



August 12<sup>th</sup>  
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## PROPOSAL FOR

City of Terrell, Texas

RFP 2024-DRCS-1 - Disaster Recovery  
Consulting Services

Mr. Gary Yates  
2120 Killarney Way, Tallahassee, FL 32309  
850-739-3600  
[gary.yates@theintegritygroup.net](mailto:gary.yates@theintegritygroup.net)  
August 13, 2024



# COVER LETTER

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**Dear Mr. Conner and the City of Terrell:**

In response to the above-referenced RFP, we are pleased to submit this proposal to serve the City of Terrell by providing highly qualified technical & grant management consultant services for all of your current and future disaster recovery needs. *The Integrity Group*, which is a dba of *Blue Sky Emergency Management*, is fully prepared to leverage our intimate knowledge and expertise in the operations of the Federal Emergency Management Agency (FEMA) Public Assistance (PA) program, including completing and overseeing the project(s) application and administration of FEMA Public Assistance Categories A (debris removal) and B (emergency protective measures), FEMA Public Assistance Categories C-G (Permanent Work categories), FEMA Public Assistance Category Z (administrative costs), FEMA 406 hazard mitigation, FEMA 404 hazard mitigation, and when/if necessary, HUD CDBG-DR and CDBG-Mitigation programs, all the while staying fully compliant with all Federal, State, and local laws, governing regulations, executive orders, FEMA & HUD policies and procedures, directives, 2 CFR Part 200, 44 CFR Part 206, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, etc. *The Integrity Group* has a proven track record in guiding many local government clients through complex disaster recovery processes, ensuring effective utilization of federal resources, and achieving resilient outcomes. Our commitment to excellence, extensive experience, and mastery of Federal and State procedures uniquely positions us as the ideal provider for the City of Terrell.

**August 13, 2024****City of Terrell**  
**Attn: Dustin Conner**  
**201 Nash Street**  
**Terrell, TX 75160****Re: RFP # 2024-DRCS-1 -**  
**Disaster Recovery Consulting**  
**Services**

**Our Distinct Expertise:** As a complete Emergency Management Services firm, with over 14 years of experience as experts in disaster recovery programs and project management services, *The Integrity Group* has pursued, secured, and expertly managed Federal, State, Local, and Private Non-Profit funding totaling over \$4.8 billion. Our significant success has been achieved through our constant focus on providing exceptional top-quality work that ensures 100% compliance with the myriad of federal and state regulations. **IMPORTANT FACT:** Not a single project that we authored for our clients has resulted in funding claw-backs. Our team of seasoned professionals includes high-performing damage assessors; FEMA disaster recovery FEMA grant specialists; program, project, and grant managers; CDBG-DR and CDBG-Mitigation professionals; engineers; financial and performance auditors; information technologists; disaster grant appeals attorneys; federally- licensed drone pilots; training and desk-top exercise specialists; insurance specialists;



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environmental specialists; grant closeout specialists; and executive leaders with decades of experience and knowledge. **BOTTOM LINE:** As a firm that is deeply familiar with the FEMA and HUD CDBG-DR models and guidelines, we can seamlessly lead and help the city manage the entire process, ensuring that all FEMA PA / Mitigation and when/if necessary, all HUD Program categories that pertain to the City's recovery are effectively addressed, optimized, and successfully closed out.

**Demonstrated Strategic Expertise:** After the severe impact of Hurricane Michael along the Gulf Coast of Florida in late 2018, we were tasked to develop the *Bay County Long-term Recovery Plan*. This project was completed in full compliance with the FEMA National Disaster Recovery Framework (NDRF) and HUD guidelines and in coordination with six major branches—Health & Social Services, Infrastructure, Economic Development, Housing, Natural & Cultural Resources, and Planning & Capacity. The project included the participation of more than eight hundred residents, business leaders, and other stakeholders who participated in 250 public meetings, special research sessions, and open discussions. In addition, hundreds of residents participated via a special recovery website and through social media. We are pleased that this highly successful project evolved into a “national model” Long-term Recovery Plan which received numerous accolades from Federal, State, and Local agencies.

**Tailored Solutions for The City:** In addition to the important work related to FEMA, we are also prepared to provide a complete range of short and long-term recovery services. This includes the necessary and significant work associated with the U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant- Disaster Recovery (CDBG-DR) program.

**Our engagement with the City of Terrell** will be led by **Texas resident, K. Kelly Bender** – a highly qualified and experienced disaster recovery and response professional through over seven years of active engagement with FEMA Public Assistance projects, anchored by an additional 12 years' experience in Emergency Management Assessment and Disaster Response experience as an officer in the United States Air Force. Kelly will be fully supported by a deep team of disaster recovery experts within The Integrity Group (refer to Tab 3 for additional information).

In addition, and upon approval by the City of Terrell, we are pleased to partner with subcontractor, **Trustmark Enterprise, a Small Business Administration (SBA)-certified, Service-Disabled Veteran Owned Small Business** with over 35 years of professional experience in program and project/grant management expertise.



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In conclusion, *The Integrity Group* brings a wealth of expertise in disaster recovery program services. We are confident that our team's experience, dedication, and comprehensive approach make us the ideal provider for the City's current and future disaster recovery efforts.

Thank you for considering our proposal. We look forward to the opportunity to support the City of Terrell.

Sincerely,



Gary Yates

President & CEO

The Integrity Group

[gary.yates@theintegritygroup.net](mailto:gary.yates@theintegritygroup.net)

850.739.3600

2120 Killarney Way, Tallahassee, Fla. 32309

[www.theintegritygroup.net](http://www.theintegritygroup.net)



# QUALIFICATIONS OF THE INTEGRITY GROUP

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# QUALIFICATIONS OF THE INTEGRITY GROUP

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## Relevant Experience

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**The Integrity Group** (dba of Blue Sky Emergency Management) has the critically needed experience and expertise necessary, coupled with a laser focus on exceptional client service, to provide the City of Terrell a comprehensive set of long-term disaster recovery skills. As a result of our extensive experience, and more importantly, our success in helping communities recover from natural disasters, we understand policy, operational, and funding nuances in these projects, and are fully prepared to support Terrell through every phase, including all steps of program administration to project closeouts. We will continuously weave in best practices that focus on document management, monitoring, and compliance of work completion, and conducting final reconciliations to effectively close out all grants.

Team Integrity has a deep knowledge of disaster recovery operations through our experience with communities devastated by not only Hurricane Michael (2018), but every other major disaster that impacted the southeast since 2004. We have worked side-by-side with federal, state, and local elected officials and staff at their affiliated recovery offices. As a complete Emergency Management Services firm, our team has amassed significant experience in successfully managing the complex areas of the FEMA Public Assistance (PA) and Mitigation Programs; the HUD Community Development Block Grants-Disaster Recovery (CDBG-DR), and CDBG-DR Hazard Mitigation Grants, and the Federal Highway Administration Program (FHWA). We have also worked with various Community Redevelopment Agencies (CRA), to link with tax incentives and other programs. In addition, our team is familiar and current with the guidelines and regulations established and set forth by the Texas Department of Transportation (TXDOT), Texas Commission on Environmental Quality (TCEQ), Texas Parks and Wildlife Department (TPWD), and the Texas Historical Commission (THC), and are fully prepared to stay current on all said guidelines and regulations, and advise the City from beginning to end to ensure maximum financial recovery for the City of Terrell. Our professionals include high-performing Damage Assessors; FEMA Disaster Recovery Grant



Specialists; program, project, and grant Managers; CDBG-DR Professionals; Financial & Performance Auditors; Licensed Engineers; Information Technologists; Disaster Grant Appeals Attorneys; Federally- licensed Drone Pilots; Training & Desk Top Exercise Specialists; Insurance Specialists; Environmental Specialists; Grant Closeout Specialists, and executive leaders with decades of state and federal experience and knowledge.

Unfortunately, it is also common to discover fraudulent activity and “bad actors” associated with large-scale disaster relief and recovery efforts. That is why, in addition to those critical skillsets, we keenly **focus on fraud prevention and detection solutions** in all that we do. As a **licensed private investigative firm**, we have access to analytical tools that are invaluable in attempts to protect taxpayer dollars that may be vulnerable to abuse. This enables our clients and their leadership to demonstrate their commitment to fiscal accountability while safeguarding taxpayer dollars. Every task we perform for every client we serve focuses on excellence, cost-effectiveness, and responsiveness to our clients’ needs, and in this case, to the needs of Terrell and its proud citizens who call Terrell “home.”

For the City of Terrell, we are ready to deploy our best and brightest professionals to serve in whatever disaster recovery roles the City may require to include, but not limited to:

- Project Executive
- Project/Grant Manager
- Senior Damage Assessment Estimator
- Damage Assessment Estimator
- Senior Disaster Recovery/Grant Management Specialist
- Grant Management Specialist
- Senior Engineer/Planner/Analyst
- Engineer/Planner/Analyst
- Disaster Appeals Attorney
- Senior Compliance Manager
- Administrative Assistant

Current staffing in our Emergency Management Component totals more than 60 professionals, with on-demand access to approximately 75 additional qualified staff. Our team has managed disaster recovery work for **hundreds of counties, cities & municipalities, school districts, special districts, and non-profit organizations.** Highlights of our experience are as follows:

Since 2010, our team has **developed, managed, and closed out over 6,000 FEMA disaster recovery projects valued at more than \$4.8 Billion.** Our goal is always to secure maximum funding as soon as practical, prepare projects to withstand audit review, and to close out these recovery grants as quickly as possible.



Our team has proven recent successful experience in pursuing and managing funding for our clients from FEMA, and the U.S. Department of Housing and Urban Development (HUD), Community Development Block Grants-Disaster Recovery program. In particular, and in response to the 2018 Category Five Hurricane Michael disaster, our team collaborated with local clients on FEMA and CDBG-DR long-term recovery planning and funding opportunities for infrastructure, housing, and economic development projects. This included producing the **Bay County, Florida Long-term Recovery Plan** that has been named among the best in the business.

Our team understands the complexity, difficulty, and urgency of managing all Federal recovery funding, including FEMA Public Assistance and HUD CDBG-DR and Mitigation funding. A key focus of our efforts is to ensure **100% compliance with the myriad federal and State regulations**. Our team includes former governmental Inspectors General, Chief Auditors, and Investigators that ensure full compliance, and prepares our clients for future Federal and State Audits.

Our team has proven successful experience in pursuing and managing funding for our clients from the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery program. Just for the 2018 Category Five Hurricane Michael and the COVID-19 Pandemic, our team has collaborated with local clients on CDBG-DR, CV, and COVID funding totaling over **\$100 million** to fund unmet needs (housing, infrastructure and economic development) and mitigate future disasters. Because HUD guidelines do not allow for pre-award administration fees, **we pursued and won these critical grants at ZERO cost to our local clients.**

Beyond FEMA Public Assistance and HUD Community Development Block Grant services, our team also has extensive experience and remains current with the guidelines and regulations involved in the **wide range of other disaster recovery and related programs**. This includes the Federal Highway Administration (FHWA); the Natural Resources Conservation Services (NRCS); the U.S. Army Corp of Engineer (USACE); various Economic Development programs, and familiarity and currency with guidelines and familiarity as established and set forth by the TXDOT, TCEQ, TPWD, and the THC.

We also offer a unique pre-disaster **“Recovery Ready”** service to ensure that clients are fully prepared to deal with the complex recovery process. In the recovery phase of a disaster, many clients realize that they are deficient in this critical element. These problems can be avoided or at least limited in scope by proper disaster preparedness planning and documentation. Problems and deficiencies in the procurement of goods and services, documentation of damages, and maintenance of personnel and facility records could mean lost opportunities to fully recover costs. *Recovery Ready* is a thorough process to evaluate and update policies to ensure compliance with all grant requirements. This will not only maximize the ability to fully recover disaster-related expenses but also to ensure the affected entities will be able to navigate through its recovery efficiently.

Our combined successes in financial services, emergency management, recovery, mitigation, FEMA, and CDBG-DR requirements are significant. This experience makes us a



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comprehensive, knowledgeable, productive, creative, and proven provider. Together, our team has managed or participated in major disaster recoveries in **35 Presidentially declared disasters** across the nation including Florida, Kentucky, Tennessee, Louisiana, Missouri, New Jersey, Wisconsin, Ohio, Mississippi, and North Carolina. We are ready to add Texas, and the City of Terrell, to that deep portfolio of helping communities thrive and recover when the “unexpected” happens.

Regarding the critical need for **full compliance**, our firm is staffed with former Inspectors General, Chief Auditors, Investigators, Insurance Adjusters and Appeals Attorneys. In addition, we have an exceptionally deep understanding and key experience with the audit/reporting requirements of both the uniform grant guidance, Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). We have performed grant specific audits, aided with cost allocation plans, evaluated controls over grant compliance, consulted with clients concerning project reimbursements, and assisted clients in organizing the structure of their general ledger to better account for grant activity. Our compliance testing includes tests of eligibility, proper cost allocation, and allowable costs in accordance with the Uniform Guidance and compliance supplements. Our professionals regularly attend continuing education courses to stay informed about auditing techniques and regulatory changes related to HUD, FEMA, and other funding agencies.

**The Integrity Group team has proven experience in Federal and State funding programs that has been evaluated and validated by Federal and State Auditors. Our unique team includes the key assets needed for a “**start to finish**” **successful preparedness and recovery effort**.**

**Our firm has undergone detailed audits and reviews by Federal and State Auditors/Inspectors General. The results of these audits have revealed zero significant adverse findings – a proven performance that is extremely rare.**

**We are also a licensed private investigative and security firm**, always on the alert for potential fraud and abuse of taxpayer dollars. This is a critical component in all of our efforts.

The Integrity Group brings unique expertise to not only implement a solution but also works with our clients to look for opportunities to streamline and improve workflows. We have worked with state and federal organizations that provide guidelines and rules for disaster recovery grants. Our deep knowledge ensures that the processes we implement take into



consideration the rules and compliance necessary to successfully report on the City's various sets of grant funding sources and Grantee awards. We will improve and translate processes that ensure the success of the long and critical recovery project.

## Qualifications of Trustmark Enterprise. (Subcontractor)

Officially formed in the year 2020, Trustmark Enterprise is a full service, Service-Disabled Veteran-Owned Small Business and management consulting firm, highly skilled and

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2057 Crestdale Dr.  
Tallahassee FL 32308

accomplished at managing multi-million-dollar portfolio, program, project/grant, and process requirements. Its successes are anchored in the founder's 35+ years of global operational and executive leadership successes in diverse large/small organizations both within the U.S. and abroad – much of which was service to our nation as a United States Air Force Intelligence officer.

The firm offers Project Management Professional (PMP)-certified services, with 15+ years specifically managing federal grant programs and projects. The firm prides itself on being skilled at executive/C-Suite relationship management/collaboration /sales, leading and resourcing small to large, distributed virtual project/process teams, managing change, agile and scrum techniques, value stream mapping, identifying, and mitigating risk, managing scope & change and achieving milestones & results. Trustmark Enterprise is trained and educated in all aspects of FEMA and CDBG-DR disaster recovery programs and processes and will play a key role in providing disaster preparation and recovery program management services for The Integrity Group, and by extension, the City of Terrell.





**Overall, *The Integrity Group's* success in the area of disaster recovery services over the past 14 years was built upon a foundation of the following major values —all vitally important in everything we do:**

#### **Comprehensiveness**

We provide one-stop for all aspects of disaster preparedness, response and recovery.

