and

**2.30.4** The non-performing party uses its best efforts to remedy its inability to perform. Notwithstanding the above, performance shall not be excused under this Section for a period in excess of two (2) months, provided that in extenuating circumstances, the City may excuse performance for a longer term. Economic hardship of the Contractor will not constitute Force Majeure. The term of the agreement shall be extended by a period equal to that during which either party's performance is suspended under this Section.

**2.31 Canadian Companies**

In the event Contractor is a corporation organized under the laws of any province of Canada or is a Canadian federal corporation, the City may enforce in the United States of America or in Canada or in both countries a judgment entered against the Contractor. The Contractor waives any and all defenses to the City's enforcement in Canada, of a judgment entered by a court in the United States of America. All monetary amounts set forth in this Contract are in United States dollars.

**2.32 News Releases/Publicity**

News releases, publicity releases, or advertisements relating to this contract or the tasks or projects associated with the project shall not be made without prior City approval.

**2.33 Manufacturer/Brand/Model Specific Request - N/A****2.34 Contract Period**

The initial contract term shall commence upon date of award by the City or March 7, 2022, whichever is later, and shall expire three (3) years from that date. The City reserves the right to extend the contract for two (2), additional 1-year terms, providing all terms conditions and specifications remain the same, both parties agree to the extension, and such extension is approved by the City.

In the event services are scheduled to end because of the expiration of this contract, the Contractor shall continue the service upon the request of the City as authorized by the awarding authority. The extension period shall not extend for more than 180 days beyond the expiration date of the existing contract. The Contractor shall be compensated for the service at the rate in effect when this extension clause is invoked by the City.

**REVISED****2.35 Cost Adjustments**

Prices quoted shall be firm for the initial contract term of 3 years. No cost increases shall be accepted in this initial contract term. Please consider this when providing pricing for this request for proposal.

Thereafter, any extensions which may be approved by the City shall be subject to the following: costs for any extension terms shall be subject to an adjustment only if increases or decreases occur in the industry. Such adjustment shall be based on the latest yearly percentage increase in the All Urban Consumers Price Index (CPI-U) as published by the Bureau of Labor Statistics, U.S. Dep't. of Labor and shall not exceed five percent (5%).

The yearly increase or decrease in the CPI shall be that latest Index published and available for the calendar year ending 12/31, prior to the end of the contract year then in effect, as compared to the index for the comparable month, one-year prior.

Any requested adjustment shall be fully documented and submitted to the City at least ninety (90) days prior to the contract anniversary date. Any approved cost adjustments shall become effective on the beginning date of the approved contract extension.

The City may, after examination, refuse to accept the adjusted costs if they are not properly documented, or considered to be excessive, or if decreases are considered to be insufficient. In the event the City does not wish to accept the adjusted costs and the matter cannot be resolved to the satisfaction of the City, the Contract will be considered cancelled on the scheduled expiration date.

**2.36 Service Test Period**

If the Contractor has not previously performed the services to the city, the City reserves the right to require a test period to determine if the Contractor can perform in accordance with the requirements of the contract, and to the City's satisfaction. Such test period can be from thirty to ninety days, and will be conducted under all specifications, terms and conditions contained in the contract. This trial period will then become part of the initial contract period.

A performance evaluation will be conducted prior to the end of the test period and that evaluation will be the basis for the City's decision to continue with the Contractor or to select another Contractor (if applicable).

**2.37 Contract Coordinator**

The City may designate a Contract Coordinator whose principal duties shall be:

- Liaison with Contractor.
- Coordinate and approve all work under the contract.
- Resolve any disputes.
- Assure consistency and quality of Contractor's performance.
- Schedule and conduct Contractor performance evaluations and document findings.
- Review and approve for payment all invoices for work performed or items delivered.

**2.38 Contractor Performance Reviews and Ratings**

The City Contract Coordinator may develop a Contractor performance evaluation report. This report shall be used to periodically review and rate the Contractor's performance under the contract with performance rating as follows:

|           |                           |
|-----------|---------------------------|
| Excellent | Far exceeds requirements. |
| Good      | Exceeds requirements.     |

**REVISED**

|                |  |
|----------------|--|
| Fair           | Just meets requirements.   |
| Poor           | Does not meet all requirements and contractor is subject to penalty provisions under the contract.   |
| Non-compliance | Either continued poor performance after notice or a performance level that does not meet a significant portion of the requirements.<br>This rating makes the Contractor subject to the default or cancellation for cause provisions of the contract. |

The report shall also list all discrepancies found during the review period. The Contractor shall be provided with a copy of the report and may respond in writing if he takes exception to the report or wishes to comment on the report. Contractor performance reviews and subsequent reports will be used in determining the suitability of contract extension.

**2.39 Substitution of Personnel**

In the event the Contractor wishes to substitute trained, qualified, personnel for those listed in the proposal, the City shall receive prior notification and have the right to review, test and approve such substitutions, if deemed necessary. If the City has reasonable evidence to believe that an employee of the Contractor is incompetent, or has performed his or her employment in an objectionable manner, the City shall have the right to require the Contractor to resolve the situation to the City's satisfaction, provided, however, that the Contractor shall not be required to institute or pursue to completion any action if to do so would violate any law, state statute, city ordinance, contract or employment or union agreement.

**2.40 Ownership of Work**

The City shall have full ownership and the right to copyright, otherwise limit, reproduce, modify, sell, or use all the work or product produced under this contract without payment of any royalties or fees to the Contractor above the agreed hourly rates and related costs.

**2.41 Condition of Trade-In Equipment - N/A****2.42 Conditions of Trade-In Shipment and Purchase Payment - N/A****2.43 Verification of Employment Status**

Any Contractor/Consultant assigned to perform responsibilities under its contract with a State agency is required to utilize the US Department of Homeland Security's E-Verify system (per Executive Order Number 11-02) to verify the employment eligibility of: (a) all persons employed during the contract term by the Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by the Contractor to perform work pursuant to the contract with the State agency.

E-VERIFY Affirmation Statement must be completed and submitted with Proposer's response to this RFP.

**2.44 Service Organization Controls**

The Contractor should provide a current SSAE 18, SOC 2, Type I report with their proposal. Awarded Contractor will be required to provide an SSAE 18, SOC 2, Type II report annually during the term of this contract. If the Contractor cannot provide the SSAE 18, SOC 2, Type I report at time of proposal submittal, a current SOC 3 report will be accepted.

**2.45 Warranties of Usage**

Any estimated quantities listed are for information and tabulation purposes only. No warranty or guarantee of quantities needed is given or implied. It is understood that the Contractor will furnish the City's needs as they arise.

**REVISED****2.46 PCI (Payment Card Industry) Compliance**

Contractor agrees to comply with all applicable state, federal and international laws, as well as industry best practices, governing the collection, access, use, disclosure, safeguarding and destruction of protected information.

Contractor and/or any subcontractor that handles credit card data must be, and remain, PCI compliant under the current standards and will provide documentation confirming compliance upon request by the City of Fort Lauderdale, failure to produce documentation could result in termination of the contract.

*END OF SECTION*





# Stronger Together

City of Fort Lauderdale

Debris Management, Cost Recovery, Project Management  
and Other Support Services

**Solicitation RFP 12527-825**



***Submitted by:***

Ronald Johnson, MSF

Chief Executive Officer

The RMJ GP dba Paragon Advisory Partners

954-526-8371 | [Rjohnson@ParagonAdvisoryPartners.com](mailto:Rjohnson@ParagonAdvisoryPartners.com) | [www.Pap-inc.com](http://www.Pap-inc.com)

City of Fort Lauderdale

Laurie Platkin, Senior Procurement Specialist

(954) 828-5138 [LPlatkin@fortlauderdale.gov](mailto:LPlatkin@fortlauderdale.gov)

**RE: City of Ft. Lauderdale RFP 12527-825, Debris Management, Cost Recovery, Project Management, and Other Support Services**

Dear Ms. Platkin,

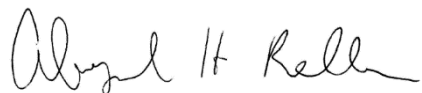
On behalf of Paragon, I am pleased to present our proposal to the City of Fort Lauderdale (the City) in response to its Request for Proposal (RFP) seeking professional consulting services to assist the City with State and Federal disaster recovery programs. Through the City's recent experience with major disaster declarations combined with our team's vast subject matter expertise and proven track record, we are confident our team represents the most efficient and economical solution to help the City achieve its recovery goals.

In our proposal, Paragon provides a straightforward, concise delineation of qualifications, capabilities, and experience to show that we **are fully qualified** to perform the scope of work highlighted in this RFP. Below are some of the advantages our team offers:

- ✓ **Leading National CPA firm with proven best practices in Disaster Recovery.** CohnReznick is the best-qualified firm for this scope of work, as our experienced audit and disaster recovery professionals are equipped with industry best practices and processes to ensure the highest caliber of quality and stakeholder satisfaction.
- ✓ **Lessons learned to build on active, strong working relationships with program personnel – able to rapidly deploy staff and resources.** CohnReznick understands this scope of services and the general agency mission. We approach similar engagements with a "Same Goal, Different Role" approach, where we will assist the City in its monitoring operations over sub-recipients, leveraging this knowledge along with our extensive federal, State, and local experience to help the City deliver superior results.
- ✓ **Complete understanding of grant management and auditing engagements.** We incorporate our knowledge of past audit engagements, compliance monitoring, and grant management to fully address the overall tasks of performing financial, programmatic, performance and management, forensic audits, inspections, and evaluations, as well as assisting the City with other projects as required.
- ✓ **An approach that embeds fraud, waste, and abuse identification best practices in real-time.** Our experienced team will provide fast-tracking communication within the planning, fieldwork, reporting, and follow-up phases. In addition, through our integrity monitoring experience, CohnReznick offers real-time solutions that help identify and limit the potential for fraud, waste, and abuse from the start of the engagement through completion.

It is imperative to select firms you can trust to assist with your Grants Management and Cost Recovery Services. All our efforts will be directed toward achieving the completion of these efforts efficiently and with the highest degree of quality and integrity. CohnReznick is committed to fulfilling the requirements of future spot market competitions and surpassing your expectations. Should you have any questions or concerns, please do not hesitate to contact me by phone at 512-499-1439 or email at [Abigail.Rollins@CohnReznick.com](mailto:Abigail.Rollins@CohnReznick.com).

Sincerely,



Abigail Rollins, PMP, CFE

Principal, Government and Public Sector Advisory



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**A. TABLE OF CONTENTS**

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**B. Executive Summary**



## Executive Summary

**Paragon Advisory Partners (Paragon)** offers assistance in complying with state and federal regulations. Whether it is pre-or post-disaster, our consultants are ready to assist both providers and applicants through the intricacies of either process. Paragon's consultants have aided in reimbursing millions of dollars through EMMIE, Florida PA, Grants Portal, & Grants Manager. As a registered Disadvantaged Woman-Owned Minority Business Entity (MWBE) headquartered in Davie, Florida, our differentiator is that we do things differently – we invest in our people and our clients. We want to be seen as the Benchmark of Quality, and we look to bring that quality to the City.

Paragon has worked with applicants to perform 100% validation in the past and has educated and guided those applicants to provide proper documentation and gain eligibility through prior experience with the Florida Department of Emergency Management (FDEM).

By helping with disasters like Hurricane Matthew, Irma, & Michael, our consultants have the experience and technical knowledge to help our clients navigate the Robert Stafford Act and FEMA's Public Assistance Program and Policy Guide (PAPPG) to comply with FEMA's Strategic Funds Management (S.F.M.) initiative.

Our consultants have reimbursed millions of dollars through EMMIE, Florida PA, Grants Portal, & Grants Manager in past projects. We have also developed systems internally to process 100% of P.A. grant applications received by FEMA.

In the State of Florida, our consultants work on the following disasters:

Hurricane Matthew – DR4283 - **Incident Period:** Oct 3, 2016 - Oct 19, 2016

Hurricane IRMA – DR4337 - **Incident Period:** Sep 4, 2017 - Oct 18, 2017

Hurricane Michael – DR4399 - **Incident Period:** Oct 7, 2018 - Oct 19, 2018

Paragon plans to work with CohnReznick and Davis Consulting team by providing quality staff with understanding City of Fort Lauderdale's structure and core values.

### *Our Teaming Partners*

**Founded in 1919**, CohnReznick L.L.P. ("CohnReznick") is currently one of the leading assurance, tax, and business advisory firms in the United States. With more than **2,700 employees** in 25 offices firm-wide – including **over 270 Partners and Principals** – we have the resource depth and technical expertise of a "Big Four" accounting firm while operating through our engagement team efficiently like a small boutique firm.

CohnReznick's domestic and international presence translates to local, national, and international resource support. Whether work is conducted on the ground or remotely, our team – and thereby the City – has access to our firm's national firm-wide reach of knowledge and tools. We have assembled a strong representative team specializing in providing the advisory service areas described in the City's Statement of Work. Selected for their expertise in various advisory functions, our professionals will provide you with the deep industry knowledge and responsiveness the City deserves.

**Davis Disaster Consulting, L.L.C.** has been in business since 2014 and has helped several clients throughout the United States recover from tornadoes, hurricanes, floods, windstorms, and mudslides. As a full functioning Disaster Consulting Service, they have provided top-notch service getting their clients reimbursed over 500 million dollars in disaster funding. As a small Minority/Disadvantaged Owned business, Davis Disaster Consulting prides itself in becoming a part of the affected communities in

which they are fortunate enough to work.

Davis Disaster Consulting has a proven track record of maximizing recovery while making clients more resilient in the future. Using their leadership's expertise developed over the past twelve (16) years of disaster experience, they can seamlessly navigate through the tedious disaster grant process.

Davis Disaster Consulting has worked over 20 FEMA-declared disasters and has numerous on-call contracts throughout the United States. They have developed an exclusive project tracking tool to ensure eligibility throughout the disaster recovery process. The scope and version tracker have been utilized throughout the United States and give clients their best chance to get all eligible funds that they are entitled to.

In the State of Texas, Davis Disaster Consulting (D.D.C.) was a consultant for the following clients:

- The city of Houston – Following Hurricane Harvey, D.D.C. served as a consultant performing damage assessments for the Department of Public Works in the Kingwood area. D.D.C. also provided Benefit-Cost Analysis (B.C.A.) support for the Kingwood service area. D.D.C. provided the documentation to support the B.C.A. of over 400 million dollars.
- City of Rowlett – Following an EF-4 Tornado in 2015, D.D.C. was retained as a consultant to provide FEMA-PA Grant Management service and Debris Technical Assistance. The services performed included P.W. development, Requests for Reimbursement, and Close-out and Appeals. D.D.C. was instrumental in formulating a Donated Resource PW, which allowed the City to receive 100% of their emergency work reimbursed by FEMA. D.D.C. is currently assisting Rowlett with their recovery using American Rescue Plan funding and is assisting with the administration of the COVID-19 Grants.

For the Commonwealth of Massachusetts Davis Disaster Consulting (D.D.C.) provided assistance to the Massachusetts Emergency Management Agency (MEMA) with open disaster DR-4110, DR-DR-4214, D.R.- 4372, DR-4379, and DR-4496. Some of the services provided were Grant Management, Disaster Program Delivery Support, Reviewing R.F.R.'s, and Technical Guidance to applicants.



C. Experience & Qualifications





## Company Background and Experience



CohnReznick is a national advisory, assurance, and tax firm founded in 1919. As one of the top accounting firms in the United States, CohnReznick provides forward-thinking service across two dozen industries and serves businesses ranging from multigenerational family-run enterprises to government entities to public companies in the Fortune 1000. With more than 2,700 employees firm-wide—including over 900 Certified Public Accountants (C.P.A.)—we have the deep resources and technical acumen of a large national accounting firm without sacrificing the hands-on, entrepreneurial approach that today's dynamic business environment demands.

### CohnReznick's Government and Public Sector Advisory Practice

If selected by the City of Ft. Lauderdale, CohnReznick's Government and Public Sector Advisory Practice will represent our firm. Our Government and Public Sector Advisory Practice has supported federal, state, and local governments with disaster recovery services for more than 15 years. We have designed, implemented, managed, and closed out billion-dollar programs for government clients at the federal and state levels.

### Florida Clients Served

CohnReznick has been successfully serving clients for over 100 years, and we currently serve over 500 clients across the State of Florida (please see the below graphic for some of the locations of our Florida clients currently served). These clients represent both the public and private sectors and a diverse group of industries.

### Our Disaster Recovery Roots

The CohnReznick Team includes disaster recovery professionals who have worked since 2005 to improve the national disaster recovery environment beginning with the successful administration of over \$2.5 billion in housing recovery funding for the State of Mississippi after Hurricane Katrina. Prior to 2005, CohnReznick's advisory services focused primarily on the Affordable Housing industry. Since then, our Government and Public Sector Advisory group has progressively expanded its service offerings beyond the boundaries of housing and has developed a talented team with a dynamic array of expertise and skillsets that are ideal for executing and monitoring large-scale federally funded disaster recovery programs in support of state and local governments.

Given CohnReznick's stellar reputation with H.U.D., the firm became one of the nation's earliest private-sector partners for CDBG-DR funded programs. This early entry into CDBG-DR eventually led CohnReznick into FEMA-funded disaster recovery programs. CohnReznick's continued focus on client service and high-quality work has resulted in the firm maintaining a great reputation with FEMA and H.U.D. By managing some of the most complex disaster recovery programs in the nation's history, CohnReznick has demonstrated that it has the ability, capacity, skill, financial

resources, and experience to successfully administer Ft. Lauderdale's federally funded disaster recovery programs.



Over the past fifteen years, CohnReznick has been engaged in federally funded disaster recovery contracts in Texas, Louisiana, Florida, New York, New Jersey, Illinois, Mississippi, North Carolina, Massachusetts, and Vermont. Our services offerings have covered a wide range of functional areas, including:

- Project Closeout Services
- Full life-cycle grant management
- Compliance & integrity monitoring
- Insurance claim allocation consulting
- Housing and match program advisory
- Claim review & cash flow management
- QA/QC services
- Administrative costs advisory
- Subrecipient monitoring
- Technical Assistance
- Closeout support services

## Relevant Project Experience

### Past Performance

The CohnReznick Team has an extensive history of providing grant coordination services to clients. Our previous engagements have informed CohnReznick of best practices and refined the unrivaled customer service that we will bring to the City. Below we have provided descriptions of client engagements that demonstrate our relevant disaster management and administrative services.

| Projects   | Program Funding | Monitoring/<br>Auditing | Process Improvements | Analytical Data Reporting | Rental Property Owners Recipients |
|--|-----------------|-------------------------|----------------------|---------------------------|-----------------------------------|
| Texas Division of Emergency Management (TDEM)  | \$29 Billion    | ✓                       | ✓                    | ✓                         | N/A                               |
| Texas General Land Office (TX GLO)   | \$3.1 Billion   | ✓                       | ✓                    | ✓                         | ✓                                 |
| Texas Department of Housing and Community Affairs (TDHCA) Texas Rent Relief Program (TRRP) | \$12.22 Million | ✓                       | ✓                    | ✓                         | ✓                                 |
| FEMA Individual Assistance – Individuals and Households Program (IA-IHP)                   | \$1.2 Billion   | ✓                       | ✓                    | ✓                         | ✓                                 |
| Cancer Prevention and Research Institute of Texas (CPRIT)                                  | \$3 Billion     | ✓                       | ✓                    | ✓                         | N/A                               |
| New York State Governor’s Office of Storm Recovery (NYS GOSR)                              | \$17 Billion    | ✓                       | ✓                    | ✓                         | N/A                               |
| State of New York Emergency Rental Assistance Program (ERAP)                               | \$40 Million    | ✓                       | ✓                    | ✓                         | ✓                                 |
| Connecticut Department of Housing Emergency Rental Assistance Program (ERAP)               | \$235 Million   | ✓                       | ✓                    | ✓                         | ✓                                 |
| Louisiana Office of Community Development, Disaster Recovery Unit (OCD-DRU)                | \$14.2 Billion  | ✓                       | ✓                    | ✓                         | ✓                                 |
| Louisiana Housing Corporation (LHC)  | \$1.87 Billion  | ✓                       | ✓                    | ✓                         | ✓                                 |
| Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)       | \$1.4 Billion   | ✓                       | N/A                  | ✓                         | N/A                               |
| New Jersey Department of Community Affairs-Sandy Recovery Division (NJ DCA-SRD)            | \$3.23 Billion  | ✓                       | ✓                    | ✓                         | ✓                                 |
| Mississippi Development Authority (MDA)  | \$2.312 Billion | ✓                       | ✓                    | ✓                         | ✓                                 |
| Massachusetts Emergency Management Agency (MEMA)   | \$4 Billion     | ✓                       | ✓                    | ✓                         | ✓                                 |
| North Carolina Emergency Management (NCEM)   | \$380 Million   | ✓                       | ✓                    | ✓                         | ✓                                 |
| Pasco County, FL   | \$1.2 Million   | ✓                       | ✓                    | ✓                         | ✓                                 |
| National Kidney Foundation of Hawai’i  | \$2 Million     | ✓                       | ✓                    | ✓                         | ✓                                 |
| Bright Horizons Family Solutions   | \$75 Million    | ✓                       | ✓                    | ✓                         | ✓                                 |
| State of Vermont   | \$3 Million     | ✓                       | ✓                    | ✓                         | ✓                                 |



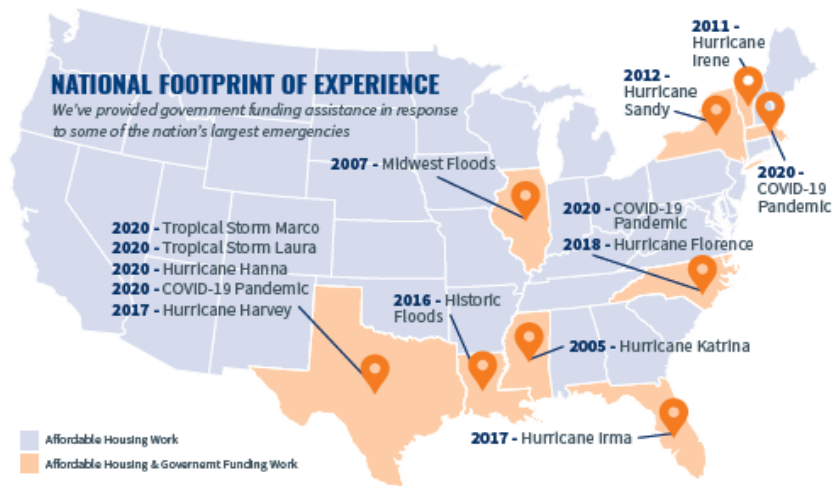
**F: QUALIFICATION OF THE FIRM**



## Introduction

The CohnReznick Team has over 15 years of experience providing disaster grants management services to clients across various funding sources, including **FEMA Public Assistance, FEMA Hazard Mitigation Assistance, HUD CDBG-DR, and CARES Act funded program implementation, oversight, and monitoring.** Our experience working with federal, State, and local governments has refined our strategy for efficient and effective grants management.

We will bring the expertise to ensure that our project strategy will address Ft. Lauderdale's current needs and possess the flexibility to adapt to ever-changing federal policy and program parameters.



*CohnReznick*

## Experience

Regarding our experience in compliance monitoring and oversight of federal funding, our team has **20+ years** of planning and executing grant administration as well as compliance monitoring activities for federal disaster recovery programs.





### Texas Division of Emergency Management (TDEM)

**Vendor:** CohnReznick, LLP

**Period of Performance:** 2013 – Present

**Work Performed:** Grant Monitoring Services

**Contract Size:** \$70 million

#### Project Description:

As Grant Monitor for the Texas Division of Emergency Management (TDEM) over the life of two contract cycles since 2013, CohnReznick has and continues to perform comprehensive grants management, financial and programmatic compliance, technical assistance, and administration program management work to plan, organize and monitor federally funded disaster grants within the State of Texas. The funds for emergency management, which are overseen by CohnReznick, are subject to the Stafford Act and FEMA regulation. We have successfully developed efficient and transparent processes to establish consistent oversight standards, provide proactive technical assistance and communication, centralize data and reporting, review reimbursement requests, facilitate Stafford Act compliance, and closeout projects across 16 disaster declarations.



### Texas General Land Office (G.L.O.)

**Vendor:** CohnReznick, LLP

**Period of Performance:** 2019 – Present

**Work Performed:** Grant Administration, Project Management

**Contract Size:** \$19 million

#### Project Description:

CohnReznick is contracted with the State of Texas General Land Office (G.L.O.) to perform Grant Administration and Project Management as a subcontractor in the Hurricane Harvey Community Development Block Grant Disaster Recovery Program (Harvey CDBG-DR).

CohnReznick plays a key role in all aspects of program management, including policy and procedure development in line with G.L.O.'s Action Plan and goals, training, and technical assistance, and program implementation. CohnReznick prepared and submitted the following deliverables over the lifecycle of the engagement: Compliance and Monitoring Plan; Anti-fraud, Waste, and Abuse Prevention Plan; CDBG-DR Policies and Procedures for subrecipient compliance; Program Specific Policy and Procedures; and Management Systems and Tools to augment G.L.O.'s existing systems.



**Massachusetts Emergency Management Agency (MEMA)**

**Vendor:** CohnReznick, LLP

**Period of Performance:** 2020 – Present

**Work Performed:** Disaster Recovery Services

**Contract Size:** \$6 million

**Project Description:**

CohnReznick performs complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster grants within the Commonwealth of Massachusetts for COVID-19. Our team is responsible for applicant outreach, training, technical assistance, and performing project reviews. During this engagement, we have also developed a grant management system solution utilizing Commonwealth's SharePoint platform.



**Department of Public Safety, North Carolina Emergency Management (NCEM)**

**Vendor:** CohnReznick, LLP

**Period of Performance:** 2020 – Present

**Work Performed:** FEMA Public Assistance/Individual Assistance

**Contract Size:** \$3 million

**Project Description:**

CohnReznick provides a team of staff to work with North Carolina Emergency Management to provide valuable disaster support assistance and information. Our team performs complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster grants within the State of North Carolina. CohnReznick is responsible for establishing procedures, processes, and systems to make grant administration efficient, effective, and compliant with federal requirements.



**Seminole Hard Rock Support Services, LLC**  
**Vendor: Paragon Advisory Partners**  
**Period of Performance: 2021 – Present**  
**Work Performed: Advisory Compliance Consulting**  
**Contract Size: \$500K**

**Project Description:**

Paragon provides a team of staff to work with Seminole Hard Rock Support Services to develop policies and standard operating procedures for the finance department, based on current systems, to create timely and accurate financial reporting for Hard Rock International's Entities. Tasks performed and procedures will encompass financial reporting through reconciliations, accounts payable, fixed assets, general ledger, monthly/quarterly/annual closing procedures, accounts payable, corporate accounting, and accounts receivable according to GASB, FASB, and IFRS standards.



**Cartodyne**  
**Vendor: Davis Consulting**  
**Period of Performance: 2020**  
**Work Performed: Debris Monitoring and Data Management Services**  
**Contract Size: \$250K**

**Project Description:**

Davis Consulting provided a team of staff to work with Cartodyne in Alabama & Louisiana to provide Debris Monitoring and Data Management Services. Our team provided monitoring of the clean-up, removal, separation, reduction, and disposal of debris from all choke points of pickup and disposal.





**D. Key Personnel & Subcontractors Performing Services**



## KEY PERSONNEL

**Ronald Johnson** will serve as a **Subject Matter Expert** for The Paragon Team. He is a subject matter expert concerning audit, internal and external compliance. Ronald possesses over ten years of experience in external audit, corporate development, and program management. Ronald inspected and reviewed management's representation letter along with management's financial statements for accuracy and **compliance with U.S. GAAP, GAGAS, and IFRS**. A developed oversight process needed to ensure that risk compliance controls are effective and sustainable. He would monitor the lifecycle of all compliance evaluations to test for deficiencies. Ronald lives in Davie, Florida, and can meet with the City to discuss and aid them in any project-related matters.



