

PINELLAS COUNTY

FLORIDA



25-0425-RFP

Management, Administration & Implementation of Community Development Block Grant - Disaster Recovery (CDBG-DR) Program

SUBMITTED BY

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We have been registered as HORNE LLP since 2004. Since the firm's original founding in 1962, we have several name changes and subsidiaries, including:

HORNE CPA Group {1982-2004}



**25-0425-RFP Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program Proposal****Submission Guidelines**

Pinellas County seeks qualified vendors to support its comprehensive Community Development Block Grant-Disaster Recovery (CDBG-DR) initiative. Vendors may submit proposals for **Disaster Recovery Program Management, Housing Program Management, or both**. However, separate proposals must be submitted for each selected area.

Vendor Proposal Submission

Check one or more options below to indicate your submission choice:

- ☐ **Option A:** Disaster Recovery Program Management, submit the Option A Cost Matrix Workbook with multiple worksheets with your proposal
- ☐ **Option B:** Housing Program Management, submit the Option A Cost Matrix Workbook with multiple worksheets with your proposal.
- ☒ **Option C:** Both Disaster Recovery Program Management and Housing Program Management, submit both Option A and Option B Cost Matrix Workbooks, with multiple worksheets, with your proposal.

Vendor/Company Name:

HORNE LLP

Authorized Representative (Print):

Scott Keller, Partner

Signature: _____

Date: 06/26/2025

Ensure this completed page is included as a cover page for each submitted proposal.

Important Notes:

1. Proposals will be evaluated for Disaster Recovery Program Management and Housing Program Management.
2. Contracts awarded may include flexibility to address future disasters and additional funding as authorized.



Scope of Work by Proposal Type

Option A: Disaster Recovery Program Management

Program ID	Programs
1D	Strategic Relocation and Revitalization Program Administration
2D	Homebuyer Assistance Program Administration
3D	Disaster Relief Reimbursement Program Administration
4D	People First Small Business and Community Recovery Program Administration
5D	Non-Profit Community Recovery Program Administration
6D	Local Mitigation Planning Program Administration
7D	Local Mitigation Infrastructure Program Administration

The vendor bidding on **Disaster Recovery Program Management** will be bidding to be the project manager, program manager, and grant administrator for program initiatives **1D to 7D**, which includes but is not limited to

1. Developing program standards, policies, and workflow
2. Setting up a Call Center, Customer Service Center, and providing staffing for
 - a. Application intake, eligibility screening, and case management
 - b. Reviewing for Duplication of Benefits (DOB) per the Robert T. Stafford Act and unmet needs verification
 - c. Implementing an Appeals Criteria Process
3. Program Implementation and Fund Distribution
4. Notices of Funding Availability (NOFAs)
5. Financial management, Grant compliance, monitoring, and reporting
6. Training for staff and subrecipients on HUD/CDBG-DR requirements

7. Environmental Reviews (Tier 1 & Tier 2, HEROS system compliance)
8. Coordination of temporary housing/relocation as necessary (URA compliance)
9. Be familiar with the floodplain management regulations (24 CFR Part 55) and Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA) (49 CFR Part 24)
10. Initial property inspections
11. Transition, close-out, and records retention planning

Note: Programs **1D-7D** do not have a rehab/reconstruction component.

**Option B: Housing Program Management**

Program ID	Programs
1H	Homeowner Rehabilitation/Reconstruction Program Construction Services
2H	Homeowner Reimbursement Program Administration
3H	Small Rental Rehabilitation/Reconstruction Program (Local Landlord Program) Construction Services

The vendor bidding on the **Housing Program Management services** will be bidding to be the project manager, program manager, and grant administrator for program initiatives 1H to 3H, which includes a construction component. This undertaking includes, but is not limited to