#### **Compliance**

Work with clients to maintain 100% compliance and avoid funding denials, claw backs, and potential fraudulent acts.

#### **Cost Effectiveness**

Offer competitive professional rates and deploy our personnel "just in time" to contain cost.

#### **Commitment**

Actively engage for the entire recovery process from deployment to final project closeout. We never leave any work undone.

#### **Creativity**

Explore innovative solutions and approaches that optimizes results.

#### **Communication**

Focus on effective communication with clients. Provide timely and complete reporting, access to our "Integrity Trax" management system. Our goal is clients are never surprised.

#### **Consistency**

Ensure staffing consistency through the entire project. We never switch key staff nor bring in new personnel for training.

#### **Collaboration**

Forge true partnerships with our clients, affiliated entities, non-profits, community groups, local businesses and other service providers. This brings greater results!



## Past Performance on Similar Projects

We offer the following references for similar work performed by The Integrity Group in other jurisdictions. We stand ready to provide additional references if requested.

### **City of Mayfield, Kentucky**

#### **CONTACT**

Kathy O'Nan  
*Mayor of City of Mayfield*

270-251-6251

[konan@mayfieldky.gov](mailto:konan@mayfieldky.gov)

211 East Broadway,  
Mayfield, KY 42066

In December 2021, a devastating EF4 tornado ripped through the City of Mayfield, severely damaging or destroying all the city facilities and leveling the entire downtown area. Our firm was brought on to assist them with their recovery. During the last 18 months, we have provided them with guidance and services to support their recovery. We have collaborated closely with community leaders and citizens to meet their specific recovery needs. We attended town hall meetings and continue to attend City Council meetings to ensure that all stakeholders maintain clear lines of communication across all aspects of rebuilding. The Integrity Group has guided the client through the Direct Federal Assistance (DFA) process,

drafted multiple federally compliant RFPs, utilized our public adjuster partners to ensure maximum insurance payouts, and coordinated with many federal agencies and numerous issues. Our team was instrumental in securing state funding through the SAFE program, ensuring that there was/is no duplication of funding. The estimated total recovery funding for the City is **\$95 million** (FEMA and HUD). This includes approximately **\$10 million** in Mitigation funding from FEMA and CDBG-DR.

Currently, we are working with architects and engineers on bi-weekly meetings to ensure that policy is followed, and the city's goals are achieved. We will be representing the city at the state legislature to assist them in finding funds to fill the gap between insurance, FEMA, and actual costs. We have supported the City in every endeavor regarding recovery and will soon be taking on their CDBG-DR funding once the Notice of Funding is released. As a firm, we pride ourselves in being the one-stop to do everything to support our applicants in all aspects of their recovery.





April 12, 2024

Re: The Integrity Group

To Whom It May Concern:

On December 9, 2021, our beloved City was completely devastated by an enormous EF-4 tornado. Our community lost lives, homes, and businesses. Every municipal building was damaged or destroyed. We lost our City Hall, Police Department, Fire Department Headquarters, and Public Works facilities. Damage was so extensive and debris so widespread, the Commonwealth of Kentucky requested assistance from The Army Corp of Engineers. Our hearts were broken but our resolve remained steadfast. We knew the recovery would be a long road ahead but we also knew we needed to take action immediately. Having little experience in major disasters, we engaged the help of an experienced consultant, The Integrity Group. From the very first day, I was comforted by their presence. Many events in the early stages of our recovery unfolded exactly as they described which only provided more reassurance that we were in good hands. The Integrity Group had staff on site daily to assist with debris management and cleanup, insurance adjuster meetings, volunteer coordination, damage assessments, and much more. Integrity has worked tirelessly to ensure we receive every available dollar possible to help rebuild our community. Their senior staff has worked with FEMA, KYEM, Insurance adjusters, and others to fund over \$50 million of projects. Over the past few months, Integrity has met with various Kentucky state legislators regarding our recovery needs. This resulted in an additional \$25.5 million, that would ensure a full and complete recovery.

As we have shifted from the early stages of the recovery into a phase of planning, design and construction, Integrity has been right by our side, managing our recovery and ensuring compliance of all federal and state programs.

The City of Mayfield is so thankful for our partnership with the Integrity Group and look forward to many more future successes. We would urge any other organization in need of these professional services to highly consider engaging the Integrity Group.

Please feel free to reach out to me at [konan@mayfieldky.gov](mailto:konan@mayfieldky.gov) with any questions regarding our relationship with The Integrity Group.

Respectfully,

Kathy O'Nan, Mayor  
City of Mayfield



## City of Springfield, Florida

### CONTACT

Ralph Hammond  
*Mayor of City of Springfield*  
850-872-7570  
rhammond@springfield.fl.gov  
408 School Ave.  
Springfield, FL 32401

The City of Springfield was in the direct path of the eye of Hurricane Michael on October 10, 2018. The City suffered almost complete devastation, including hundreds of homes lost or heavily damaged; almost every business destroyed; lost every City building, including the City Hall, the Police and Fire departments, Public Works; All City Parks, and all Warehouses were destroyed or heavily damaged. Almost every roadway and water system were heavily damaged by the disaster or the massive debris removal efforts that took place after the event.

Since the day of impact, we have assisted the City in every phase of disaster short and long-term recovery, including

FEMA PA; FEMA Mitigation (406 & 404); and HUD CDBG-DR and Mitigation. We coordinated the City's involvement in the development and implementation of a Long-term Recovery Plan. Overall, the long-term plan has resulted in total federal, state, and private investment funding totaling over **\$100 million**. As part of this effort, we led efforts to secure over \$30 million in CDBG-DR infrastructure and mitigation funding to meet the enormous infrastructure, housing, and economic needs of the community. We coordinated FEMA funding requests and set up management systems to ensure compliance with over \$40 million in all categories of the FEMA Public Assistance Program, including the FEMA 428 program which provided flexibility in the relocation and construction of a new state-of-the-art Consolidated Government Complex. Additionally, we assisted the City in obtaining \$1.5 million in state grant funding for certain costs not covered by FEMA or HUD.

During the COVID Pandemic and its aftermath, we also assisted the City in securing Federal Funding totaling \$8 million and assisted them in carrying out related programs in full compliance with a funding plan consistent with the CARES and ARPA funding guidelines. We continue to provide direction and leadership as the City moves ahead, to ensure no claw back nor de-obligation of funding occurs. As part of our ongoing effort to make sure that our clients are prepared for potential future disasters, and through the Integrity "Recovery Ready" program, we captured all data related to City projects and ongoing maintenance and work with the City to update and maintain all critical policies and procedures.

Finally, due to diligent planning efforts and the linkage of recovery incentive funding, our efforts resulted in a large development firm purchasing in excess of 350 acres in the City to develop a planning community with hundreds of new homes, an apartment complex,



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shopping venues and park space for what is referred to as the "new Springfield." Private investment in this development is approximately **\$30 million**. This will bring many new jobs, better housing options, increased ad valorem tax revenues, and enhanced recreational services.



# CITY OF SPRINGFIELD

Ralph Hammond, Mayor

**COMMISSIONERS:**

Carl Curti

Phillip Dykes

Jack Kennington

Topeka Humphries

408 School Ave

Springfield, Florida 32401

(850) 872-7570 \* (850) 872-7663 fax



April 14, 2020

To Whom it May Concern:

RE: The Integrity Group/Blue Sky Florida

Greetings:

The Integrity Group/Blue Sky Florida became the City of Springfield's Disaster Recovery consulting firm in late 2018 in the aftermath of Hurricane Michael's devastation of our community. This team has provided our city the advice, technical support, and overall planning that we desperately needed after this historic event. Overall, our total damages submitted to FEMA totals over \$50 million in all categories. The Integrity Team has been extremely valuable in helping us capture all eligible costs, document that data in the appropriate manner, and negotiate with FEMA to obligate maximum funding eligible. They also place a premium on taking every step to avoid any future de-obligation of funding, even years into the future. In addition to the FEMA Public Assistance funding effort, they are also helping us maneuver the upcoming HUD Community Development Block Grant—Disaster Recovery process. In that program, we are pursuing funding in-excess of \$25 million for our city. We also plan to use their services to document our claims pursuant to Florida's HR 4486, COVID-19. Their work efforts have been very professional and their insight into how the state and FEMA operates valuable to our efforts. We would strongly recommend The Integrity Group to any community that faces the challenge of full recovery to any declared disaster event. Please advise if you need additional information on this matter. You can reach me via email at [rhammond@springfield.fl.gov](mailto:rhammond@springfield.fl.gov) or [jbaldwin@springfield.fl.gov](mailto:jbaldwin@springfield.fl.gov).

Regards

A handwritten signature in blue ink, appearing to read "Ralph H. Hammond".

Ralph Hammond  
Mayor  
City of Springfield



## Bay County Schools

### CONTACT

Lee Walters

*Executive Director of  
Facilities*

850-767-4100

waltell@bay.k12.fl.us

1311 Balboa Ave.  
Panama City, FL 32401

The Bay County School District took a devastating hit from Hurricane Michael. The district has submitted approximately **\$180 million** in FEMA Public Assistance projects to rebuild and repair the extensive damage felt. This included projects for FEMA 406 Mitigation, associated with FEMA project worksheets. The effort also resulted in the District participating in the Bay County Local Mitigation Strategy update and the receipt of 404 Mitigation funding for eight schools across the district. Our team was tasked to review all their open projects and assist them in the setting of goals for completion of their recovery effort. Our team continues to work on outstanding RFRs, satisfying advances, requesting project revisions to meet the 50% rule, working on

amendments for interim projects, and amendments to satisfy RFRs and time extensions.

One of the most significant issues the District faces is its "non-428" projects. Like many other Hurricane Michael applicants, the District started with many projects intended for the 428 PAAP program. Unfortunately, many of their projects were moved to the standard lane after FEMA ended the program due to lack of progress. This put the District in a difficult position. Moving these projects to the standard lane removes the ease of flexibility granted to the 428 program and requires applicants to use the alternate improved project and the ability to use excess funding. We have been working diligently with FEMA to identify all of the Standardized projects that can be moved to an Alternate Improved Amendment.

Out of the 15 clients we represented from the beginning of the Hurricane Michael disaster, no 428 projects were lost or sacrificed due to missed deadlines. All of our clients were able to implement their plans. Some of those plans were 10-15 year plans that we will be able to accomplish in 5 or 6 years.



## Bay County, Florida – Long Term Recovery Plan

### CONTACT

Robert Carroll  
*Chair of Bay County  
Board of Commissioners*  
850-248-8140  
[rcarroll@baycountyfl.gov](mailto:rcarroll@baycountyfl.gov)  
840 West 11th Street,  
Panama City, FL 32401

Bay County was severely impacted by Category Five Hurricane Michael in October of 2018. One of the first firms hired by the County was The Integrity Group. We were tasked to provide staffing to support and lead the Bay County Long-Term Recovery Task Force. The Task Force was comprised of officials from all municipalities and the School District. Integrity's focus was on the development of our Long-term Recovery Plan which was used to support the successful pursuit of FEMA and HUD CDBG-DR funding which totaled over \$800 million across the County. This funding included FEMA PA; FEMA Mitigation (406 & 404); and HUD CDBG-DR Infrastructure and Mitigation. The Integrity Team collaborated very closely with local officials and staff on the development of the plan and ensured full compliance with the myriad HUD and State regulations.

In full compliance with the FEMA National Disaster Recovery Framework (NDRF) and HUD guidelines our team worked with six major branches Health & Social Services (including schools), Infrastructure, Economic Development, Housing, Natural & Cultural Resources and Planning & Capacity. The project included the participation of more than eight hundred residents, business leaders, and other stakeholders who participated in 250 public meetings, special research sessions, and open discussions. Additionally, many hundreds of residents participated via a special recovery website and social media.

This highly successful project resulted in a "model" Long-term Recovery Plan that resulted in numerous accolades from Federal and State agencies. And, more importantly than the **\$300 million** mentioned above, this effort resulted in total funding into Bay County (including private investment) totaling nearly **\$2 billion**.



## Project Approach

As stated in the RFP, we understand that our team will be tasked to provide comprehensive disaster recovery and grant management services that include (but are not limited to) disaster preparedness and recovery services through the FEMA Public Assistance Program; providing training to staff on the Public Assistance process; identifying hazard mitigation opportunities; reviewing and managing public assistance project work sheets; preparing and submitting necessary and required documents to maximize funding opportunities; providing assistance with federal / state requirements of public assistance awards and reporting requirements; and providing support for reconciliation, appeals, closeout, and audits. Bottom line: we have demonstrated successes in each of those activities and are well positioned to assist the City of Terrell in each.

This section contains **two** components related to project approach. First, is a **Compliance Matrix** intended to articulate a representative example of tasks and activities we routinely perform with, and on behalf of our clients. Second, is a proposed **Project Approach** and schedule based upon the specific tasks and Scope of Work for the initial project.

### RFP Compliance Matrix

This matrix includes all of the requirements and anticipated tasks outlined in the City's RFP, a validation that we have successful experience in each one of those presented, and relevant comments. This section is intended to assist the City in the RFP evaluation process.

Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<b>A. APPLICANTS BRIEFING AND KICK-OFF MEETING</b> - Attend meetings with the State/Federal agencies including applicant briefings, kick-off meetings and project specific discussions.	YES	Over our 14 years of experience in managing \$4.8 billion in Federal and State Recovery funding, we have attended many of these types of meetings. We work hard to prepare our clients to make all of these meetings highly successful. Our focus is always that our affected client owns the recovery effort and maximum funding/assistance is always the core objective.