**Anthoni Jones** will serve as a **Subject Matter Expert** on The Paragon Team. for the Paragon Consulting team. He is a subject matter expert for risk identification, risk control, and risk mitigation. Anthoni hones the ability to strategically align the application of project management solutions in line with clients' business objectives. He develops and provides oversight to the framework by forming internal compliance controls and resource development that ensure the efficient execution of production roadmaps. Anthoni has been involved in providing **project management services for both state and federal-level entities**. Through this role, he has led product execution, resource development, and overall leadership and coordination efforts to ensure projects are completed on schedule and within budget.

**Ebony Williams** will serve as the **Operations Manager** for the Paragon Consulting Team. She is a subject matter expert with respect to Operations, Financial Statements, and General Ledger Analysis and Cleanup. Ebony possesses the ability to correct transactions and recommend procedural changes to prevent errors in the future. Ebony has been involved in providing **Accounting Operations support for multiple Cabinet-Level Federal Agencies**. Through her roles, she has performed and trained other personnel on full cycle accounting, including Fund Balance with Treasury, Inter-Agency Agreements (IAAs), and Grants Management. She will work closely with all team members and the City to ensure Grantees comply with the conditions of their grants.



**Abigail "Abby" Rollins, P.M.P., C.F.E.**, will serve as the primary point of contact and **Engagement Principal** for The CohnReznick Team. Ms. Rollins has more than 14 years of experience in emergency management services. Based in Austin, she is a firm leader in providing policy and operational support services to government agencies, including compliance and monitoring, quality control and assurance, and policy and procedure development and documentation. Abby has overseen a variety of engagements providing project management, financial management, policy and program compliance, and oversight consulting services to state and federal government clients.



She recently served as Project Manager contracted by the Texas Division of Emergency Management, responsible for managing and administering a portfolio of over \$6 billion in federal funds for federally declared disasters. She has also contributed to the New York Governor's Office of Storm Recovery's Community Development Block Grant - Disaster Recovery Public Assistance Match Program, disbursing \$150 million to local governments and municipalities in recovery efforts related to Hurricane Sandy. Ms. Rollins brings her expertise in compliance and monitoring and federal grant management to ensure efficient and compliant recovery for the City of Ft. Lauderdale.



**Joseph "Joey" Gallo, T.E.M., LEM-T**, will serve as the **Project Manager** for The CohnReznick Team. He will work for hand in hand with Ft. Lauderdale, Ms. Rollins, and our S.M.E.s to ensure City expectations are exceeded and recovery strategies are precisely executed. Mr. Gallo will manage the team of disaster recovery experts, communicating overarching strategies and facilitating day-to-day grant management activities. As a former Problem Resolutions Officer II with the State of Louisiana Governor's Office of Homeland Security and Emergency Management Preparedness (GOHSEP), Mr. Gallo has over 11 years of

disaster recovery experience providing subrecipients with specialized grant management and proactive advisory service. While working with the State of Louisiana, Mr. Gallo created and delivered the Agency's entire grants manager training curriculum. Mr. Gallo brings Ft. Lauderdale a proven method for creating and polishing subject matter experts that assures the success of any recovery strategy in any disaster environment, operating under any disaster relief program. With experience in both the private and public sectors, Joey has gained a comprehensive understanding of all disaster recovery program implementation levels.

**Amanda Campen, J.D.**, will serve as a **Subject Matter Expert** for The CohnReznick Team. Ms. Campen will provide subject matter expertise and technical assistance with a specialization in FEMA Public Assistance policy and project management. Prior to joining CohnReznick, Ms. Campen was the **Bureau Chief of Recovery for the Florida Division of Emergency Management (FDEM)**. She led and supervised Florida recovery efforts across ten all-hazards disaster operations and oversaw the State's Public Assistance, Individual Assistance, Direct Housing programs, and various agricultural USDA Disaster Recovery block grants.



Ms. Campen is in Tallahassee, Florida, where she can meet with FDEM officials on the City's behalf during key response and recovery proceedings with State and Federal officials. During her tenure as the Bureau Chief, she developed and implemented procedures, methods, and guidelines to properly administer the Robert T. Stafford Disaster Relief and Emergency

Assistance Act as it relates to Public Assistance (P.A.) programs and coordinated closely with the Federal Emergency Management Agency (FEMA), State and local partners to accomplish programmatic objectives. Ms. Campen will bring her intimate knowledge of the Florida recovery landscape to assist Ft. Lauderdale in understanding and fulfilling the requirements of FDEM, FEMA, and any other agencies involved in disaster relief.



**Elizabeth Melton, C.E.M.** offers Ft. Lauderdale a wealth of knowledge and instant credibility with FEMA as the City's **Subject Matter Expert** for Hazard Mitigation and Individual Assistance opportunities. As the former State Hazard Mitigation Officer for South Carolina, Elizabeth, **upon request from the State of Florida**, deployed to Florida on several occasions to assist with Individual Assistance operations relating to multiple disasters. In her role at the State of South Carolina, Ms. Melton oversaw the implementation of FEMA Hazard Mitigation Assistance (H.M.A.) programs. She was responsible for thirteen open Hazard Mitigation Grant Programs (HMGP) and Pre-Disaster Mitigation Grants (PDM) totaling over \$152M and more than 215 individual subgrants.

**Ben Davis** will serve as the **Debris Monitoring Project Manager** for the Davis Consulting Team. He will oversee the formulation of damage project worksheets and provide subject matter expertise for navigating through the tedious and complex FEMA disaster recovery process. In this role, he will also guide the City on maximizing its funding opportunities through other disaster-related grants and programs.



**Ryan Airey** will serve as the **Subject Matter Expert** for the Davis Consulting Team. Mr. Airey has extensive post-disaster grant management experience, with FEMA Public Assistance, 404 & 406 Hazard Mitigation, NRCS EWP and CDBG-DR. He is **ASFPM Certified Floodplain Manager (CFM) and PMI Certified Project Manager (CAPM)**. He is proven experience planning and coordinating capital/infrastructure projects. He has knowledge in Statutes, Regulations and Policies that govern FEMA's Public Assistance (PA) such as the Robert T. Stafford Act, 44 CFR Part 206, and

various 9500 Series Policies

**The Engagement Team** The Engagement Team **Matrix** below provides a detailed description of proposed personnel that make up the annual services to the City of Ft. Lauderdale.

**City of Fort Lauderdale**



**Senior Leadership**



**Ronald Johnson - Senior Management**



**Abigail "Abby" Rollins - Senior Management Subcontractor**

**Our Managers**



**Joseph "Joey" Gallo – Project Manager Subcontractor**



**Ben Davis – Debris Project Manager Subcontractor**



**Ebony Williams – Grants Operations Manager**



**Ryan Airey – Debris Operations Manager Subcontractor**

**Our FEMA Coordinators**



**Amanda Campen – FEMA Coordinator Subcontractor**



**Anthoni Jones – FEMA Coordinator**



**Elizabeth Melton – FEMA Coordinator Subcontractor**

## Background



**ABBEY ROLLINS**

### Function and Specialization

- Project Management
- Grant Administration
- Financial Auditing
- Compliance Auditing

### Representative Clients

- State of Texas, Division of Emergency Management
- New York Governor's Office of Storm Recovery (GOSR)
- U.S. Agency for International Development (USAID)
- Federal Housing Finance Agency Office of the Inspector General (FHFA-OIG)
- U.S. Department of Housing and Urban Development (HUD) Multifamily Accelerated Processing (MAP)
- Louisiana Coastal Protection and Restoration Authority (CPRA)

### Education, Licenses & Certifications

- BBA – Business Administration
- Certified Fraud Examiner (CFE)
- Project Management (PMP)

Ms. Rollins, a Director with CohnReznick Government and Public Sector Advisory, has more than fourteen years of experience providing project management, compliance, and oversight consulting services to government clients. Ms. Rollins' experience includes federally funded disaster recovery programs, including compliance with the Stafford Act and Community Development Block Grant (CDBG) programs.

## Professional and Industry Experience

### Project Management and Grant Administration

Led by CohnReznick professionals with expertise in disaster recovery grant management, CohnReznick serves as the prime contractor to the Texas Division of Emergency Management for Federal Grant Administration. CohnReznick is responsible for establishing consistent oversight standards, providing proactive technical assistance and communication, centralized data and reporting, and effective quality management protocols and reviewing and improving procedures addressing reimbursements and financial management.

Ms. Rollins also assisted GOSR in administering the Infrastructure Public Assistance CDBG Match program, which assists local governments and municipalities in recovery efforts using government funds. Reviewed FEMA-eligible Project Worksheets to determine if project costs are eligible to be reimbursed for the non-federal share with U.S. Department of Housing and Urban Development (HUD) -CDBG funding. Review included an evaluation of eligibility funding—per the scope of work—environmental clearance, procurement, financial/cost management, insurance/duplication of benefits, labor compliance, Section 3, and Civil Rights.

### Financial Auditing

Conducted closeout financial audits of USAID Afghanistan resources managed by contractors working on Afghanistan rebuilding programs. Present an audit of Schedule of Costs Incurred, internal controls, and compliance with agreement terms and applicable laws and regulations.

Ms. Rollins also conducted three performance audits to assess FHFA's and Fannie Mae and Freddie Mac's (the enterprises') oversight and monitoring activities related to their Master Trust Agreements (MTAs). Each audit covered the oversight and monitoring activities related to the flow of funds from servicers to the enterprises, the monitoring of Direct Servicers by the enterprises, the collection of fees from the servicers, and the investment of trust funds associated with the issuance of single-family MBS from September 7, 2008 (inception of conservatorship), through September 30, 2012.



## RONALD M JOHNSON JR.

Cell 954-526-8371  
rjohnson@paragonadvisorypartners.com

### Function and Specialization

Ronald specializes in serving federal, state, and local governmental entities as well as private sector companies in the life sciences and healthcare providers industry.

### Representative Clients

- Bethesda Hospital
- FL Division of Emergency Management
- Gastro Health
- Holy Cross Hospital
- New York State Department of Health

### Professional Associations

- National Association of Black Accountants, (NABA) Greater Miami Chapter
- Association of Certified Fraud Examiners (ACFE)
- Miami Finance Forum (MFF)

### Education, Licenses & Certifications

- BS, Accounting and Finance, Florida Agricultural and Mechanical University
- Master's in Finance and Financial Management, Florida International University
- XBRL Foundation Certification
- Bloomberg Terminal Certification

## Background

Ronald possess over eight years of experience in external audit, corporate development, and program management. Ronald primarily serves governmental agencies and companies within the life sciences and healthcare providers industry. Ronald aids his clients in governmental compliance, internal controls, financial modeling, and systems integration.

## Professional and Industry Experience

Ronald has served as a project leader of multiple engagements, including Fiscal Year Institutional Cost Report (ICR) performance audits which assessed hospital compliance with DOH's ICR requirements, and the Disproportionate Share Hospital (DSH) performance audits assess the compliance of nearly 200 Article 28 and 31 hospitals and institutes of mental disease with the requirements of the Medicaid DSH program in the state of New York. Ronald uses his experience to lead and deliver, complex client engagements that identify, design, and implement creative business and technology solutions. Ronald has extensive experience in both practice and industry. Some of the many skills Ronald possess include the ability to manage multiple assignments while meeting tight deadlines, having excellent attention to detail with an established history of improving efficiency, and a strong team player who can convey financial information in easily understood formats. He has a proven track record of results in strategic planning, root cause analysis, project management, customer satisfaction, and relationship development.

## Financial Statement Audit and Risk Assessment & Mitigation

Ronald determined materiality and the risk of material misstatement for account balances, class of transactions, and disclosures for his clients. Once this was identified, Ronald along with his team, developed substantive and analytical procedures to test the various risk areas. Ronald was able to provide valuable insight on important risk accounts (i.e., Revenue, Accounts Receivable, DSH, ICR etc.) to identify and isolate specific drivers for further audit use. Ronald also collaborated with Internal Audit Services and Compliance to evaluate state programs and compliance activities, and ensure that design and effectiveness testing results from audit are incorporated into risk information.

Ronald work with health personnel to review a healthcare system audit protocol to ensure consistency with IP/OP Medicaid reimbursable services in the approved Medicaid State plan. In addition, He developed supplemental schedules that separately identified a hospitals cost centers and their payer mix that highlighted payments received from commercial payers and government programs IP and OP utilized to satisfy compliance requirements.

## Financial Reporting

Ronald inspected and reviewed management's representation letter along with management's financial statements for accuracy and compliance with U.S. GAAP, GAGAS, and IFRS. Also, Ronald used his ability to research and interpret U.S. GAAP, GAGAS, IFRS, and other applicable laws and regulations to prepare technical memos on various issues such as revenue recognition, goodwill valuations, troubled debt restructuring, etc. Ronald assessed the reasonableness of the valuation/business assumptions (e.g., discount rate, terminal growth rate, valuation multiples, management's projections) used in the fair value analysis and whether the valuation/business assumptions are consistent with what marketplace participants would use in pricing a hotel property.



**JOSEPH GALLO, TEM, LEM-T**

#### Function and Specialization

- Regional Manager
- Project Management

#### Professional Affiliations

- Emergency Management Association of Texas (EMAT)
- Louisiana Emergency Management Association (LEPA)

#### Representative Clients

- Texas Division of Emergency Management (TDEM)
- State of Texas, Department of Public Safety, Division of Emergency Management (DPS/TDEM)
- State of Louisiana – Governor’s Office of Homeland Security & Emergency Preparedness (GOHSEP)

#### Education, Licenses & Certifications

- BS – General Studies
- Certified Texas Emergency Manager (TEM)
- Certified Louisiana Emergency Manager – Technical (LEM-T)

## Background

Mr. Gallo brings over a decade of emergency management and disaster recovery experience. He has held roles focused on grants management, problem resolution and project management. Over seven years with the State of Louisiana with key achievements including being the first-ever Level 3 Disaster Recovery Specialist and receiving an Outstanding Performance Award for the development of an onboarding program for Disaster Recovery Specialists.

## Professional and Industry Experience

### Project Management

Mr. Gallo was delegated as a state representative for the GOHSEP agency performing Applicant Briefings from Hurricane Isaac (2012) to The Great Flood (2016) and was part of the state educational “road shows” conducted from 2012-2015. While performing these duties he oversaw, trained, and lead the program staff in understanding and applying the regulations, policies and procedures.

Mr. Gallo provides guidance and technical assistance to project management and the client on policy and procedures to implement disaster programs in an effective and efficient manner while assessing the client’s situation. Mr. Gallo also interprets federal regulations and uses knowledge and experience to determine method of project implementation.

Mr. Gallo was also the project manager for Grant Thornton, LLP which was one of four Affiliates for the Texas Division of Emergency Management assisting with the administration of the FEMA Public Assistance and Hazard Mitigation programs in central and southern Texas. The project was cradle-to-grave with FEMA Project Worksheets from obligation to complete account closure. Compliance and grant monitoring were the key objectives.

While supporting Grant Thornton, Mr. Gallo managed and supervised the execution of key areas of the engagement for Texas managing the distribution of FEMA Public Assistance and Hazard Mitigation grant funding.

### Subject Matter Expert

The State of Louisiana’s GOHSEP agency is responsible for administering FEMA programs throughout the State of Louisiana. Mr. Gallo was involved exclusively with the Grants Management department within GOHSEP which performed compliance monitoring activities for subrecipients throughout the State.

Mr. Gallo was the Subject matter expert in the FEMA Public Assistance program. He provided guidance, oversight, and general assistance to both the State as well as Public Assistance applicants in interpreting complex laws, rules, and regulations in order to minimize risk by assessing the financial integrity of FEMA payments to state applicants.

Mr. Gallo was a key player in the recovery of many of Louisiana’s most high-profile applicants having directly managed projects totaling in the billions including those from Recovery School District, Orleans Parish School Board and more.





## BENJAMIN DAVIS

### Function and Specialization

- Project Manager
- Debris Monitoring
- QC Inspector

### Representative Clients

- FEMA
- City of Houston
- Clarksdale Municipal School District
- CDR Maguire
- Holmes County, FL
- Washington County, FL

### Education, Licenses & Certifications

- BS – History, Minor in Political Science, University of West Alabama
- Aug 2021: FEMA Emergency Institute; IS-010011 & IS-01000
- 24hr Hazpower Certificate
- IS-630: Introduction to the Public Assistance Process
- IS-634: Introduction to FEMA's Public Assistance Program
- IS-632: Introduction to Debris Operations
- IS-292: Disaster Basics
- IS-100: Introduction to Incident Command System
- IS-200: ICS for Single Resources and Initial Action Incidents
- IS-393: Introduction to Hazard Mitigation
- IS-235: Emergency Planning
- IS-276 "Benefit Cost Analysis

## Background

Successful Geospatial Consultant, FEMA Public Assistance Recovery Specialist, GIS Analyst, and Project Manager providing quality deliverables to local MPOs and government organizations such as FEMA. Experienced in building strong team environments through dedicated and effective leadership. After 18 years in GIS data development, analysis, conversion, and manipulation within various GIS industries (urban real estate analysis, E-911 data development, floodplain mapping, remote sensing, hydrogeology, hazards analysis, cartography, cadastral mapping, and mining), Mr. Gutierrez have a thorough understanding of GIS capabilities in a client/customer service environment.

## Professional and Industry Experience

### Project Manager, Clarksdale Municipal School District, Clarksdale, MS

- Assigned as Project Manager to provide support services for response and recovery services relating to ARP funding and FEMA PA Program
- Formulating FEMA projects including developing scope of work, cost estimated, detailed damage description, and required backup documentation
- Managing and accessing recovery and mitigation services from TDEM and FEMA agencies

### Project Manager, DR-4332 Hurricane Harvey, City of Houston Subconsultant CDR Maguire

- Assigned as Project Manager to provide FEMA expertise in maximizing reimbursement for the underground utility system
- Manages a team performing site inspections and develop damage assessments reports
- Will develop Mitigation options for City of Houston to make City more resilient
- Task to come up with approach methodology for all Contractors to follow to document the damages Hurricane Harvey caused to the Utility system

### Project Manager/Assistant Public Assistance Officer, DR-4372 & 4379 MA Severe Winter Storms CDR Maguire

- Assigned to the JFO for the State of Massachusetts and operates as the Assistant Public Assistance Officer
- Currently working as Lead of the Coastal Team for the State and Coordinating the recovery efforts of all the applicants with coastal damages such as Seawalls, Beach Erosion, Dunes/Berms and Piers
- Oversees the QA/QC of all FEMA RPA's and project worksheets once it enters the State que

### Production Manager, DR-4337-FL, Hurricane Irma CDR Maguire

- Overseeing the production of over 20+ staff providing recovery and grant management services for all PA Projects
- Worked closely with client to perform eligibility reviews for all categories of work
- Performed QA/QC of all FEMA applications and project worksheets before submittal into the Grants Portal
- Implemented creative tactics to reduce the County overall cost while maximizing recovery

### Manager, DR-4255-Tornado and Flooding, City of Rowlett, TX CDR Maguire

- Serves as CDR Maguire's primary representative to the City of Rowlett
- Worked with the City and FEMA to conduct site visits, develop Project Worksheets, and identify hazard mitigation opportunities
- Led CDR Maguire's project team as well as staff members from subconsulting firms



## EBONY WILLIAMS

Manager

Paragon Advisory Partners Inc.  
110 East Broward Blvd.  
Fort Lauderdale, FL 33301

Tel 678-478-1226  
ewilliams@paragonadvisorypartners.com

### Function and Specialization

Grants Management  
Disaster Recovery  
FEMA Public Assistance  
Federal Government Accounting Operations  
Federal Government Financial Statements  
Financial Systems Review

### Representative Clients

- KPMG International Cooperative
- Florida Department of Emergency Management
- Florida Department of Transportation

### Previous Federal Employers

- Department of Homeland Security
- Department of Treasury
- Department of Housing and Urban Development
- National Science Foundation

### Education, Licenses & Certifications

- MPAccy – Accounting Information Systems, Georgia State University
- MBA – Accounting, Georgia State University
- BBA – Mercer University
- Certified Government Financial Manager (CGFM)

Ebony is an experienced Professional in Federal Government Accounting. She is a subject matter expert with respect to Operations, Financial Statements, and General Ledger Analysis and Cleanup. Ebony possesses the ability to not only correct transactions, but to recommend procedural changes to prevent errors in the future. She is well versed in “Fed Speak” and can provide translation as necessary.

As a manager at Paragon, Ebony uses her industry experience and advanced knowledge to provide effectual, strategic, and comprehensive recommendations to meet the identified needs of Paragon clients. Ebony manages and trains Paragon staff to provide clients with the high level of service expected from all Paragon Consultants.

## Professional and Industry Experience

### Federal Accounting Operations

Ebony has been involved in providing Accounting Operations support for multiple Cabinet-Level Federal Agencies. Through her roles, she has performed, and lead and trained other personnel on full cycle Accounting including Fund Balance with Treasury, Inter-Agency Agreements (IAAs), and Grants Management. Ebony is a master at cleaning accounting data and implementing consistent application of accounting rules within an organization.

### Federal Financial Statements

Ebony has prepared and reviewed Federal Financial Statements throughout her career. Combined with her experience in Account Operations, she is able to not only spot the error, but know where the error occurred. Ebony’s knowledge of Federal Financial Statements has allowed her to serve on teams preparing consolidated statements, the related notes, and AFRs.

### Grants Management

Ebony provided Accounting and Grants Management for a high volume grant making agency. She worked closely with Grantees and Grants teams within the agency to ensure Grantees were in compliance with the conditions of their grants. Ebony performed outreach to Grantees and educated them on proper grant expenditures and accounting for those expenditures. She created an environment of trust which ultimately led to fewer grantee errors and faster resolution of those remaining errors.

### Technical Skills

MS Excel, Access, Word and PowerPoint; Oracle; BS&A



## RYAN AIREY

### Function and Specialization

- Project Planner
- Program Specialist
- Community Engagement
- Construction Inspector

### Representative Clients

- FEMA
- Office of Emergency Management, NJ
- Tetra Tech Emergency Management
- Boulder County, CO

### Professional Associations

- Association of State Floodplain Managers (ASFPM)
- American Planning Association (APA) Colorado Chapter
- Project Management Institute (PMI)
- American Society of Public Administration (ASPA)

### Education, Licenses & Certifications

- MS – Public Administration
- BS – Emergency Management
- 2015 American Planning Association (APA) Colorado Honor Award – Community Resiliency
- 2016 – Boulder County “Extra Mile Award” for continued persistence and solutions- oriented approach to flood recovery
- 2015 NACo Achievement Award: Comprehensive Creek Planning Initiative for County Resiliency: Infrastructure, Energy & Sustainability (Team Member).

## Background

Mr. Airey has extensive post-disaster grant management experience, with FEMA Public Assistance, 404 & 406 Hazard Mitigation, NRCS EWP and CDBG-DR. He is ASFPM Certified Floodplain Manager (CFM) and PMI Certified Project Manager (CAPM). He is proven experience planning and coordinating capital/infrastructure projects. He has knowledge in Statutes, Regulations and Policies that govern FEMA’s Public Assistance (PA) such as the Robert T. Stafford Act, 44 CFR Part 206, and various 9500 Series Policies

## Professional and Industry Experience

### Planner II, Transportation, Boulder County, Colorado

- Assigned to work on FEMA Project Worksheets - scope changes, preparation of cost estimates, cost reasonableness and flood mitigation funding.
- Manages 16 FEMA Category C Project Worksheets (PWs) worth an estimated 100 million dollars.
- Works closely with FEMA and the Colorado Department of Homeland Security and Emergency Management (DHSEM) to ensure PWs accurately capture all PA eligible and non-eligible damage, scope of work, and cost.
- Provides research on statutes, regulations, and policies that govern FEMA’s PA Program, at the request of county management.
- Assisted in the development of a “Design Integration Process” for FEMA PA projects which outlines requirements for Codes and Standards upgrades, Hazard Mitigation Proposals (HMPs), Environmental and Historic Preservation clearance, and PW scope changes. The purpose of this process is to ensure program eligibility and to avoid project and construction delays.
- Distributes FEMA’s Record of Environmental Consideration (REC) to project engineers, design consultants, and contractors to ensure environmental mitigation measures are implemented and tracked during project design and construction.
- Assisted in the development of a methodology for tracking HMP costs during construction.
- Assisted in the development of contractor invoice requirements for flood recovery projects.
- Supports capital infrastructure projects on a planning level, including scope development, coordinating environmental and historical compliance officers, and ensuring project eligibility with funding partners.
- Coordinates project design and implementation with the Boulder County floodplain administration and permitting team.
- Reviews construction plans to ensure FEMA programmatic and regulatory compliance.
- Develops scopes of work and identifies hazard mitigation opportunities.
- Works closely with FEMA 406 Hazard Mitigation staff in the development of technically feasible and cost-effective mitigation measures.
- Assists with developing cost projections, project status reports, and maintaining project documentation.
- Maintains project documents such as procurement, contracts, task orders, expenditures reports, and tracks project deliverables and regulatory timelines.



## AMANDA M. CAMPEN, JD

### Function and Specialization

- Project Management
- Public Assistance
- Financial Auditing
- Compliance Auditing

### Representative Clients

- Commonwealth of Massachusetts, Massachusetts Emergency Management Agency (MEMA)
- New Jersey Department of Health and Department of Community Affairs Integrity Affairs Over Coronavirus Relief Funds
- Bright Horizons Family Solutions LLC

### Education, Licenses & Certifications

- JD – Juris Doctorate
- BA – Political Science, Public Policy

## Background

Ms. Campen has over seven years of experience in project management, compliance, and auditing, serving in roles focused on program and grant management, grant and contract management, legal and regulatory analysis, and business process improvement for state government agencies. Specific expertise includes working as Operations Chief during a response and recovery setting, as well as managing disaster recovery funding from federal, state, and private sources. Her past experiences in the compliance, legal, and programmatic/operational areas of disaster recovery make her a well-rounded professional capable of managing state-wide, all-hazards disaster

## Professional and Industry Experience

### Project Management

CohnReznick performs complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster grants within the Commonwealth of Massachusetts for COVID-19. Our team is responsible for applicant outreach, training, technical assistance, and performing project reviews. During this engagement, we have also developed a grant management system solution utilizing Commonwealth's SharePoint platform.

Ms. Campen has served as the Florida Division of Emergency Management Bureau Chief of Recovery, managing a \$12 billion portfolio and overseeing the State's Public Assistance, Individual Assistance, Direct Housing programs, and various agricultural USDA Disaster Recovery block grants. She also served in the Florida Division of Emergency Management General Counsel Office, responsible for review of all grant agreements, contracts, administrative appeals and procurements for the Division.

Ms. Campen is an experienced emergency management and project management professional responsible for fulfilling organization staffing needs and requirements, including personnel recruitment, training coordination, manpower utilization, and performance evaluation management.

### Public Assistance and Auditing

Ms. Campen has led and supervised the Florida recovery efforts across ten all-hazards disaster operations, and oversaw the State's Public Assistance, Individual Assistance, Direct Housing programs, and various agricultural USDA Disaster Recovery block grants. She has developed and implemented procedures, methods, and guidelines to properly administer the Robert T. Stafford Disaster Relief and Emergency Assistance Act as it relates to Public Assistance (PA) programs. Supervised and lead staff members working ten different disaster operations. Coordinated closely with the Federal Emergency Management Agency (FEMA), State and local partners to accomplish programmatic objectives.

Ms. Campen has also led teams in performing audits for the State of Florida Supply Inventory and Logistics contracts.



## ANTHONI JONES

Consultant

Paragon Advisory Partners Inc.  
110 East Broward Blvd.  
Fort Lauderdale, FL 33301

Tel 321-209-5449  
ajones@paragonadvisorypartners.com

### Function and Specialization

Grants Management  
Disaster Recovery  
FEMA Public Assistance  
Project Management, Wellness and Public Health Industries  
Program Compliance, Wellness and Public Health Industries  
Operational and Regulatory Risk  
Compliance Automation

### Representative Clients

- KPMG International Cooperative
- Florida Department of Emergency Management
- New York School Construction Authority
- Florida Department of Transportation
- Joint Legislative Auditing Committee
- Younger Creek Cannabis Cultivation

### Education, Licenses & Certifications

- BS, Health Management, University of Central Florida
- Member- Project Management Institute
- Certified Associate in Project Management- Prospective
- Project Management Professional- Prospective

Anthoni is a visionary Professional in Project Management. He is a subject matter expert with respect to risk identification, risk control, and risk mitigation. Anthoni hones the ability to strategically align the application of project management solutions in line with clients' business objectives. He develops and provides oversight to the framework through the formation of internal compliance controls and resource development that ensure the efficient execution of production roadmaps.