1. Developing program standards, policies, and workflow
2. Setting up a Call Center, Customer Service Center, and providing staffing for
 - a. Application intake, eligibility screening, and case management
 - b. Reviewing for Duplication of Benefits (DOB) per the Robert T. Stafford Act and unmet needs verification
 - c. Implementing an Appeals Criteria Process
3. Program Implementation and Fund Distribution
4. Notices of Funding Availability (NOFAs)
5. Financial management, Grant compliance, monitoring, and reporting
6. Training for staff and subrecipients on HUD/CDBG-DR requirements
7. Construction Management
8. Single-family, Mobile Home, and Small Rental housing rehabilitation/reconstruction **(1H and 3H)**
9. Initial property inspections and damage assessments
10. Development and approval of Scopes of Work (SOW)
11. Contractor/Subcontractor procurement, management, and invoice processing (Pass-through invoicing)
12. Interim inspections, construction oversight, and final inspections
13. Compliance with Davis-Bacon Act, Section 3, and HUD housing standards
14. Lead-based paint assessments and mitigation
15. Elevation and hazard mitigation measures for flood-prone properties
16. Coordination of temporary housing/relocation as necessary (URA compliance)
17. Ensuring timely project completion and adherence to HUD requirements
18. Environmental Reviews (Tier 1 & Tier 2, HEROS system compliance)
19. Mold Inspections
20. Asbestos Inspections
21. Transition, close-out, and records retention planning

Note: "Programs 1H and 3H both involve active rehabilitation and reconstruction components. Program 2H does not include direct reconstruction activities, but it requires a strong understanding of rehabilitation and reconstruction reimbursements for work previously completed and paid for out-of-pocket by the homeowner."



CONFIDENTIALITY STATEMENT

The information which has been redacted from this document contains proprietary and confidential commercial information and trade secrets. The release of this information will negatively impact the business interests of HORNE by damaging HORNE in the marketplace as the information is of independent economic value and would provide an advantage to those that are competitors of HORNE. This information is developed at great time and expense to HORNE, and the release will cause great harm to HORNE and HORNE's future pursuits of work in this industry. As such, this information should remain confidential and should be excepted from disclosure under Florida's Public Records statutes, Fla. Stat. Ann. § 119.01 et seq., as well as Florida's trade secret statutes Fla. Stat. Ann. § 688.001 et seq.





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June 26, 2025

Patricia Cortez, CPPB, NIGP-CPP, Lead Procurement Analyst
Pinellas County Administration
400 S. Fort Harrison Ave, 6th Fl
Clearwater, FL 33756

Re: 25-0425-RFP, Management, Administration and Implementation of CDBG-DR Program

Dear Ms. Cortez,

As a native Floridian and Hurricane Andrew survivor, I know firsthand what it means to pick up the pieces after a disaster. At HORNE, many of us carry those same personal stories of flooded homes, lost memories, and the long road to recovery. That shared experience is what fuels our work. We don't just manage recovery programs; we live them with the same urgency, empathy, and resilience as those we serve.

This is especially true for our project leader, Ryan Flanery. Like you and many of your colleagues, Ryan is a Pinellas County resident who endured Hurricanes Idalia, Helene, and Milton. He spent days helping neighbors evacuate, salvage belongings, and clean up homes that took on up to four feet of water. For Ryan and for all of us at HORNE, this recovery isn't just professional—it's personal.

We proudly offer Pinellas County a proven recovery partner that puts people first. HORNE's "People First Portal" concept aligns seamlessly with your mission. It's a streamlined, human-centered approach to Community Development Block Grant – Disaster Recovery (CDBG-DR) recovery that lowers barriers to access and supports every resident through the whole program lifecycle. We power our approach with deep experience and unwavering compassion.

HORNE BRINGS THE BEST TO PINELLAS COUNTY: ACCELERATED. COMPASSIONATE. LOCAL.



HORNE is a professional services firm purpose-built to deliver the services you need when implementing your CDBG-DR-funded recovery. Since our founding in the aftermath of Hurricane Katrina, we have designed and implemented more than 35 tailored recovery programs, managed over \$121 billion in federal recovery funding, and delivered rapid, compliant outcomes for grantees nationwide while always remembering to deliver with compassion and care.

HORNE has implemented successful CDBG-DR recovery programs in all eligible sectors.