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<p><b>B. TECHNICAL ASSISTANCE -</b></p> <p>Provide general financial management advice and assistance including but not limited to:</p> <ul style="list-style-type: none"> <li>• Develop and support ongoing activity of a disaster recovery team to manage the Federal Emergency Management Agency ("FEMA") Public Assistance process;</li> <li>• Provide advice as to the eligibility of facilities, work, and costs and develop justifications for presentation to the State of Texas and FEMA, with regard to any issues with may arise;</li> <li>• Advise and Provide technical support for FHWA Disaster Relief Funding, TxDOT, TCEQ, TPWD, and THC agency guidelines and regulations.</li> <li>• Briefing purchasing, contracting and department personnel on requisite/purchasing procedures and documentation.</li> </ul>	<b>YES</b>	<p>Our experts in HUD and FEMA grant funding understand all aspects of the process and are prepared to support the City leadership and staff from deployment through final reconciliation and closeout. We are fortunate to have supported the development of initial FEMA claims and look forward to now linking that effort with the enhanced funding that has been received.</p> <p>We completely understand the standards and guidelines for determining eligibility of funding and the avoidance of any duplication of funding. There are always issues that arise and we will be prepared to deal with all matters effectively and efficiently, with the goal of optimum support for the City. The manner in which those needs are presented is critical; we have a great deal of experience in this area.</p> <p>Our team is well experienced in the pursuit of funding provided through the Federal Highway Administration, managing several million dollars in such funding. In addition, we have a full and complete understanding of TxDOT and for example, the statewide long-range transportation plan – Connecting Texas 2050, TCEQ, TPWD, and THC Agency guidelines and regulations, and grant opportunities such as The Federal &amp; State Tax credits for Historical Preservation &amp; the Historical Preservation Grant Fund.</p> <p>Regarding the City's contracting and purchasing practices, these are important aspects in which federal and state compliance is critical. We have a library of compliance guidelines that we can offer, if needed. A non-compliant procurement, procedure, or policy can lead to funding de-</p>



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<p><b>C. CORRESPONDENCE</b> – Prepare correspondence to the State of Texas, FEMA, the U.S. Department of Housing and Urban Development (“HUD”), and any other state or federal agencies on behalf of the City as necessary; Prepare a program management plan; Prepare periodic reports to the City as to the status of grant management progress and participate in all status meetings;</p>	YES	<p>obligations and eventual claw backs. Our number one task is to avoid losing that important funding for the City. With a team of former governmental Inspectors General and Chief Auditors we are always mindful of fully compliant operations.</p> <p>We always develop a recovery plan and approach with our clients. This will provide a clear pathway to maximum success. All of the required reporting and communication to funding providers will be coordinated by our experts under the supervision of City leadership.</p>
<p><b>D. INSPECTION/DAMAGE ASSESSMENT</b> – Inspect disaster related damage to eligible facilities, identify eligible emergency and permanent work (FEMA Category A-G) and review records of emergency expenses incurred by the City;</p>	YES	<p>This is a critical first step in the development of FEMA claims. We will deploy our experienced Damage Assessment Experts to work with City staff to fully evaluate and determine the level and amount of damage. Like FEMA, we utilize the Xactimate application to develop these estimates. We will conduct these assessments prior to the FEMA assessment team’s work, enabling the City to “lead” in this important effort. It is critical that any piece of infrastructure or building covered by the City’s insurance policies also be thoroughly examined for maximum insurance payments. We will work with the City’s Risk Manager to carefully apply and balance insurance proceeds with FEMA and HUD funding.</p>



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<b>E. DOCUMENT</b> – Ensure all eligible damages have been quantified and presented to federal inspectors/Project Officers;	YES	Documentation is the KEY in the entire process. We understand the requirements of FEMA, HUD, TDEM, and other providers. All documents will be maintained in an organized manner for at least five years.
<b>F. FINANCIAL TRACKING</b> – Categorize, record, track and file costs on approved forms in support of the financial reimbursement process. Communicate with City Departments on an as needed basis and maintain an up-to-date database of eligible labor, equipment, and materials costs as reported on Event Activity Tracking Forms to prepare daily reports to City Management;	YES	This is a critical aspect of project management. We understand fully the need for effective financial tracking and submission of reimbursement requests. The tracking of those financial categories listed is a mainstay of our operations.
<b>G. FINANCIAL MANAGEMENT</b> – Assistance in requesting Immediate Needs Funding or Grants Based on Estimates; Development and tracking of plans for cash flow management and disbursements by State/FEMA; Insurance evaluation, documentation adjusting and settlement services; Tracking project progress, expenditures, reimbursement requests and receipts;	YES	As mentioned above, this is a critical component that we provide in concert with City leadership. This will avoid any inappropriate expenditures and unnecessary cost overruns.
<b>H. PROJECT WORKSHEET</b> – Prepare Project Worksheets for Categories A – G for review by	YES	Over the past 14 years we have written thousands of FEMA PA Project Worksheets for all Categories (A-G and Z). This is the fundamental and critical component of all



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<p>FEMA and the State ensuring that the scope of work is accurate and comprehensive, estimates are accurate, expenses are eligible and documented, and that projects are categorized as small or large in a manner that ensures prompt and sufficient reimbursement to the City; Attend all meetings with the City, State and FEMA (and/or other Federal agencies) to negotiate individual Project Worksheets as needed;</p>	YES	<p>funding requests that are submitted to FEMA via the Grants Portal. Our team fully understands this process and the FEMA guidelines (which often change) to manage this process.</p>
<p><b>I. REPAIR AND RESTORATION -</b> Review the scope of work and bidding procedures of proposed damage repair/reconstruction work for compliance with FEMA requirements;</p>	YES	<p>As discussed in this proposal, the primary focus of our firm is full compliance. We are prepared to work with the City to ensure that all procurements meet all standards and are effectively administered.</p>
<p><b>J. DOCUMENTATION -</b> Support departments with organizing reimbursable expenses. Review, maintain and ensure accuracy of documentation prepared by City departments;</p>	YES	<p>Our grant specialists always focus on a systemic approach to collect, review and submit all required documentation. After closing thousands of FEMA and HUD projects, we collect documentation with an eye toward the closeout of those grants. This ensures that are comprehensive, accurate and timely.</p>
<p><b>K. REPORTING -</b> Compile and summarize in FEMA approved format Category A-G costs for presentation to FEMA and the State and inclusion in project worksheets;</p>	YES	<p>Our team is very familiar with the process for transmitting all FEMA claims data via the FEMA Public Assistance Portal. We utilize the prescribed format and techniques on a daily basis. This data ultimately is provided a PW Number and that becomes the tracking identifier for the entire process.</p>



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
L. <b>PROVIDE ASSISTANCE</b> to departments having difficulty with their claims;	YES	As on-demand staff augmentation to the City, we welcome working with all leadership and staff to ensure 100% understanding of the process and the various data required for high quality project worksheets and other products. While much of the work can be done by our team, we also want to close the disaster and associated grants in such a way that all involved have a good understanding of the entire process.
M. <b>ENSURE THE CITY</b> meets all deadlines imposed by FEMA and/or the State for documentation, appeals, completion of work, etc.;	YES	Tracking and compliance with various deadlines and amendments is a basic component of our services. Failure to fully comply jeopardizes funding approvals and risk eventual claw backs. Our management system serves as a significant tool in monitoring and validating that all deadlines are met.
N. <b>APPEAL</b> – If the City disagrees with any FEMA determinations, make all reasonable efforts to resolve any such dispute and/or strategize and write appeals; Provide fully qualified counsel to the City in support of any legal action required as the result of an appeal;	YES	We are fortunate to have on our team one of the most respected and productive Disaster Appeals Attorneys regarding FEMA actions. She fully understands the entire process, timeframes, and protocols that enhance the chance of success in the complex appeals process. Our Attorney will work closely with City Leadership and the City Attorney in these efforts.
O. <b>CLOSEOUT</b> – Preparation of closeout packages including final funding reconciliation, copies of required permits, exemptions or waivers, bid documents, change orders, improved project filings, compliance monitoring, and other documents required or useful for grant closeout review. Prepare all	YES	We have closed out thousands of FEMA and HUD grants and fully understand that process. Our closeouts are completed with an eye toward making each grant “audit ready.” Our team includes several former governmental Inspectors General, Chief Auditors, and investigators that fully appreciate the need for proper closeouts. This includes the identification and justification of project cost overruns that should lead to additional funding.



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<p>documentation for and represent the City in all project closeout activities; Participate in exit conferences with the City, State and FEMA.</p>		<p>We routinely prepare all documentation associated with a project's closeout while ensuring its completeness and accuracy. We also are prepared to participate in closeout exit conferences and meetings with TDEM.</p>
<p><b>P. AUDIT</b> - Upon completion of all projects and drawn down reimbursements for all eligible costs, finalize preparations for State and Federal final inspections and audits.</p>	YES	<p>As mentioned above, we never close a project without a comprehensive determination that all of the documentation and process are completed in such a way to make it "audit ready."</p>
<p><b>Q. FEMA 404 AND 406 HAZARD MITIGATION SERVICES</b> – Assist in identifying, developing and evaluating opportunities for hazard mitigation projects (Section 404 and 406). Develop hazard mitigation proposals, cost benefit analysis (BCA). Prepare other hazard mitigation services related to Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and other mitigation programs</p>	YES	<p>Approximately 20% of the over 6,000 FEMA Public Assistance Projects we have written and managed included the important 406 Mitigation funding. All of the projects we write to repair and replace infrastructure and buildings create an opportunity for mitigation steps. Additionally, the FEMA 404 Mitigation Program provides a great opportunity for our clients to make even undamaged assets more resilient. In the 404 mode, we are prepared to work with all affected entities to develop projects for inclusion in the required Local Mitigation Strategy that guides such 404 projects. There are also usually additional mitigation funding available through the HUD CDBG-Mitigation Program. We understand the processes very well and have had remarkable success in all Mitigation Programs—including how they can be linked for maximum results without any duplication of payments.</p>
<p><b>R. HUD COMMUNITY DEVELOPMENT BLOCK GRANT DISASTER RECOVERY (CDBG-DR) SUPPORT SERVICES</b> – Provide knowledge, expertise, and technical competence in the planning,</p>	YES	<p>This is an area in which we have excelled since Hurricane Michael and other disasters we have been called into over the past five years. We have successfully pursued, obtained and managed in excess of \$200</p>



Anticipated Tasks	The Integrity Group Experienced & Successful?	Comments
<p>administration, and implementation of eligible CDBG activities as identified at 24 CFR 570 and modified or waived under Federal Register allocation of the CDBG- DR funds. Conduct unmet needs assessment – particularly housing, infrastructure, and economy. Provide other HUD related technical assistance and consulting services as needed.</p>		<p>million in HUD CDBG-DR/Mitigation/and CV grants during this period.</p>
<p><b>S. OTHER GRANT MANAGEMENT ASSISTANCE</b> – Provide other state and federal grant management services as needed. Assist the City with the management and administration of other federal grant management programs not identified above.</p>	<p><b>YES</b></p>	<p>We stand ready to assist in the pursuit, management and closeout of all current and future fundings. We have worked in essentially all Federal and State sources of funding.</p>



## RFP Project Approach

Should the City of Terrell need assistance with tasks associated with the processing and eventual closeout of any current disaster recovery funding that may have been obligated (or should be obligated) to the City, including funding from FEMA Public Assistance, FEMA Mitigation funding, Community Development Block Grants-Disaster Recovery & Mitigation, and other funding, the following approach and tentative schedule are proposed for the immediate needs of the City to continue and successfully complete those recovery efforts:

### 1. Project Start-Up

- Finalize contract
- Determine size of staff needed
- Identify any specific staff and roles
- Set timeline for project tracking and reporting protocols to meet City's needs
- Apply and seek access to the TDEM Grants Management System to assist Terrell with the management of all of its emergency management grants, awards, and projects.

**Tentative Schedule: Ongoing**

### 2. Initiate work with all appropriate City Leadership and staff

- We will begin to serve as staff to the City's assigned manager, so ongoing communication with that manager and all staff is critical.
- A general meeting with appropriate city leadership to discuss and learn of current specific concerns, needs, and volume of work should suffice. This will provide a strong foundational understanding of the current status as we move into the review of current outstanding projects. On-going communications is key.

**Tentative Schedule: Ongoing until Project end**

### 3. Work with TDEM and Texas General Land Office (GLO) as part of our support role to the City

- We are fully prepared to step in and engage the requisite stakeholders in TDEM and GLO to further advance open items of interest on behalf of the City of Terrell.

**Tentative Schedule: Ongoing until Project end**



#### **4. Analysis of all open FEMA, HUD, and other disaster recovery grants**

- Ongoing analysis is a crucial step toward securing all of the funding and moving toward full payments/reimbursements to the City and final closeout of open grants.
- We recognize that recovery projects may be in one of the following four "phases":
  - Planning
  - Pre-construction
  - Under construction
  - Completed
- Identify projects in which there are current or anticipated concerns that must be addressed.
- Proceed with the evaluation of all non-428 projects that have yet to be drawn down and identify any potential alternate/improved projects and amendments needed to achieve the City's goals.
- Review all 428 projects for compliance and movement through the system and consider possible options to combine funds to accomplish goals.
- Ongoing review of all CDBG-DR projects and agreements in place with GLO, ensuring proper documentation, project costs, invoicing schedules, and other HUD requirements.

**Tentative Schedule: Ongoing until Project End**

#### **5. Implement action plan for timely receipt of fundings, proper management, accountability, and closeout of grants**

- Ensure that all projects remain consistent with the needs and desires of the City and are processed as effectively and efficiently as possible.

**Tentative Schedule: Ongoing until Project End**

#### **6. Continue, as necessary, and current Disaster Recovery Efforts for Terrell**

The effort will include a validation that all of the following are systematically accomplished as well as the implementation of any corrective actions or modifications needed.

- Procedures are in place to avoid duplication of benefits between FEMA projects and connections with CDBG-DR grants.
- Project budgets are effectively tracked, and status is reported routinely to City management and staff.



- Timely and accurate response to monitoring and audit concerns is accomplished.
- Necessary public communications and outreach is accomplished, especially related to HUD CDBG-DR projects.
- Plans/evidence of compliance are submitted within established guidelines.
- An ongoing review of City policies, procedures, and procurements related to all projects is completed to validate consistency with Federal and State guidelines.
- The City maintains a contract registry that allows for ongoing review of contractor agreements, licensure, and practices to ensure compliance with all federal requirements.
- Implement internal compliance efforts and mandated monitoring and auditing processes for quality control, including Davis Bacon and other provisions for projects.
- Ensure accurate project work records are maintained and accessible to meet City's needs and retention requirements.
- Manage the required Environmental Reviews of Record and Historic Preservation reviews for projects; Develop processes and implementation plans that meet requirements for compliance with 24 CFR § 905.308 related to capital projects.
- Coordinate any necessary inter-local government predicate agreements for projects crossing jurisdictional lines.
- Ensure full compliance with applicable local, state, and federal controls, through compliance training for City management and staff.
- Ongoing effort to identify opportunities to utilize and leverage CDBG-DR funding with other Federal and State awarded funding for disaster recovery including Section 404 HMGP, Flood Mitigation Assistance, and 406 funding.

**Tentative Schedule: Continue until project end**

## **7. In conjunction with City, establish timeframes for necessary and anticipated actions for ongoing reporting schedule and protocols.**

- Establish specific timelines for completion, including reporting and briefing to the City as required.
- Our routine reporting will provide status updates for all tasks outlined in the Plan.

**Tentative Schedule: Complete at project end**



## 8. Provide Ongoing Compliance Monitoring and Fraud Prevention efforts.

Provide audit and compliance assurance services to allow the City to comply with all applicable federal, state, or local rules, regulations, or policies relating to federal grants and program services.

- This includes without limitation assurance services related to applicable Federal Registers; 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200); Community Development Act of 1974; 24 CFR Part 570 Community Development Block Grant dollars; applicable waivers; Fair Housing Act, 24 CFR Part 35, 24 CFR Part 58, 24 CFR Part 135; National Historic Preservation Act, 36 CFR Part 800, Executive Order 11593; and any other applicable state laws or regulations, including the requirements related to nondiscrimination, labor standards and the environment; and Action Plan amendments and funding guidance on awarded funds.
- Additionally, as a licensed Private Investigative firm, we have the capability to identify potential fraudulent attempts and activity. Such findings would be reported immediately to the City for potential referral to law enforcement.

**Tentative Schedule: Complete at project end**

## 9. Ongoing Project Management

Following the progress described above, provide ongoing management of all FEMA, HUD and other Grants. Duties will include:

- Writing and submitting all amendments, time extensions, quarterly reports, and any other reporting required by the funding agency.
- Manage documentation; ensure everything has been provided to FEMA and uploaded into the TDEM Grants Management System.
- Make all necessary notes within the portals to ensure all agencies are on the same page
- Draft request letters for applicant-specific issues requesting resolutions and other options to achieve the applicant's goals
- Monitor RFAs and RFRs to ensure that all payment documentation has been submitted in a timely manner and that state staff has all the information they need to expedite validation and payment.
- Meet with the State and or FEMA on a regular basis to ensure progress and that the applicant's priorities remain in focus
- Assist in any and all miscellaneous efforts to move projects through the process and



achieve completion, payment, and closeout.