As a consultant at Paragon, Anthoni uses his industry experience and advanced knowledge to provide effectual, strategic, and comprehensive recommendations to meet the identified needs of Paragon clients. Anthoni provides support to Paragon clients through project management, audit and review coordination, compliance/operational risk identification, and complex problem solving on critical endeavors.

## Professional and Industry Experience

### Project Management

Anthoni has been involved in providing project management services for both state and federal-level entities. Through this role, he has led in product execution, resource development and overall leadership and coordination efforts to ensure projects are completed on schedule and within budget. Anthoni has developed innovative controls for seamless onboarding, offboarding, and progress reporting of resources. Anthoni regularly and routinely immerses himself in the nuanced detail of his assigned projects to prepare overall an project schedule, milestones, tasks, and estimates as well as an effective plan to ensure resources under his purview are given the best possible solutions to maintaining optimal efficiency within the budget provided.

### Risk Mitigation and Compliance Management

Anthoni executed strategic maneuvers in issue management and risk governance. Serving as the lead on a plethora of client engagements; Anthoni is able to provide adept guidance on risk identification, risk control, and risk mitigation for clients. Anthoni's dedication to researching, interpreting, synthesizing, analyzing and compartmentalizing copious amounts of legal and technical information to stay abreast in an unpredictable regulatory arena such as Healthcare is what allows him to ensure the client's continued adherence to federal, state and local regulations and provisions.

### Audit and Review Coordination/Testing

Anthoni developed oversight processes needed to ensure that risk compliance controls are effective and sustainable. He would monitor the lifecycle of all compliance evaluations to test for deficiencies. Anthoni provided on-site assessments for verification of compliance. His implementation of auditing and testing systems streamlined compliance processes for clients. As an advisory resource, he strives to aid in setting the industry standard high as it relates to risk management through critical thinking proficiency and sound decision making in the establishment of risk management processes.

### Technical Skills

MS Excel, Access, Word, Research Databases, and PowerPoint



## **ELIZABETH ROBERTS MELTON, CEM**

### **Function and Specialization**

- State Hazard Mitigation Officer
- Public Assistance Officer
- Operations Specialist

### **Representative Clients**

- Texas Division of Emergency Management (TDEM)
- South Carolina Emergency Management Division
- Bright Horizons Family Solutions LLC

### **Education, Licenses & Certifications**

- MS – Emergency Management
- BA – Russian Language and Culture
- International Association of Emergency Managers, Certified Emergency Manager (CEM)
- South Carolina Emergency Management Association, Certified Emergency Manager (SC-CEM)
- National Emergency Management Advanced Academy Graduate Cohort FY18
- National Emergency Management Executive Academy Cohort FY20

## **Background**

Ms. Melton brings over nine years of experience serving in roles focused on emergency management, program and grant management, and business process improvement for state government agencies. She has worked on a variety of federally declared disasters in Hawaii, Alaska, Nebraska, Oklahoma, South Carolina, Georgia, and Florida.

## **Professional and Industry Experience**

### **Hazardous Mitigation Officer**

Ms. Roberts Melton developed procedures, methods, and guidelines to properly administer the Robert T. Stafford Disaster Relief and Emergency Assistance Act as it relates to the Pre-Disaster Mitigation, Building Resilient Infrastructure and Communities, and Hazard Mitigation Grant programs. She supervised and led staff members working thirteen open mitigation grants valued at over \$152M with more than 215 individual subgrants. She coordinated closely with the Federal Emergency Management Agency (FEMA) to accomplish programmatic objectives. Assisted the State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) during Presidential disaster declarations, as requested, to coordinate the HMGP program.

Ms. Roberts Melton most recently served as the State Hazard Mitigation Officer for the South Carolina Emergency Management Division and was responsible for the lifecycle of thirteen open Hazard Mitigation Grants and Pre-Disaster Mitigation Grants totaling over \$152M and more than 215 individual subgrants. She oversaw the implementation of the FEMA Hazard Mitigation Grant Program for the State of South Carolina, and ensured compliance with all applicable federal, state, and programmatic requirements. Ms. Roberts Melton also oversaw the implementation of the Individual Assistance in the State of South Carolina; developed processes to improve outcomes for disaster survivors and advised six other states on IA implementation through the Emergency Management Assistance Compact.

### **Public Assistance**

Ms. Roberts Melton has supported and coordinated with the Public Assistance (PA) Officer in the implementation of the PA Program for DR-4166 (2014 South Carolina Ice Storm) to include project worksheet development and review. She managed and supervised state PA specialists to ensure progress towards grant objectives and recovery outcomes.



## MORELLA WHITMORE

### Function and Specialization

- Administrative Assistance
- Payroll Assistance
- Payroll Coordinator
- Construction Inspector

### Representative Clients

- CDR Maguire
- Davis Disaster Discovery
- Packers Plus Energy
- TLC Engineering

### Education, Licenses & Certifications

- AS - Administration

## Background

Ms. Whitmore has over twenty (20) years' experiences in accounting and over five (5) years as an Administrative Assistant. Proven track record of providing exemplary and professional services to clients and employees. Excellent leadership and great communication skills demonstrated daily. She is Assertive, diligent, and hardworking, a seeker of end results and a great asset to any company and is skilled in working effectively with diverse groups at all organizational levels to attain common objectives.

## Professional and Industry Experience

### Administrative Assistant - CDR MAGUIRE, INC

- Assist with the preparation of proposals; writing, editing, creating, and packaging for delivery.
- Assist with research for various requests and providing comprehensive support to various staff.
- Operate desktop computer to compose and edit correspondence and memoranda from dictation, verbal direction and from knowledge of policies of established departments/divisions; prepare, transcribe, compose, type, edit and distribute agendas and minutes of numerous meetings.
- Respond to letters, e-mails, and general correspondence daily.

### Administrative Assistant - Davis Disaster Consulting

- Assist with the preparation of proposals; writing, editing, creating, and packaging for delivery.
- Operate desktop computer to compose and edit correspondence and memoranda from dictation, verbal direction and from knowledge of policies of established departments/divisions; prepare, transcribe, compose, type, edit and distribute agendas and minutes of numerous meetings.
- Respond to letters, e-mails, and general correspondence daily.

### Payroll Coordinator - PACKERS PLUS ENERGY SERVICES

- Responsible for receiving, reviewing, entering, preparing, and processing of the semi-monthly payroll for over 250 employees using ADP.
- Handled the administration and the electronic timekeeping system in ADP Time and Attendance EZ Labor. Setup new hourly employees in appropriate groups under the correct management in ADP, giving the employees access to clock in/out from desktop computers or timeclocks.

### Administrative Assistant - TLC ENGINEERING, INC.

- Assisted with the preparation of proposals; writing, editing, creating, and packaging for delivery.
- Responsible for all certifications and registrations for the company.
- Operated desktop computer to compose and edit correspondence and memoranda from dictation, verbal direction and from knowledge of policies of established
- Responsible for compiling, preparing, and reconciling the payroll using QuickBooks.
- Maintaining employee master file for both new hires and existing employees in QB.
- Processing a semi-monthly payroll for over 25 employees.
- Prepare state taxes (semi-monthly, monthly, quarterly and year-end federal, states, unemployment, 941, 940 and W-2's) using QuickBooks.



## ALEJANDRO J. GUTIERREZ

### Function and Specialization

- Public Assistance
- Debris Monitoring
- CDBG-DR
- PW Writing

### Representative Clients

- FEMA
- City of Houston
- Clarksdale Municipal School District
- CDR Maguire
- Holmes County, FL
- Washington County, FL

### Education, Licenses & Certifications

- BS – History, Minor in Political Science, University of West Alabama

## Background

Successful Geospatial Consultant, FEMA Public Assistance Recovery Specialist, GIS Analyst, and Project Manager providing quality deliverables to local MPOs and government organizations such as FEMA. Experienced in building strong team environments through dedicated and effective leadership. After 18 years in GIS data development, analysis, conversion, and manipulation within various GIS industries (urban real estate analysis, E-911 data development, floodplain mapping, remote sensing, hydrogeology, hazards analysis, cartography, cadastral mapping, and mining), Mr. Gutierrez have a thorough understanding of GIS capabilities in a client/customer service environment.

## Professional and Industry Experience

### Geospatial Consultant, Hazard Mitigation Support for California Counties

- Mitigation planning and GIS support for California DMA plan updates.
- Generated thematic and illustrative facilities and hazards maps, for the DMA plans, both at the countywide and city scales, to represent FIRM data and to quantify risks to the county using parcel and assessor's value data.
- Generated the standardized map template to present the wildfire risk analysis, also at the parcel level, using GIS data from the California Department of Forestry and Fire Protection.
- Used the ESRI tools and Microsoft Access to perform flood analysis using FIRM data on parcels (land use type and valuation data) by city and performed the wildfire analysis using the same methodology.
- Supported the initial GIS data collection efforts by communicating with the county and jurisdictional representatives.
- Created state, county, and jurisdictional thematic maps utilizing local and national DFIRM and HAZUS generated data, thematic maps depicting earthquake, soil, and loss ratios utilizing local, national and HAZUS generated data.

### FEMA Public Assistance Recovery Specialist, Larimer County, Colorado/FEMA Risk MAP

- conducted flood-site assessments for newly identified, September 2013 Colorado flood-damaged sites in Larimer County, Colorado and building County bid proposals.
- Coordinated with consulting firm, County, and FEMA, capturing field data, generating documentation, validating GPS information, and creating digital photo reports.
- Produced a series of tabular calculations and assessment reports to include in the Public Improvement Districts, private roads, and public roads bid packages which provided the County, the State, and FEMA with the necessary disaster assessment information for FEMA to allocate disaster funds to the County and the County to present their findings to HUD for CDBG grants.
- Managed a portion of the online database containing the site assessment information.
- Certified County trucks to perform the silt/sediment removal task in 2 locations and then compiled and organized the database input/management of debris tickets (estimating silt piles by cubic yards).
- Supported research and created the report for the Forks Park alternative dispute resolution report to be presented to FEMA at the Joint Field Office.
- Coordinated the hazard mitigation team, including Larimer County, Anderson Engineering, FEMA, Environmental & Historic Preservation (EHP), and FEMA mitigation representatives, to perform field visits to assess potential mitigation improvements and additional scope modifications at numerous roads, bridges, low-water crossings, and county parks.





## KELVIN LOCKHART

### Function and Specialization

- Data Management
- Site Inspector
- Electrical Engineering
- Construction Inspector

### Representative Clients

- CDR Maguire
- TLC Engineering
- Ensign Energy Services
- Total Construction Inspections
- Corinthian Schools
- Comcast
- K-One Tech
- Redstone Development

### Education, Licenses & Certifications

- BS - Business Administration, Real Estate & Urban Development
- Electrical Technician Certification
- American Association of Christian Counselors
- OSHA- 3095 – Electrical Standards 511- Standard for General Industry

## Background

Mr. McNeal's has over 20 years of real on-the-job experience. H is a dedicated community development executive, well-versed, acquainted and proficient in community management, marketing and community development. He has a Bachelor of Science degree in Religion with a minor in Christian Counseling from Liberty University, Lynchburg Virginia. He also has years of experience in the veterans and military assistance field. In addition, he has been privileged to manage and develop various cooperate, community and government organizations to achieve great success in sales and marketing.

## Professional and Industry Experience

### CDR Maguire, Data Manager, La Marque, TX

- Responsible for Maintaining Project data uploaded to the server. Verify & modify date for Accuracy, Train Crews on the operation of Mobile Application as well as Handheld Devices used in the field. Troubleshoot issues that arise in the system & keep in constant contact with field crews.

### TLC Engineering, Lead Site Inspector, MEP Inspector Houston, TX

- Comprehensive pedestrian improvements in Midtown Houston, encompassing sidewalk, curbs, lighting landscaping and other amenities.
- Provided, MEP inspection and materials testing. For 50,000sf underground parking garage approximately 14ft below existing a mid-rise residential development and 2 story retail development constructed above on one side of the garage and 3- acres park on the other side.
- Inspection services for the major reconstruction of Dowling Street, including design and construction, installation, roadway improvements, signalization, public utilities, sidewalk enhancement, streetlights, streetscape, pedestrian amenities, and storm sewers.

### TLC Engineering, Lead Site Inspector Houston, TX

- Comprehensive pedestrian improvements in Midtown Houston, encompassing sidewalk, curbs, lighting landscaping and other amenities.

### QA Systems, Project Manager, Houston, TX

- Accomplishes human resource objective by recruiting, selecting, orienting, training, assign, scheduling, coaching, and disciplining. Achieves operational objectives by contributing information and recommendations to strategic plans and reviews, preparing and completing action plans.

### ENSIGN Energy Services, Electrical Trainer, Houston, TX

- Lead team discussions on how to improve all 1 to 2-day training sessions in order to fit the needs of the trainees and company. Developed virtual and in-class training presentations and visual aids.
- Constructed visual and interactive teaching aides for all electrical training programs. Monitored and evaluated the implementation of current training sessions in order to offer evaluative analysis for future improvements.

### Total Construction Inspections, MEP Inspector, Houston, TX

- Provided specialized technical expertise in support of the quality program, including specialized inspection and testing techniques, audits, quality tools for problem solving and assessment. Created inspection reports stating the conditions of a work area to ensure requirements were met. Provided recommendations for corrective action to clients. Applied knowledge of quality systems and tools to validate and verify contractually required standards for project execution. Implemented principles of performance evaluation and prediction methods are used to improve safety, reliability, and maintenance.



**HENRY MCNEAL**

**Function and Specialization**

- Project Management
- Community Director
- Community Liaison

**Representative Clients**

- Comcast/Xfinity
- US Department of VA
- Oasis Outreach

**Education, Licenses & Certifications**

- MA -Human Services Child and Adolescent Development
- BS - Religion Minor in Christian Counseling Liberty University, Lynchburg, VA
- American Association of Christian Counselors
- Certified Member 2016-Current NAACP Branch Biloxi, MS member

**Background**

Mr. McNeal's has over 20 years of real on-the-job experience. He is a dedicated community development executive, well-versed, acquainted and proficient in community management, marketing and community development. He has a Bachelor of Science degree in Religion with a minor in Christian Counseling from Liberty University, Lynchburg Virginia. He also has years of experience in the veterans and military assistance field. In addition, he has been privileged to manage and develop various cooperate, community and government organizations to achieve great success in sales and marketing.

**Professional and Industry Experience**

**Field Territory Manager II, Comcast/Xfinity, Atlanta, GA**

- Used Sales Force™ and other similar platforms rapport and relationships with communities with concerns regarding their Comcast services
- Direct communities to the right resources to get help with Comcast problems and solutions
- Establish relationships with local neighborhoods, businesses and communities regarding Comcast
- Created new opportunities for expanded sales turf using Direct Sales™ automated sales platform to produce strategies for acquiring new sales in assigned areas

**Community Liaison, U.S. Department of Veterans Affairs, Biloxi, MS**

- Patient's recruitment and care plaining
- Created community outreach events for potential clients
- Conducted briefings to department heads regarding fiscal achievement and forecast
- Acted as liaison for veterans and community human services assistance organization

**Community Director, Oasis Outreach Inc.**

- Facilitate and created youth outreach programs for the local community
- Organized human services assistance for at-risk youth and families
- Acted as a liaison for families and government assistance programs
- Assisted with the creation of local, state, and federal with potential youth advocacy programs for correctional facilities



v



**E: Approach to Scope of Work**

## E. Understanding and Approach

### Understanding of the Scope of Services- (Disaster Cost Recovery, Grant, and Project Management Services)

We submit this proposal to provide disaster management and administrative services to Ft. Lauderdale, FL. The City seeks technical and professional services to assist with disaster recovery efforts for legacy and future events. Our Team will support the City by monitoring recovery efforts and collaborating with authorized city personnel and funding agencies to ensure compliance with federal and State reporting and programmatic requirements. Our engagement team is prepared to assist Ft. Lauderdale with the daily tasks involved in implementing recovery programs. Our S.M.E.s are ready to advise the City in matters of program design strategy and issue resolution. Through our proven solutions, communities minimize infrastructure downtime, resume key services more quickly, and reduce loss of funding through noncompliance.

Ft. Lauderdale intends to seek reimbursement from FEMA and other federal agencies. Accordingly, our engagement team will document its own time spent on Ft. Lauderdale projects. We understand time tracking requirements for direct administrative costs, indirect costs, and management costs. Our company policy requires personnel to keep time by disaster program, account, and project and furnish narratives that succinctly describe actual tasks performed. Our timecard supporting documentation will satisfy FEMA and state requirements.

| Employee<br>(CohnReznick<br>Email Address) | Date    | Hours Worked | DR      | Applicant<br>Leave blank if indirect | Category<br>Select the category which best fits<br>your activity. | PW #<br>Separate<br>multiple PWs<br>using a comma | #<br>Separate<br>multiple<br>Project Report | Narrative<br>Do not reference the PW or Project Report #s in the<br>narrative |
|--|---------|--------------|---------|--------------------------------------|---|---|---|---|
| roman.castil                               | 2/26/19 | 0.40         | 4332-PA | Houston                              | Programmatic Compliance Review                                    | 4620  |   | Perform Recipient Review, advance project in GP                               |
| roman.castil                               | 2/26/19 | 0.50         | 4332-PA | Houston                              | Programmatic Compliance Review/ Activities                        |   | 10465                                       | Perform Recipient Review, advance project in GP                               |
| roman.castil                               | 2/26/19 | 0.40         | 4332-PA | Houston                              | Programmatic Compliance Review/ Activities                        |   | 9971  | Perform Recipient Review, advance project in GP                               |
| roman.castil                               | 2/26/19 | 0.80         | 4269-PA | Houston                              | Programmatic Compliance Review                                    | 545   |   | call with FEMA/TDEM to discuss formulation next s                             |
| roman.castil                               | 2/26/19 | 0.60         | 4332-PA | Houston                              | Programmatic Compliance Review/ Activities                        |   | 62748                                       | Perform Recipient Review, advance project in GP                               |
| roman.castil                               | 2/26/19 | 0.40         | 4332-PA | Houston                              | Programmatic Compliance Review/ Activities                        |   | 12272                                       | Perform Recipient Review, advance project in GP                               |
| roman.castil                               | 2/26/19 | 0.40         | 1791-PA | Houston Baptist Universit            | Programmatic Compliance Review/ Activities                        |   |   | internal call to discuss next steps on insurance RFI                          |
| roman.castil                               | 2/26/19 | 0.30         | 4332-PA | Archdiocese of Galveston,            | Payment Processing/Compliance                                     | 1987  |   | discuss questioned costs with compliance team                                 |
| roman.castil                               | 2/26/19 | 0.60         | 4332-PA | Houston                              | Programmatic Compliance Review                                    | 5   |   | discuss overpayment & recoupment letter with CO                               |
| roman.castil                               | 2/26/19 | 0.30         | 4332-PA |                                      | Programmatic Compliance Review/ Activities                        |   |   | call with Team lead re: applicant issues with O&M r                           |
| roman.castil                               | 2/26/19 | 0.30         | 4332-PA |                                      | Programmatic Compliance Review/ Activities                        |   |   | draft process for processing time extension letters l                         |
| roman.castil                               | 2/26/19 | 0.60         | 1791-PA | Houston                              | Programmatic Compliance Review                                    | 8494  |   | review and process RFI response   |

*CohnReznick Team staff is already accustomed to time entry requirements for federally funded projects.*

Ft. Lauderdale seeks a qualified firm to provide the services listed in the R.F.P. Part 3, City Defined Scope of Services. Our top priority is identifying, maximizing, and safeguarding Ft. Lauderdale's state and federal funding opportunities. Whether activated to assist in the immediate recovery of an identified event or prepare for a potential event, The CohnReznick Team offers Ft. Lauderdale a team of hand selected experts and proven strategies to minimize the risk ineligible costs and deobligations.

If selected, Ft. Lauderdale will instantly possess CohnReznick's unique ability to review and process cost documentation at scale, coupled with the technical experience, professionalism, and technological solutions for Ft. Lauderdale to maximize federal funding. The CohnReznick Team has established roots in Florida and the expert knowledge of the Florida Division of Emergency Management's structure, standards, and processes. Our resident experts will provide immediate

assistance and representation with key departments and personnel within the State and Federal Agencies. The CohnReznick Team is ready to champion Ft. Lauderdale's disaster relief efforts and administer the most expedient, compliant, and expert emergency management advisory service available.

## Project Management Principles

Our experience implementing disaster recovery programs has found that regardless of funding source, achieving intended program outcomes starts with focused project management.

Compliant projects receive much-needed federally funding faster, thus allowing local jurisdictions to rebuild, repair, and recover sooner. Our project management design is necessary to maximize federal funding and minimize claw-backs due to noncompliance. No vendor is better suited to ensure Ft. Lauderdale's robust financial and physical recovery than The CohnReznick Team.

| CohnReznick Project Management Principles   |  |  |
|---|--|--|
|  <p><b>Scope Management</b><br/>Detailed information on program activities &amp; requirements throughout the federal grant lifecycle.</p>  | <p><b>Time Management</b><br/>Activity sequences, duration, and schedule constraints that are required to complete the project with a defined time.</p>                             |  |
|  <p><b>Cost Reporting</b><br/>Real-time reporting will allow for better forecasts, and better planning.</p>   | <p><b>Risk Management</b><br/>Project risks, performing risk analysis, and developing risk management mitigation plans to reduce the likelihood of occurrence.</p>                 |  |
|  <p><b>Quality Assurance</b><br/>Quality Planning, quality assurance, and quality control to ensure audit compliance and objectives are met.</p>                                 | <p><b>Staffing Management</b><br/>Human resource management, assignment of roles and responsibilities, identifying required skills, and creating a staffing management plan.</p>  |  |
|  <p><b>Communications Management</b><br/>Formal and informal processes required to collect and communicate project information to the project team and project stakeholders.</p> | <p><b>Contract Management</b><br/>Processes required to manage contract requirements, monitor performance, and ensure client satisfaction.</p>                                    |  |

*The CohnReznick Team looks forward to building a collaborative partnership with the Ft. Lauderdale. Day in and day out, the City will benefit from our solutions-oriented approach and advocacy.*

### Scope Management

Our Project Manager will develop a scope management plan and communicate this plan to all necessary stakeholders. We will incorporate monitoring processes that focus project needs, goals, budgets, and schedules. Our team has experience working on various grant programs simultaneously and has assisted in all federal grant lifecycle phases. Ft. Lauderdale will receive technical support to develop project scopes and identify the resources required to define success.

## Time Management

Many aspects of federal grants management are pre-determined, scheduled, and re-occurring (for instance, quarterly reports and periods of performance). Our Team understands that time management is imperative to meet deliverables of a grant program to avoid noncompliance issues that may prevent closeout or delays to reimbursements. We will work with Ft. Lauderdale to develop a suitable and purposeful deliverables schedule.

## Cost Reporting

The CohnReznick Team knows from experience that project scopes, project schedules, and regulatory/policy environments can change rapidly. Accordingly, our Project Manager will measure our team's performance and implement any necessary adjustments to stay on schedule and within budget. Our real-time reporting will provide Ft. Lauderdale with better forecasts and better planning abilities.

## Risk Management

Our Project Manager will identify project risks and develop risk management plans as necessary. We will meet with Ft. Lauderdale stakeholders throughout the engagement to quickly identify and prioritize the mitigation of potential risks. We will develop risk response plans and evaluate the means to reduce the likelihood of occurrence. We will develop a plan for monitoring and tracking Ft. Lauderdale's known risks and a process for tracking new risks that may later appear. Our approach includes:

- Developing monitoring strategies, plans, risk assessments, checklists, and tracking and reporting systems;
- Developing project performance monitoring processes and tools to assist with project performance monitoring and reporting; and
- Continuous monitoring of resources.

### RISK MANAGEMENT PROCESS



*We're the best team to minimize Ft. Lauderdale's risk of jeopardizing federal funding due to noncompliance with regulation or policy.*

## Quality Assurance

Our quality control best practices include audit programs, checklists, and industry practice aids to ensure the team has a comprehensive understanding of the firm's quality control requirements and the key components of our Quality Control Plan, summarized below.

- Planning is conducted to include clearly defined objectives, scope, methodology and assignments;
- Adherence to work plan is maintained;
- Objectives are met; and
- Reliable documentation is maintained to clearly demonstrate the work performed and to support actions taken.

## Staffing Management

A staffing plan is instrumental to the successful implementation and delivery of services. We design our staffing plans to be flexible and scalable. This is critical as multiple disciplines and areas of expertise may be required but to varying degrees. Our Project Manager will always make the necessary resources available to Ft. Lauderdale. This means we will add and remove staff based on the needs of the assigned tasks and required deliverables. In addition, Ft. Lauderdale will have access to all supplementary resources to support future needs, providing the flexibility to deploy or scale down staff as necessary.

## Communications Management

We understand the importance of effective communication for ensuring a collaborative, consistent, and productive team environment. We will establish a communication strategy between stakeholders at the project kickoff. Our approach to project management emphasizes the importance of communication among stakeholders by establishing internal and external communication protocols (to the extent desired by Ft. Lauderdale).

We know from experience how important a solid communication strategy is to the success of disaster recovery projects and will integrate the following key elements:



*Effective communication is vital due to the fast-changing regulatory environment.*

- Identification of stakeholders and their roles and responsibilities;
- Determining the information and communication needs of each stakeholder;
- Strategies and standards for making information available to project stakeholders in a timely manner;
- Process for collecting and distributing performance information;
- Guidelines and protocols for meetings, calls, emails, etc.; &
- Escalation protocols among stakeholders.

## Contract Management

The CohnReznick Team recognizes the importance of contract management and compliance monitoring. Our Project Manager will set realistic timelines with Ft. Lauderdale to ensure that milestones are being met throughout the duration of the contract. This will allow our Team to develop deliverables that best adhere to Ft. Lauderdale's priorities.

## Approach and Methodology

The CohnReznick Team of qualified experts and experienced staff are committed to the success of Ft. Lauderdale's disaster projects and programs. We will bring flexibility and expertise to ensure that our technical approach will address current project management, grants management, and administrative needs and priorities and the flexibility to adapt to supplemental federal funding and new federally issued guidance. The model for delivery that we implement considers the entire grant lifecycle. We know that well-planned delivery of disaster and non-disaster programs result in timely and efficient closeouts.

### Contract Initiation – Day 1

Upon issuing the order to perform this statement of work, our Engagement Principal will consult with Ft. Lauderdale's Contracting Officer to verify the scope, purpose, proposed work required, schedule, and costs.

### Kickoff Meeting – Week 1

Our Engagement Principal and Project Manager will request a kickoff meeting to understand Ft. Lauderdale's objectives, develop an engagement strategy, and develop the engagement plan. Our team will agree upon a reoccurring meeting schedule with Ft. Lauderdale to discuss performance milestones, process improvement, and project status during the kickoff meeting.

Having attained an understanding of Ft. Lauderdale's objectives, our Project Manager will collect information regarding current and previous federal disaster assistance activities that Ft. Lauderdale has pursued. Within this discussion, we will aim to identify additional eligible activities that Ft. Lauderdale could pursue under FEMA Public Assistance and other federal sources and provide guidance on any potential inter-agency conflicts. For instance, our S.M.E.s, Amanda Campen, and Elizabeth Melton will evaluate Ft. Lauderdale's funding opportunities under the new FEMA Building Resilient Infrastructure and Communities (BRIC) and CDBG-Mitigation (CDBG-MIT) programs.

Next, we will look to gain a thorough understanding of Ft. Lauderdale's involvement with State and local partners. Additionally, The CohnReznick Team will seek to understand critical Ft. Lauderdale assets and areas of a known hazard or repeated damage. We will also look for opportunities to assist the City with procurement, a common noncompliance pitfall.

After discussing and understanding Ft. Lauderdale disaster recovery activities, our Project Manager will request copies of Ft. Lauderdale's current insurance, payroll, personnel, and purchase policies to perform an in-depth review for our accounting and compliance staff compliance with federal regulations. Annually, our Project Manager will request:

- Access to financial systems containing applicable Ft. Lauderdale's expenses;
- Copies of Project Worksheets (P.W.s) or applications pertaining to the FEMA Public Assistance program;
- Payroll and Personnel policies and procedures, including disaster timekeeping policies for force account labor, contractors, and volunteer hours;
- Copies of applications to the Hazard Mitigation Grant Program, Pre-Disaster Mitigation programs, and other mitigation programs;



- Copies of existing contracts, including pre-positioned contracts, with vendors assisting the Ft. Lauderdale with disaster recovery activities; Clearances for our staff to access any required systems.