\$28.2+
BILLION
INDIVIDUAL
HOUSING

\$1.6+
BILLION
AFFORDABLE
HOUSING

\$11+
BILLION
INFRASTRUCTURE

\$4.3+
BILLION
ECONOMIC
REVITALIZATION

\$9+
BILLION
MITIGATION

\$210+
BILLION
PUBLIC SERVICE

\$7+
BILLION
PLANNING



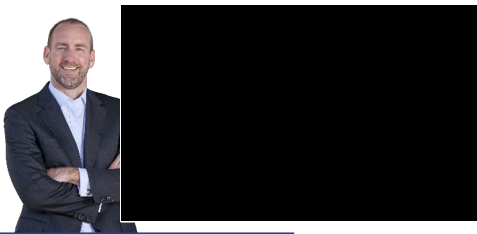


In Florida alone, we have supported the fastest CDBG-DR housing program in U.S. Department of Housing and Urban Development (HUD) history, launched construction under 90 days after Hurricane Ian, and helped thousands of families return home. That success surpassed our previous success following Hurricane Michael, where we had the same rapid recovery for the communities in North Florida. Our team includes local staff, experienced contractors, and former HUD leaders who know how to navigate the complexity of CDBG-DR precisely.

We bring a local, lived-in perspective to Pinellas County's recovery, paired with unmatched technical experience and a commitment to walking alongside every survivor. We simplify the complex, anticipate challenges, and deliver results that rebuild homes, restore communities, and reestablish hope.

On behalf of all of us at HORNE, thank you for considering our proposal. We would be honored to partner with you in this deeply important work.

Sincerely,



Scott Keller - *Partner*



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TAB 01

EXECUTIVE SUMMARY AND VENDOR PROFILE



EXECUTIVE SUMMARY

Pinellas County is seeking a partner with proven experience in CDBG-DR management, administration, and implementation—one that can seamlessly execute disaster recovery, housing, infrastructure, and economic development with efficiency and compassion. HORNE is uniquely qualified for this role because we do this work every day.

Our team has spent nearly two decades leading the nation's largest and most complex disaster recovery programs, delivering over \$122 billion in federally funded recovery efforts and playing a critical role in Florida's recovery from recent disasters. Florida alone has entrusted HORNE with over \$16.2 billion in programs, including some of the state's largest housing, infrastructure, and economic recovery initiatives.

Our commitment to seamless recovery solutions is reflected in the team we have assembled for this engagement. With partners GrantWorks, LEMOINE, and Arcadis, HORNE offers Pinellas County a turnkey team that can accomplish all requested scope. The HORNE Team brings specialized expertise in all grant management and implementation facets, including financial management, housing, infrastructure, public services, economic development, mitigation, planning and compliance. Each of our partners brings distinct capabilities, ensuring that Pinellas County's recovery is comprehensive, efficient, and tailored to what you deserve.

The HORNE Team offers the County a full spectrum solution for your CDBG-DR program. We are a one-stop shop ready to address your recovery needs. You don't have time to wait for your grant administrator to learn on the job; the HORNE Team is ready to act now because we're already serving Florida and Pinellas County with excellence.

Please read more about the **People First Portal** in our Approach to Program Implementation section starting on p. 42.



HORNE proposes to deploy our one front-door approach in alignment with Pinellas County's overarching **"People First"** initiative, which we call the "People First Portal." This streamlined approach centralizes the intake and eligibility determination process, enabling residents to interact with a single point of contact to access multiple assistance programs. HORNE reduces administrative barriers and improves efficiency by consolidating housing support, public services, and mitigation activities under one coordinated entry system.

Through this integrated service delivery system, Pinellas County can more effectively address urgent housing repairs, provide essential public services, and implement local mitigation measures, all while promoting transparency, accountability, and compliance.