**Tentative Schedule: Complete at project completions**

**10. Final Reconciliation and Closeout of all FEMA, HUD, and other Grants.**

- As all funding projects are completed, conduct final reconciliation and closeout of all FEMA project worksheets and HUD CDBG-DR grants.
- An important focus will be cost overruns and requests for additional funding.
- Coordinate all closeout efforts with TDEM and GLO.

**Tentative Schedule: Complete at project completions**

**11. Implement “Recovery Ready” in advance of future disasters.**

In the recovery phase of a disaster, many jurisdictions realize that they are deficient in a critical element. These problems can be avoided or at least limited in scope by proper disaster preparedness planning and documentation.

Problems in the procurement of goods and services, documentation of damages, and maintenance of personnel and facility records could mean lost opportunities to fully recover costs.

Recovery Ready is a thorough process to evaluate and update policies to ensure compliance with all grant requirements. This will not only maximize the ability to fully recover disaster-related expenses but also ensure that the affected entities will be able to navigate through its recovery efficiently.

Like many aspects of recovery, Recovery Ready will vary based on the City's needs and goals. However, some of the basic activities that we will ensure are reviewed and updated before every disaster year include, but are not limited to the following:

- Review of all new policy updates from FEMA and the State and ensure that all existing contracts remain in compliance with these provisions
- Review Procurement Policies to ensure compliance
- Review and suggest revisions to employee policies to ensure the maximization of force account labor reimbursements
- Ensure that City department heads have the necessary documentation and training to ensure accurate reporting of time, equipment, and materials as early as 72 hours



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prior to future disaster.

- Ensure that City leaders have access to a decision matrix that allows them the freedom to make emergency decisions to protect life and property and not jeopardize reimbursement
- Review or create yearly maintenance records for all departments to eliminate de-obligations and negative determinations
- Document the status of all facilities and public property, including roads (paved and non-paved), to eliminate de-obligation and negative determinations
- Work with City Financial Leadership to establish strategies to document all disaster-related spending up to 72 hours prior to a declared disaster
- Review City's long-term goals and plans
- Establish relationships with shelters and provisions for future response
- Ensure the City is fully prepared to deal with the complex recovery process

**Tentative Schedule: As tasked by the City**



# QUALIFICATIONS OF STAFF

3



## Qualifications of Staff

The Integrity Group team combines our experience and technical knowledge with advanced technology, allowing for our services to be delivered and tracked effectively. We do this by utilizing a web-based project management and timekeeping system that tracks all project data that is accessible by desktop, tablet, or smartphone for both office and field use. With these processes in place, real-time, advanced reporting with customization options can be made available to our clients.

The Integrity Group's current team of 60 disaster recovery professionals comprises one of the nation's most respected, experienced, and productive teams. Highlights of the Integrity Group's team experience include:

- Team experience in the HUD and FEMA Disaster Recovery Programs totals **378 years**, with the average term of experience at **6.3 years per professional**.
- Each team member has worked on an average of **twelve declared major disasters** during their time of service. **Fourteen (14)** of our team members are former recovery program employees with FEMA, state, or local governmental agencies.
- The average number of recovery grants for which work has been accomplished per team member is over **660**. The overall value of these grants is over **\$4.8 Billion**, for an average of **\$80 million** per person.
- Reflecting our experience and quality, **thirteen** of our current members have served as recovery **team leaders or program managers** at the local, state, or federal level.

## Proposed Terrell Project Staffing

For current and potential *future* disaster recovery services, The Integrity Group proposes the following group of experts (or a portion of this group) to serve the City team with **final numbers of staff to be determined (higher or lower) based upon the full extent of the work required**.

When we are asked to deploy any staff to the City, including any portion of the team listed below, our approach is based upon our extensive experience reviewing and offering recommendations for improvement at all levels of government relative to the claims and

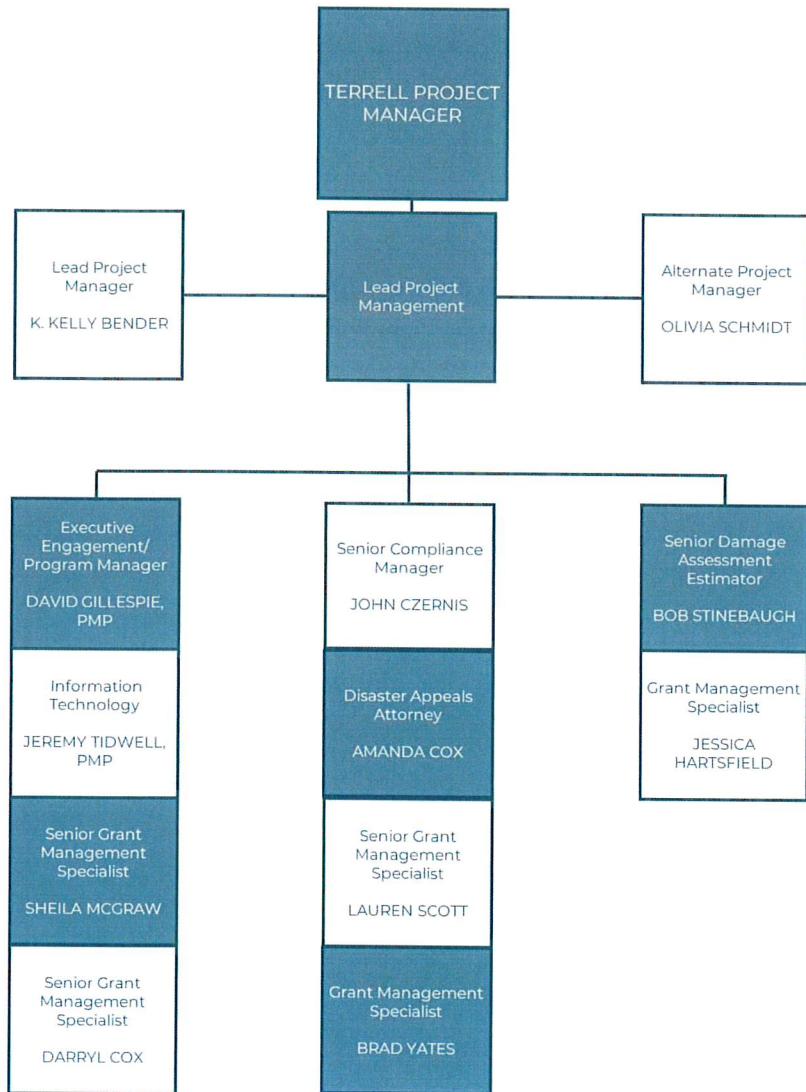


reimbursement process. Our field-proven approach is used to collect, organize, and analyze data, and develop and maintain tracking systems. This approach is based on the size of the disaster and each community's capabilities. The deployment of our professionals follows a **"just-in-time"** philosophy, resulting in cost-effectiveness, versus the alternative expectation of "40 hours per week/per person assigned," regardless of whether the work requires full-time or not. The complex and long recovery process requires specialized expertise when needed, and in some cases, that expertise is short-term. The Integrity Group's headquarters is located in Tallahassee, FL, with a satellite location in nearby Matagorda County, Texas, to serve the needs of Terrell.

Proposed Terrell Team Member	Position Title	Years of Relevant Experience
K. Kelly Bender	Lead Project Manager (Matagorda County, TX)	20+
Olivia Schmidt	Alternate Project Manager	14
Darryl Cox	Senior Grant Management Specialist	16
Lauren Scott	Senior Grant Management Specialist	8
Sheila McGraw	Senior Grant Management Specialist	25
Amanda Cox	Disaster Appeals Attorney	8
Robert Stinebaugh	Senior Damage Assessment Estimator	14
David Gillespie, PMP	Executive Engagement/Program Manager	35
John Czernis	Senior Compliance Manager	40
Jeremy Tidwell, PMP	Information Technology	16
Jessica Hartsfield	Grant Management Recovery Specialist	4
Brad Yates	Grant Management Recovery Specialist	14

**NOTE:** Resumes for the principal managers to follow. Refer to Appendix for individual resumes for the other personnel listed above.



*Proposed Organizational Chart*

**Presented in the following pages are the relevant resumes for the team outlined above.**



# K. Kelly Bender

Project Lead for Terrell, TX

Senior Disaster Recovery/Grant Management Specialist

## Experience Summary

Kelly Bender has worked for over seven years in FEMA Public Assistance and has 12 additional years of experience in Emergency Management Assessment/Disaster Response through the Air Force. She has supported clients at grantee and sub-grantee levels and captured and documented long-term disaster recovery data points, budgets, and project initiatives through community strategic planning. Her work in Bay County, FL, contributed to over 80M in CDBG/DR grant-impacted recovery initiatives, supporting 100 projects for (DR 4399, 2018) from Hurricane Michael. In Gadsden County, FL, She supported the allocation of 7.9M in COVID-19 funding through Cares Act Grants. In Springfield, FL, she helped develop strategic policies to protect infrastructure, improve housing, incorporate "preparedness and response" within sustainable project initiatives, and impact economic recovery.

### EXPERTISE

- Public Relations
- FEMA/HUD Policy
- HHS Specialist
- Technical writing
- Sustainment Services Officer, USAF

### GRANTS

- CDBG-DR, MIT, DDD, DHHS
- FEMA MITIGATION
- HOUSING
- COVID 19/CARES

### DISASTERS

- 2018/ Cat 5 Hurricane Michael
- 2020/ Covid-19 Relief

### EDUCATION

- MBA Master of Business Administration, University of Phoenix
- BS Psychology, University of Maryland Global Campus

### CREDENTIALS/CERTIFICATES/TRAININGS

- Project Management Professional (7 yrs)
- FEMA Certificates
  - IS-1013: Costing Estimates
  - IS-1007: Damage Description
  - IS-1004: FEMA Site Inspection
  - IS-1003: Damage Inventory
  - IS-1001: PA Delivery Model
  - IS-1000: PA Program & Eligibility
  - IS-800b: National Response Framework
  - IS-235c: Emergency Planning
  - IS-230d: Emergency Management
  - IS-200/b: Initial Incident Response
  - IS100 b/hbc/leb: Incident Command, Health Care, Law Enforcement
  - Is-5a: Hazard Mitigation

### RELEVANT EXPERIENCE/BACKGROUND

Advised top federal agencies on recovery initiatives in Region 4 of FL through the CDBG/DR program and other grants. Advised on grant submission deadlines and legal criteria to track, report, and expend funds for auditing purposes.

Worked with EPA, DOT, NOAA teams, to improve infrastructure initiatives for waterways. Mitigates the complex future of the NW Florida region for hurricanes with reef development/sustainment in the Gulf of Mexico, and weather research. Protects infrastructure, crucial military installations, the local paper mill, access ports, and economically contributes to commerce & recreation along Lake Martin and the East Bay; grows the oyster industry.

Collaborates with Gadsden County, FL's Civic leaders to qualify and disperse \$7.9M in emergency management CARES Act funding for Personal Protective Equipment (PPE) and COVID-19 Resident & Business Grants; managed and utilized data tracking to allocate \$3.9m in relief funds. Utilized radio, flyers, and social service outlets (within ADA & 508 guidelines) to make 100% contact with all county residents, including those with literacy issues.

Supported the City of Springfield, FL's disaster recovery efforts, resulting in more than \$40 million in FEMA funding and \$15M in HUD funding for unmet needs. Assembled business owners' workshops to promote commercial revitalization planning using small project, Downtown Development District (DDD) grants & Small Business Loans (SBA).

Works with the EPA and DOT to create green spaces and expand the design of downtown Springfield for pedestrian traffic, using sustainable foliage and water capture systems for buildings & parking lots.

Served on the Bay County FL Long-term Recovery Planning team for Hurricane Michael. Documented HHS unmet needs & correlating projects in a 45-page report, part of the County's Strategic Recovery plan. Results in over \$400M in HUD and other recovery funding.

Worked closely with Florida State University team & Big Bend Community Care to pursue disaster recovery funding totaling \$12M to support mental health initiatives, programs, housing & access.

Collaborated with the CEOs of PanCare & Scared Heart teams to create incentives & housing packages to attract specialty care providers to address regional unmet needs. Resulted in private funding and potential staffing for a 150 micro-bed hospital.

Participated in the Bay County FL School District disaster recovery funding programs for all categories of projects totaling nearly \$100M.



## Experience Summary

Olivia has worked in every aspect of the Disaster Recovery Program for fourteen years. Over the course of her career, she has dealt with more than 19 disasters, including Hurricane Irma 2017 (DR 4280), Hurricane Hermine 2016, and Hurricane Matthew's DR 4283 (Florida) the category 5 Hurricane Michael DR 4399 (2018), DR 4285 (North Carolina), and the 2021 DR 4630 Tornados (Kentucky). During her career with FEMA Public Assistance, Olivia worked at the grantee and sub-grantee levels. During the 2018 Category 5 Hurricane Michael response, Olivia managed 12 applicants and over \$80 million in projects. She has also assisted in pursuing and securing approximately 15 million dollars in CDBG-DR funding for applicants to address Hurricane Michael's unmet needs.

### EXPERTISE

- Legislative Liaison
- Congressional Liaison
- FEMA Policy
- HUD Policy
- Environmental Assessments

### GRANTS

- CDBG-DR, CV, HRP, MIT
- FEMA MITIGATION
- HOUSING
- COVID 19
- ARPA/CARES

### DISASTERS

- 2004/2005 Hurricanes
- Severe Storms and Flooding
- Tornadoes in Kentucky
- Tornadoes in Tennessee

### EDUCATION

- BS Political Science, University of West Florida

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed

### RELEVANT EXPERIENCE/BACKGROUND

Participated in Dawson Springs Housing Authority, KY, for disaster recovery funding programs for all categories of projects. In the process of securing \$15+M dollars in funding to rebuild their housing project.

As part of the Florida Division of Emergency Manage Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.5B.

Participated on the Florida State University team in pursuing disaster recovery funding totaling \$12M.

Participated in Mayfield Housing Authority for disaster recovery funding programs for all categories of projects. Helping them utilize their insurance to ensure that made a full recovery.

Participated in NorthStar Church, Panama City, Fl for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5M.

Led the City of Springfield, Fla's disaster recovery efforts, resulting in more than \$40 million in FEMA funding and \$15M in HUD funding for unmet needs, and other funding. Now assisting in management of these funds to ensure full compliance and avoid negative audit findings and potential claw backs.

She served on the Bay County Long-term Recovery Planning team, resulting in the County's Strategic Plan for Recovery. This plan was the basis for over \$400M in HUD, and other recovery funding.

Participated in the Bay County School District in Bay County Fl for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is nearly \$100M.

Participated in the Boys and Girls Club of Bay County for disaster recovery funding programs for all categories of projects. She is now managing a direct appropriation of CDBG funds for \$2M.

Participated in the City of Mayfield, KY, for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$40M.



# TECHNICAL APPROACH

# 4



## Technical Approach—New Events

Approach & tentative schedule in response to new disaster events—FEMA Programs

**NOTE:** These Actions will be taken concurrently with those actions identified on Pages 45-48 (CDBG-DR)

The City's RFP includes tasks associated with a potential new disaster, especially the critical role in the areas of FEMA Public Assistance, training of staff on the same, hazard mitigation opportunities, review and management of project worksheets, preparing and submitting required and necessary documentation, providing assistance with federal/state requirements, and support for reconciliation, appeals, closeout, and audits. This section provides an overview of the anticipated approach to a new disaster.

We will be prepared to provide trained and experienced staff for all of those major activities outlined in the RFP (in the aftermath of a declared disaster). Of course, we will work at the direction and with the oversight of the City's Project Manager, yet we are experienced and skilled enough to get to work immediately on any issue that may impact the City's recovery.