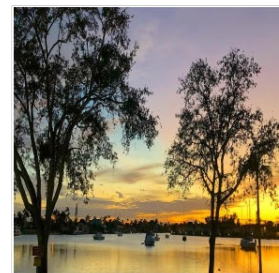
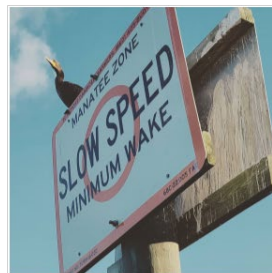
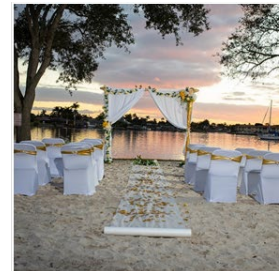
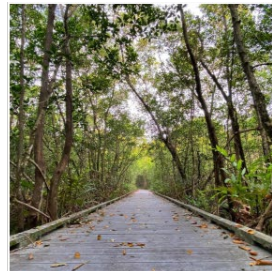
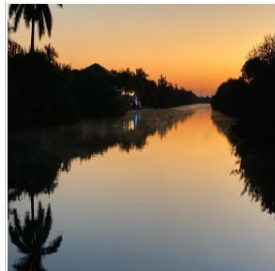
After a thorough evaluation of the City's policies and procedures, systems, and operating standards, we will review the findings with the City, make recommendations, and assist in developing corrective actions or process improvements. The City and our Project Manager will establish a schedule to periodically conduct a review of the City's systems and policies to ensure all new regulations and best practices are incorporated. Prior to concluding the meeting, our Project Manager will ask if Ft. Lauderdale has any immediate training needs concerning recovery programs or the recovery process. If so, our Project Manager will adjust the upcoming training schedule to better align with Ft. Lauderdale's needs and priorities. These trainings will leverage our Subject Matter Experts to provide in-person, remote, or video trainings (see "On-Demand Video Training" under "Development of Disaster Recovery Team & Training").

### Kickoff Meeting – Continued

#### *Understanding the Disaster Landscape of Ft. Lauderdale, FL*

Learning about the City and the Community from your perspectives helps inform our Team's understanding of the City's disaster recovery objectives.

Our experience has taught us that every community has its own story accompanied by nuanced strengths, vulnerabilities, and historical context. The CohnReznick Team is eager to learn Ft. Lauderdale's story and begin crafting a tailored cost and physical recovery approach.



*Robust disaster recovery leads to safer, healthier communities.*

We understand that Ft. Lauderdale is home to an extensive canal system. Sitting at over 400 miles of navigable waterways, we believe that a need for expertise in water-way debris removal is imperative to Ft. Lauderdale's recovery strategy. Our goal is to develop a water-way debris removal plan that is informed by FEMA precedent and will improve Ft. Lauderdale's ability to seek reimbursement for eligible debris removal activities from navigable water-ways.

Water-way debris requires attention to detail and close coordination with regulatory agencies to ensure EHP consultation and permitting takes place as efficiently as possible. Each of our team

members has unique experience overseeing massive waterway debris projects and guiding projects from formulation through reimbursement and closeout.

**The CohnReznick Team is aware of the policies and regulations in place to ensure waterway debris compliance. Having worked both on the monitoring and recovery consulting sides of some of the largest disasters in recent history, our team offers the experience and local knowledge to not only manage and provide technical assistance for waterway debris operations but maximize Ft. Lauderdale's reimbursement and retainage of funding from a variety of federal funding partners.**

**PROJECT SCOPE**

Complex grant coordination, financial & programmatic compliance and technical assistance.

**PROJECT DURATION**

Processed Reimbursements to date **\$130M+**  
For wet debris and sedimentation removal

**66K+** cubic yards of wet debris along City waterways

**+1M** cubic yards of sedimentation deposited in the Houston Metropolitan area

**Hurricane Harvey Case Study**  
**CITY OF HOUSTON WATERWAY DEBRIS REMOVAL**

In 2017, Hurricane Harvey devastated the City of Houston with 51.88 inches of rainfall and displaced 66,000 cubic yards of wet debris throughout the City's waterways along with over 1,000,000 cubic yards of sediment debris in surrounding areas. While contracted by the Texas Division of Emergency Management and on behalf of the City of Houston, CohnReznick worked extensively to coordinate with FEMA, the US Army Corps of Engineers, NRCS and other State and Federal agencies to develop scopes of work and navigate environmental concerns.

The CohnReznick Team helped facilitate countless meetings where permitting and key EHP requirements specific to water-way debris removal were the focal point. The City of Houston now has had tens of millions of dollars in water-way debris removal efforts obligated in project worksheets by FEMA across several amendments. To date, The CohnReznick Team has performed compliance review and processed reimbursement for over \$130,000,000 in the City of Houston's debris removal costs directly tied to Hurricane Harvey.

## Development of Disaster Recovery Team & Training – Week 1

Following the kickoff meeting, we will begin to schedule tailored trainings with Ft. Lauderdale personnel. These trainings will discuss federal grant programs' regulatory compliance requirements within specific Ft. Lauderdale insurance, payroll, personnel, and purchasing policies. Any areas of potential noncompliance will be identified, and Ft. Lauderdale staff will be equipped with the knowledge and tools to apply any necessary avoidance measures.

Our Project Manager will assist the City in identifying key stakeholders and Ft. Lauderdale personnel vital to a successful disaster recovery process. These individuals will be identified and included in the disaster-recovery team and will be selected for targeted training. Our Subject Matter Experts will focus training on aspects of the disaster-recovery team's jobs to maintain overall compliance and effective grant processing. The members of this disaster-recovery team will be included in future meetings and correspondence so that their expertise and situational knowledge are appropriately factored into overall compliance and grant management success.

While preparing for on-site and virtual training, our team will identify the most likely to be damaged or already impacted facilities. The specific eligibility considerations for these facilities will be covered in training events. These events will focus on ensuring the most appropriate personnel from the disaster-recovery team are present and informed of potential noncompliance pitfalls. Trainings will also be provided to ensure required documentation is readily available to expedite project formulation and maximize future expenses reimbursement. Trainings will be offered in areas identified as the most critical, financially costly, or most susceptible to potential findings of noncompliance. Our team will prioritize these trainings based on Ft. Lauderdale's identified needs.

### On-Demand Video Training

The CohnReznick Team offers a series of web-based trainings via the Kaltura platform. These on-demand or live training videos include captioning, translation, interactive navigation, in-video search, in-video quizzes, and decision points/hot spots (branching) that can forward a viewer to another part in the video based on their responses.



*Our Team offers Ft. Lauderdale access to on-demand video training.*

The CohnReznick Team will create customized training and instructional videos for Ft. Lauderdale's staff and stakeholders.

As needed, our S.M.E.s are available to perform live, on-site training. The combination of onsite and on-demand, web-based training will provide dozens of hours of instructional time based on Ft. Lauderdale's needs.

### Emergency Management Knowledge Base



*We offer Ft. Lauderdale access to our Emergency Management Knowledge Base Wiki.*

CohnReznick employs a Knowledge Base of over 300 unique articles and standard operating procedures (which grows weekly!). Our Knowledge Base acts as a repository and contains critical information for daily functions. It provides our engagement team with consistent and easy access to essential information addressing challenges, resolving problems, and gaining insight into workforce collaboration. It also identifies and addresses specific industry gaps and questions from our clients and our team. During the entire contract life

cycle, these articles will be available for staff and used to update associated training programs provided to Ft. Lauderdale.

The Knowledge Base has proven to be enormously useful during the COVID-19 pandemic. The new guidance is regularly published by the U.S. Department of the Treasury, the U.S. Department of Health and Human Services, and FEMA. These changes extend to all disaster types. When we face a challenge, we document the solution so that the lesson learned can be shared with everyone and not get lost to time. The Knowledge Base increases efficiency, productivity, information flow, and communication because team members can pull information from one specific location, effectively eliminating the need to "ask around" or "dig" for answers. The Knowledge Base also allows our staff to store information to help expeditiously address any client questions or needs.

### Establishment of Recovery Processes and Strategies – Weeks 2-3

We will engage with the Ft. Lauderdale disaster-recovery team to understand the extent of facility damages, the real-world consequences of those damages, facilities, historical concerns, and the City's recovery priorities. These items will collectively establish a Recovery Strategy and inform the processes necessary to recover from an event expeditiously. These will be factored into the program management plan that our Project Manager will use throughout the contract cycle. This program management plan will ensure the recovery process remains focused on the City's priorities and is used to maximize Federal or State reimbursement of incurred expenses.

The program management plan will prioritize:

- Damaged facilities that are of a critical nature;
- Assets that are uninsured or otherwise could result in substantial unreimbursed expenses;
- Damaged facilities that are better restored via programmatic flexibilities (see "*Identifying Program Flexibilities*" under "**Grant Management**");
- Assets belonging to departments with cashflow concerns;
- Areas of potential inter-agency funding conflicts; and
- Areas of potential noncompliance or other eligibility concerns to be removed or addressed through other funding sources.

Each area of the program management plan will fit into the training and exercise schedule so that the most critical areas are the first to be trained. All assets that may fall under competing inter-agency jurisdiction will be highlighted, and funding options will be identified to maximize potential reimbursement while minimizing eligibility concerns. The CohnReznick Team has experience leveraging funding from multiple funding sources to ensure maximum funding while duplication of benefits, and other regulatory obstacles, are avoided.

### Key Fact

CohnReznick's Emergency Management Team first began in 2006 with the administration of CDBG funding for the State of Mississippi's in response to Hurricane Katrina, resulting in the distribution of close to \$3 Billion in CDBG-DR funding to Mississippi residents.

*The CohnReznick Team has been involved with major disaster recovery programs for more than 15 years.*

While reviewing Ft. Lauderdale's insurance, payroll, personnel, and purchasing policies, our engagement team will evaluate compliance for past, current, and future disaster assistance programs. CohnReznick's evaluation reports will assess compliance with federal rules and regulations, to include insurance requirements of Stafford Act §311 and 2 C.F.R. 200. These annual evaluations will include assessments of Ft. Lauderdale procedures, systems, and processes for compliance with federal grants' documentation standards for incurred expenses (force account labor, materials, and contractors) and volunteer or donated resources. All findings will come with associated recommendations to ensure a maximization of Federal reimbursement opportunities and avoidance of eligibility concerns. These recommendations, once approved and corrected, will be incorporated into future training schedules and Kaltura videos.

As a top 10 accounting firm, CohnReznick is the ideal partner to help Ft. Lauderdale develop and maintain document control, file retention systems, and track costs and project information to ensure disaster records are compliant and audit-ready. Our efforts will streamline the City's quarterly reporting, requests for information, and project closeouts. Our experience providing compliance monitoring services to State Recipients will inform recommendations made to Ft. Lauderdale to streamline reimbursements and reduce delays or negative findings from future State or Federal Audits (see "Audit Readiness and Closeout Processes" under "Grant Management"). Our Project Accountants will be available to embed, either virtually or in-person, with Ft. Lauderdale staff and disaster-recovery team members to make real-time recommendations to procedures and systems. These efforts will also be used to inform the annual evaluation.

As we move toward the grant management phase of recovery and to stay coordinated with Ft. Lauderdale, The CohnReznick Team will ensure that all recovery strategies stay on track by providing Ft. Lauderdale with (at minimum) monthly project status updates to include:

- Task-specific updates;
- Pending action items; and
- Ad hoc reports requested by Ft. Lauderdale

### Grant Management – Week 3 to Contract End

CohnReznick understands the disaster recovery grant lifecycle, and we take a comprehensive approach from the start to ensure that projects are identified, monitored, and completed timely, accurately, and compliantly. Our staff will work together with the City, meeting regularly to track

progress and identify priorities. We will stand as advocates for Ft. Lauderdale, providing continued assistance. Additionally, our local personnel can be called upon for in-person meetings when Ft. Lauderdale deems necessary.

## **Damage Assessment and Information Gathering**

With Florida's own former Recovery Bureau Chief, Ms. Amanda Campen, as part of The CohnReznick Team, no vendor is better equipped to assist Ft. Lauderdale in navigating disaster relief programs in Florida while ensuring compliance with State and Federal regulations. Ms. Campen's unique perspective and expertise will provide Ft. Lauderdale unmatched representation with State representatives and key stakeholders.

At the onset of a declared disaster event in Collier City, Florida, we will quickly contact and work with each Ft. Lauderdale city department and priority stakeholder to understand the City's comprehensive impact and cost incurrence. The Ft. Lauderdale/CohnReznick Disaster Recovery Field Team will conduct a damage evaluation of each affected department and compile a comprehensive list of all city-owned property damage and response efforts. Information gathering for project formulation will include photographing physical damages, gathering maintenance records, inventory listings, or other historical data, gathering and reviewing insurance policies and flood-zone maps to anticipate insurance reductions, potential duplication of benefits, obtaining and maintaining requirements, etc.

## **Procurement and Contracting Review**

Furthermore, The CohnReznick Team will review emergency and non-emergency procurements to ensure contracts are reasonable, have a ceiling price (if applicable), and that contracts are free of prohibited cost-plus elements for every contractor hired by Ft. Lauderdale. Federal regulations require that Ft. Lauderdale perform and document a cost/price analysis for every procurement above the simplified acquisition threshold. The CohnReznick Team will assist in ensuring every procurement file includes a cost/price analysis and that every emergency and sole-source procurement file includes a well-documented justification. These efforts will reduce Ft. Lauderdale's risk of de-obligation due to cost reasonableness concerns and lack of required documentation.

## **Environmental and Historical Facility Review**

The CohnReznick Team will work with individual departments within the City to document and address Environmental and Historic Preservation (EHP) compliance requirements early in the process. We will provide department staff with thoughtful consideration for impacts to all floodplains, wetlands, federally listed threatened and endangered species and their critical habitats, and historic properties (including maritime or underwater archaeological resources if waterways are impacted). Once Ft. Lauderdale's EHP concerns are well understood, we will assist the City in taking every measure to notify Federal, State, Territorial, or Tribal regulatory agencies of these instances to allow for proactive EHP reviews and consultations before the start of physical work. Whether it be the execution of emergency work or instances where facility repair or replacement is necessary, we will drive Ft. Lauderdale's application and acquisition of permits in all situations where key EHP dialogues with regulatory agencies must occur.

To facilitate each project's environmental review in Project Formulation, CohnReznick includes the following in each project file as it applies:

- Site maps including G.P.S. coordinates and degree of ground disturbance;
- Historical and archeological property designations and surveys;
- Photographs of damaged facilities;
- Documentation of any known environmental or historical issues;
- Any previous environmental assessments; and
- Copies of permits issued by regulatory agencies including (but not limited to):
  - U.S. Army Corps of Engineered for any work performed in navigable waters,
  - U.S. Fish and Wildlife Service for any potential threat to endangered species,
  - State, Territorial, or Tribal agencies for necessary burning, staging, or disposition of debris, and
  - State, Territorial, or Tribal Historic Preservation Officer for potential intrusion on registered historical or archaeological sites.

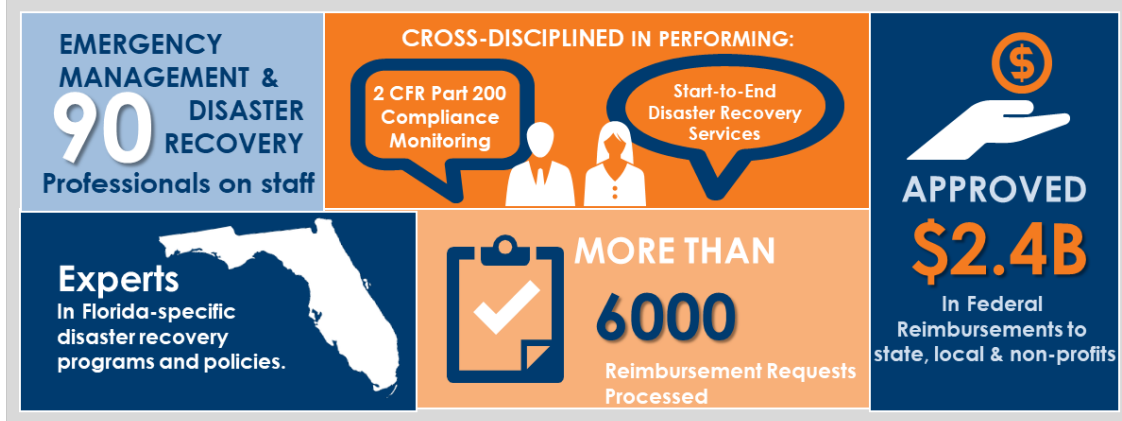
## Identifying Program Flexibilities

As we survey and organize damages, our Subject Matter Experts will assist Ft. Lauderdale in identifying all opportunities to capitalize on program flexibilities and align them with the City's recovery vision and needs. This includes identifying potential vulnerabilities and assisting in developing Section 404 and Section 406 Hazard Mitigation proposals to eliminate risk for future disaster events. Hazard Mitigation strategy efforts will be led by Elizabeth Melton, the former State Hazard Mitigation Officer for the State of South Carolina (*see a complete list of S.M.E.s in the Key Personnel section of the Proposal*).

The CohnReznick Team will bring Ft. Lauderdale a world-class perspective for identifying Hazard Mitigation opportunities to prevent future damage and increase overall federal funding. We will assist in preparing Hazard Mitigation proposals, grant applications, cost-benefit analyses, and other services needed to meet requirements under any state or federally funded mitigation programs.

We will look to identify and document other program flexibilities as early as possible, including the potential application of Improved or Alternate Projects under FEMA Public Assistance. Our mission is for the Ft. Lauderdale community to be as resilient as possible against all common and uncommon threats.

Having assisted thousands of subrecipients of Ft. Lauderdale's similar capacity with project formulation, The CohnReznick Team will apply best practices and begin categorizing damages and expenditures, defining scopes of work, and estimating potential project costs.



*Our Performance Metrics from FEMA & CDBG-DR Programs During the Past 24 months.*

## Project Formulation

Once Applicant Briefings commence, our keen understanding of Ft. Lauderdale's challenges will pinpoint specific program details and clarifications necessary to expedite the approval and obligation of the City's future projects. Having FDEM's preceding Recovery Bureau Chief as a Subject Matter Expert will uniquely position Ft., Lauderdale to easily tap into relationships at the state level and with FEMA Region 6 and acquire significant policy clarifications quickly.

Our Project Accountants will assist Ft. Lauderdale in compiling data and backup support and offer recommendations as to which federal program would be most advantageous to pursue certain activity costs (e.g., FEMA PA vs. CARES Act programming vs. CDBG-DR programs, etc.). Suppose the activity is eligible for FEMA PA. In that case, our Grant Managers will work at Ft. Lauderdale's direction to ensure project applications and corresponding documentation are appropriately submitted into FEMA's Grants Portal. Depending on project type and complexity, our Project Manager will present the City with project timelines based on the quickest delivery schedules informed by our work with other clients. Our Project Accountants will validate Ft. Lauderdale's costs and ensure they are compliant with 2 CFR 200 and other rules and regulations, sufficiently documented and summarized in a format acceptable to the funding agency. Having already conducted a damage assessment focusing on potential FEMA EHP, insurance, or mitigation review obstacles, each of Ft. Lauderdale's project submissions will be preemptively supported with consideration for each layer of the FEMA award review.

Once submitted, The CohnReznick Team will track each project's progress in the FEMA Grants Portal and EMMIE systems. As Ft. Lauderdale's projects advance through FEMA award queues, our Grant Managers will be ready to correspond and meet with the state or funding agency to answer requests for information, resolve eligibility concerns, or provide additional documentation. If the funding agency issues a determination inconsistent with program policy, our Project Manager and SMEs will formulate a response to counter the misinterpretations or errors.

## Obtain Grant Awards

Upon receiving a federal grant award, our Grant Managers will review the Scope of Work to ensure any special considerations are noted and that the award is free of errors. Upon determining that the project award is acceptable as written and adding the award documents to project files, our Project Accountants will initiate a request for reimbursement for any eligible costs incurred to



date. As projects are imported into the State's Grant Management System, all pertinent data will be collected and synthesized in ongoing status reports to provide Ft. Lauderdale with current project updates.

## Reimbursement Requests and Compliance Monitoring

We understand the importance of promptly and correctly processing reimbursement requests. Keeping the stream of funding moving enables applicants like Ft. Lauderdale to continue making progress towards recovery. To ensure prompt payments:

- Our Project Accountants will review solicitations, contracts, and purchasing documentation to ensure each project's procurement file is compliant with federal and state regulations;
- Our Project Accountants will immediately review incurred cost documentation and quickly create requests for information as needed;
- Our Project Accountants will ensure that draw requests are aligned with the approved award/change orders and substantiated with inspection reports, as required by program policies;
- Our Grants Managers will verify construction completed percentages (for permanent work projects);
- Our Project Manager will keep Ft. Lauderdale up-to-date on the status of their requests;
- Our Project Accountants will assist Ft. Lauderdale in engaging with agencies to understand any requests for information and to resolve any outstanding issues preventing payment;
- Our Senior Project Accountant will track the aging of Requests for Reimbursement within the State's queue for accountability and Ft. Lauderdale planning purposes; and
- Our Project Manager will provide Ft. Lauderdale with weekly reports showing statuses of all claimed costs and funds received and will provide grant management advice to maximize cash flow and maximize award values.

## Perform Routine Grants Management

We will continuously monitor sub-awards to meet all deliverables within their respective timeframes. Our team will ensure that no regulatory deadlines lapse, that time extensions are filed promptly, and that project costs are incurred within the approved period of performance. Our team will also gather information required to submit quarterly reports to FEMA and the State. We will ensure that progress monitoring will be performed in compliance with a grant program's respective terms and conditions, disaster-specific policies, and overarching regulations.

Throughout the life of a project, necessary changes in the scope of work may occur. CohnReznick has ample experience in drafting requests to State and Federal Agencies detailing the need for a scope change request, the differences in the scope of work, and the associated costs that are anticipated to complete the project. Coordination with FEMA is integral to the success of these requests, and we will work with Ft. Lauderdale to ensure that all supporting documentation has been provided. We are ready to demonstrate our commitment to Ft. Lauderdale in ensuring a robust, timely, and compliant financial recovery.

Frequently during post-award stages of the subgrant lifecycle, sub-recipients like Ft. Lauderdale may encounter instances where a Recipient (Grantee) or funding agency determines costs, project activities, or entire projects themselves are ineligible for federal assistance. If these

determinations are based on misinterpreted policy or federal agency error, our Project Manager will coordinate with our Subject Matter Experts to develop a comprehensive response pinpointing the issue at hand and detailing the regulations or policies that support Ft. Lauderdale's eligibility. As a last resort, we will submit formal appeals based on precedent or request arbitration on the City's behalf.

Working with all stakeholders towards a common goal is integral; however, we understand that there can be many challenges in adhering to a grant program's unique requirements and programmatic allowances. Part of our success in FEMA Region 6 has been defined by "work sessions" where we meet with all affected parties. This provides a platform to discuss the issues, provide workable solutions, and resolve any disputes. These sessions pave the way for progress and establish a collective understanding of the goals and objectives of all parties.

Routine grant management activities will include, but are not limited to:

- Filing time extensions;
- Submitting scope modification requests to FEMA;
- Submitting Quarterly Reports;
- Preparing appeal or arbitration requests;
- Submitting amendment requests;
- Resolving agency disputes;
- Developing and maintaining document control processes;
- Developing and maintaining a file retention system;
- Developing and maintaining a data management process;
- Reconciling costs for reimbursement and closeout requests;
- Compiling project documentation;
- Providing project status updates; and
- Monitoring subaward progress through closeout.

## Audit Readiness and Closeout Processes

Our team understands federal and State closeout requirements at the project and program level – including scope validation and site inspections, compliance reviews, and verification of eligible costs. At the onset of this engagement, our Project Manager will offer to assist Ft. Lauderdale in developing or bolstering its existing closeout procedures. We will aim to create a streamlined process to guide the creation, review, and approval of project and program closeout certifications to safeguard funds in a future audit.

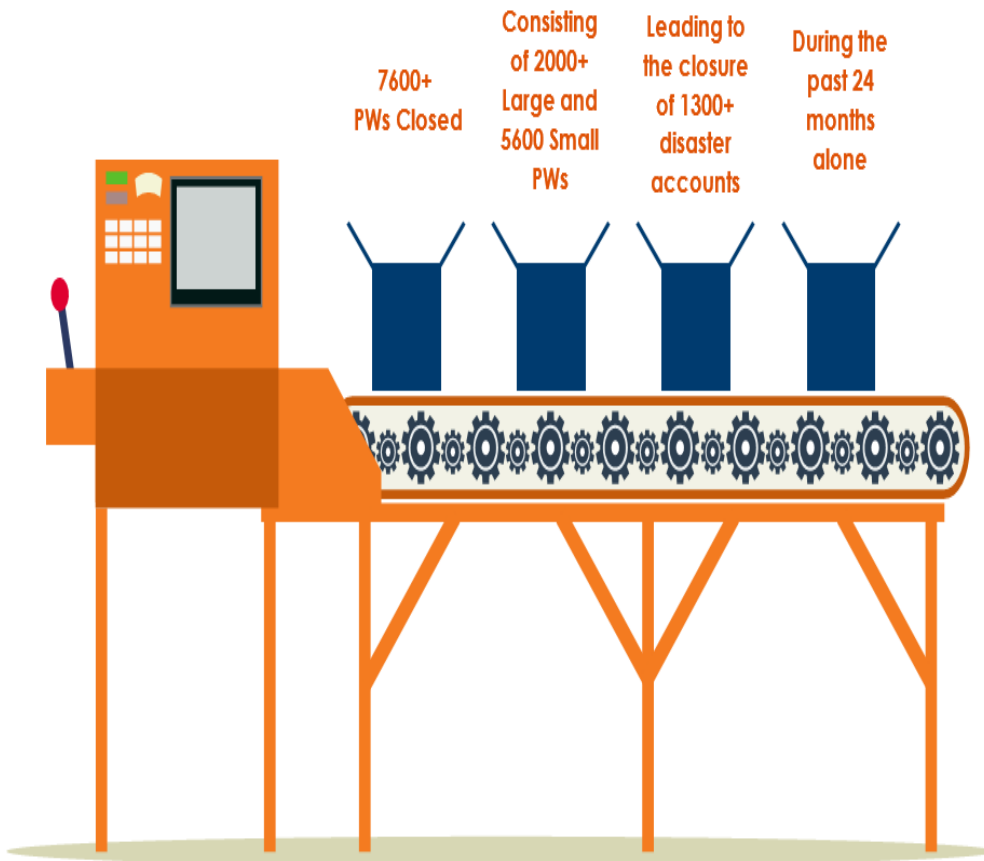
Our Grant Managers will identify opportunities throughout a project's lifecycle to ensure closeout considerations are included in ongoing monitoring procedures. We will track and indicate when projects are fully paid; this will assist our team in identifying and expediting the evaluation of project closeout readiness. For any Large, permanent work projects awarded in future disasters, our Grant Managers will complete a final site inspection to verify 100% completeness before completing closeout documentation.

Once our Project Accountants have verified that all available federal funding has been received, our Grant Managers will verify that no appeals are pending and prepare and conduct project closeout processes.

The CohnReznick Team has successfully closed thousands of Public Assistance and 404 Hazard Mitigation projects. We have often had to work directly with funding agencies to overcome programmatic issues that prevented projects from being closed. As evidenced by our closeout statistics (seen in the image below), Ft. Lauderdale can be certain that The CohnReznick Team offers proven techniques and strategies to overcome administrative or programmatic hurdles.

Once all projects within a disaster have been closed by FEMA and official notices are received from FDEM, our Project Manager will notify Ft. Lauderdale that the grant program is ready for closure.