To accomplish the work outlined in the RFP, we propose the following actions and tentative schedule upon our deployment in a future disaster event:

### 1. **Pre-event Preparedness – “Recovery Ready”**

- Maximize disaster preparedness
- Training City staff on FEMA, HUD, Debris Contracts, Debris Monitoring
- Evaluate current contracts they will be used in disaster response and recovery
- Proper documentation related to infrastructure, maintenance, equipment, etc.

**Tentative Schedule: Date to be set by City; Suggest 60 days prior to Hurricane Season**



## 2. Recovery Project Start-up

- Enter into Specific Task Order
- Agree on deployment details
- Identify specific staff and roles
- Deploy team (pre-landfall if possible)
- Set up and integrated recovery management system
- Establish timeline for project tracking and reporting protocols

**Tentative Schedule: Event Notice, suggest 3 days prior to impact; No Notice, Impact +12 hours**

## 3. Implement Disaster Protocols

- Set up provisions for each department to implement in order to maximize reimbursements and minimize de-obligations and determinations

**Tentative Schedule: Implement by deployment +2 days**

## 4. Initial Damage Assessments

- Perform immediate assessments to ensure the applicant's eligibility and report findings to the state (TDEM) and FEMA

**Tentative Schedule: Deployment +7 days**

## 5. Preliminary Damage Assessments

- Performs more in-depth assessments to ensure all damages are documented through photos and other software. This will also help with insurance to ensure all findings are accurately documented by both the insurance and private adjusters.

**Tentative Schedule: Deployment +15 days (following FEMA schedule)**



## 6. Disaster Declaration Issued

- Ensure that the applicant receives all assistance that they qualify for, Public Assistance.

**Tentative Schedule: TBD by FEMA**

## 7. City Files Request for Public Assistance

- Assist City with providing and filing all necessary documentation for eligibility for disaster assistance

**Tentative Schedule: Declaration date + 2 days**

## 8. City Pursues Maximum Insurance Claims

- Work with insurance and private adjusters to ensure that all insurance proceeds are maximized. This will provide the City with immediate access to funds and eliminate the need for FEMA to anticipate insurance findings.

**Tentative Schedule: Deploy Integrity Adjusters at date of impact +7 days; Complete insurance damage claim reviews at date of declaration +45 days**

## 9. Recovery briefings

- TDEM conducts Applicant Briefing
- Initial FEMA contact & deployment

**Tentative Schedule: Declaration +3 weeks to 3 months**

## 10. Disaster Recovery Planning—Short and Long-term

- We will meet with the City leadership and department leaders to ensure that the applicant's goals are clearly identified. This will help us make strategic decisions to ensure the applicant's goals are met throughout the process.

**Tentative Schedule: Declaration + 30 days**



## 11. Set up Project Communication and Reporting Protocols

- To ensure that the City's needs are fully met, we will conduct weekly (or more frequently if desired) conference calls to identify and manage issues as they arise.
- Our team will be available to assist in responding to any inquiries from FEMA or other grantor agencies.
- This close work with each individual project promises prompt and accurate responses to any FEMA inquiries.

**Tentative Schedule: Declaration +5 days**

## 12. Implement Project Tracking System

- We will provide a central digital repository of all project information and documents that will also function as a process monitor. It will allow you the opportunity to manage documentation in one place on a secure, password protected web-based system.

**Tentative Schedule: Declaration +5 days**

## 13. Implement Quality Control and Compliance Assurance Tools

- We are extremely proud that we are the leaders in performance and quality control.
- As projects are formulated, our in-house expert QA/QC team will perform reviews to provide a final look at the project before it is submitted for approval. Our QA/QC team has reviewed thousands of projects and has found that this practice helps expedite the approval process by identifying and correcting any errors, omissions, or missed opportunities before the project is advanced, thus saving time and money by minimizing the effort that must be spent making corrections.
- We have developed and implemented numerous QA/QC procedures and engaged in extensive internal performance reporting to ensure the on-time completion of all deliverables. Our team has demonstrated this commitment consistently and has never failed to meet a deliverable requirement.
- The skill and experience of our PA staff will provide the City with the confidence that the disaster funds flowing to City will be maximized to the greatest extent possible, while all FEMA rules, regulations, and requirements are adhered to completely.
- Of special note is our familiarity and expertise with the entire suite of new federal procurement regulations. We are prepared to assist the City with any issue that may arise under 2 C.F.R. 200.317- 200.326 to ensure that any procured services, materials,



and/or supplies are fully eligible for reimbursement by FEMA.

**Tentative Schedule: Declaration +5 days**

**14. Projects Written, with key Scope of Work (Large or Small)**

- This is the major component of a FEMA recovery effort. The development of all Project Worksheets in all Categories (A-G) is the basis for all funding to the City.
- Based on our experience, we believe the best way to ensure compliance and accuracy of project worksheet development is through coordination with FEMA and TDEM.
- Representing the City here is especially important because the State's funding agreement ultimately places the responsibility for the grant on the recipient.
- Reliance upon FEMA and State staff alone to provide all necessary support to ensure maximum federal contribution is not an adequate control. Our team takes a multi-phased approach to project formulation, cost estimating and worksheet development. This step includes a high degree of planning, review of documentation, fieldwork as necessary, and reporting.

**Tentative Schedule: Declaration +30 days to 365 days**

**15. Mitigation projects are identified and are either included in the Public Assistance, program projects or through the FEMA Hazard Mitigation Program**

- FEMA has two separate programs for mitigation. The 406 mitigation program is additional funding added to PA-specific projects damaged in the disaster to eliminate future damages. The 404 mitigation program is for problems identified over time but not damaged during the disaster. Many times, this can include stormwater projects or buy-out programs, but it can include many types of project types.

**Tentative Schedule: Declaration +30 days to 365 days**

**16. Projects Submitted to FEMA for review, approval and obligated**

- Projects will be submitted to FEMA when all of the documentation is completed and put together in a solid project capturing the maximum amount of costs associated with the project. FEMA often will rush to obligate a project leaving many of the costs off of the initial obligation. This requires versions and revisions to the project to capture the additional costs, slowing down the process and limiting the dollars



available for drawdown.

**Tentative Schedule: Declaration + 30 days to 365 days or Project Closeout**

**17. Projects and Budgets approved are obligated by FEMA and Funding provided to Texas Division of Emergency Management**

- We will maintain a project list with anticipated and actual obligated dollars. As projects are obligated we will monitor the progress and make sure amendments, RFAs, and RFRs are submitted in a timely manner to provide access to funds to the applicant as fast as reasonably possible.

**Tentative Schedule: Controlled by FEMA and TDEM**

**18. City submits an RFR (Request for Reimbursement) for obligated amount.**

- We will work with the applicant to set up a plan to trigger RFRs, whether after a specific amount of money is expended or after any invoice is paid. This is entirely customizable to the applicant's wishes and need for access to funds.

**Tentative Schedule: Declaration +30 days to 365 days or Project Closeout**

**19. Funds disbursed to City**

- Once funds are dispersed to the city, we will assist in maintaining records for closeout and to ensure all compliance, reporting, and audits are handled in a timely manner

**Tentative Schedule: Date contingent upon actions by FEMA and TDEM**

**20. Grant Management Begins (internal inspections, alternative projects, amendments, etc.)**

- Based on the goals and wishes of the applicant we will do our best to submit projects with the most flexibility to meet their goals. In the event that amendments or alternate projects must be submitted we will address all concerns and combine projects and scopes of work to meet their needs. We will maintain full compliance



with both the State and Federal agencies and work with staff to enforce timely turn around on projects, amendments, time extensions, and other requests made through the portals.

**Tentative Schedule: Declaration +30 days to 365 days or Project Closeout**

**21. Quarterly Reports to FEMA (Via TDEM)**

- Our firm will handle all quarterly and monthly (if required) reporting. Reaching out to the applicant to ensure accuracy and transparency before submission

**Tentative Schedule: Declaration +30 days to 365 days or Project Closeout**

**22. Perform Interim & Final Reconciliations**

We will complete all the following reporting and closeout tasks:

- Validate and document completion of all small projects
- Perform routine & final inspections of all large projects, certify completion, and submit final cost accounting
- Make recommendations for interim disbursements and final reconciliations
- Provide technical assistance for database administration that facilitates project tracking and quarterly reporting to FEMA for the City
- Work with the City, State and FEMA to close out public assistance grants after all applications have been closed

**Tentative Schedule: Declaration +30 days to 365 days or Project Closeout; All FEMA guideline dates met**

**23. Capture all Administrative Costs for FEMA Reimbursement to the City**

- A key part of our efforts from initial project development, to monitoring, to inspections and final closeouts will be the documentation of administrative costs eligible for reimbursement by FEMA
- Our staff will utilize our experience and system in documenting both direct and indirect costs. Our team has developed more than 900 Category Z administrative cost projects totaling over \$62 million in reimbursements.
- We will use this knowledge and experience to ensure that the City is able to claim as much administrative costs as possible to minimize its financial exposure.

**Tentative Schedule: Declaration +30 days to 365 days or Project Closeout**



## 24. Final project review and reconciliation of expenditures

- Our firm takes pride in compliance and reporting, therefore final reconciliation before closeout should be a quick and systematic process. Applicants will be provided at request a full breakdown of expenditures and payments. And will have access to our management software to stay current on progress, making final reconciliation more of a formality.

**Tentative Schedule: Declaration +60 days to 365 days or Project Closeout**

## 25. Project closeout and additional payments made (if cost overruns occur) via RFRs

- In the event of a cost overrun, we will submit interim amendments to increase the obligated dollar amount as soon as we see the possibility of an overrun. This is easier to accomplish earlier in the disaster, but we will ensure that the correct paperwork is submitted to include the additional costs and work to provide clear and concise documentation to expedite validation by the state, leading to a more prompt payment process.

**Tentative Schedule: Declaration +60 days to 365 days or Project Closeout**

## 26. Cost Under-runs processed

- Cost underrun strategies vary based on the type of project. Small projects that complete the scope of work and are signed off are not required to return the overages in the event of an underrun. In the event that the applicant has a 428 project that has an underrun, we will apply for closeout and move the excess funding to another project or goal for the applicant. Only large projects can utilize the 428 program, FEMA recently increased the large project threshold to \$1 million, allowing for quicker funding for small projects but increasing the burden for flexibility of projects. We will collaborate with the applicant to identify and group projects together that reach their goals while minimizing the amount of 'paperwork' necessary to access those funds.

**Tentative Schedule: Declaration + 60 days to 365 days or Project Closeout**



## 27. FEMA Disaster Accounts Closed Out

- As a firm we write projects with the end game – project closeout - in mind. We gather invoices and payments throughout the process maintaining files and folders in groupings to expedite payment through RFRs but to also make closeout a quick and painless process. From the beginning of the disaster, we will include and upload all necessary documentation to the project as well as organize summaries, proof of payments, invoices, purchase orders, and policies. Any amendments or other requirements for the project will also include comprehensive documentation to ensure that validation is as efficient as reasonably possible.

**Tentative Schedule: Declaration +365 days or date all funds received**



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## Approach & tentative schedule in response to new disaster events—HUD CDBG-DR/MIT Programs

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**NOTE:** These Actions will be taken concurrently with those actions identified on Pages 36-44 (FEMA)

### 1. Strategic Advice to the City

- Provide advice and consultation to key City leaders/staff regarding long-term recovery.

**Tentative Schedule: Declaration date +5 days**

### 2. Initial Funding Action Plans

- Build and engage funding “action plans” in advance of grant applications. These are to be built upon past and current grant guidelines and ongoing discussions with grantors. The purpose is to prepare for expeditious submission of high-quality grant applications.

**Tentative Schedule: Declaration date +45 days (contingent upon size of disaster and likelihood of HUD funding).**

### 3. Unmet Needs Assessments

- Conduct unmet needs assessments and collect preliminary funding request data for the HUD CDBG-DR funding to be administered through the Texas General Land Office (GLO).

**Tentative Schedule: Declaration date +180 days**



## 4. Submit Grant Applications

- Develop and submit (after approval) other comprehensive grant applications that are fully compliant with federal, state and local guidelines.

**Tentative Schedule: Declaration +220 days (if funding available)**

## 5. Communication & Periodic Reporting

- Provide status reports and recommendations to the City as grant pursuit efforts progress.

**Tentative Schedule: Monthly or as otherwise required by City**

## 6. Identify Incentives that drive Recovery

- Identify and communicate the potential financial and tax-related incentives that can be paid for by CDBG-DR, shifting this burden from local governments.

**Tentative Schedule: Declaration +220 days (if funding available)**

## 7. Community Outreach

- Develop and implement the required "citizen participation plans" for HUD and other funding.

**Tentative Schedule: Declaration +220 days (if funding available); Based on requirements in grants received**

## 8. Learn from Others

- Review previous disaster recovery projects in other jurisdictions to identify "best practices" to be replicated and identify issues/problems to be avoided.

**Tentative Schedule: Declaration +220 days (if funding available)**



## 9. Continually Review all Grant Projects

- Work with City leadership to review all FEMA permanent projects (Category C-G) and FEMA 404 Mitigation projects to determine designation of long-term projects that are linked to non-FEMA long-term projects. This is important to ensure that there is no conflict nor duplicate payments with CDBG-DR and other non-FEMA grants.

**Tentative Schedule: Declaration +220 days (if funding available)**

## 10. Link Private Investment

- Coordinate the pursuit of private investments in the City from entities (local, national and international) which fit into the overall goals and major needs for the community.

**Tentative Schedule: Declaration +220 days (if funding available)**

## 11. Ongoing Analysis re: Progress

- Implement and operate grant management protocols to effectively track, report and validate achievement of goals and objectives. These tasks will be consistent with best practices and include financial and programmatic reviews to identify any potential non-compliance or concerns that could lead to potential interruption of funding. The first step in this process will be a complete risk assessment of all potential grant projects.

**Tentative Schedule: Date of grants receipt, begin monthly reports and analysis**

## 12. Base Grants on City Action Plans

- Build and engage funding “action plans” in advance of grant applications. These are to be built upon past and current grant guidelines and ongoing discussions with grantors. The purpose is to prepare for expeditious submission of high-quality grant applications.

**Tentative Schedule: Declaration +220 days (if funding available)**



### 13. Go Beyond FEMA, HUD Funding Opportunities

- Identify and develop new funding initiatives (Federal, State, and private) for the multi-year recovery process.
- Aggressively pursue funding to achieve maximum recovery, including all funding available (at present and in the future) from various Federal and State agencies as well as the private sector.
- Coordinate pursuit and management of disaster recovery grant funds allocated to 15 federal and 12 state agencies.
- Identify and pursue all additional funding sources in a manner consistent with the priorities established by City leadership.

**Tentative Schedule: Declaration +220 days (if funding available)**

### 14. Close Project Tracking & Reporting

- Provide effective project tracking and reporting tools for City Leadership and other stakeholders. This will include a grant and project “dashboard” for access by key stakeholders.

**Tentative Schedule: Declaration + 360 days (if funding available)**



# COST PROPOSAL

# 5



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# Cost Proposal

**Our Understanding:** The RFP states a desire to establish a “fixed price annual requirements contract...” based on 1,000,000 cubic yards of debris.” In addition, the RFP indicates it will issue separate RFPs for debris removal and monitoring firms. **THEREFORE**, our interpretation of above, is the City of Terrell is seeking a fixed cost from a firm to “complete and oversee the application and administration of the Category A (Debris Removal) project(s) specifically affiliated with the removal and monitoring of 1,000,000 cubic yards of debris. In addition, **we commend** the City of Terrell for separating out this specific requirement for public assistance consulting services for the application and administration of Cat A-affiliated projects, from the requirement to do the actual debris removal and monitoring. We are aware of other firms that submit proposals to “do it all,” i.e. debris removal, debris monitoring, and FEMA PA project creation and administration related to the same, which is a clear conflict of interest in the eyes of FEMA.

**Bottom Line answer:** The Integrity Group’s fixed price will be at the discounted price of 4% of the total debris removal and monitoring costs for its Category A project(s), that are submitted to FEMA for obligation and reimbursement. For example, and the purpose of illustration, if the total submitted FEMA project(s) cost to remove debris, and monitor the same, is \$25 million, at an average cost of \$25 per cubic yard, our fixed price would be \$1,000,000. We are pleased to offer this discounted price to the City, leaving 1% of eligible administrative recovery costs in the same illustration to be retained by the City from a FEMA Cat A reimbursement. In addition, and in reference to the RFP statement that seeks a “fixed price annual requirements contract,” using our illustration above, our fixed price is not an “annual” fixed price per se but is a total fixed price until the “closeout” of the FEMA Cat A project(s), regardless of if the project(s) closed in year 1, year 2, or beyond.

## OTHER FEMA PUBLIC ASSISTANCE SUPPORT

While this RFP specifically seeks disaster recovery public assistance consulting assistance as it pertains to the completion and oversight of Cat A project(s), at the 4% fixed price above, we are pleased to offer the following fixed price rates (per hour) for your remaining disaster recovery needs and requirements in the areas of FEMA PA, CDBG-DR, and other State and Local disaster recovery grant needs:



<b>Position</b>	<b>Unit Price/Rate Per Hour</b>
Program/Project Manager	\$150
Senior Grant Management Specialist	\$145
Disaster Appeals Attorney	\$160
Senior Damage Assessment Specialist	\$125
Senior Compliance Manager	\$145
Information Technology	\$125
Grant Management Recovery Specialist	\$115



# REQUIRED FORMS

6









## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
7/18/2024

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

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

PRODUCER	Insureon, Division of Specialty Program Group LLC / DBA SPG Insurance Solutions LLC in CA 203 N. LaSalle St., 20th Floor, Chicago, IL 60601	CONTACT NAME:		
		PHONE (A/C, No. Ext): (877) 826-9067	FAX (A/C, No): 877-826-9067	
INSURED	Blue Sky Emergency Management Consulting 6000 Boynton Homestead, Tallahassee, FL, 32312	INSURER(S) AFFORDING COVERAGE	NAIC #	
		INSURER A: Hiscox	10200	
		INSURER B: Hiscox	10200	
		INSURER C:		
		INSURER D:		
		INSURER E:		
		INSURER F:		

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	REVISION NUMBER:	
						LIMITS	
A	✓ COMMERCIAL GENERAL LIABILITY  CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		P100.358.493.7	6/27/2024	6/27/2025	EACH OCCURRENCE	\$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:					DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
	✓ POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC					MED EXP (Any one person)	\$ 5,000
	OTHER:					PERSONAL & ADV INJURY	\$ 1,000,000
	AUTOMOBILE LIABILITY					GENERAL AGGREGATE	\$ 2,000,000
	ANY AUTO ALL OWNED AUTOS HIRED AUTOS	SCHEDULED AUTOS NON-OWNED AUTOS				PRODUCTS - COMP/OP AGG	\$ 2,000,000
UMBRELLA LIAB EXCESS LIAB	OCCUR CLAIMS-MADE	COMBINED SINGLE LIMIT (Ea accident)	\$				
DED <input type="checkbox"/> RETENTION \$		BODILY INJURY (Per person)	\$				
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/>	Y/N N/A	BODILY INJURY (Per accident)	\$				
MANDATORY IN NH If yes, describe under DESCRIPTION OF OPERATIONS below		PROPERTY DAMAGE (Per accident)	\$				
		EACH OCCURRENCE	\$				
		AGGREGATE	\$				
			\$				
		PER STATUTE	OTH-ER				
		E.L. EACH ACCIDENT	\$				
		E.L. DISEASE - EA EMPLOYEE	\$				
		E.L. DISEASE - POLICY LIMIT	\$				
B	Professional Liability (Errors and Omissions)		P100.099.630.7	2/13/2024	2/13/2025	Occurrence/Aggregate	\$1,000,000 / \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
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CERTIFICATE HOLDER		CANCELLATION	
For Informational Purposes Only		SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.	
		AUTHORIZED REPRESENTATIVE <i>Constance J. Cirera</i>	





## New Vendor Registration Form

<p>Please provide all information requested on this form. Please insert N/A for items not applicable:</p>			
Company Name: <b>The Integrity Group</b>		Contact Person/Title <b>Gary Yates, President/CEO</b>	
Address: <b>2120 Killarney Way</b>		City: <b>Tallahassee</b>	State: <b>FL</b>
Payment Remittance Address: <b>Same</b>		City:	State:
Billing Contact: <b>Lisa Lagergren</b>		Phone: <b>(850) 739-3600</b>	Email: <b>Lisa.Lagergren@ theintegritygroup.net</b>
Individual(s) authorized to contractually bind the company or firm (Please indicate if agent):			
Name: <b>Gary Yates</b>		Title: <b>President &amp; CEO</b>	Phone: <b>(850) 739-3600</b>
Name:		Title:	Phone:
Authorized Individual's Signature: <i>X Gary Yates</i>			
Title: <b>President &amp; CEO</b>		Print Name: <b>Gary Yates</b>	
I hereby certify that the above information is true and correct to the best of my knowledge. I have read, understand, and agree with the terms of the Vendor Statement of Agreement as outlined above. I understand that the submission of inaccurate information may result in rejection or deletion of my application.			
Authorized Individual's Signature: <i>X Gary Yates</i>		Print Name: <b>Gary Yates</b>	
Title: <b>President &amp; CEO</b>		Date: <b>August 13, 2024</b>	
Office Use Only	Vendor Number:		Date Processed:
	City of Terrell Finance Signature:		Date:

**Please return completed form, W-9 form, and Conflict of Interest  
Questionnaire form to [ap@cityofterrell.org](mailto:ap@cityofterrell.org)**



## Non-Collusion Statement

THE UNDERSIGNED AFFIRM THAT THEY ARE DULY AUTHORIZED TO EXECUTE THIS CONTRACT, THAT THIS COMPANY, FIRM, PARTNERSHIP OR INDIVIDUAL HAS NOT PREPARED THIS PROPOSAL IN COLLUSION WITH ANY OTHER PROPOSER, AND THAT THE CONTENTS OF THIS PROPOSAL AS TO PRICES, TERMS OR CONDITIONS OF SAID PROPOSAL HAVE NOT BEEN COMMUNICATED BY THE UNDERSIGNED NOR BY ANY EMPLOYEE OR AGENT TO ANY OTHER PERSON ENGAGED IN THIS TYPE OF BUSINESS PRIOR TO THE OFFICIAL OPENING OF THIS PROPOSAL.

VENDOR The Integrity Group

ADDRESS 2120 Killarney Way, Tallahassee, FL 32309

PHONE (850) 739-3600

FAX (850) 739-3605

PROPOSER (SIGNATURE) X Gary Yates

PROPOSER (PRINTED NAME) Gary Yates

POSITION WITH COMPANY President & CEO

SIGNATURE OF COMPANY OFFICIAL  
AUTHORIZING THIS PROPOSAL

X Gary Yates

COMPANY OFFICIAL  
(PRINTED NAME) Gary Yates

OFFICIAL POSITION President & CEO

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
WITH EACH PROPOSAL.**



# Document 00435

## *DOCUMENT 00435, REQUIRED BY ALL PROPOSERS WHO WILL RECEIVE FEDERAL FUNDS IN PAYMENT OF PROCUREMENT.*

### **PROPOSER'S CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION (49 CFR PART 29)**

The undersigned certifies, by submission of this proposal or acceptance of this contract, that neither Contractor nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntary excluded from participation in this transaction by any Federal department or agency. Proposer agrees that by submitting this proposal that Proposer will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts, and subcontracts. Where the Proposer or any lower tier participant is unable to certify to this statement, that participant shall attach an explanation to this document.

Certification-the above information is true and complete to the best of my knowledge and belief.

Gary Yates, President/CEO      The Integrity Group

(Printed or typed Name of Signatory)

X Gary Yates  
(Signature)

August 13, 2024

(Date)

NOTE: The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001

END OF DOCUMENT 00435-FAA

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
WITH EACH PROPOSAL.**



## NO GOVERNMENT OBLIGATION TO THIRD PARTIES

The Owner and Contractor acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract and shall not be subject to any obligations or liabilities to the Owner, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract.

It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

Gary Yates, President/CEO  
The Integrity Group

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(printed name of signatory)

X Gary Yates August 13, 2024  
(signature and date)

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
WITH EACH PROPOSAL.**



PROGRAM FRAUD AND FALSE OR FRAUDULENT  
STATEMENTS AND RELATED ACTS  
31 U.S.C. 3801 et seq.

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § 3801 et seq., "Administrative Remedies for False Claims and Statements," apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.

Gary Yates, President/CEO  
The Integrity Group

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(printed name of signatory)

X Gary Yates  
(signature and date)

August 13, 2024

THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
WITH EACH PROPOSAL



## ACCESS TO RECORDS AND REPORTS

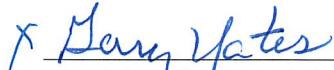
The following access to records requirements apply to this contract:

- (1) The contractor agrees to provide (insert name of state agency or local or Indian tribal government), (insert name of recipient), the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (3) The contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract."

Gary Yates, President/CEO  
The Integrity Group

---

(printed name of signatory)

 Gary Yates

August 13, 2024

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(signature and date)

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
WITH EACH PROPOSAL**



## EQUAL EMPLOYMENT OPPORTUNITY

### 29 CFR Part 1630, 41 CFR Parts 60 et seq.

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive considerations for employment without regard to race, color, religion, sex, or national origin.
- (3) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (4) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (5) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (6) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

**CONTINUED NEXT PAGE**



**EQUAL EMPLOYMENT OPPORTUNITY  
29 CFR Part 1630, 41 CFR Parts 60 et seq.  
CONTINUED**

(7) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, That in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency the contractor may request the United States to enter into such litigation to protect the interests of the United States."

Gary Yates, President/CEO  
The Integrity Group

(printed name of signatory)

*X Gary Yates*

August 13, 2024

(signature and date)

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## GOVERNMENT-WIDE SUSPENSION AND DEBARMENT

By signing and submitting its bid or proposal, the bidder or proposer agrees to comply with the following:

- (1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the contractor is required to verify that none of the contractor, its principals (defined at 2 C.F.R. §180.995), or its affiliates (defined at 2 C.F.R. §180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- (2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- (3) This certification is a material representation of fact relied upon by (insert name of subrecipient). If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to (name of state agency serving as recipient and name of subrecipient), the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- (4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

Gary Yates, President/CEO  
The Integrity Group

(printed name of signatory)



August 13, 2024

(signature and date)

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CONTRACT WORK HOURS AND SAFETY STANDARDS ACT  
29 CFR § 5.5(b)

- (1) Overtime requirements - No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
- (2) Violation; liability for unpaid wages; liquidated damages - In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.
- (3) Withholding for unpaid wages and liquidated damages - The Owner shall, upon its own action or upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

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# CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

29 CFR § 5.5(b)

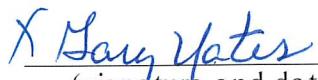
**CONTINUED**

(4) Subcontracts - Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

Gary Yates, President/CEO  
The Integrity Group

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(printed name of signatory)

 August 13, 2024  
(signature and date)

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
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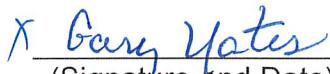
## DAVIS BACON ACT AND COPELAND ANTI-KICKBACK ACT

1. Contractor. The contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
2. Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as the FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.
3. Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12."

Gary Yates, President/CEO  
The Integrity Group

---

(Printed Name of Signatory)

  
(Signature and Date)

August 13, 2024

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## LOBBYING

### Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

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

#### Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

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

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

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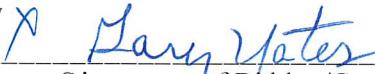


## LOBBYING CONTINUED

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. § (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to 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, The Integrity Group, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq apply to this certification and disclosure, if any.

Executed this 13 day of August, 2024

By 

Signature of Bidder/Contractor /Subcontractor's Authorized Official

**Gary Yates**

Printed Name of Bidder/Contractor /Subcontractor's Authorized Official

President & CEO

Title of Authorized Official

**THIS DOCUMENT MUST BE COMPLETED, SIGNED, AND SUBMITTED  
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**CLEAN AIR**  
**42 U.S.C. § 7401 et seq.**

Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401 et seq. The Contractor agrees to report each violation to the Owner and understands and agrees that the Owner will, in turn, report each violation as required to assure notification to the State of Texas, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

Contractor also agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

Gary Yates, President/CEO  
The Integrity Group

(printed name of signatory)

X Gary Yates August 13, 2024  
(signature and date)

**CLEAN WATER REQUIREMENTS**  
**33 U.S.C. 1251 et seq.**

Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. Contractor agrees to report each violation to the Owner and understands and agrees that the Owner will, in turn, report each violation as required to assure notification to the State of Texas, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. Contractor also agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

Gary Yates, President/CEO  
The Integrity Group

(printed name of signatory)

X Gary Yates August 13, 2024  
(signature and date)

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PROCUREMENT OF  
RECOVERED MATERIALS  
42 U.S.C. 6962

(1) In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA- designated items unless the product cannot be acquired—

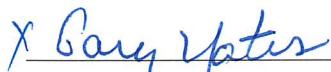
- (i) Competitively within a time frame providing for compliance with the contract performance schedule;
- (ii) Meeting contract performance requirements; or
- (iii) At a reasonable price.

(2) Information about this requirement, along with the list of EPA-designate items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guide-line-cpg-program>.

Gary Yates, President/CEO  
The Integrity Group

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(printed name of signatory)

 Gary Yates August 13, 2024  
(signature and date)

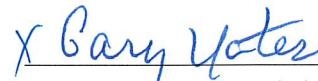
DEPARTMENT OF HOMELAND SECURITY  
SEAL, LOGO, AND FLAGS

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

Gary Yates, President/CEO  
The Integrity Group

---

(printed name of signatory)

 Gary Yates August 13, 2024  
(signature and date)

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## COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgment that FEMA financial assistance will be used to fund the contract only. The contractor will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

Gary Yates, President/CEO

The Integrity Group

(printed name of signatory)

X Gary Yates

August 13, 2024

(signature and date)

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## HUB Vendor Status

YES (attach certification)  XX NO

HUB VENDORS: HUB vendors (Historically Underutilized Business) are vendors whose company is owned by either a minority or woman. If you are classified as a HUB vendor and have certification to prove this, please respond below and attach a copy of your certification. If you would like to read the Texas bid statute which references HUB vendors, please follow this link <http://www.statutes.legis.state.tx.us/SOTWDocs/LG/htm/LG.252.htm>

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*Mary Yater 8/13/24*



## Texas' Required Contract / Purchase Order Terms and Conditions

Updated August 2021

The following terms and conditions are required by the Texas State Legislature.

The City of Terrell cannot enter into a contract without a statement from the Vendor affirming that they agree to the terms and conditions below.