Our Project Accountants will compile, review, and submit program closeout documentation for Ft. Lauderdale review. Once approval to close the grant program is received, our Grant Managers will submit the closeout package to the appropriate Florida departments for review and approval. Our Grant Managers, Project Accountants, and Subject Matter Experts will be available to prepare for and respond to any inspections or audits for on-going or completed disaster projects and accounts.



## Understanding of the Scope of Services- (Disaster Debris Project Management and Process Oversight)

Davis Consulting implements a best practices approach to disaster debris monitoring when planning for and responding to debris-generating events. Our team has gained unparalleled experience working on many of the largest Federal Emergency Management Agency (FEMA) Public Assistance (PA) eligible projects, including responses to Hurricanes Irma, Harvey, Matthew, Issac. Our team has assisted local governments with debris monitoring efforts following natural disasters, including Cities in Mississippi, Texas, Florida, Massachusetts, Colorado, Missouri.

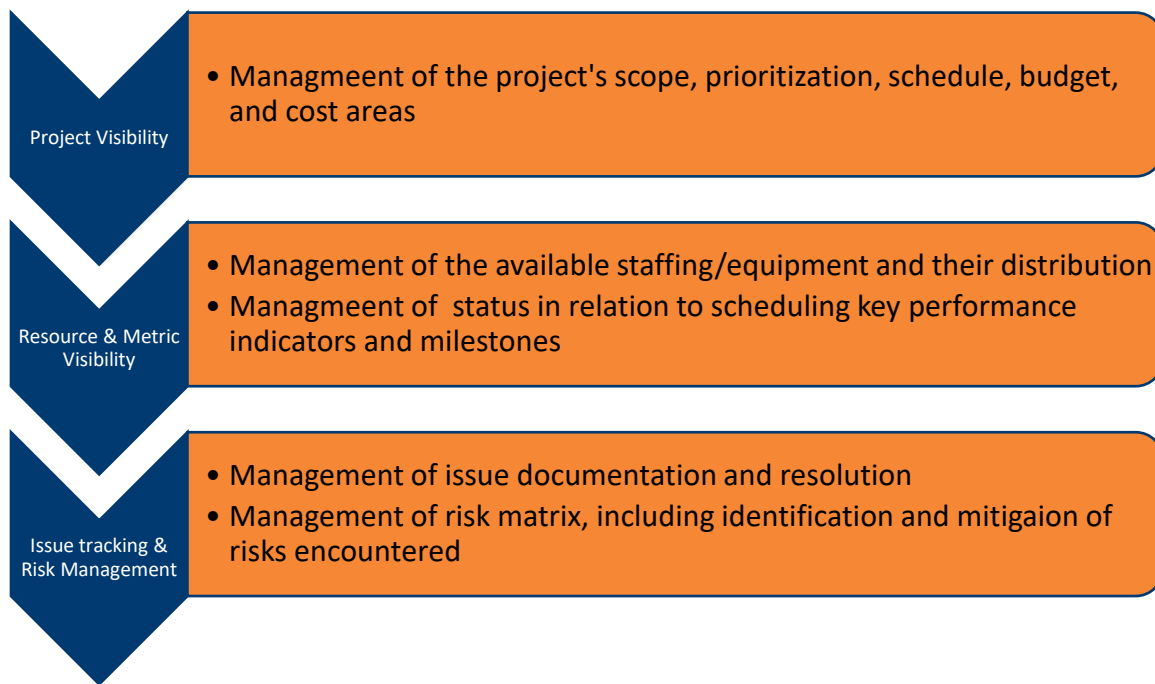
In addition, our understanding of the Florida Department of Transportation(FDOT), Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA), U.S. Department of Housing and Urban Development (HUD), Natural Resources Conservation Service (NRCS), US Army Corps of Engineers (USACE) and other reimbursement agencies' requirements for eligibility, documentation, and reimbursement will help the City of Fort Lauderdale to receive the maximum reimbursement allowed following a disaster.

Davis Consulting has carefully reviewed the scope of work requested in the request for proposal (RFP) and can assure the City that we have the extensive experience, understanding, and knowledge to perform all aspects of the scope of work successfully. We are aware of the magnitude and importance of organizing and directing the necessary resources to define and carry out the tasks associated with the scope of work. We are committed to continuing to provide a consistent and coordinated team to perform these services upon activation. Our project team will dedicate themselves to the City's needs throughout the year, not just during activation times. Our technical approach captures our unique capabilities, including the following:

- Our team's ability to provide end-to-end services in disaster preparedness, emergency management, and post-event response and recovery to help state and local governments plan for and recover from natural and human-caused disasters;
- A project management team that is recognized for its ability to respond quickly to a broad range of emergencies, allowing our clients to return to the business of running their day-to-day operations
- A focus on local hires and the ability to hire, train, and support a local team to oversee the work being completed in their communities, with local hires being fully supported with technology and a team of dedicated managers
- Detailed reporting systems and mapping capabilities that are driven by Krinkle our automated debris management system (ADMS) technology", which will be tailored to the City's data needs

## Project Management Methodology

Our methodology of project management governs both the planning and execution of all project work. The strategy, structure, and staffing requirements for the project organization are based on client expectations and the desired outcome. Davis Consulting's project management methodology enables our team to achieve success despite the unpredictable nature of disasters. Our methodology addresses the project management areas shown in the illustration below.



These management areas are administered using the established project management procedures and protocols we have developed and refined over the years and numerous disaster activations. Our interactions with our clients are based on best practices that balance the need for the direction of operational priority, issue resolution, and relevant information with considerations for the client's time availability.

Davis Consulting’s project management phases have documented procedures that govern the execution to provide scalable, consistent, high-quality results. We use a systematic approach with frequent in-process quality checks to execute our project processes. Our general project approach includes tasks in each of the following phases:



Based on Davis Consulting’s understanding of the City and its needs, we have developed a draft mobilization schedule with key project management tasks in chronological order. The timeline is based on a typical activation; however, Davis Consulting is prepared to work with the City to adjust the timing of the specific elements below to meet the City’s needs.

Before an event with a warning (such as a hurricane), our team will initiate our 96-hour(4 Day) operational plan to fully understand capabilities and limitations to make effective decisions under emergency conditions in an organized and prioritized manner and coordinate via conference call with the City. Following an event without warning (such as tornadoes or flooding), Davis Consulting will begin response with Day 1.

| Time                                 | Task  | Deliverables/Milestones  |
|--------------------------------------|---|--|
| <b>Preparedness</b>                  |   |  |
| <b>Pre-event (normal conditions)</b> | <b>Meet with the City to review plans and documents</b> | Conduct annual pre-event meeting with the City and debris contractor   |
|                                      |   | Review the City’s disaster recovery contracts for FEMA compliance Update critical documents and files, including any GIS files                             |
| <b>Day -4 (- 96hr)</b>               | <b>Review capabilities and resources</b>                | Contact the City and initiate daily conference call Determine resource requirements from debris model Review the County’s emergency policies and contracts |
|                                      |   | Establish contact with the City’s debris hauler and ensure Davis Consulting has the most up to date copy of the debris hauler contract                     |
| <b>Day -3 (- 72hr)</b>               | <b>Execute responsibilities and activate contracts</b>  | Review possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure         |
|                                      |   | Review protocols for private property, gated communities, and public drop-off sites  |
|                                      |   | Review debris management site (DMS) locations and follow up with the Florida Department of Environmental Protection (FDEP) on permitting procedures        |
|                                      |   | Estimate equipment requirements and DMS capacity to haul and stage debris  |
|                                      |   | Prepare ADMS technology for mobilization   |

| Time            | Task  | Deliverables/Milestones  |
|-----------------|---|--|
| Day -2 (- 48hr) | Monitor storm track and continue preparations                       | Conduct regular meetings with County staff as requested. Confirm staging location and begin mobilization of resources                  |
|                 |   | Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the City and Davis Consulting |
|                 |   | Review list of priority roads and the operational plan   |
|                 |   | Obtain GIS files for municipalities that the City will assist with debris removal  |
|                 |   | Continue to update and gather updates from the City's debris hauler  |
| Day -1 (- 24hr) | Prepare final reports   | Save all critical documents and files to the network drive, USB drive, and laptop hard drive   |
|                 |   | Certify emergency road clearance equipment (in coordination with the City's debris hauler)   |
|                 |   | Determine emergency road clearance priorities  |
| Day 1 (0hr)     | <b>ARRIVAL OF NOTICE EVENT/INITIATE RESPONSE TO NO-NOTICE EVENT</b> |  |
| <b>Response</b> |   |  |
| Day 1 (+ 24hr)  | Emergency push  | Receive notice to proceed with not to exceed Begin emergency push  |
|                 |   | Maintain time and materials (T&M) logs for push equipment  |
|                 |   | Coordinate with the City to conduct preliminary damage assessments and road closures (if requested)                                    |
|                 |   | Supervisors report to pre-designated locations and prep staff on project. Begin establishing ADMS infrastructure                       |
|                 |   | Begin recruiting and training monitors, project coordinators, and data staff   |
|                 |   | Initiate opening of DMS locations  |
|                 |   | Follow up with FDEP on debris permits (if required)  |
|                 |   | Work with the City to establish public information protocols to respond to concerns and comments.                                      |



| Time            | Task  | Deliverables/Milestones   |
|-----------------|---|---|
| Day 2 (+ 48hr)  | Emergency push/ damage assessment   | Continue emergency push   |
|                 |   | Continue preliminary damage assessment  |
|                 |   | Develop debris cost estimate required for presidential disaster declaration Develop an operational plan for disaster-specific issues  |
|                 |   | Refine health and safety plan for disaster-specific issues  |
| Day 3 (+ 72hr)  | Disaster debris vehicle certification/ site preparation (Fully Operational by 70 hrs) | Begin hauling truck certification   |
|                 |   | Install ADMS tower monitor infrastructure Train monitors on policies, ADMS, and safety  |
|                 |   | Open public drop-off sites as requested   |
| Day 4 (+ 96hr)  | Begin debris collection monitoring  | Assign monitors to trucks Assign supervisors to monitors  |
|                 |   | Hold morning and afternoon meetings with City staff and debris hauler   |
|                 |   | Implement QA/QC procedures  |
| <b>Recovery</b> |   |   |
| Week 1+         | Right-of-way (ROW) debris collection monitoring                                       | Continue ROW collection   |
|                 |   | Address household hazardous waste (HHW) issues (if critical) Issue daily reports/GIS maps   |
|                 |   | Hold daily meetings with the County, hauler, and State/FEMA as required Staff citizens debris management hotline (if requested)   |
|                 |   | Define supplemental programs required (private roads, HHW) and prepare  |
|                 |   | eligibility request   |
| Week 1+         | Data management and invoice reconciliation  | Provide ADMS reports and real-time monitoring access Establish client GeoPortal to provide insight into project progress Review truck metrics provided by Krinkle.                |
|                 |   | Initiate weekly reconciliation  |
|                 |   | Initial payment recommendations with retainage  |
| Week 1+         | Reimbursement support/grant administration (FEMA, NRCS)                               | Prepare damage/cost estimates   |
|                 |   | Compile supporting documentation (debris permits, debris contracts, etc.) Liaise with FEMA Region 4, Florida Division of Emergency Management and ensure compliance with FEMA 327 |
|                 |   | (FDEM), U.S. Army Corps of Engineers (USACE), etc.  |

| Time                             | Task   | Deliverables/Milestones   |
|----------------------------------|--|---|
| <p><b>Week 2+</b></p>            | <p><b>Special projects (if required)</b></p>                             | Waterway debris removal   |
|                                  |  | Private property debris removal (PPDR) Public drop-off sites  |
|                                  |  | HHW   |
|                                  |  | Mud/silt/sand removal (from storm drains, ditches, etc.)  |
|                                  |  | Identify areas of operational concern and make disaster-specific recommendations to FEMA to improve efficiency              |
| <p><b>Week 3+</b></p>            | <p><b>Financial recovery assistance staff engaged (if requested)</b></p> | Facilitate kickoff meetings with primary stakeholders Draft a PA work plan  |
|                                  |  | Conclude/review preliminary damage assessments  |
|                                  |  | Gather documentation for project worksheet (PW) development<br>Identify opportunities for mitigation<br>Conduct site visits |
| <p><b>Project completion</b></p> | <p><b>Document turnover/closeout</b></p>                                 | Final reconciliation  |
|                                  |  | Retainage release   |
|                                  |  | Release hard copy files   |
|                                  |  | Provide electronic database   |
|                                  |  | Assist with PW development  |
|                                  |  | Assist the County with long-term reimbursement  |
|                                  |  | Audit assistance  |
|                                  |  | Appeal support if necessary   |

## Innovative Technology Solution (Krinkle Automate Debris Management System, Paragon's answer to a paperless environment)

### Staff Mobilization

Paragon's Automated Debris Management System (an ADMS Called Krinkle Debris Tracker, made by Paragon's technology partner, Mobile Epiphany) works on all Android and Apple devices. It has **a comprehensive Truck certification module** that ensures timely and accurate certification of a large volume of trucks in a single day if required.


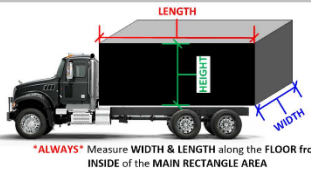



In addition, Paragon's ADMS software isn't simply a form app that a monitor fills out. It is a "guided process app" that takes the monitor from step to step, telling them what to measure, photograph, etc. **It even determines eligibility for them (based on the measurements and other data they enter)**. A demonstration of our guided process mobile applications can be requested at any time.

Comprehensive training is given to all mission participants before being allowed to work in the field. Training repeats incrementally every day to ensure that all workers are clear on the nuances and details of their daily mission.

Krinkle also allows its project managers to rapidly define an entire geographical area into sectors and zones using Google Earth Pro and define these sectors and zones for recording on the Haul tickets and within the mobile software. The ADMS has built-in capabilities to visualize all levels of data with Google Earth easily. This keeps all areas easily tracked for progress daily.






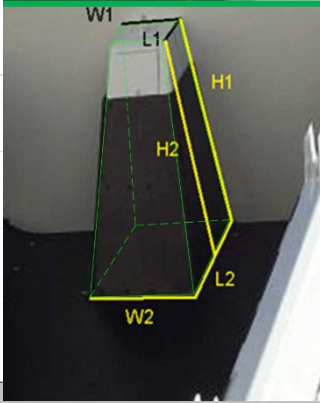
# Truck Certification (Images)

9:23 PM 91% 9:24 PM 90% 9:26 PM 90%

| License Plate State                          | Vehicle Type   | Prepare to Measure the MAIN RECTANGULAR AREA                                       |
|--|--|--|
| <input type="radio"/> Pennsylvania           | <input type="radio"/> Standard Trailer  |  |
| <input checked="" type="radio"/> Puerto Rico | <input type="radio"/> Dump Trailer      |  |
| <input type="radio"/> Rhode Island           | <input type="radio"/> Self-Loader       |  |
| <input type="radio"/> South Carolina         | <input type="radio"/> Dump Truck        |  |
| <input type="radio"/> South Dakota           | <input type="radio"/> Other  |  |

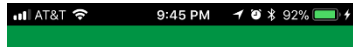
Navigation: Previous More Next Previous More Next Previous More Next

9:26 PM 90% 9:27 PM 89% 9:28 PM 89%

| Main Rectangular Area Deductions   | Hoist Box (Main)  | Vehicle CY Calculation Review  |                  |          |  |     |                                       |      |                 |        |                     |             |
|--|---|--|------------------|----------|--|-----|---------------------------------------|------|-----------------|--------|---------------------|-------------|
| <p>Select all MAIN RECTANGLE deduction Types You See</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Chamfer(s) </li> <li><input checked="" type="checkbox"/> Fillet(s) </li> <li><input checked="" type="checkbox"/> Wheel Well(s) </li> <li><input checked="" type="checkbox"/> Hoist Box (Dog House) </li> <li><input checked="" type="checkbox"/> Other/Unusual Deduction ? </li> </ul> | <p>PINCH TO ZOOM - Review HOIST BOX (Dog House) Measurements</p>  | <p>Vehicle Capacity Calculations</p> <table border="1"> <tr> <td>Total Vehicle CY</td> <td>43.28 CY</td> </tr> </table> <p>Vehicle Details</p> <table border="1"> <tr> <td>Record Prime/Sub 3-letter Short Name for Placard</td> <td>CGF</td> </tr> <tr> <td>Unique Vehicle ID # (System Assigned)</td> <td>V88L</td> </tr> <tr> <td>License Plate #</td> <td>Ghf345</td> </tr> <tr> <td>License Plate State</td> <td>Puerto Rico</td> </tr> </table> <p>Photo of Vehicle License Plate and Tailgate</p> | Total Vehicle CY | 43.28 CY | Record Prime/Sub 3-letter Short Name for Placard | CGF | Unique Vehicle ID # (System Assigned) | V88L | License Plate # | Ghf345 | License Plate State | Puerto Rico |
| Total Vehicle CY   | 43.28 CY  |  |                  |          |  |     |                                       |      |                 |        |                     |             |
| Record Prime/Sub 3-letter Short Name for Placard   | CGF   |  |                  |          |  |     |                                       |      |                 |        |                     |             |
| Unique Vehicle ID # (System Assigned)  | V88L  |  |                  |          |  |     |                                       |      |                 |        |                     |             |
| License Plate #  | Ghf345  |  |                  |          |  |     |                                       |      |                 |        |                     |             |
| License Plate State  | Puerto Rico   |  |                  |          |  |     |                                       |      |                 |        |                     |             |

Navigation: Previous More Next Previous More Next Previous More Next

# Geographical Mapping (Images)



Enter the Sector you are working in

(S-01)

(S-02)

(S-03)

(S-04)

(S-05)

Previous  More  Next



Enter the Zone you are working in

Zone 1-10

Zone 11-20

Zone 21-30

Zone 31-40

Current Selection

Previous  More  Next



Enter the Zone you are working in

Back One Level

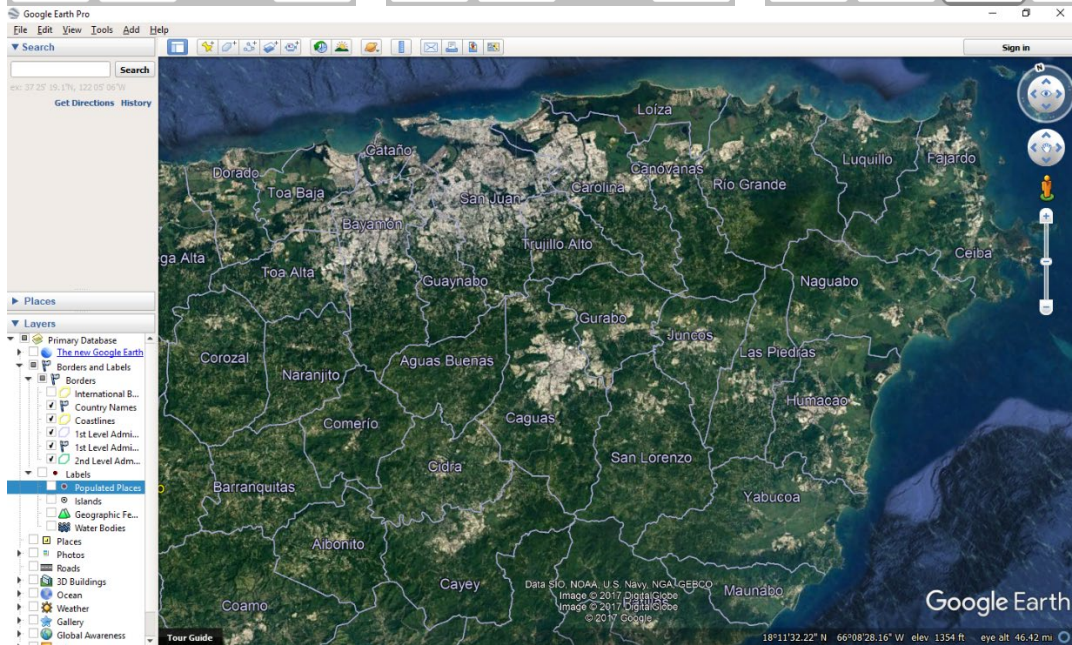
(Z-11)

(Z-12)

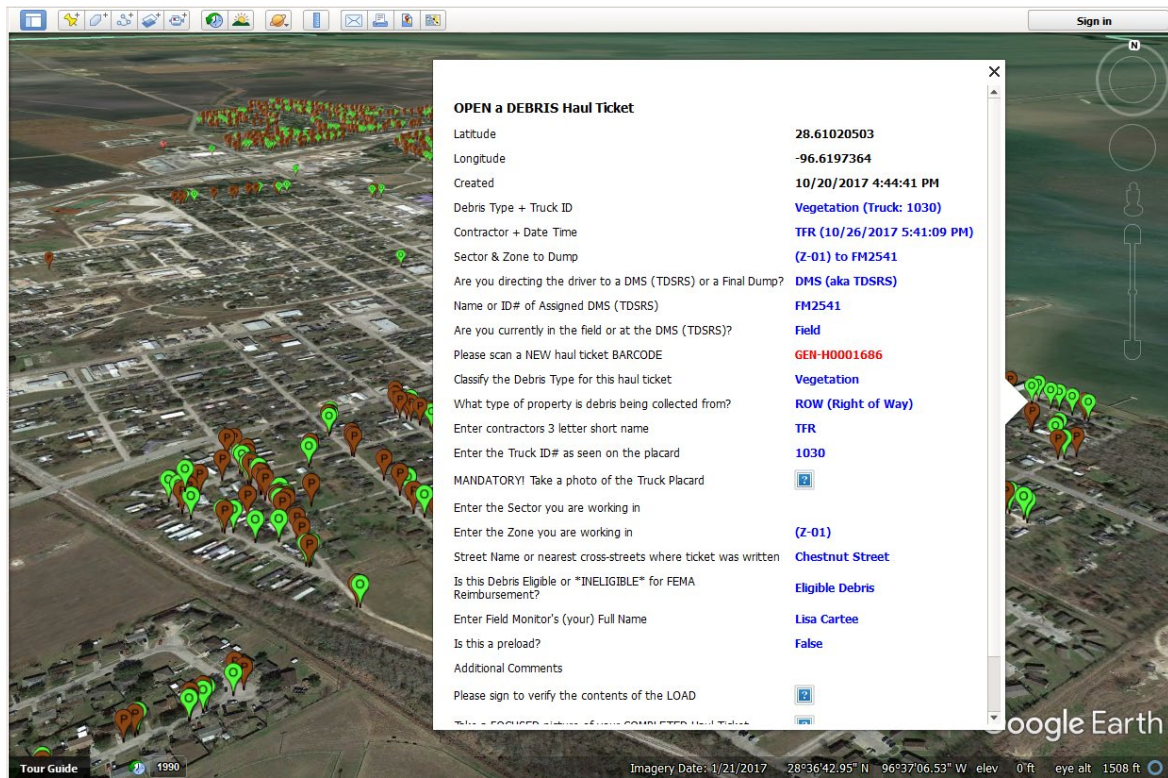
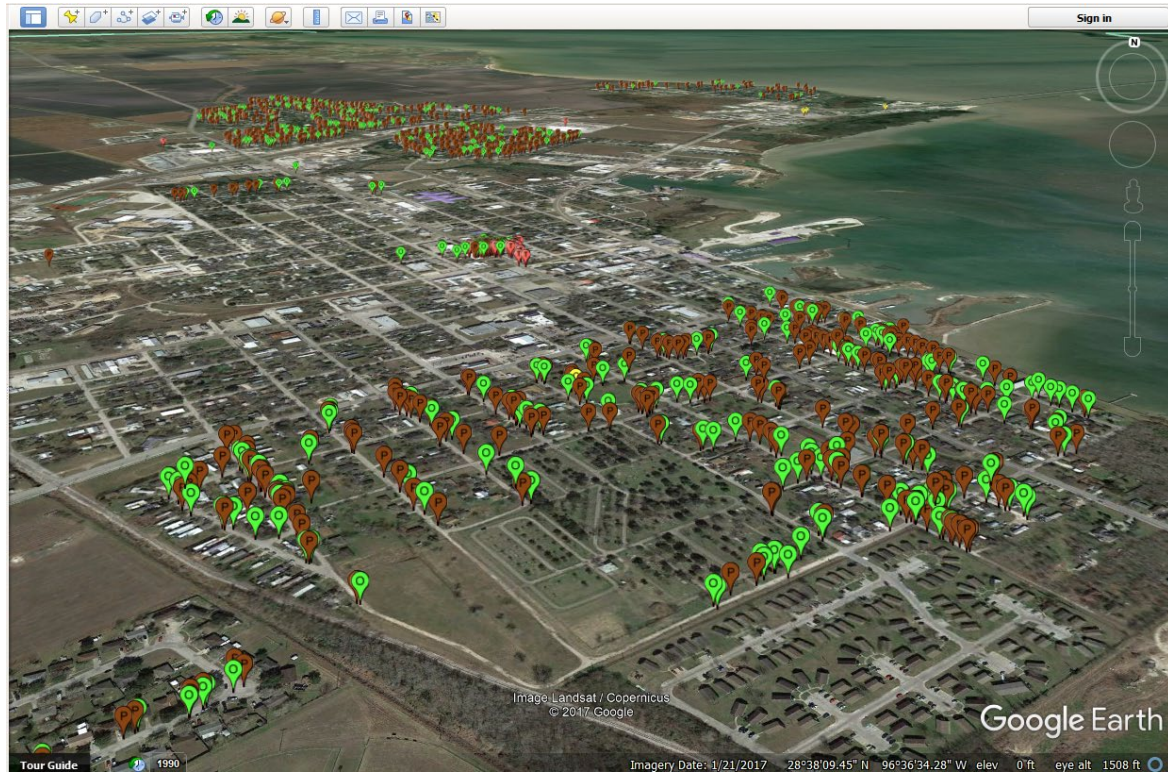
(Z-13)

Current Selection (Z-13)





Previous  More  Next



# Geographical Mapping (Images) cont.



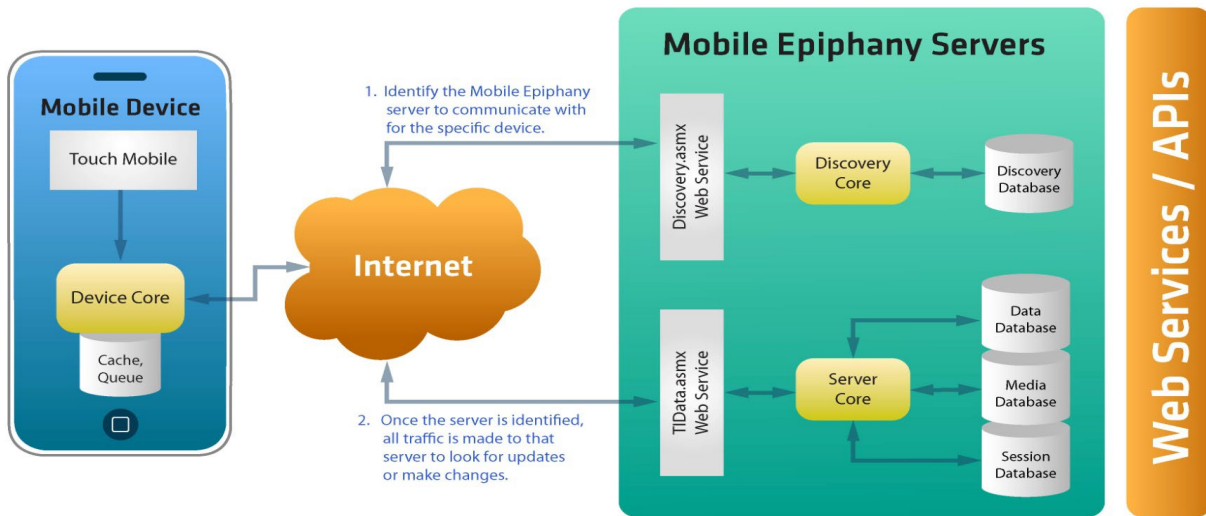
### The Debris Haul Ticket (images)

|   |   |  |                      |  |             |
|---|---|--|----------------------|--|-------------|
| <b>**DO NOT** DISCARD</b>   |   |     |                      |  |             |
| <b>Contractor's SHORT NAME</b>  |   | WWW.KRINKLEADMS.COM  |                      | TK325-018765   |             |
| <input type="radio"/> One Property Type Below                                       |   | <b>Sector</b>  | <b>Zone</b>          | <b>Truck ID</b>  | <b>Date</b> |
| ROW   | Public Private                                  |  |                      |  |             |
| Waterway  | Parks&Rec                                       |  |                      |  |             |
| <b>Comments:</b>  |   |  |                      |  |             |
| <b>HAUL MONITOR DATA</b>  | <b>TRUCK ID# &gt;</b>                           |  | <input type="text"/> |  |             |
|   | <input type="radio"/> One Property Type Below   |  |                      |  |             |
|   | ROW   | Private Public Parks&Rec Waterway  |                      |  |             |
|   | <input type="radio"/> THE DEBRIS CLASSIFICATION |  |                      |  |             |
|   | Vegetative/Woody Debris                         |  |                      |  |             |
|   | Construction & Demolition (C&D)                 |  |                      |  |             |
|   | Mixed   |  |                      |  |             |
|   | Count (#)                                       | <input type="radio"/> DEBRIS CLASSIFICATION  |                      |  |             |
|   |   | WhG Tire E-W HHW HW  |                      |  |             |
|   |   | WhG/Fr DdAn Vess Vehicle   |                      |  |             |
|   | Other->   |  |                      |  |             |
| <b>STUMP (Eligible, Allowable or Required)</b>                                      |   |  |                      |  |             |
|   | ← VERIFIED DIAMETER(in.) of Single Hauled STUMP |  |                      |  |             |
| <b>HAUL Monitor's Signature</b>   |   |  |                      |  |             |
| <b>Sector/Zone&gt;</b>  |   |  |                      |  |             |
| <b>Date &gt;</b>  |   |  |                      |  |             |
| <b>Time &gt;</b>  |   |  |                      |  |             |
| <b>DMS/Dump &gt;</b>  |   |  |                      |  |             |
| <b>Contractor's SHORTNAME</b>   |   |  |                      |  |             |
| <b>TOWER MONITOR CALL</b>   | <input type="radio"/> Agree with DEBRIS CLASS?  |  |                      |  |             |
|   | YES   |  | NO                   |  |             |
|   | % Full or Tonnage                               | <input type="radio"/> DEBRIS CLASS SEEN  |                      |  |             |
|   |   | Vegetative/Woody Debris  |                      |  |             |
|   |   | Construction & Demolition(C&D)   |                      |  |             |
|   |   | Mixed  |                      |  |             |
|   | Count # or Tonnage                              | <input type="radio"/> DEBRIS CLASS SEEN  |                      |  |             |
|   |   | WhG Tire E-W HHW HW  |                      |  |             |
|   |   | WhG/Fr DdAn Vess Vehicle   |                      |  |             |
|   |   | Other->  |                      |  |             |
| <b>STUMP (Eligible, Allowable or Required)</b>                                      |   |  |                      |  |             |
|   | ← VERIFIED DIAMETER(in.) of Single Hauled STUMP |  |                      |  |             |
| <b>TOWER Monitor's Signature</b>  |   |  |                      |  |             |
| <b>Truck ID &gt;</b>  |   |  |                      |  |             |
| <b>Date &gt;</b>  |   |  |                      |  |             |
| <b>Time &gt;</b>  |   |  |                      |  |             |
| <b>DRIVER</b>   | <b>Truck Driver's Full Name (Print)</b>         |  |                      |  |             |
|   |   |  |                      |  |             |
| <b>Haul Ticket Record - **DO NOT** DISCARD</b>                                      |   |  |                      |  |             |
|  |   |  |                      |  |             |
| TK325-018765  |   | WWW.KRINKLEADMS.COM  |                      |  |             |

## Mobile Database and Connectivity

Paragon’s ADMS is State of the art, and as such, maintains a complete system on each device, which can run for long periods **without any connection to a live network (the internet)**. Only intermittent connectivity is required. All data is stored on the device in an encrypted database until such intermittent connectivity is available. Paragon’s ADMS was used in 11 missions in both Florida and Texas due to Harvey, Irma, and Maria, and it was used in the Northern California wildfires in 2017.