**PROHIBITION OF BOYCOTT OF ENERGY COMPANIES:** By accepting this contract or purchase order, Vendor verifies that it does not Boycott Energy Companies and agrees that during the term of this Agreement will not Boycott Energy Companies as that term is defined in Texas Government Code Section 809.001, as amended. This section does not apply if Professional (or Contractor) is a sole proprietor, a non-profit entity, or a governmental entity; and only applies if: (i) Professional (or Contractor) has ten (10) or more fulltime employees and (ii) this Agreement has a value of \$100,000.00 or more to be paid under the terms of this Agreement.

**PROHIBITION OF DISCRIMINATION AGAINST FIREARM ENTITIES AND FIREARM TRADE ASSOCIATIONS:** By accepting this contract or purchase order, Vendor verifies that it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and (ii) will not discriminate during the term of the contract against a firearm entity or firearm trade association. This section only applies if: (i) Professional (or Contractor) has ten (10) or more fulltime employees and (ii) this Agreement has a value of \$100,000.00 or more to be paid under the terms of this Agreement; and does not apply: (i) if Professional (or Contractor) is a sole proprietor, a non-profit entity, or a governmental entity; (ii) to a contract with a sole-source provider; or (iii) to a contract for which none of the bids from a company were able to provide the required certification.

**PROHIBITION OF BOYCOTT OF ISRAEL AND OF DOING BUSINESS WITH CERTAIN ENTITIES:** By accepting this contract or purchase order, Vendor verifies that his/her company, under the provisions of Subtitle F, Title 10, Government Code Chapter 2270 and Subchapter F, Government Code Chapter 2252::

1. Does not boycott Israel currently; and
2. Will not boycott Israel during the term of the contract the above-named Company, business or individual with the City of University Park, Texas; and
3. Does not do business with Iran, Sudan, or a Foreign Terrorist Organization.

**CONTINUED NEXT PAGE**



## Texas' Required Contract / Purchase Order Terms and Conditions

### CONTINUED

Pursuant to Section 2270.001, Texas Government Code:

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

Pursuant to Section 2252.151, Texas Government Code:

1. "Foreign terrorist organization" means an organization designated as a foreign terrorist organization by the United States secretary of state as authorized by 8 U.S.C. Section 1189.

Company Name: The Integrity Group

Printed Name of Company Representative:  
Gary Yates

Signature: X Gary Yates

Title: President & CEO

Date: August 13, 2024

BID / RFP Number: 2024-DRCS-1 - Disaster Recovery Consulting Services

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## E-VERIFY PROGRAM

The Contractor shall utilize the U.S. Department of Homeland Security's E-Verify system, in accordance with the terms governing use of the system, to verify the employment eligibility of all new employees hired by the Contractor during the term of the Contract. In addition, Contractor shall require any subcontractors performing work or providing services pursuant to the Contract to verify the employment eligibility of all new employees hired by the subcontractor during the term of the Contract. The Contractor shall provide to the County, within thirty (30) days of the effective date of this Contract, documentation of such enrollment in the form of a copy of the E-Verify "Edit Company Profile" screen, which contains proof of enrollment in the E-Verify Program (this page can be accessed from the "Edit Company Profile" link on the left navigation menu of the E-Verify employer's homepage). Contractor further agrees that it will require each subcontractor that performs work under this Contract to enroll and participate in the E-Verify Program on the same terms as Contractor. Contractor shall obtain from its subcontractor(s) a copy of the "Edit Company Profile" screen indicating enrollment in the E-Verify Program and make such record(s) available to the Owner upon request.

Company Name: The Integrity Group

Printed Name of Company Representative:  
Gary Yates

Signature: X Mary Yates

Title:  
President & CEO

Date: August 13, 2024

BID / RFP Number: 2024-DRCS-1 - Disaster Recovery Consulting Services

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# APPENDIX

# 7



# Darryl Cox

Senior Vice President, Program Services



## Experience Summary

Darryl has over 17 years of leadership and technical consulting experience in disaster recovery, working on 35 Federally Declared Disasters. During this time, he has worked on over 2,000 disaster recovery grants valued at more than \$1 billion. This service has positively impacted not only two major state-level grantees, but more than four hundred sub-grantees. Prior to becoming a professional recovery consultant, Darryl worked for the Florida Division of Emergency Management (FDEM), Bureau of Recovery, for over five years. He has served in all professional capacities, including Public Assistance Coordinator, Team Lead, Regional Project Manager and Program Director. His experience is in all phases of disaster recovery, including Damage Assessments; Project Development; Grant Management & Reporting; Payment Processing; Final Reconciliation; and project, account, and disaster closeouts. He is highly respected by clients for his exceptional technical knowledge, keen focus on customer service and responsiveness to meet their needs.

### EXPERTISE

- FEMA PA
- Hazard Mitigation
- FEMA/HUD Policy
- Grant Management
- Debris Management

### GRANTS

- CDBG-DR
- Housing
- COVID 19
- ARPA/CARES
- Public Assistance

### DISASTERS

- Hurricane Michael
- Tornado in Kentucky
- Hurricane Frances
- Texas Floods
- Hurricane Wilma
- Tornado in Tennessee

### EDUCATION

- B.A, Economics, University of South Florida, Tampa, FL

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant FEMA and HUD CDBG-DR Certificate Courses:
- CDBG-Disaster Recovery
- ISA Certified Arborist
- CDBG-DR Key Concepts
- CDBG-DR Overview

## RELEVANT EXPERIENCE/BACKGROUND

As part of the Florida Division of Emergency Management Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.

Working with Gadsden County, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$35 Million for the county related to large infrastructure projects. He has managed these projects in all areas of budget, schedule, and compliance.

Working with the City of Springfield, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$82 Million for the city related to large infrastructure and economic revitalization projects. He has managed these projects in all areas of budget, schedule, and compliance.

While working disaster recovery for in Mayfield, KY, Darryl has assisted multiple clients across a broad range of disaster recovery to include pursuit and management of FEMA PA, CDBG-DR, Kentucky S.A.F.E. projects. These projects include the complete rebuild of over \$100 Million in major infrastructure.

Working with the City of Lynn Haven, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$25 Million for the city related to large infrastructure and economic revitalization projects. He has managed these projects in all areas of budget, schedule, and compliance.



## Experience Summary

Lauren Scott has over 13 years of experience in grant management and disaster recovery and the FEMA Public Assistance Program, working on 18 Federally Declared Disasters. During this time, Mrs. Scott has worked on over 70 disaster recovery grants valued at over \$150 million, building relationships and rapport with 31 sub-grantees. Other Grant Management experience includes ARPA funding working with 5 Local Governments on 17 Grant Programs, three being specific to the Emergency Rental Assistance Program. Also, Non-Profit Sexual/Domestic Violence Center/Shelter, managing 13 grants, maintaining compliance, and providing deliverables. Mrs. Scott is a resolute worker, who enjoys working under pressure and doing what is needed to get a job done effectively and efficiently. Displays a positive personality with effective communication skills. Works well on a team, and independently.

### EXPERTISE

- FEMA Policies
- Grants
- Contract Management
- Finance

### GRANTS

- ERA Grants
- FEMA Grants
- COVID 19
- ARPA/CARES

### DISASTERS

- Hurricane Michael
- Hurricane Sally
- Tornados in Kentucky
- Tornados in Tennessee

### EDUCATION

- Advanced Grant Management Programs, State of Florida
- Investigative & Fraud Prevention Solutions

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed

## RELEVANT EXPERIENCE/BACKGROUND

As part of the Florida Division of Emergency Management Public Assistance Team, assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.

Served as part of the Bay County Long-term Recovery Planning team which resulted in the County's Strategic Plan for Recovery. This plan was the basis for over \$200 million in HUD, and other recovery funding.

Helped manage the Bay County School District disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$149 million.

Led efforts in the Calhoun County Fl. for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million.

Served on a team that administered a total of \$25 million in COVID-19 grant funding for various clients.

Participated in the Florida State University Disaster Recovery team in the pursuit of disaster recovery funding totaling \$6 million.

Managed COVID-19 recovery grant projects totaling \$9.8 million for the non-profit National Church Residences. Along with \$7.3 million for Tallahassee Memorial Hospital.

Participated in Gulf Specimen Marine Laboratory for disaster recovery funding programs. Total funding, around \$1 million.

Administered total grant funding in excess of \$15 million for Hinds County, Mississippi with a focus on timely and accurate grant applicant services, full compliance, and maximum benefit.

Participated in multiple Florida Sheriff's Office disaster recovery funding grants. Total funding, which is now being managed, is over \$1 million.

Coordinated COVID funding for Wakulla County, Florida. Project included establishment of web-based application system, full review and approval of grant requests and anti-fraud efforts. Program funding was more than \$5 million.

In the aftermath of Cat 5 Hurricane Michael led recovery funding pursuit efforts for six Florida School Districts with total funding secured totaling more than \$24 million.



## Experience Summary

Sheila has more than 35 years of experience working in grant management, operations, finance, auditing, and human resources. She has a proven track record in providing strategic guidance and support to clients, ensuring compliance with program regulations, and optimizing funding opportunities. She utilizes her exceptional analytical and problem-solving skills to assist organizations in navigating complex funding programs successfully.

### EXPERTISE

- FEMA Policies
- Grants
- Data Analytics
- Finance

### GRANTS

- ERA Grants
- FEMA Grants
- COVID 19
- ARPA/CARES
- HUD Grants

### DISASTERS

- Hurricane Michael
- Hurricane Sally
- Tornados in Kentucky
- Tornados in Tennessee
- COVID-19

### EDUCATION

- Business Administration- Accounting, Fort Lauderdale College of Tallahassee

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed

## RELEVANT EXPERIENCE/BACKGROUND

Coordinated the pursuit and management of recovery grant projects totaling \$9.8 million for the non-profit National Church Residences.

Provided complete disaster recovery services to Tallahassee Memorial HealthCare in the aftermath of the COVID-19 pandemic with funding projects totaling \$7.3 million.

Assisted in grant administration of CDBG funds totaling \$25 million for multiple clients.

Served on a team that administered a total of \$25 million in COVID-19 grant funding for multiple applicants.

Participated in administering total grant funding in excess of \$15 million for Hinds County, Mississippi with a focus on timely and accurate grant applicant services, full compliance, and maximum benefit to the community.

Participated in Jackson County Sheriff's Office for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$300 thousand.

In the aftermath of Cat 5, Hurricane Michael led recovery funding pursuit efforts for six Florida School Districts, with total funding secured totaling more than \$24 million.

Assisted the Florida State University Disaster Recovery team in the pursuit of disaster recovery funding totaling \$6 million.

Participated in the Bay County School District disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$149 million.



# Amanda Cox

General Counsel

## Experience Summary

Amanda serves as a Senior Consultant and Recovery Attorney for The Integrity Group's State and Local Government Practice (SLG). She has more than 8 years of experience working directly with State and local governments, in planning, grant management and auditing services related to Federal funding. She has extensive experience in auditing and compliance of Federally funded grants. Her expertise includes monitoring and complying with funding subject to the Davis-Bacon Act and Fair Labor Standards Act as well as compliance with 2CFR and 24 CFR regulations. This includes reviewing clients' procurements, policies and procedures, and project management practices to ensure full compliance. Amanda has also developed several FEMA appeals for clients and is extremely knowledgeable in that complex process.

EXPERTISE
<ul style="list-style-type: none"><li>• Knowledge of FL Law</li><li>• Compliance Management</li><li>• Auditing</li><li>• FEMA/HUD Policies</li></ul>
GRANTS
<ul style="list-style-type: none"><li>• ESSER</li><li>• HUD</li><li>• COVID 19</li><li>• ARPA/CARES</li></ul>
DISASTERS
<ul style="list-style-type: none"><li>• Hurricane Michael</li><li>• COVID 19</li><li>• Tornados in Kentucky</li><li>• Tornados in Tennessee</li></ul>
EDUCATION
<ul style="list-style-type: none"><li>• J.D. Stetson University College of Law</li><li>• B.A Criminology, University of Florida</li><li>• B.A, Psychology, University of Florida</li></ul>
CREDENTIALS/CERTIFICATES/ TRAININGS
<ul style="list-style-type: none"><li>• All Relevant HUD and FEMA Courses Completed</li></ul>

## RELEVANT EXPERIENCE/BACKGROUND

As part of the Florida Division of Emergency Management Public Assistance Team assisted in the management, reconciliation and closeout of disaster recovery grants totaling \$2.4 billion.

Working with Florida's Hernando County School District, Amanda monitored compliance for federally funded ESSER grants. In this role, Amanda provided guidance on general compliance to the contractor's hired to perform school construction projects to assure the client remained compliant with the Davis-Bacon Wage and Fair Labor Standards Act. She also worked with the Florida Department of Education who was administering the funds to ensure compliance on the local level for the School District.

Working with Florida's Gadsden County, Amanda assisted in the management of grants totaling \$35 million, including those funded by HUD and the American Rescue Plan Act (ARPA). Amanda helped draft and administer grant programs that provided direct funds to County residents who were negatively economically affected by the COVID-19 pandemic, as well as a separate grants program for small businesses that negatively economically affected by COVID-19. She assisted and managed a team in processing hundreds of both resident and business applications.

While working with several local government entities and the State of Florida, Amanda, in various roles as a top senior staff, has frequently prepared briefing papers and presentation material, facilitated, and presented at large public meetings that included high ranking elected, appointed officials, staff, stakeholders, media, and citizens related to the CDBG-DR and FEMA Public Assistance Programs. An accomplished grant writer and skilled grant manager, Amanda has been successful in securing and managing millions of dollars in federal and state grant dollars for local government projects such as wastewater facility improvements, park and facilities improvements, sidewalks, bike trails, boat ramps, shelter plans, and disaster risk analysis. Amanda has extensive experience ensuring that grant programs are supported with the appropriate policies to ensure compliance with federal, state, and local laws.



## Experience Summary

Bob has over 14 years of leadership and technical consulting experience in the area of disaster recovery with FHWA and the FEMA Public Assistance Program, working on no less than 12 Federally Declared Disasters. During this time, he has worked on over thousands of disaster recovery grants valued at close to a billion dollars. Prior to becoming a professional recovery consultant, Bob worked for the Florida Division of Emergency Management (FDEM), Bureau of Recovery, for exactly 3 years, and FEMA for 2 years. He has served in all professional capacities, including Public Assistance Coordinator, Team Lead, and Regional Lead. His experience is in all phases of disaster recovery, including Damage Assessments; Project Development; Grant Management & Reporting; Payment processing; Final Reconciliation; and project, account and disaster closeouts. He is highly respected by all clients for his technical knowledge, outstanding customer service and responsiveness to meet the needs of state and local applicants.

### EXPERTISE

- FEMA Mitigation
- Hazard Mitigation
- FEMA/HUD Policy
- Grant Management
- PDA'S

### GRANTS

- CDBG
- COVID 19
- ARPA/CARES
- DR-HUD

### DISASTERS

- Hurricane Michael
- Severe Storms and Flooding
- Hurricane Frances
- Hurricane Wilma
- Tornado in Tennessee

### EDUCATION

- 72 Hours Leadership/management with CCAF

### CREDENTIALS/CERTIFICATES/ TRAININGS

- Public Adjuster 6-20 All Lines
- Road and Bridge Maintenance
- All Relevant FEMA and HUD CDBG-DR Certificate Courses:
- CDBG-DR Consolidated Notice Guidebook-- Understanding the Consolidated Notice Guide
- CDBG-DR Key Concepts
- CDBG-DR Overview
- Overview of Allocation Announcement Notice (AAN) & the Consolidated

### RELEVANT EXPERIENCE/BACKGROUND

Participated in City of Dresden, TN for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5 million. Worked with City of Dresden, TN to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

Participated in First Christian Church of Mayfield KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million. Worked with First Christian Church of Mayfield KY to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

Participated in Catalyst Church, Mayfield Ky for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million. Worked with Catalyst Church, Mayfield Ky to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

Participated in Mayfield First Methodist Church for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$4 million. Worked with Mayfield First Methodist Church to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

Participated in First Presbyterian Church Mayfield KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5.7 million. Worked with First Presbyterian Church Mayfield KY to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

As part of the Florida Division of Emergency Manage Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.