Paragon will ensure that all its monitors, no matter the device they are using, will synchronize their data to the server nightly for next-day reporting. Below is a technical image of the systems architecture. Please note the presence of a SQL database on the individual mobile devices, allowing for long-term disconnected states from a network as seen in the architectural image below, the presence of a SQL database on each mobile device.



A live demonstration of the mobile application system, the reporting system, and complete geospatial visualization via google Earth can be readily available upon request. When necessary, it will be accessible via the internet for the Disaster Debris Collector, the City, and other public entities as authorized by the City’s Contract Administrator.






## Field Documentation of Work


Paragon’s ADMS system has complete modules for the real-time evaluation of FEMA eligible Learners Hangers and Stumps and the means to document all photos, before-and-after, with its GPS, date, and time-stamped metadata. This metadata is outside the user's control to alter and thus acts as proof of work and chain of evidence. Also, the system further records hidden metadata such as GPS, Date, time, user name, etc., to prevent fraud of any sort and make back-tracing of all events possible when reconciliation events are in question. The following screenshots from the app show different aspects of these LHS modules.







# Leaners Hangers and Stumps module (Images)

Asset List

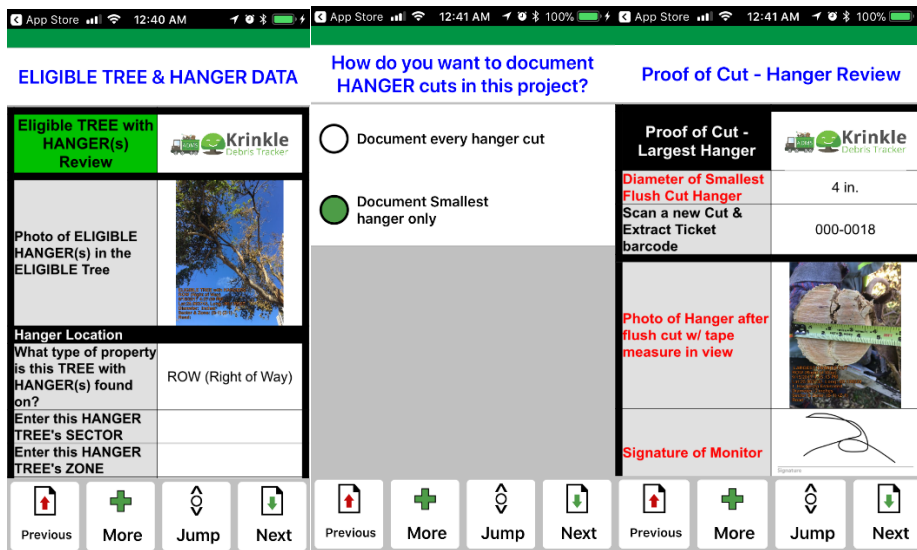
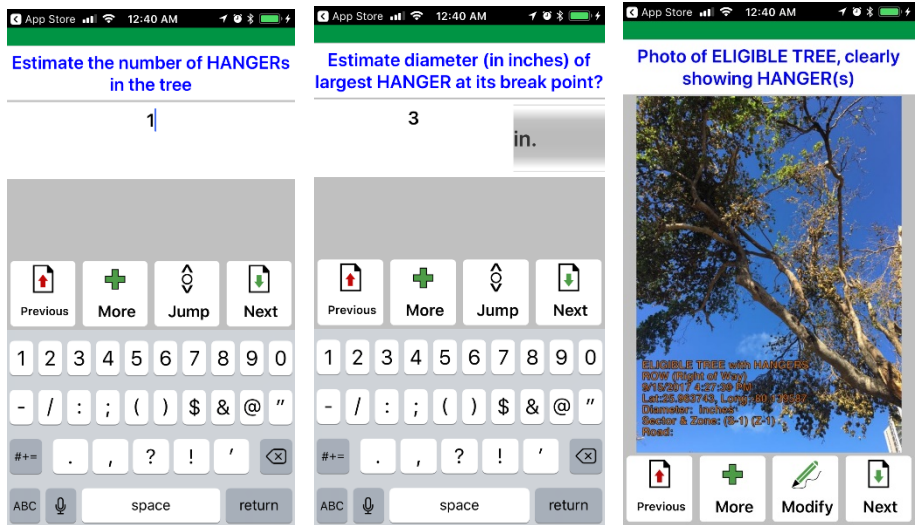
| All Assets   | Select Leaner type         | This LEANER is ->ELIGIBLE<- for removal due to its size  |
|--|----------------------------|--|
| <p><b>LEANER Inspection w Cut</b><br/>ROW (Right of Way) (INELIGIB...<br/>Leans &gt; 30°<br/>-</p>      | <p>✓ Leans &gt; 30°</p>    | <p>This LEANER is <b>**ELIGIBLE*</b> due to its size</p> |
| <p><b>LEANER Inspection w Cut</b><br/>ROW (Right of Way) (INELIGIB...<br/>&gt;50% Decrowned<br/>-</p>   | <p>✓ Split Leaner</p>      |  |
| <p><b>HANGER Inspection w Cut</b><br/>ROW (Right of Way) (ELIGIBLE)<br/>Diameter: 150 inches<br/>-</p>  | <p>✓ &gt;50% Decrowned</p> |  |
| <p><b>HANGER Inspection w Cut</b><br/>ROW (Right of Way) (ELIGIBLE)<br/>Diameter: 3 inches<br/>-</p>    |                            |  |
| <p><b>HANGER Inspection w Cut</b><br/>ROW (Right of Way) (ELIGIBLE)<br/>Diameter: 4 inches<br/>-</p>    |                            |  |



| Photo of ELIGIBLE LEANER   | Photo of Tape Measured FLUSH CUT LEANER at ground   | Signature of Monitor   |
|--|---|--|
|  <p>ALLOWED LEANER ROW (Right of Way)<br/>PHOTO OF LEANER<br/>9/17/2017 11:11:55 AM<br/>Lat: 25.966519, Long: -80.133729<br/>Diameter: 11 inches<br/>Sector &amp; Zone: (S-1) (Z-1)</p> |  <p>ALLOWED LEANER I Cut W/O ROW (Right of Way)<br/>TAPE MEASURED FLUSH CUT AT GROUND<br/>9/17/2017 11:25:14 AM<br/>Lat: 25.966506, Long: -80.135609<br/>Diameter: 11 inches<br/>Sector &amp; Zone: (S-1) (Z-1)<br/>TICKET #: 000-0000<br/>Approver:</p> | <p>As the monitor, I certify the leaner was removed according to regulation.</p>  <p>Signature</p> |



## Leaners Hangers and Stumps module (Images) cont.

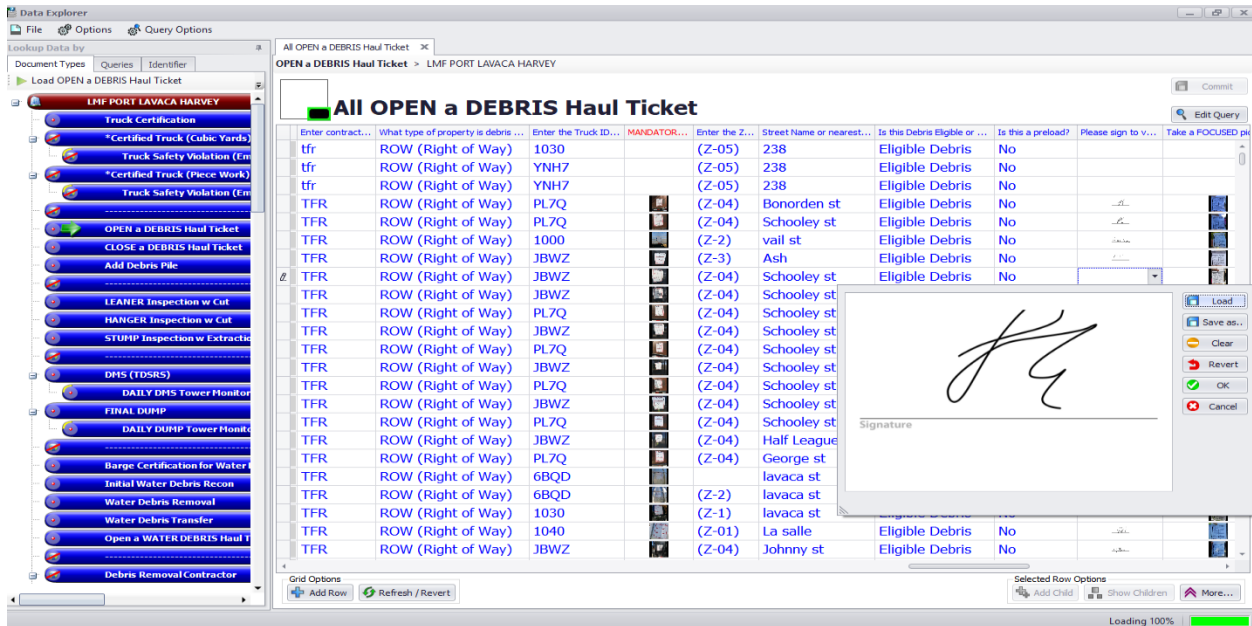
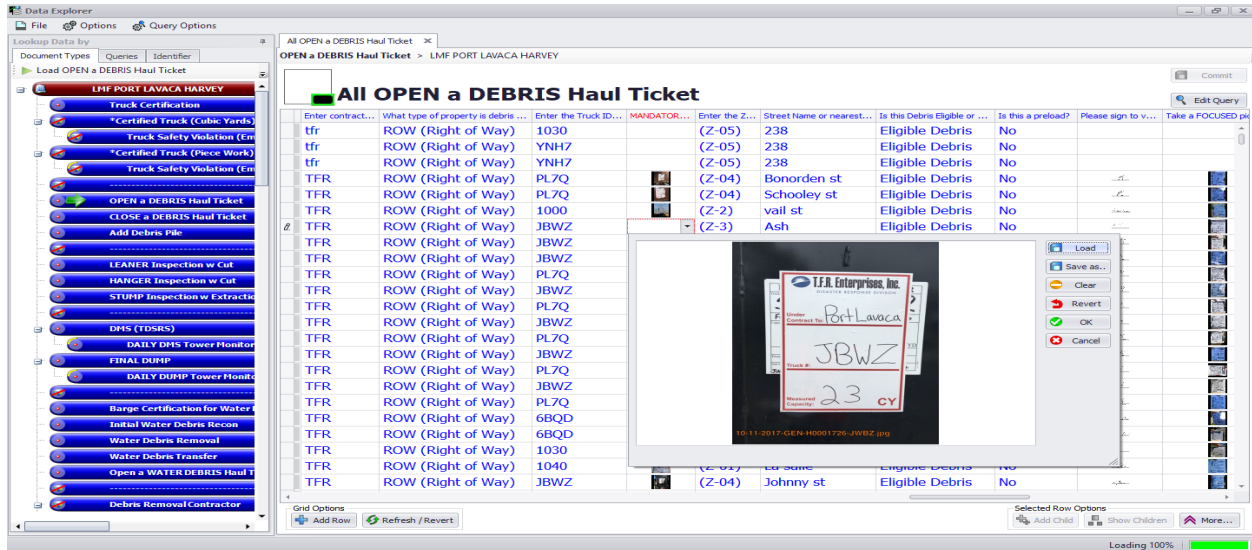


A monitor will work closely with the City and FEMA to determine the most effective documentation methods to ensure that debris removal is eligible for federal funding.

Assurance of Federal reimbursement is directly related to the quality and detail of the data which proves the work. In addition to the comprehensive nature of the data required, it depends on the clarity and readability of the reporting that can be provided. Finally, it depends on the rich layer of hidden metadata (GPS, date, time, user name, etc.) that may be called upon to support an audit. Paragon's ADMS not only meets and exceeds the data requirements set forth by FEMA's PAPPG and FEMA 325 regulations, but it collects it in such a way as to be readily available for reporting, analysis, and review.

The next many pages will show some (but not all) examples of how this data is viewed, explored, and communicated to others from within Paragon's ADMS system. Communication methods include a multitude of comprehensive and easy-to-read reports, an ADMS tool called the Data Explorer, and a tool that generates "On-demand" Google earth KMZ files for viewing.

1. The data explorer is an "always-on" tool ready for use by data managers who need to sort, filter, query, and manage data in near real-time.



- The "Land Debris Haul Mission Summary Report" is an Excel report run from the SQL database that summarizes all categories of debris collected (per time frame selected) in an easy-to-read summary format. This summary report also includes special sheets that show every ticket "Auto-reconciled," shows potential Fraud detection, and calculates Jurisdictional costs based on their contract with the hauler.

Secure | <https://reporting2014.mobileepiphany.com/Reports/Pages/Report.aspx?ItemPath=%2fADMS+--+Debris+Tracker+Report>

Home > ADMS - Debris Tracker Reporting > Land CY and Cost V12

Select Enterprise: LMF PORT LAVACA HARVEY | Time Zone: (GMT-06:00) Central Time (US & Canada)

Daylight Saving Time: True | Date Range: All

Starting Date: 10/2/2017 7:23:58 PM | Ending Date: 10/31/2017 11:34:30 PM

Select Columns to Display: Ticket Type, Barcode, Preload, Truck | Show Ticket Lines:  True  False

10/31/2017 11:34:40 PM (GMT-06:00 DST)  
 LMF PORT LAVACA HARVEY

### Cubic Yardage and Cost Summary (All Property Types)

This is not an invoice and data is subject to change  
 Debris disposed of from 10/2/2017 7:23:58 PM to 10/31/2017 11:34:30 PM

| Debris Removal               |                  |             |             |                        |                          |                   |
|------------------------------|------------------|-------------|-------------|------------------------|--------------------------|-------------------|
| Disposed CY Debris:          | Vegetation       | C&D         | Mixed       | DMS Reduced Vegetation | DMS Reduced Residual/C&D | DMS Reduced Mixed |
| DMS: FM 2541                 | 955.09           | 0.00        | 0.00        | 0.00                   | 0.00                     | 0.00              |
| DMS: FM2541                  | 25,465.57        | 0.00        | 0.00        | 0.00                   | 0.00                     | 0.00              |
| <b>Cubic Yardage Totals:</b> | <b>26,420.66</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>            | <b>0.00</b>              | <b>0.00</b>       |

| Piece Work Debris Streams: |             |                |           |              |             |             |               |           |         |       |       |
|----------------------------|-------------|----------------|-----------|--------------|-------------|-------------|---------------|-----------|---------|-------|-------|
|                            | White Goods | W/G With Freon | Bio Waste | Dead Animals | Electronics | Hazard. H/W | Hazard. Waste | Rad Waste | Engines | Tires | Other |
| <b>Piece Work Totals:</b>  | 0           | 0              | 0         | 0            | 0           | 0           | 0             | 0         | 0       | 0     | 0     |

| Tonnage Debris Streams: |            |      |       |              |             |               |           |              |             |               |                 |           |         |       |
|-------------------------|------------|------|-------|--------------|-------------|---------------|-----------|--------------|-------------|---------------|-----------------|-----------|---------|-------|
|                         | Vegetation | C&D  | Mixed | Reduced Veg. | Reduced C&D | Reduced Mixed | Bio Waste | Dead Animals | Electronics | Hazardous H/W | Hazardous Waste | Rad Waste | Engines | Tires |
| <b>Tonnage Totals:</b>  | 0.00       | 0.00 | 0.00  | 0.00         | 0.00        | 0.00          | 0.00      | 0.00         | 0.00        | 0.00          | 0.00            | 0.00      | 0.00    | 0.00  |

| Costs This Date Range: |           |       |         |          |            |
|------------------------|-----------|-------|---------|----------|------------|
|                        | Quantity  | Costs | Tipping | Subtotal | Percentage |
| DMS: FM 2541 (CY)      | 955.09    |       |         |          |            |
| DMS: FM2541 (CY)       | 25,465.57 |       |         |          |            |

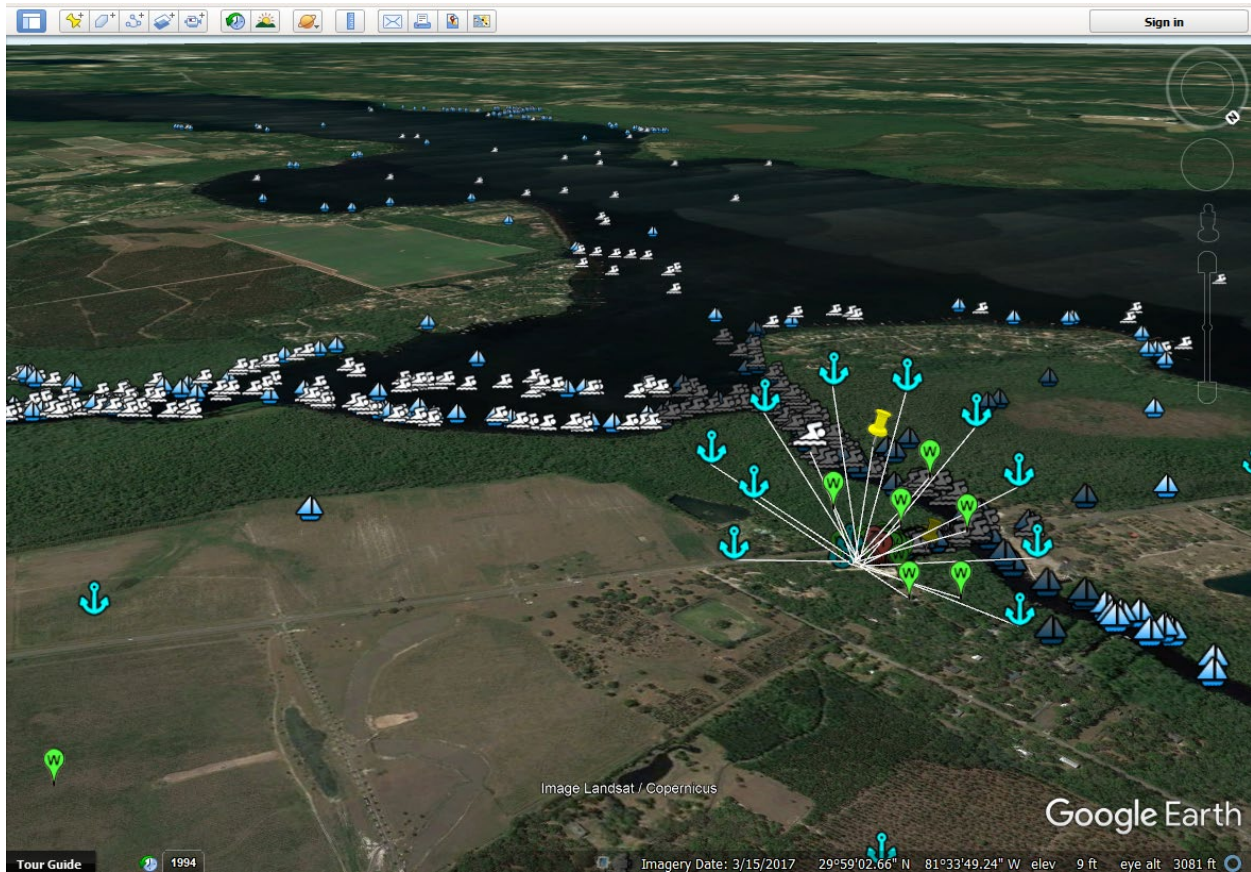
**Total Costs This Date Range:**

**Auto-Reconciled tickets are in GREEN**

**Auto-matched but unreconciled Tickets requiring further investigation due to mismatched data detected are marked in RED**

| Row | CDR   | CDR ID       | Match | Category | Operator     | Date       | Time        | Location     | Site | Material   | Volume | Weight |
|-----|-------|--------------|-------|----------|--------------|------------|-------------|--------------|------|------------|--------|--------|
| 11  | OPEN  | CDR-H0007801 | False | FRES     | VDEPMCROMAND | 10/30/2017 | 5:56:46 AM  | Black creek  | AUL  | Vegetation | 76.53  | 305    |
| 12  | CLOSE | CDR-H0007801 | True  | FRES     | TMAGREEN     | 10/30/2017 | 6:47:07 AM  | Black creek  | AUL  | Vegetation | 76.53  | 305    |
| 15  | OPEN  | CDR-H0007802 | False | FRES     | VDEPMCROMAND | 10/30/2017 | 7:28:02 AM  | Black creek  | AUL  | Vegetation | 76.53  | 405    |
| 16  | CLOSE | CDR-H0007802 | True  | FRES     | TMAGREEN     | 10/30/2017 | 7:55:55 AM  | Black creek  | AUL  | Vegetation | 76.53  | 405    |
| 19  | OPEN  | CDR-H0007803 | False | FRES     | VDEPMCROMAND | 10/30/2017 | 8:33:23 AM  | Black creek  | AUL  | Vegetation | 76.53  | 555    |
| 20  | CLOSE | CDR-H0007803 | True  | FRES     | TMAGREEN     | 10/30/2017 | 10:57:05 AM | Black creek  | AUL  | Vegetation | 76.53  | 555    |
| 23  | OPEN  | CDR-H0007804 | False | FRES     | VDEPMCROMAND | 10/30/2017 | 1:45:08 PM  | Black creek  | AUL  | Vegetation | 76.53  | 705    |
| 24  | CLOSE | CDR-H0007804 | True  | FRES     | TMAGREEN     | 10/30/2017 | 2:23:49 PM  | Black creek  | AUL  | Vegetation | 76.53  | 705    |
| 27  | OPEN  | CDR-H0007806 | False | FRES     | VDEPMCROMAND | 10/31/2017 | 6:08:57 AM  | Black creek  | AUL  | Vegetation | 76.53  | 855    |
| 28  | CLOSE | CDR-H0007806 | True  | FRES     | TMAGREEN     | 10/31/2017 | 6:36:34 AM  | Black creek  | AUL  | Vegetation | 76.53  | 855    |
| 31  | OPEN  | CDR-H0007807 | False | FRES     | VDEPMCROMAND | 10/31/2017 | 9:06:23 AM  | Black creek  | AUL  | Vegetation | 76.53  | 605    |
| 32  | CLOSE | CDR-H0007807 | True  | FRES     | TMAGREEN     | 10/31/2017 | 9:39:17 AM  | Black creek  | AUL  | Vegetation | 76.53  | 605    |
| 35  | OPEN  | CDR-H0009202 | False | Z24R     | VDEPMCROMAND | 10/30/2017 | 9:10:05 AM  | Eagle Harbor | AUL  | Vegetation | 72.79  | 405    |
| 36  | CLOSE | CDR-H0009202 | True  | Z24R     | TMAGREEN     | 10/30/2017 | 10:35:01 AM | Eagle Harbor | AUL  | Vegetation | 72.79  | 405    |
| 39  | OPEN  | CDR-H0009203 | False | Z24R     | VDEPMCROMAND | 10/30/2017 | 11:33:33 PM | Eagle Harbor | AUL  | Vegetation | 72.79  | 605    |
| 40  | CLOSE | CDR-H0009203 | True  | Z24R     | TMAGREEN     | 10/30/2017 | 14:50:50 PM | Eagle Harbor | AUL  | Vegetation | 72.79  | 605    |
| 43  | OPEN  | CDR-H0009204 | True  | Z24R     | VDEPMCROMAND | 10/30/2017 | 4:44:58 PM  | Doctors Lake | AUL  | Vegetation | 72.79  | 605    |
| 44  | CLOSE | CDR-H0009204 | True  | Z24R     | TMAGREEN     | 10/31/2017 | 11:21:03 AM | Doctors Lake | AUL  | Vegetation | 72.79  | 605    |
| 47  | OPEN  | CDR-H0009205 | False | Z24R     | VDEPMCROMAND | 10/31/2017 | 2:46:27 PM  | Eagle Harbor | AUL  | Vegetation | 72.79  | 805    |
| 48  | CLOSE | CDR-H0009205 | True  | Z24R     | TMAGREEN     | 10/31/2017 | 3:22:33 PM  | Eagle Harbor | AUL  | Vegetation | 72.79  | 805    |
| 51  | CLOSE | CDR-H0009194 | True  | FRES     | TMAGREEN     | 10/30/2017 | 5:15:25 AM  | Black creek  | AUL  | Vegetation | 76.53  | 755    |

3. The “Water Debris Haul Mission Summary Report” is an Excel report run from the SQL database that summarizes all categories of debris collected (per time frame selected) in an easy-to-read summary format. This summary report also includes special sheets that show every ticket “Auto-reconciled,” shows potential Fraud detection, and calculates Jurisdictional costs based on their contract with the hauler. It looks identical to the Land haul debris summary report and the auto reconciler report shown above. However, here is the appearance of a large waterway in Florida as it appears on Google Earth as a result of the waterway debris mission. Note the unique icons representing the barges vs. the lead cutting teams as well as the transfers at the transfer point.



- The "Leaner Cut & Root Ball Extraction with Backfill Report" includes all data collected in the Leaner removal mission, including proof of FEMA eligibility and proof of work in the form of high-resolution images, detailed metadata (GPS, Date, time, user, etc.) and contract-based costs calculations

| Barcode       | Latitude    | Longitude    | Date and Time       | Reasons this Tree is a Leaner | Sector | Zone | Property Type      | Cost Per Diameter | Location Type | Description | Photo of Leaner Before Removal | Photo of Full Size CUT Leaner at Ground | Additional Photo 1 | Additional Photo 2 | Additional Photo 3 | Additional Photo 4 | Signature | Photo of Leaner in Exported Root Ball |
|---------------|-------------|--------------|---------------------|-------------------------------|--------|------|--------------------|-------------------|---------------|-------------|--------------------------------|---|--------------------|--------------------|--------------------|--------------------|-----------|---------------------------------------|
| VLK-CE0000512 | 25.95394887 | -80.13627909 | 10/11/2017 12:13 PM | Leans > 30°                   |        |      | ROW (Right of Way) | \$250.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000513 | 25.95387392 | -80.13641590 | 10/11/2017 12:07 PM | >50% Decrowned                |        |      | ROW (Right of Way) | \$800.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000511 | 25.95391540 | -80.13625231 | 10/11/2017 12:07 PM | >50% Decrowned                |        |      | ROW (Right of Way) | \$250.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000510 | 25.95392482 | -80.13622516 | 10/11/2017 12:07 PM | >50% Decrowned                |        |      | ROW (Right of Way) | \$800.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000509 | 25.95386156 | -80.13631993 | 10/11/2017 12:07 PM | >50% Decrowned                |        |      | ROW (Right of Way) | \$450.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000507 | 25.95541344 | -80.13881297 | 10/11/2017 12:07 PM | Split Leaner                  |        |      | ROW (Right of Way) | \$150.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000506 | 25.95576061 | -80.13919089 | 10/11/2017 12:07 PM | Split Leaner                  |        |      | ROW (Right of Way) | \$150.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |
| VLK-CE0000505 | 25.95565704 | -80.13917143 | 10/11/2017 12:07 PM | Split Leaner                  |        |      | ROW (Right of Way) | \$150.00          |               |             |                                |   |                    |                    |                    |                    |           |                                       |

Note: all images in the excel report are exported in full resolution and can be viewed by simply stretching the corner of the image. An example is shown here:

- The "Hanger Cut Report" includes all data collected in the Hanger cut mission, including proof of FEMA eligibility and proof of work in the form of high-resolution images, detailed metadata (GPS, Date, time, user, etc.), and contract-based costs calculations.

| Barcode       | Document per cut or per tree | Latitude    | Longitude    | Date       | Time     | Date & Time         | # of Payable Cuts | Cost Per Tree | Estimated diameter of largest hanger at its break | Hanger # | Diameter | Cost for Cut | Hanger # | Diameter | Cost for Cut | Hanger # |
|---------------|------------------------------|-------------|--------------|------------|----------|---------------------|-------------------|---------------|---|----------|----------|--------------|----------|----------|--------------|----------|
| VLK.CE0000508 | Per Cut                      | 25.96394192 | -80.12637360 | 10/11/2017 | 12:42 PM | 10/11/2017 12:42 PM | 1                 | \$400.00      | 9 in.   | 1        | 21 in.   | \$400.00     |          |          |              |          |
| VLK.CE0000800 | Per Cut                      | 25.96231543 | -80.13947752 | 10/11/2017 | 12:42 PM | 10/11/2017 12:42 PM | 1                 | \$400.00      | 8 in.   | 1        | 14 in.   | \$400.00     |          |          |              |          |
| VLK.CE0000799 | Per Cut                      | 25.94961751 | -80.13728374 | 10/3/2017  | 5:22 PM  | 10/3/2017 5:22 PM   | 2                 | \$600.00      | 3 in.   | 1        | 2 in.    | \$300.00     | 2        | 2 in.    | \$300.00     |          |
| VLK.CE0000798 | Per Cut                      | 25.94965869 | -80.13496920 | 10/3/2017  | 5:06 PM  | 10/3/2017 5:06 PM   | 2                 | \$600.00      | 3 in.   | 1        | 2 in.    | \$300.00     | 2        | 2 in.    | \$300.00     |          |
| VLK.CE0000817 | Per Cut                      | 25.96612777 | -80.13290827 | 9/24/2017  | 4:30 PM  | 9/24/2017 4:30 PM   | 1                 | \$300.00      | 6 in.   | 1        | 3 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000816 | Per Cut                      | 25.96612169 | -80.13287418 | 9/24/2017  | 4:17 PM  | 9/24/2017 4:17 PM   | 1                 | \$300.00      | 9 in.   | 1        | 2 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000815 | Per Cut                      | 25.96666447 | -80.13532691 | 9/24/2017  | 3:49 PM  | 9/24/2017 3:49 PM   | 3                 | \$900.00      | 3 in.   | 1        | 3 in.    | \$300.00     | 2        | 3 in.    | \$300.00     | 3        |
| VLK.CE0000814 | Per Cut                      | 25.96658413 | -80.13590477 | 9/24/2017  | 3:27 PM  | 9/24/2017 3:27 PM   | 2                 | \$600.00      | 9 in.   | 1        | 2 in.    | \$300.00     | 2        | 2 in.    | \$300.00     |          |
| VLK.CE0000813 | Per Cut                      | 25.96625227 | -80.13788944 | 9/24/2017  | 3:05 PM  | 9/24/2017 3:05 PM   | 1                 | \$300.00      | 10 in.  | 1        | 5 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000794 | Per Cut                      | 25.97279489 | -80.14196751 | 9/24/2017  | 3:01 PM  | 9/24/2017 3:01 PM   | 1                 | \$300.00      | 2 in.   | 1        | 2 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000793 | Per Cut                      | 25.96252227 | -80.13829374 | 9/24/2017  | 2:54 PM  | 9/24/2017 2:54 PM   | 2                 | \$600.00      | 6 in.   | 1        | 5 in.    | \$300.00     | 2        | 5 in.    | \$300.00     |          |
| VLK.CE0000792 | Per Cut                      | 25.97280116 | -80.14181696 | 9/24/2017  | 2:52 PM  | 9/24/2017 2:52 PM   | 2                 | \$600.00      | 2 in.   | 1        | 2 in.    | \$300.00     | 2        | 2 in.    | \$300.00     |          |
| VLK.CE0000791 | Per Cut                      | 25.96710654 | -80.13364635 | 9/24/2017  | 2:36 PM  | 9/24/2017 2:36 PM   | 2                 | \$600.00      | 2 in.   | 1        | 2 in.    | \$300.00     | 2        | 2 in.    | \$300.00     |          |
| VLK.CE0000789 | Per Cut                      | 25.96741556 | -80.13420137 | 9/24/2017  | 2:06 PM  | 9/24/2017 2:06 PM   | 2                 | \$600.00      | 2 in.   | 1        | 2 in.    | \$300.00     | 2        | 5 in.    | \$300.00     |          |
| VLK.CE0000788 | Per Cut                      | 25.96739649 | -80.13430089 | 9/24/2017  | 1:48 PM  | 9/24/2017 1:48 PM   | 1                 | \$300.00      | 4 in.   | 1        | 2 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000787 | Per Cut                      | 25.96743228 | -80.13510902 | 9/24/2017  | 1:35 PM  | 9/24/2017 1:35 PM   | 1                 | \$300.00      | 2 in.   | 1        | 2 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000786 | Per Cut                      | 25.96742103 | -80.13505793 | 9/24/2017  | 1:20 PM  | 9/24/2017 1:20 PM   | 1                 | \$300.00      | 2 in.   | 1        | 3 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000785 | Per Cut                      | 25.96739079 | -80.13572560 | 9/24/2017  | 1:07 PM  | 9/24/2017 1:07 PM   | 2                 | \$600.00      | 3 in.   | 1        | 2 in.    | \$300.00     | 2        | 3 in.    | \$300.00     |          |
| VLK.CE0000784 | Per Cut                      | 25.96737338 | -80.13652681 | 9/24/2017  | 12:58 PM | 9/24/2017 12:58 PM  | 1                 | \$300.00      | 3 in.   | 1        | 4 in.    | \$300.00     |          |          |              |          |
| VLK.CE0000783 | Per Cut                      | 25.96732448 | -80.13873098 | 9/24/2017  | 12:25 PM | 9/24/2017 12:25 PM  | 2                 | \$600.00      | 3 in.   | 1        | 5 in.    | \$300.00     | 2        | 4 in.    | \$300.00     |          |

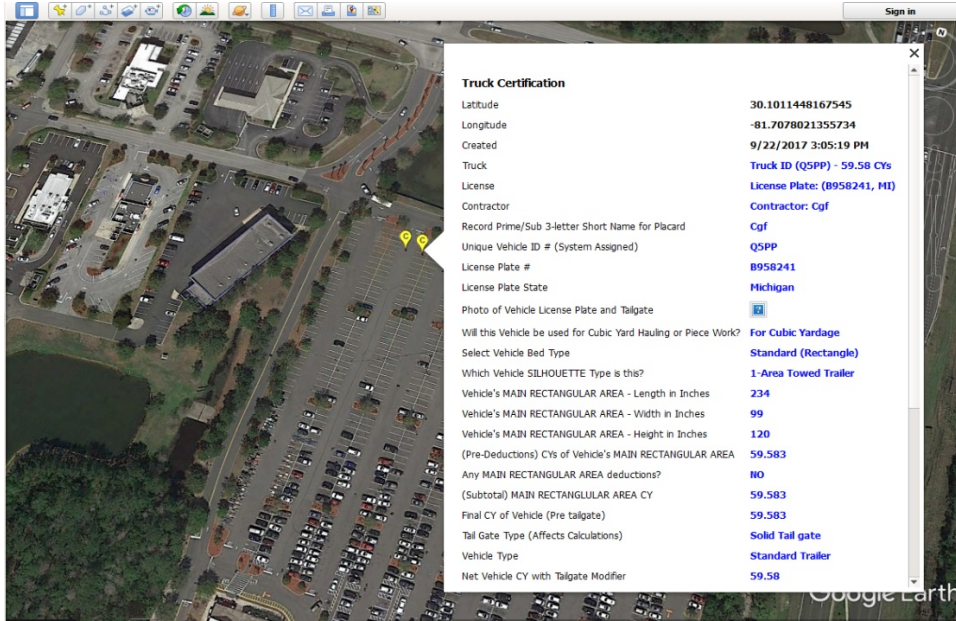
- The "Stump Extraction Report" includes all data collected in the Stump extraction mission, including proof of FEMA eligibility and proof of work in the form of high-resolution images, detailed metadata (GPS, Date, time, user, etc.), and contract-based costs calculations.

| Barcode | Date       | Name           | Property Type      | Cost Per Diameter | Eligibility | Uprooted More than 50%? | Photo of Stump with Tape Measure | Photo of Hole After Extraction | Additional Photo 1 | Additional Photo 2 | Additional Photo 3 | Additional Photo 4 | Signature |
|---------|------------|----------------|--------------------|-------------------|-------------|-------------------------|----------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|-----------|
| 2015    | 10/21/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2016    | 10/21/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2017    | 10/21/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2018    | 10/21/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2019    | 10/21/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2020    | 10/20/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2021    | 10/20/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |
| 2022    | 10/20/2017 | Arsenio Garcia | ROW (Right of Way) | \$400.00          | DETACHED    |                         |                                  |                                |                    |                    |                    |                    |           |

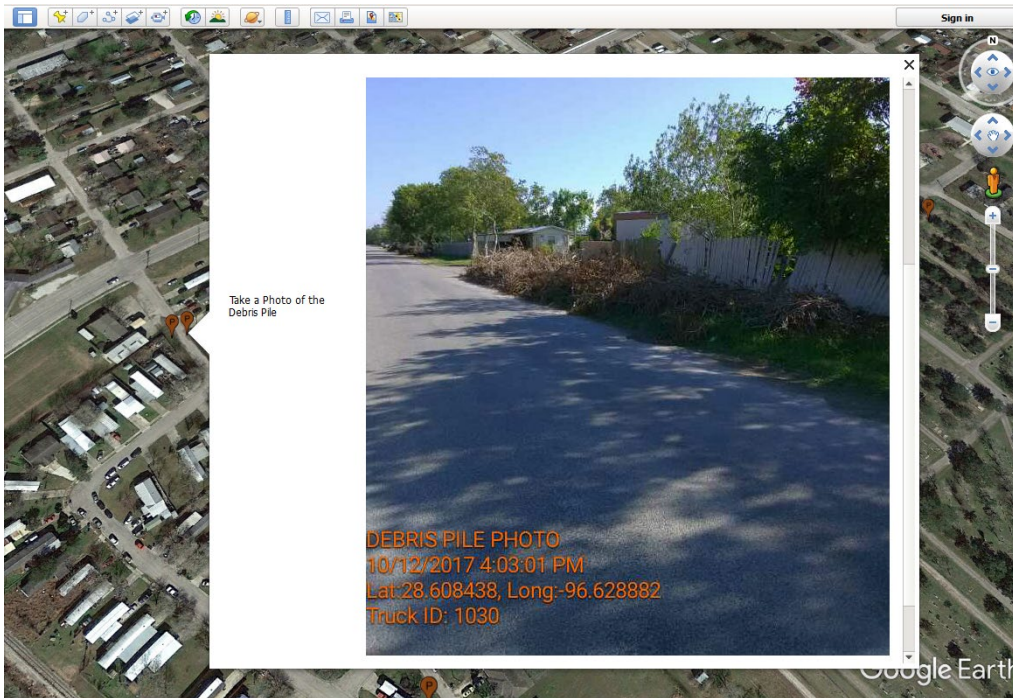


7. Google Earth-based Geospatial visualizations of

- a. Where each certification of a truck took place, including all measured values, as well as all truck, driver, and placard placement photos



- b. Locations of each Land-Based debris pile before it goes into a Certified truck, including GPS date and time tagged photos



- c. Locations of each LAND DEBRIS haul ticket initiated and the data within that ticket, including GPS date and time-tagged photos as well as images of the original ticket BEFORE it, is handed to the driver



- d. Locations of each Water-Based debris pile before it goes into a placarded Extraction barge, including GPS date and time-tagged photos
- e. Locations of each Water-Based transfer from a placarded barge to a placarded (certified for CY) Truck at the extraction point, including GPS date and time-tagged photos
- f. Locations of each WATER DEBRIS haul ticket initiated and the data within that ticket, including GPS date and time-tagged photos as well as images of the original ticket BEFORE it, is handed to the driver
- g. Locations of each LAND-DEBRIS and WATER DEBRIS haul ticket closed at the DMS or Final Disposal site, and the data within that closed Haul ticket, including the volume % call from the Tower Monitor, the GPS date and time-tagged photos as well as images of the CLOSED HAUL ticket BEFORE it is handed to the driver. Images also include multiple views of the contents of the truck from which the Debris stream and percentage call were determined.

The monitor shall communicate with FEMA to ensure documentation supports project reimbursement.

Paragons training approach to all levels of participants in the mission is comprehensive. Even at the level of haul monitors and tower monitors, all persons are trained in the exact details of their mission.

Mission specifics are repeated every morning at the morning safety meetings, such as the definition of ROW, the minimum allowable specifications for eligibility of leaners, hangers, and stumps, the requirement not to mix debris stream and beyond. They are briefly reviewed each night at re-assembly when all ADMS mobile devices are fully synchronized to the server for reporting.

All monitors are trained in the context of the ADMs they are all using. Safety and FEMA eligibility training is part and parcel of the ADMs training and, as stated previously, continues daily in the daily meetings.

All monitors are taught FEMA's mission language, and this lexicon is reinforced continuously via use of the mobile application and daily meetings.

In addition to some of the roles already mentioned in this RFP with respect to the ADMS (such as Truck Certifier, Debris Haul Monitor, and Tower monitor), many other roles and supporting applications exist. One is called the "Safety Supervisor." All roving monitors, field coordinators, and supervisory personnel have this additional app capability on their devices. This allows them to perform many aspects of the mission previously mentioned. However, it also allows them to capture data on safety violations and other violations of haulers, crews, drivers, and even monitors. This data is transmitted to the database as a permanent record just like all other data missions (including all met data such as GPS position of the violation, date, time photos, etc.) and available for google earth review and general reporting.

All violations that do not comply with FEMA, Federal, or State requirements for debris collection activities will be reviewed by the field monitor and Project manager and handled directly with the City's contract manager and the agency whose employees were involved. Repeat offenses and/or major offenses will be forwarded directly to the offending agency and the jurisdiction for immediate review.

## Quality Control/Quality Assurance

Eligibility of work, reliability of documentation, and data accuracy are critical in achieving full reimbursement from FEMA for eligible project expenses. **Paragons** systematic approach to QC is as follows:

- Comprehensive initial training of all monitors on the nuances of the PAPPG and FEMA 325
- Daily morning joint safety meetings with quick and relevant mission training reviews

- A state-of-the-art Mobile app allows the monitor to collect data while “guiding” each user through their role’s relevant process.
- Nightly re-assembly of the teams to confirm synchronization of their data to the server (so that no one leaves for the night with data on their phone which has not been sent to the server)
- Review of missing or poor data as seen during the previous day with the specific monitors who need additional training.

## MOBILIZATION REQUIREMENTS

Upon award and before the event, DDC will implement its pre-event planning procedures, which include, but is not limited to the following:

- Review and modification of disaster and debris management plans, SOPs, and other pertinent policies, procedures, and documents
- Development and maintenance of road responsibility list database
- Performance of inspections and assessments
- Facilitation of interagency training and exercises

An essential part of any debris operation is understanding what roads and critical infrastructure are under the City’s jurisdiction. Using the City’s GIS roadway files, we can provide web-based maps that can be used to delineate road networks, contractor zones, etc. Not only is it critical for reimbursement from FEMA, but it is also our responsibility to make sure that roads within our area are cleared efficiently so that we can restore normalcy to the lives of the affected citizens. To give back to the community and provide jobs, all monitors will be local hires.

Once activated, senior leadership from the **Paragon Team** will meet to establish strike teams and coordinate staging areas. Leadership will establish contact with the City and initiate a daily conference call to determine resource requirements, coordinate with the debris hauler and review the City’s emergency policies and contracts.

Other activities will include:

- Mobilize crews and coordinate logistics (housing, equipment, etc.)
- Touch Mobile ADMS setup & training
- Review critical areas of concern & establish preliminary debris clearance priorities

In anticipation of an event, the **Paragon Team** will be proactive in recognizing potential areas of impact that could disrupt a community. By analyzing existing data of areas prone to flooding or primary emergency routes, the city can prioritize resources and deployments in areas of the most significant impact. By being proactive, we can restore critical infrastructure faster, clear major collectors and emergency routes more efficiently, and use resources more effectively.

Once logistics are squared away, the **Paragon Team** can immediately jump into action and aid in debris response and recovery activities. Our team members are cross-trained

and able to assist in all debris management activities where needed. These activities may include:

- Emergency road clearance support
- Coordinating and conducting damage/debris assessments with City
- Establishing/Maintaining equipment logs, timesheets, and other documentation
- Recruiting & Training monitors and supervisors
- Activating TDSRS locations, performing baseline condition, permit, and environmental assessments
- Initiating and assisting with the implementation of the Health & Safety Strategy
- Conducting and documenting equipment certifications
- Implementing QA/QCs

DDC recognizes that debris management operations are fluid and can change daily. The Team will be available to the city daily during operations to ensure that goals, objectives, and priorities are addressed and met. Additionally, our ADMS system is built to prepare and export customized reports in real-time, ensuring that stakeholders receive the information needed on time.

Using our Automated Debris Management System (ADMS), our monitors can easily and accessibly monitor all debris removal activities. The system will allow the monitors to conduct an inventory of blocked roads requiring immediate clearance, administer the monitoring and documentation of contractor labor and equipment to track time and material charges, and download this information for quick processing to produce operational maps and track clearance progress.

Correctly certifying trucks and other equipment is a critical component of any debris operation. Because the typical vehicle can make hundreds of runs, small discrepancies can add up to big dollars. The ADMS Truck Certification App was designed to reduce the potential for miscalculations and ensure federal and State guidelines are followed. By providing step-by-step instructions for a Capacity Review, the ADMS reduces the opportunity for discrepancies. The system automatically calculates the volume of the vehicle eliminating human error.

During the first ninety (90) days, the **Paragon Team** will work continuously to meet all the debris monitoring needs of the city while ensuring compliance with all local, State, and Federal standards. This kind of attention and action is critical to ensure maximum recovery and reimbursement from FEMA. Debris monitoring activities during this phase include:

- Daily briefings & Touch Mobile ADMS reports
- ROW debris collection monitoring
- Data management & invoice reconciliation
- Coordination with other agencies (FEMA, FHWA, TxDOT, UASI, etc.)
- Special project management (Private Property Debris Removal, Waterway, etc.)

| Title  | Industry Standards   | Debris Hauler Mobilization                 | Mobilization Requirements  |
|--|----------------------|--|----------------------------|
| <b>Supervisors</b>                                   |                      |  |                            |
| <b>Project Manager</b>                               | 1 per project        | N/A  | 1 full-time employee (FTE) |
| <b>Debris Management Consultant</b>                  | 1 per project        | N/A  | 1 FTE                      |
| <b>Operations Manager</b>                            | 1 per project        | N/A  | 1 FTE                      |
| <b>Mobilization Operations</b>                       |                      |  |                            |
| <b>GIS Analyst</b>                                   | 1 per project        | N/A  | 1 FTE                      |
| <b>Truck Certification</b>                           | 3 per project        | 150 dump bodies                            | 3 FTE                      |
| <b>Environmental Specialist</b>                      | as needed            | N/A  | 1 FTE                      |
| <b>Collection Operations</b>                         |                      |  |                            |
| <b>Project Coordinator</b>                           | 1:50 monitors        | N/A  | 1 FTE                      |
| <b>Field Supervisors</b>                             | 1:10 monitors        | N/A  | 3 FTE                      |
| <b>Field Coordinator (Crew Monitors)</b>             | 1/loading unit       | 30 loading units                           | 30 FTE                     |
| <b>Project Inspector (Citizen Drop-Off Monitors)</b> | as needed            | N/A (2 per each residential drop off site) | 10 FTE                     |
| <b>Disposal Operations</b>                           |                      |  |                            |
| <b>Disposal Supervisor</b>                           | 1:5 Sites            | N/A  | 1 FTE                      |
| <b>Debris Site/Tower Monitors</b>                    | 2 per TDSRS location | 2 TDSRS locations                          | 4 FTE                      |
| <b>Data Operations</b>                               |                      |  |                            |
| <b>Billing/Invoice Analyst</b>                       | 1 per project        | N/A  | 1 FTE                      |
| <b>Automated Ticketing Specialist</b>                | <b>1 per project</b> | <b>N/A</b>                                 | <b>1 FTE</b>               |

### Total Available Personnel

At Davis Disaster Consulting, our ability to serve our clients begins and ends with our seasoned disaster recovery professionals. Our team consists of experienced emergency managers, disaster preparedness specialists, engineers, surveyors, and hazardous waste technicians who possess hands-on experience in recent disasters and emergencies and prevention, mitigation, preparedness, response, and recovery programs. Davis Disaster Consulting's disaster recovery professionals are directly responsible for the disaster recovery process using the new FEMA model for DR-4372 & DR-4379, which is approximately \$80 million, and 11 open projects that require Closeout totaling over \$150 million.

The Paragons Field Human Resources (HR) Hiring Team is the processing center that enables efficient hiring and training that meets our clients' stringent Paragon field operation requirements and any specific requirements. The center is designed to be quickly mobilized, transported, and set up to allow near-immediate response for field staffing needs (in most cases, in less than 70 hours from the notice to proceed). Four trained HR representatives staff the typical Paragon HR Hiring Team (Hiring Team). However, that number can scale up to 15 at a moment's notice, with the ability to hire 100+ staff per day. The Hiring Center can be quickly scaled out to meet the most demanding needs for staff. **The Hiring Team advertises locally and reaches out to local workforce centers to utilize persons seeking employment in the community.**

The hiring process begins with an initial screening and verification of official documents, including driver's license, Social Security card, and insurance verification to ensure the identity of prospective employees. A hiring package is completed, checked for completeness and accuracy, and uploaded to the Corporate Hiring Service Center. The Corporate Hiring Service Center performs an e-Verify eligibility-to-work check and a criminal background check within 24 hours. It also serves as the verification of education and conducts drug testing when required by the position. The employee is entered into the Paragon labor tracking system and issued official Paragon safety vests and badge credentials, which must be visibly worn at all times when performing fieldwork.

| Resource  | Total Number of Personnel Available |
|---|-------------------------------------|
| <b>Management Team</b>  |                                     |
| Project Principals  | 6                                   |
| Project Managers  | 24                                  |
| Operations Managers   | 28                                  |
| <b>Field Staff</b>  |                                     |
| Field Coordinators (Crew Monitors)                                  | 1500*                               |
| Debris Site/Tower Monitors  | 120*                                |
| Field Supervisors<br>(7:1 Monitor-to-Field Supervisor Ratio)        | 55*                                 |
| Project Coordinators<br>(50:1 Monitor-to-Project Coordinator Ratio) | 35*                                 |

*\* Indicates available Paragon, Davis Consulting, and CohnReznick resources. We will staff positions with locally hired residents whenever possible.*

## Public Information

Following a disaster event, citizens will look to the City for direction regarding the debris removal process and project progress. Paragons are ready to provide all such services through our technology partners per the fees outlined in this RFP. They maintain a highly flexible support system and can rapidly create a website with regular community updates if required. Paragon is prepared to assist the City with developing a means for City to manage inquiries from residents regarding the debris removal process.

## Incident Reporting

Another key feature of our ADMS technology is that it allows field monitors to report incidents and provide supporting photographs in real-time to the City, Paragon, and the debris contractor. Examples of incidents include writing pre-existing damage, damage caused by the contractor, debris piles skipped by the contractor, safety hazards, and other incidents critical to a debris removal program.

As monitors complete incident reports in the field, the information and supporting photographs are uploaded to Krinkle's reporting server. Depending on the type of incident, priority e-mails may be sent out by the reporting server to City representatives, Paragon's project team, and debris contractor representatives. Our firsthand experience assisting local governments with recovering from disasters has shown that accurately capturing and photographing pre-existing damage can alleviate residential damage claims that may be submitted to the City. Additionally, the incident map developed from the collection information is essential to identify unresolved contractor damages before completing the program.

## Confirmation and Agreement

Paragon confirms our agreement to meet the minimum requirement of this Request for Proposals.