Participated in Holmes County for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$35 million. Worked with Holmes County to pursue and manage a total of millions in CDBG-DR funding for unmet needs. .



# David Gillespie, PMP

**Lt Col, United States Air Force (Ret.)**  
Executive Vice President, The Integrity Group  
President, Trustmark Enterprise



## EXPERIENCE SUMMARY

David serves as the Executive Vice President for Program Development, and as a member of the executive leadership team, for **The Integrity Group**. He is also the founder and President for **Trustmark Enterprise**. He brings a combined 35+ years of professional leadership; executive stakeholder/community engagement; grant program & project design, implementation, and management; policy development; and training experience across multiple disciplines and communities of interest.

### EXPERTISE

- Executive/team Leadership
- Client/Community Engagement
- Portfolio / Program / Project Management
- Grant Management

### DISASTERS

- Hurricane Katrina response, Deputy Director of Intelligence, Air Mobility Command

### EDUCATION

- M.S. Criminal Justice Studies, Florida State University (FSU)
- M.S. Business Administration, Boston University
- M.S., Military Operational Art/Science, Air University
- B.S., Political Science, FSU

### CREDENTIALS/CERTIFICATES/TRAININGS

- Project Management Professional (15 yrs)
- Certified Scrum Master
- ITIL-4 Strategist & Foundation certified
- Amazon Web Services (AWS) Certified Cloud Practitioner
- FEMA Certificates
  - IS-1000: PA Program & Eligibility
  - IS-1001: PA Delivery Model
  - IS-1012: Direct Admin Costs
  - IS-1014: Integrating 406 Mitigation
  - IS-1016: Environmental & Historic Preservation
  - IS-1024: Water & Wastewater Treatment System Considerations
  - IS-322: Flood Mitigation
  - IS 393.b: Intro to Hazard Mitigation
  - IS 2900a: National Disaster Recovery Framework
  - IS-1300: Intro to Continuity of Ops
- CDBG-Disaster Recovery
  - Fraud Awareness, Detection, Referral

## RELEVANT EXPERIENCE/BACKGROUND

Serves as both **Executive Vice President of The Integrity Group**, and **President of Trustmark Enterprise**. Provides programmatic oversight and leadership over multiple client engagements. An expert at stakeholder engagement and portfolio/program/project workflow process development & management, ensures client needs and requirements are met on-time and on-demand.

**Executive Vice President of the Florida Chamber Foundation.** David led the foundation in building strategic momentum to secure Florida's future through the management, execution, and advocacy of the Six Pillars Framework and 39 goals outlined in the *Florida 2030 Blueprint* – the emphatic roadmap on what Florida needs to do to continue its climb towards becoming a top 10 global economy by the year 2030 while preserving Florida's quality of life, brand, and reputation for the betterment of Florida's residents, visitors, and its 67 counties.

**U.S. Air Force officer, Lt Col, (Ret.)**, served in a variety of executive, operational, and programmatic leadership capacities across the globe. Highlights include David deploying and serving in various leadership capacities in six major operational conflicts and/or campaigns including serving as a senior intelligence advisor deployed to Kabul, Afghanistan, where he was charged in part to advise the Commanding General of NATO's International Security Assistance Force, and international staff on threats to nation building and coalition forces.

**Project designer/leader** for a global event simultaneously occurring across three continents. Project was to design the concept, then scope, plan, monitor/control and execute an event that simultaneously observed nine separate Department of Defense operations centers (3500+ personnel) participate in real-time airborne surveillance and reconnaissance missions on three separate continents. Project produced an audit of findings, best practices, and recommendations for enhancing the operational process and efficiencies for a global enterprise, as well as compliance evaluation to standard operational procedures. Project awarded #1 lessons learned initiative for the U.S. Air Force.

**Award-winning \$1.3+ billion/8,300 personnel portfolio manager** and advocate of national intelligence programs to executive Pentagon officials/offices and Congressional committees.

On behalf of **U.S. Department of Justice, Bureau of Justice Assistance**, provided direct operational leadership for a federal grant team of 60+ office-based and remote employees/contractors working cohesively to provide both *onsite* and *online* comprehensive re-skilling/up-skilling training opportunities for our nation's law enforcement community of interest.

10+ years of federal program/project/ grant management experience

Evaluator of a \$3 billion U.S. Air Force intelligence portfolio; identified \$100M in cost savings. Program Manager for \$944 Million and 1400 personnel U.S. Air Force program



## John Czernis

*Executive Vice President, Operations and Compliance*

### Experience Summary

Mr. John Czernis serves as Executive Vice President of Operations and Compliance, for the Integrity Group. He brings more than 46 years of public and private sector experience serving in positions of successively greater responsibility and leadership in state and local law enforcement, government compliance, and non-profit executive management. John has extensive experience in compliance and assurance services gained from his public and private sector work experience. He has firsthand experience in on-site and disaster recovery response, as well as administrative functions as a sworn member of the Florida Highway Patrol.

#### **EXPERTISE**

- Legislative Liaison
- Compliance Management
- FEMA Policy
- Auditing

#### **GRANTS**

- FEMA
- CDBG-DR, CV, HRP, MIT
- HOUSING
- COVID 19
- ARPA/CARES
- DOJ Law Enforcement Training and Technical Assistance

#### **DISASTERS**

- Hurricane Michael
- COVID 19
- Multiple Hurricanes and Public Disorder Incidents

#### **EDUCATION**

- M.P.A., Public Policy, Florida State University
- B.S., Criminal Justice, Rollins College, Winter Park, Florida
- A.S., Indian River Community College, Ft Pierce, Florida

#### **CREDENTIALS/CERTIFICATES/ TRAININGS**

- HUD and FEMA Courses Completed
- Criminal, Administrative and Internal Investigations Training
- Certified Assessor Training for Law Enforcement Accreditation

### **RELEVANT EXPERIENCE/BACKGROUND**

#### **The Integrity Group**

John works closely with clients and Integrity Group staff to ensure compliance with relevant federal, state, and local codes and regulations during disaster recovery operations. He maintains current knowledge of grant implementation and reporting requirements to provide timely guidance regarding appropriate procedures to ensure audits free of substantial findings and prevent funding de-obligations.

#### **State of Florida, Office of the Governor, Office of the Chief Inspector General**

John served as the Chief Investigator in the Office of the Chief Inspector General (OCIG). In this position, he worked closely with the CIG to provide oversight and guidance to state agency inspectors general and to conduct investigations regarding waste, fraud, and abuse. John reviewed investigative reports submitted by other inspectors general to ensure compliance with the duties and responsibilities of various state agencies. John provided oversight of investigations regarding whistleblower complaints and complaints of sexual harassment or discrimination.

#### **State of Florida, Division of Florida Highway Patrol**

As the Director of the Florida Highway Patrol, John provided overall executive management and leadership of the agency. John began his career with the FHP as a Trooper. He promoted through the ranks from first line supervisor to executive management, ultimately serving as Colonel. At each level of service, he gained valuable experience with criminal and administrative investigations, policy management and accreditation, personnel evaluation development, training, budget management, and personnel management. His experience with compliance services included the complete rewrite and publication of the agency's policy and procedures manuals, participation in the research, development, and implementation of the agency's personnel evaluation program, obtaining and maintaining the agency's national accreditation, and participation in the reorganization of the department's office of inspector general. John was involved with the on-site response to natural and man-made disasters as well as managing the support functions involving recording and reporting the activities of personnel assigned to disasters. John was responsible for the agency's budget and personnel assignments during several hurricanes impacting the State.

#### **Institute for Intergovernmental Research (I.I.R.)**

John's service with the Institute for Intergovernmental Research involved researching and writing grant proposals for training and technical assistance. John managed one training grant from a small program to a multimillion-dollar funding opportunity. John also guided the company's review of law enforcement agency's patterns and practices on behalf of the DOJ. John assumed positions of greater responsibility, ultimately serving as president and CEO.



## Experience Summary

Jeremy serves as CIO of The Integrity Group and is actively involved in all phases of the company's disaster recovery service offerings, focusing on technology solutions and full compliance. In addition to his time at The Integrity Group, Jeremy has ten years of proven leadership with an international non-profit organization in the areas of finance and information technology. With a keen understanding of emerging technologies and vision to implement innovations for long-term, sustainable delivery of services, Jeremy brings passion and expertise to our team. Jeremy is a Project Management Professional (PMP) as well as a Certified Scrum Master (CSM) and has over 16 years of experience working with Agile development teams.

### EXPERTISE

- Knowledge of FL Law
- Compliance Management
- Auditing
- FEMA/HUD Policies

### GRANTS

- ERA Grants
- Law Enforcement
- COVID 19
- ARPA/CARES

### DISASTERS

- Hurricane Michael
- COVID 19
- Tornados in Kentucky
- Tornados in Tennessee

### EDUCATION

- MDIV, Theology, Southwestern Baptist Theological Seminary
- BA, Public Relations/Political Science, Florida State University

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed
- Project Management Professional (PMP)
- Certified Scrum Master (CSM)

### RELEVANT EXPERIENCE/BACKGROUND

Built and maintains The Integrity Group's disaster recovery data management system. This system compiles all FEMA, HUD, and other project worksheets and grants financial information. The system is accessible by client leadership and staff for tracking and linkage with client systems.

Working with an international organization, worked on various outreach, support and other services focused on low- and moderate-income residents facing serious challenges and in need of support in many areas—including housing.

Developed and implemented a grant portal workflow that takes users through the process of application, review, and payment. This system has been utilized to award over \$200 million in local, state, and federal funds. Most recently used in the CARES, ARPA, and ERA/ERA2 programs. This system includes fraud prevention and detection tools.

Lead the Housing Branch of the Bay County Long Term Recovery Planning Committee after Hurricane Michael. Played a key role in finalizing the document that has allowed Bay County to bring in over \$750 million in funding for its recovery efforts.

Served as Scrum Master on a 3-year effort to create a three phase, custom expense report application used enterprise-wide and improve processes within the finance office for expense report review producing a 500k annual savings to the organization through personnel costs and overhead reduction.

Lead an innovative program that provides staffing for school safety officers in 22 Leon County Florida schools, deploying fully certified law enforcement officers. The five -year program now totals over \$60 million.



## Experience Summary

Jessica Hartsfield has served as a Disaster Recovery Program Specialist for The Integrity Group for 5 years and 2 months. She has performed all levels of disaster recovery assistance to many subrecipient clients including Counties, Cities, and Non-Profit organizations. She is experienced in developing grant documents capturing all costs incurred by State and Local entities, along with quality assurance reviews of financial data to verify compliance with Federal and State guidelines. Jessica has been involved in 24 grant programs, 17 being ARPA funded, with three focusing on Emergency Rental Assistance. She has processed over 115 million dollars of grant funding to communities and individuals.

### EXPERTISE

- FEMA Policies
- Grants
- Analytical Skills

### GRANTS

- HUD
- COVID 19
- ARPA/CARES

### DISASTERS

- Hurricane Michael
- COVID 19
- Tornados in Kentucky
- Tornados in Tennessee

### EDUCATION

- Undergraduate studies in Political Science, University of South Florida
- Paralegal, Penn Foster
- AA, Tallahassee Community College

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed

## RELEVANT EXPERIENCE/BACKGROUND

Participated in Calhoun County Sheriff's office for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$1 million. Worked with Calhoun County Sheriff's to pursue and manage a total of millions in CDBG-DR funding for unmet needs across the school community in Bay County, FL.

Administered total grant funding of more than \$15 million for Hinds County, Mississippi with a focus on timely and accurate grant applicant services, full compliance, and maximum benefit to the community.

Participated in Jackson County Sheriff's Office for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$300 thousand. Worked with Jackson County Sheriff's Office to pursue and manage a total of millions in CDBG-DR funding for unmet needs.

Led the City of Springfield, Fla's disaster recovery efforts, resulting in more than \$50 million in FEMA ,HUD, fand other funding. Now assisting in management of these funds to ensure full compliance and avoid negative audit findings and potential claw backs.

Coordinated COVID funding for Bay County, Florida. Project included establishment of web-based application system, full review and approval of grant requests and anti-fraud efforts. Program funding was nearly \$6 million.

Worked on Emergency funding of about \$1 million for Okaloosa County, Fl.  
(ERA)



## Experience Summary

Bradley Yates is a Senior Project Specialist for The Integrity Group. Bradley has fourteen years of experience in the emergency management realm, focusing heavily on PA and recovery. He works with and alongside applicants in the PA program, which include state, local, tribal, and territorial (SLTT) officials, as well as private non-profit organizations, to ensure that their organization successfully navigates the reimbursement process. A major aspect of his services have been in two major residential homing improvement programs in Florida—the My Safe Florida Home Program and the Florida Weatherization Assistance Program. Bradley is also a State of Florida certified firefighter and emergency medical technician, currently employed in one of Florida's mid-sized cities. He is an Urban Search & Rescue Technician and has deployed several times within the State of Florida, including the Champlain Building Collapse and Hurricane Ian. He holds various specialized certifications within the US&R system, such as planning manager, logistics manager, water rescue specialist, and task force leader. He is also a hazardous material technician, live fire training instructor, and Part 107 certified unmanned aerial systems pilot.

### EXPERTISE

- FEMA Policies
- Grants
- Licensed Drone Pilot

### GRANTS

- ESSER
- HUD
- COVID 19
- ARPA/CARES

### DISASTERS

- Hurricane Michael
- COVID 19
- Tornados in Kentucky
- Tornados in Tennessee

### EDUCATION

- B.S., Emergency Management & Fire Service Management, University of Florida (in progress)
- A.A., General Education, Tallahassee Community College
- Florida State Firefighter Certification, Tallahassee Community College
- Florida State Emergency Medical Technician, North Florida Community College

### CREDENTIALS/CERTIFICATES/ TRAININGS

- All Relevant HUD and FEMA Courses Completed

## RELEVANT EXPERIENCE/BACKGROUND

Assisted in the coordinated a team of 60 certified home inspectors, participating in the My Safe Florida Home and Florida Weatherization Programs in the Northeast Region of Florida that completed more than 40,000 inspections. This work included pre-and post-inspectors of work done to enhance the energy efficiency of homes as well as wind mitigation inspections. Utilized an automated case assignment and tracking system to ensure compliance will all guidelines.

As part of the Florida Division of Emergency Management Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.

Served on a team that administered a total of \$75million in COVID-19 grant funding for 4 non-profit organizations.

Served as a facilitator, evaluator, and controller in numerous emergency management and public safety training exercises, both tabletop and full-scale—these include MCI events, active shooter drills, HazMat response training, and hurricane preparedness, response, and recovery instruction. In this role he assisted with preparation meeting, logistics and support during events, evaluating the operations of responding personnel, participating in the hotwash and feedback, and assisting with the development of the after-action report.