**G: REFERENCES**



# Supplier Response Form

## REFERENCES

A minimum of three (3) references shall be provided:

1. **Company Name:**  \*

Address:

Contact:  \*

Phone #:  \*

Email:  \*

Contract Value:  \*

Year:  \*

Description:

2. **Company Name:**  \*

Address:

Contact:  \*

Phone #:  \*

Email:  \*

Contract Value:  \*

Year:  \*

Description:

3. **Company Name:**  \*

Address:

Contact:  \*

Phone #:  \*

Email:  \*

Contract Value:  \*

Year:  \*

Description:

4. Company Name: Cartodyne

PO Box 833  
Spring, TX 77383

Address:

Contact: Jason Benoit, Principal

Phone #: 225-933-5807 Email: benoitj@cartodyne.com

Contract Value: 250000 Year: 2020

Our team is responsible for Debris Monitoring and Data Management Services for City of Oakdale, Louisiana , City of Kinder, Louisiana, & for Mt. Vernon, Alabama

Description:

Provided monitoring of the clean-up, removal, separation,

5. Company Name: SEMINOLE HARD ROCK SUPPORT SERVI

5701 Stirling Road  
Davie, Florida 33314

Address:

Contact: John Eder, Executive Vice President & Ch

Phone #: 954-585-5680 Email: John.eder@stofgaming.com

Contract Value: 500000 Year: 2021 - present

Paragon provides a team of staff to work with Seminole Hard Rock Support Services to develop policies and standard operating procedures for the finance department, based on current systems, to create timely and accurate financial reporting for Hard Rock International's Entities. Tasks

Description:



**H: MINORITY/WOMEN PARTICIPATION**



# Florida Unified Certification Program

## Disadvantaged Business Enterprise (DBE) Certificate of Eligibility

**THE RMJ GP LLC**

*MEETS THE REQUIREMENTS OF 49 CFR, PART 26*  
*APPROVED NAICS CODES:*  
 541219, 541611



**Dwayne Moore**  
*DBE & Small Business Development Manager*  
**Florida Department of Transportation**



# State of Florida

## Woman & Minority Business Certification

**RMJ GP LLC**

Is certified under the provisions of  
 287 and 295.187, Florida Statutes, for a period from:  
 08/19/2020 to 08/19/2022



Jonathan R. Satter, Secretary  
 Florida Department of Management Services



Office of Supplier Diversity  
 4050 Esplanade Way, Suite 380  
 Tallahassee, FL 32399  
 850-487-0915  
[www.dms.myflorida.com/osd](http://www.dms.myflorida.com/osd)



**H: SUBCONTRACTORS**



## Our Subcontractors

As a firm policy, Paragon conscientiously looks for opportunities to work with other business enterprises where specific and individual capabilities complement our own for the benefit of the successful completion of a project. Additionally, We have established working relationships with CohnReznick and Davis Disaster Consulting for specific project tasks.

Davis Disaster Consulting has been in business since 2014 and has helped several clients throughout the United States recover from tornadoes, hurricanes, floods, windstorms, and mudslides. As a fully functioning disaster consulting service, we have provided top-notch service, getting our clients reimbursed over 500 Million dollars in disaster funding. As a small Minority-Owned business Davis Disaster Consulting prides itself in becoming a part of the affected communities in which they are fortunate enough to work.



CohnReznick's emergency management team improves recovery outcomes for clients, sub-recipients, and communities by creating and delivering expedient, robust, and compliant disaster recovery programs. Through our proven solutions, communities can minimize infrastructure downtime, resume key services more quickly, and reduce loss of funding through non-compliance. With more than 15 years of experience, we have earned the respect of government and commercial leaders by managing billion-dollar government programs and assisting numerous communities to prepare for, recover from, and mitigate natural and manmade threats. CohnReznick is uniquely qualified and ready to help you prepare for and recover from disaster events.





**I: REQUIRED FORMS**





Supplier Response Form

BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit http://www.dos.state.fl.us/).

Company: (Legal Registration) The RMJ GP LLC dba Paragon Advisory P, \* EIN (Optional): 83-1843934

Address: 9261 OAK GROVE CIR \*

City: DAVIE \* State: Florida \* Zip: 333286966 \*

Telephone No.: 9545268371 \* FAX No.: 3054020923 \* Email: rjohnson@paragonadvisorypartners.com \*

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions):

Total Bid Discount (section 1.05 of General Conditions):

Check box if your firm qualifies for MBE / SBE / WBE (section 1.09 of General Conditions): [checked]

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Table with 6 columns: Addendum No., Date Issued, Addendum No., Date Issued, Addendum No., Date Issued. Row 1: 1, 11/9/2021, empty, empty, empty, empty.

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. You must also click the "Take Exception" button.

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal.

I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Ronald Martinez Johnson Jr \* Name (printed)

Ronald Johnson \* Signature

Ronald M Johnson \* Date

CEO \* Title

**Supplier Response Form**

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME**

**RELATIONSHIPS**

|  |
|--|
|  |
|  |
|  |
|  |

|  |
|--|
|  |
|  |
|  |
|  |

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

Ronald Johnson  
Authorized Signature

CEO  
Title

Ronald M Johnson Jr  
Name (Printed)

11/17/2021  
Date

### Supplier Response Form

#### CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH NON-DISCRIMINATION PROVISIONS OF THE CONTRACT

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

\*  
Authorized Signature

\*  
Print Name and Title

\*  
Date

Supplier Response Form

CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

MasterCard

Visa

\*  
Company Name

\*  
Name (Printed)

\*  
Date

\*  
Signature

\*  
Title

# Supplier Response Form

## E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No:

Project Description:

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name:

Authorized Company Person's Signature:

Authorized Company Person's Title:

Date:

9/15/2020

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION**

**Contractor Covered Transactions**

The prospective Contractor of the Recipient, The RMJ GP LLC dba Paragon Advisory, certifies, by submission of this document, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

Where the Recipient's Contractor is unable to certify to the above statement, the prospective Contractor shall attach an explanation to this form.

The RMJ GP LLC dba Paragon Advisory Partners

Contractor / Firm

Ronald M Johnson Jr

Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.17 13:24:53 -05'00' 11/17/2021

Signature and Date

Ronald Martinez Johnson Jr CEO

Name and Title (Printed)

9261 Oak Grove Circle

Street Address

Davie, Florida, 33328

City, State, Zip

Division Contract Number

FEMA Project Number

## CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

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

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

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

The Contractor/Firm, The RMJ GP LLC dba Paragon Advisory Partners, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

**Ronald M Johnson Jr** Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.17 13:24:30 -05'00'

\_\_\_\_\_  
Signature of Contractor's Authorized Official

Ronald Martinez Johnson Jr CEO

\_\_\_\_\_  
Print Name and Title of Contractor's Authorized Official

11/17/2021

\_\_\_\_\_  
Date

1655254

**THE E-VERIFY  
MEMORANDUM OF UNDERSTANDING  
FOR E-VERIFY EMPLOYER AGENTS**

**ARTICLE I  
PURPOSE AND AUTHORITY**

The parties to this agreement are the Department of Homeland Security (DHS) and The RMJ GP LLC (E-Verify Employer Agent). The purpose of this agreement is to set forth terms and conditions which the E-Verify Employer Agent will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the E-Verify Employer Agent, the Employer, DHS, and the Social Security Administration (SSA).

The Employer is not a party to this MOU; however, this MOU contains a section titled Responsibilities of the Employer. This section is provided to inform E-Verify Employer Agents acting on behalf of the Employer of the responsibilities and obligations their clients are required to meet. The Employer is bound by these responsibilities through signing a separate MOU during their enrollment as a client of the E-Verify Employer Agent. The E-Verify program requires an initial agreement between DHS and the E-Verify Employer Agent as part of the enrollment process. After agreeing to the MOU as set forth herein, completing the tutorial, and obtaining access to E-Verify as an E-Verify Employer Agent, the E-Verify Employer Agent will be given an opportunity to add a client once logged into E-Verify. All parties, including the Employer, will then be required to sign and submit a separate MOU to E-Verify. The responsibilities of the parties remain the same in each MOU.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

**ARTICLE II  
RESPONSIBILITIES**

**A. RESPONSIBILITIES OF E-VERIFY EMPLOYER AGENT**

1. The E-Verify Employer Agent agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the E-Verify Employer Agent representatives who will be accessing



1655254

**Approved by:**

|  |                    |
|--|--------------------|
| <b>E-Verify Employer Agent Employer</b><br>The RMJ GP LLC      |                    |
| Name (Please Type or Print)<br>Ronald Johnson                  | Title              |
| Signature<br>Electronically Signed                             | Date<br>03/16/2021 |
| <b>Department of Homeland Security – Verification Division</b> |                    |
| Name (Please Type or Print)<br>USCIS Verification Division     | Title              |
| Signature<br>Electronically Signed                             | Date<br>03/16/2021 |

Company ID Number: 1655254

**Information Required for the E-Verify Program****Information relating to your Company:**

|   |  |
|---|--|
| Company Name  | The RMJ GP LLC                                     |
| Company Facility Address                            | 9261 Oak Grove Circle<br>Davie, FL 33328           |
| Company Alternate Address                           | 9261 Oak Grove Circle<br>FORT LAUDERDALE, FL 33328 |
| County or Parish                                    | BROWARD  |
| Employer Identification Number                      | 831843934  |
| North American Industry Classification Systems Code | 541  |
| Parent Company                                      |  |
| Number of Employees                                 | 1 to 4   |
| Number of Sites Verified for                        | 1  |

1655254

**Are you verifying for more than 1 site? If yes, please provide the number of sites verified for in each State:**

FLORIDA

1 site(s)

**Company ID Number:** 1655254

**Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:**

Name Kimberly A Johnson  
Phone Number (305) 746 - 0965  
Fax Number  
Email Address kjohnson@paragonadvisorypartners.com

Name Ronald M Johnson  
Phone Number (305) 833 - 4590  
Fax Number  
Email Address rjohnson@paragonadvisorypartners.com

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION**

**Contractor Covered Transactions**

The prospective Contractor of the Recipient, The RMJ GP LLC dba Paragon Advisory, certifies, by submission of this document, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

Where the Recipient's Contractor is unable to certify to the above statement, the prospective Contractor shall attach an explanation to this form.

The RMJ GP LLC dba Paragon Advisory Partners

Contractor / Firm

Ronald M Johnson Jr

Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.17 13:23:42 -05'00'

11/17/2021

Signature and Date

Ronald Martinez Johnson Jr CEO

Name and Title (Printed)

9261 Oak Grove Circle

Street Address

Davie, Florida, 33328

City, State, Zip

Division Contract Number

FEMA Project Number

## CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

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

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

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

The Contractor/Firm, The RMJ GP LLC dba Paragon Advisory Partners, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

**Ronald M Johnson Jr** Digitally signed by Ronald M Johnson Jr  
Date: 2021.11.17 13:23:53 -05'00'

\_\_\_\_\_  
Signature of Contractor's Authorized Official

Ronald Martinez Johnson Jr CEO

\_\_\_\_\_  
Print Name and Title of Contractor's Authorized Official

11/17/2021

\_\_\_\_\_  
Date



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/17/2021

**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).**

|  |  |   |  |                                    |  |
|--|--|---|--|------------------------------------|--|
| <b>PRODUCER</b><br>Orchid Agency Group Inc.<br>5550 Wild Rose Ln Ste 400<br>West Des Moines IA 50266 |  | <b>CONTACT NAME:</b><br><b>PHONE (A/C, No, Ext):</b> 515-809-9099<br><b>E-MAIL ADDRESS:</b> info@orchidag.com |  | <b>FAX (A/C, No):</b> 515-949-4099 |  |
| <b>INSURED</b><br>The RMJ GP LLC<br>6303 Blue Lagoon Dr. Suite 400<br>Miami FL 33126                 |  | <b>INSURER(S) AFFORDING COVERAGE</b>  |  | <b>NAIC #</b>                      |  |
|  |  | <b>INSURER A :</b> Hiscox Insurance Company Inc.  |  | 10200                              |  |
|  |  | <b>INSURER B :</b> State National Insurance Company, Inc.   |  | 12831                              |  |
|  |  | <b>INSURER C :</b>  |  |                                    |  |
|  |  | <b>INSURER D :</b>  |  |                                    |  |
|  |  | <b>INSURER E :</b>  |  |                                    |  |
|  |  | <b>INSURER F :</b>  |  |                                    |  |

**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        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR<br><input checked="" type="checkbox"/> Primary & Non Contributory<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |                              | <input checked="" type="checkbox"/>     | UDC-4819425-CGL-21 | 4/28/2021               | 4/28/2022               | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000<br>MED EXP (Any one person) \$ 5,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 3,000,000<br>PRODUCTS - COMP/OP AGG \$ 3,000,000<br>\$ |
| A        | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> ALL OWNED AUTOS<br><input checked="" type="checkbox"/> HIRED AUTOS<br><input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> NON-OWNED AUTOS  |                              |   | UDC-4819425-CGL-21 | 4/28/2021               | 4/28/2022               | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$  |
|          | <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR<br><b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE<br>DED RETENTION \$  |                              |   |                    |                         |                         | EACH OCCURRENCE \$<br>AGGREGATE \$<br>\$   |
| B        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below   | Y/N <input type="checkbox"/> | N/A <input checked="" type="checkbox"/> | NXTJPPWQ3H-00-WC   | 11/17/2021              | 11/17/2022              | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER<br>E.L. EACH ACCIDENT \$ \$1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$ \$1,000,000<br>E.L. DISEASE - POLICY LIMIT \$ \$1,000,000                                |
| A        | Professional Liability  |                              |   | UDC-4819425-EO-21  | 4/28/2021               | 4/28/2022               | Limit: \$1,000,000 Each Claim<br>\$3,000,000 Aggregate Limit   |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Certificate Holder listed as Additional Insured/Waiver of Subrogation as needed per blanket endorsement.

- Contractor shall provide to the City a Certificate of Insurance having a thirty (30) day notice of cancellation; ten (10) days' notice if cancellation is for nonpayment of premium. In the event that the insurer is unable to accommodate the cancellation notice requirement, it shall be the responsibility of the Contractor to provide the proper notice. Such notification will be in writing by registered mail, return receipt requested, and addressed to the certificate holder.
- In the event the Agreement term goes beyond the expiration date of the insurance policy, the Contractor shall provide the City with an updated Certificate of Insurance no later than ten (10) days prior to the expiration of the insurance currently in effect. The City reserves the right to suspend the Agreement until this requirement is met.

**CERTIFICATE HOLDER CANCELLATION**

|  |   |
|--|---|
| City of Fort Lauderdale<br>Procurement Services Division<br>100 N. Andrews Avenue<br>Fort Lauderdale, FL 33301 | <b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b> |
|  | <b>AUTHORIZED REPRESENTATIVE</b><br>  |

November 12, 2021

City of Fort Lauderdale  
Procurement Services Division  
100 N Andrews Avenue, Ste. 619  
Fort Lauderdale, FL 33301

Contractor: Paragon Advisory Partners  
Project: Disaster Debris Management, Cost Recovery, Project Management and Other Support  
Services – RFP No. 12527-825

To Whom It May Concern:

It has been the privilege of American Contractors Indemnity Company to provide surety bonds on behalf of Paragon Advisory Partners.

At Paragon Advisory Partners' request, we anticipate being able to provide bonds up to \$1,000,000 subject to the surety's review and acceptance of the contract terms and conditions, bond forms, construction financing details and a satisfactory underwriting review at the time of the request. The surety reserves the absolute right to approve or decline bonds.

This letter is not to be used as a qualification for Subguard or any other subcontractor default insurance product.

American Contractors Indemnity Company carries an A+ (Superior) rating with A.M. Best, a Financial Class Size of XV (\$2 Billion or greater) and is listed as an approved surety by the Department of Treasury Circular 570.

Sincerely,



Mark D. Pichowski, CPA  
Attorney-in-Fact and  
Florida Licensed Resident Agent





[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Florida Limited Liability Company  
THE RMJ GP LLC

### Filing Information

|                             |              |
|-----------------------------|--------------|
| <b>Document Number</b>      | L18000209853 |
| <b>FEI/EIN Number</b>       | 83-1843934   |
| <b>Date Filed</b>           | 09/04/2018   |
| <b>State</b>                | FL           |
| <b>Status</b>               | ACTIVE       |
| <b>Last Event</b>           | LC AMENDMENT |
| <b>Event Date Filed</b>     | 01/02/2020   |
| <b>Event Effective Date</b> | NONE         |

### Principal Address

9261 OAK GROVE CIRCLE  
DAVIE, FL 33328

### Mailing Address

9261 Oak Grove Circle  
Davie, FL 33328

Changed: 04/15/2019

### Registered Agent Name & Address

JOHNSON, RONALD M, JR  
9261 OAK GROVE CIRCLE  
DAVIE, FL 33328

### Authorized Person(s) Detail

#### **Name & Address**

Title AMBR

JOHNSON, RONALD M, JR  
9261 OAK GROVE CIRCLE  
DAVIE, FL 33328

Title AMBR

JOHNSON, KIMBERLY A  
9261 OAK GROVE CIRCLE  
DAVIE, FL 33328

CAM 22-0018  
Exhibit 5

**Annual Reports**

| <b>Report Year</b> | <b>Filed Date</b> |
|--------------------|-------------------|
| 2019               | 04/15/2019        |
| 2020               | 02/11/2020        |
| 2021               | 03/16/2021        |

**Document Images**

|   |  |
|---|--|
| <a href="#">03/16/2021 -- ANNUAL REPORT</a>             | <a href="#">View image in PDF format</a> |
| <a href="#">02/11/2020 -- ANNUAL REPORT</a>             | <a href="#">View image in PDF format</a> |
| <a href="#">01/02/2020 -- LC Amendment</a>              | <a href="#">View image in PDF format</a> |
| <a href="#">04/15/2019 -- ANNUAL REPORT</a>             | <a href="#">View image in PDF format</a> |
| <a href="#">09/04/2018 -- Florida Limited Liability</a> | <a href="#">View image in PDF format</a> |

Florida Department of State, Division of Corporations



***Thank you!***



## **REFERENCES**

A minimum of three (3) references shall be provided:

**1. Company Name: Texas Division of Emergency Management**

**Address: 1033 La Posada Drive -, Ste 250, Austin, Texas, 78752, United States**

**Contact: Josh Davies, Division Chief**

**Phone #: (512) 462-6142 Email: Josh.Davies@dps.texas**

**Contract Value: 75000000 Year: 2017 â" Present**

**Description: Performing complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to respond, administer, organize, and monitor federally funded disaster grants within the state of Texas**

**Provided FEMA PA support for over 265 applicants totaling \$29 billion**

**Implement the new FEMA delivery model for applicants throughout the State.**

**Are responsible for providing guidance on Stafford Act 428 regulations to applicants.**

**2. Company Name: Massachusetts Emergency Management Agency (MEMA)**

**Address: 400 Worcester Road (Route 9 East), Framingham, MA 01702-5399**

**Contact: David Mahr, Administrative Officer**

**Phone #: (508) 820-1423 Email: David.Mahr@state.ma.us**

**Contract Value: 5600000 Year: 2020â" Present**

**Description: Our team is responsible for establishing procedures, processes and systems to make grant administration efficient, effective, and compliant with federal requirements to ensure a defensible grant.**

**reviewing existing procurements and contracts to ensure regulatory compliance and vendor satisfaction of terms,**

**aligning/grouping all expenses and contracts to specific eligible Category B activities authorized under COVID-19,**

**identifying expenses and activities that may need further documentation or justification to validate eligibility,**

**developing and distributing performance reports related to applicant progress**

**3. Company Name: North Carolina Emergency Management**

**Address: 1636 Gold Star Drive**

**Raleigh NC 27607**

**Contact: Todd Wright, Recovery Chief**

Phone #: **(919) 215-1672** Email: **Todd.Wright@ncdps.gov**

Contract Value: **3500000** Year: **July 2020â" Present**

Description: **Our team performs complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster grants within the State of North Carolina.**

**Develop written guidance, fact sheets, and training materials for distribution**

**Create Standard Operating Guidelines for Public Assistance**

**Ensure timely administrative and fiscal process for grant awards**

**Provide direct technical assistance and guidance to grant recipients on documentation requirements and resolution of project worksheet-related problems**

**4. Company Name: Cartodyne**

Address: **PO Box 833**

**Spring, TX 77383**

Contact: **Jason Benoit, Principal**

Phone #: **225-933-5807** Email: **benoitj@cartodyne.com**

Contract Value: **250000** Year: **2020**

Description: **Our team is responsible for Debris Monitoring and Data Management Services for City of Oakdale, Louisiana , City of Kinder, Louisiana, & for Mt. Vernon, Alabama**

**Provided monitoring of the clean-up, removal, separation, reduction, and disposal of debris. Monitored, observed, and documented debris removal from all points of pickup and disposal. Project Worksheet and other pertinent report preparation required for reimbursement by FEMA and any other applicable agency for disaster recovery efforts by City staff and designated debris removal contractors.**

**5. Company Name: SEMINOLE HARD ROCK SUPPORT SERVICES, LLC**

Address: **5701 Stirling Road**

**Davie, Florida 33314**

Contact: **John Eder, Executive Vice President & Chief Financial Officer**

Phone #: **954-585-5680** Email: **John.eder@stofgaming.com**

Contract Value: **500000** Year: **2021 - present**

Description: **Paragon provides a team of staff to work with Seminole Hard Rock Support Services to develop policies and standard operating procedures for the finance department, based on current systems, to create timely and accurate financial reporting for Hard Rock International's Entities. Tasks performed and procedures will encompass financial reporting through reconciliations, accounts payable, fixed assets, general ledger, monthly/quarterly/annual closing procedures, accounts payable, corporate accounting, accounts receivable in accordance with GASB, FASB, and IFRS standards.**

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME**

**RELATIONSHIPS**

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

|   |                                   |
|---|-----------------------------------|
| <p><b>Ronald Johnson</b><br/>Authorized Signature</p> | <p><b>CEO</b><br/>Title</p>       |
| <p><b>Ronald M Johnson Jr</b><br/>Name (Printed)</p>  | <p><b>11/17/2021</b><br/>Date</p> |

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH  
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

**Ronald Johnson**  
Authorized Signature

**Ronald Martinez Johnson Jr CEO**  
Print Name and Title

**11/17/2021**  
Date



## CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

MasterCard

Visa

**The RMJ GP LLC dba Paragon Advisory Partners**  
Company Name

**Ronald Martinez Johnson Jr**  
Name (Printed)

**Ronald Johnson**  
Signature

**11/17/2021**  
Date

**CEO**  
Title

**E-VERIFY AFFIRMATION STATEMENT**

RFP/Bid /Contract No: **12527-825**

Project Description: **City of Fort Lauderdale  
Disaster Debris Management, Cost Recovery, Project Management and Other Support Services**

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: **The RMJ GP LLC dba Paragon Advisory Partners**

Authorized Company Person's Signature: **Ronald Johnson**

Authorized Company Person's Title: **CEO**

Date: **11/17/2021**

9/15/2020

**BID/PROPOSAL CERTIFICATION**

**Please Note:** It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit http://www.dos.state.fl.us/).

Company: (Legal Registration) **The RMJ GP LLC dba Paragon Advisory Partners**EIN (Optional): **83-1843934**

Address: **9261 OAK GROVE CIR**

City: **DAVIE**State: **Florida**Zip: **333286966**

Telephone No.: **9545268371**FAX No.: **3054020923**Email: **rjohnson@paragonadvisorypartners.com**

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**):

Total Bid Discount (**section 1.05 of General Conditions**):

Check box if your firm qualifies for MBE / SBE / WBE (**section 1.09 of General Conditions**):

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

| <u>Addendum No.</u> | <u>Date Issued</u> | <u>Addendum No.</u> | <u>Date Issued</u> | <u>Addendum No.</u> | <u>Date Issued</u> |
|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|
| <b>1</b>            | <b>11/9/2021</b>   |                     |                    |                     |                    |

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **You must also click the “Take Exception” button.**

**N/A**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal.

I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City’s liability for respondent’s direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City’s protest ordinance contained in this competitive solicitation.

Submitted by:

**Ronald Martinez Johnson Jr**  
Name (printed)

**Ronald Johnson**  
Signature

**Ronald M Johnson**  
Date

**CEO**  
Title

Revised 4/28/2020

# RMJ GP LLC, THE

|   |   |  |
|---|---|--|
| DUNS Unique Entity ID<br><b>081509592</b>   | SAM Unique Entity ID<br><b>H4TFL6LKCL64</b>   | CAGE / NCAGE<br><b>8PCA1</b>           |
| Purpose of Registration<br><b>All Awards</b>  | Registration Status<br><b>Active</b>  | Expiration Date<br><b>Oct 11, 2022</b> |
| Physical Address<br><b>9261 Oak Grove CIR<br/>Davie, Florida 33328-6966<br/>United States</b> | Mailing Address<br><b>9261 Oak Grove CIR<br/>Davie, Florida 33328<br/>United States</b> |  |

## Business Information

|   |  |                                      |
|---|--|--------------------------------------|
| Doing Business as<br><b>(blank)</b>         | Division Name<br><b>Rmj Gp Llc, The</b>                            | Division Number<br><b>RMJ GP LLC</b> |
| Congressional District<br><b>Florida 23</b> | State / Country of Incorporation<br><b>Florida / United States</b> | URL<br><b>thermjgroup.com</b>        |

## Registration Dates

|  |  |   |
|--|--|---|
| Activation Date<br><b>Oct 12, 2021</b> | Submission Date<br><b>Oct 11, 2021</b> | Initial Registration Date<br><b>Aug 1, 2020</b> |
|--|--|---|

## Entity Dates

|   |   |
|---|---|
| Entity Start Date<br><b>Sep 4, 2018</b> | Fiscal Year End Close Date<br><b>Dec 31</b> |
|---|---|

## Immediate Owner

|                        |                                       |
|------------------------|---------------------------------------|
| CAGE<br><b>(blank)</b> | Legal Business Name<br><b>(blank)</b> |
|------------------------|---------------------------------------|

## Highest Level Owner

|                        |                                       |
|------------------------|---------------------------------------|
| CAGE<br><b>(blank)</b> | Legal Business Name<br><b>(blank)</b> |
|------------------------|---------------------------------------|

## Executive Compensation

Registrants in the System for Award Management (SAM) respond to the Executive Compensation questions in accordance with Section 6202 of P.L. 110-252, amending the Federal Funding Accountability and Transparency Act (P.L. 109-282). This information is not displayed in SAM. It is sent to USAspending.gov for display in association with an eligible award. Maintaining an active registration in SAM demonstrates the registrant responded to the questions.

## Proceedings Questions

Registrants in the System for Award Management (SAM) respond to proceedings questions in accordance with FAR 52.209-7, FAR 52.209-9, or 2.C.F.R. 200 Appendix XII. Their responses are not displayed in SAM. They are sent to FAPIIS.gov for display as applicable. Maintaining an active registration in SAM demonstrates the registrant responded to the proceedings questions.

## SAM Search Authorization

I authorize my entity's non-sensitive information to be displayed in SAM public search results:

**Yes**

## Entity Types

### Business Types

|  |  |  |
|--|--|--|
| Entity Structure<br><b>Sole Proprietorship</b>     | Entity Type<br><b>Business or Organization</b> | Organization Factors<br><b>Limited Liability Company</b> |
| Profit Structure<br><b>For Profit Organization</b> |  |  |

## Socio-Economic Types

**Minority Owned Business**  
**Self Certified Small Disadvantaged Business**  
**Economically Disadvantaged Women Owned**

**Small Business****Woman Owned Small Business****Woman Owned Business****DOT Certified DBE****Black American Owned**

Check the registrant's Repts & Certs, if present, under FAR 52.212-3 or FAR 52.219-1 to determine if the entity is an SBA-certified HUBZone small business concern. Additional small business information may be found in the SBA's Dynamic Small Business Search if the entity completed the SBA supplemental pages during registration.

**Financial Information**

Accepts Credit Card Payments

**Yes**

Debt Subject To Offset

**No**

EFT Indicator

**0000**

CAGE Code

**8PCA1****Points of Contact****Electronic Business**

✉

**Ronald M Johnson, Vice-President****9261 Oak Grove CIR****Davie, Florida 33328****United States****Government Business**

✉

**Ronald M Johnson, Vice-President****9261 Oak Grove CIR****Davie, Florida 33328****United States****Service Classifications****NAICS Codes**

Primary

**Yes**

NAICS Codes

**541611**

NAICS Title

**Administrative Management And General Management Consulting Services****541219****Other Accounting Services****541618****Other Management Consulting Services****624230****Emergency And Other Relief Services****Product and Service Codes**

PSC

PSC Name

**B505****Special Studies/Analysis- Cost Benefit****B513****Special Studies/Analysis- Feasibility (Non-Construction)****B528****Special Studies/Analysis- Regulatory****B547****Special Studies/Analysis- Accounting/Financial Management****B554****Special Studies/Analysis- Acquisition Policy/Procedures****R408****Support- Professional: Program Management/Support****R429****Support- Professional: Emergency Response, Disaster Planning, And Preparedness Support****R497****Support- Professional: Personal Services Contracts****R703****Support- Management: Accounting****R704****Support- Management: Auditing****R707****Support- Management: Contract/Procurement/Acquisition Support****R710****Support- Management: Financial****R799****Support- Management: Other**

## Disaster Response

Yes, this entity appears in the disaster response registry.

States

Counties

Metropolitan Statistical Areas

**Any**