**HORNE & FLORIDA****FLORIDA'S RECOVERY PARTNER****H HORNE**

- > FloridaCommerce Hurricane Irma CDBG-DR Pinellas County, CDBG-DR Action Plan Work Order
- > Pinellas County, Comprehensive Disaster Recovery and Emergency Management Consulting Services
- > St. Petersburg, Comprehensive Disaster Recovery & Emergency Management Consulting Services
- > St. Petersburg, Consulting Services to Write a CDBG-DR Action Plan
- > Lee County, CDBG-DR Individual Housing Programs Management and Implementation for Hurricane Ian
- > Lee County, CDBG-DR Individual Housing Programs Management and Implementation for Hurricanes Helene and Milton
- > Orange County, Grants Administration
- > Gulf County, FEMA PA Program following Hurricane Michael
- > Volusia County, CDBG-DR System of Record
- > Volusia County, Hurricane Ian CDBG-DR Staff Augmentation
- > FloridaCommerce, Hurricane Irma CDBG-DR Program Oversight Monitoring
- > FloridaCommerce, ReBuild Florida CDBG-DR HRRP for Hurricane Michael
- > FloridaCommerce, Hurricanes Hermine and Matthew CDBG-DR Action Plan
- > FloridaCommerce, Homeowner Assistance Fund Program Administration and Implementation
- > FloridaCommerce, Hurricane Ian CDBG-DR Management Consulting Services
- > FloridaCommerce, CDBG-MIT Program Development and Implementation
- > FloridaCommerce, Hurricane Sally Monitoring
- > Florida Division of Emergency Management, On-Call Disaster Housing Services and FEMA Individual Assistance Direct Housing Programs
- > Florida Division of Emergency Management, Coronavirus Relief Fund Consulting Program Administration
- > Florida Division of Emergency Management, Florida Emergency Operations Center Disaster Support Personnel
- > Florida Division of Emergency Management, 2024 Storms Helene and Milton FDEM PA Support Services
- > Florida Department of Management Services, Management Consulting Services State Term Contract

At HORNE, we share in your vision for Florida and will continue delivering results that exceed your expectations and create a meaningful impact on the communities we serve.

GrantWorks

- > Sarasota County, Hurricane Ian CDBG-DR Program Management Services
- > Volusia County, Hurricane Ian CDBG-DR Staff Augmentation
- > Florida Division of Emergency Management, Florida Emergency Operations Center Disaster Support Personnel
- > Florida Division of Emergency Management, 2024 Storms Helene & Milton Public Assistance Support Services
- > Pinellas County, Comprehensive Disaster Recovery & Emergency Management Consultant Services
- > Florida Digital Service, Cybersecurity Grants Management System
- > City of Venice, FEMA Public Assistance and Hazard Mitigation Assistance Standby Support Services
- > Englewood Area Fire Control District, FEMA Public Assistance Emergency Services
- > City of Edgewater, FEMA Public Assistance and Hazard Mitigation Assistance Standby Support Services
- > OUR FLORIDA ERAP | Coronavirus Relief Bill – OUR FLORIDA: Opportunities for Utilities and Rental Assistance Program

LEMOINE

- > Lee County, LeeCares Hurricane Ian Housing Recovery Program
- > Volusia County, Transform386 Program
- > FloridaCommerce, Rebuild FL Hurricane Ian
- > FloridaCommerce, Rebuild Florida - Hurricane Michael Housing Recovery Program

ARCADIS

- > City of St. Petersburg Flood Mitigation Grant Application and Management Services
- > FloridaCommerce CDBG-MIT Program



ABOUT THE HORNE TEAM

HORNE is a CDBG-DR firm at our core. Many vendors claim CDBG-DR experience, but none can offer the same level of experience with full-spectrum grant management and implementation services that we can. As the preeminent CDBG-DR prime vendor, we have an invaluable understanding of every phase of the program life cycle because we are the only firm that has successfully administered multiple large-scale programs from action plan through closeout.

Founded in 1962 as a certified public accounting firm, HORNE has evolved into a comprehensive professional services provider specializing in disaster recovery. Our experience with CDBG-DR began over 19 years ago when the Governor of Mississippi called on us to support the state in its recovery from Hurricane Katrina. We have since expanded to serve clients in 22 states and U.S. territories. Throughout this growth, the firm's guiding principles of service, stewardship, and surpassing expectations have remained firmly intact.

HORNE has proudly served 1.1+ million vulnerable families nationwide across a portfolio of federal and state-funded programs.

We have helped our clients develop, launch, and implement programs that serve impacted communities across the nation and its territories.



Our team comprises over 1,400 seasoned professionals specializing in program grant management, financial services, and leadership. HORNE has overseen \$122+ billion in federally and state funded programs, a testament to our capability and scale. This successful implementation, coupled with our stringent compliance measures and robust oversight of grant management programs, has positioned us as a top-ranked program manager and construction manager, according to Engineering News-Record.

HORNE is a limited liability partnership recognized as a financially stable and well-capitalized professional services firm with a strong foundation in certified public accounting. We can immediately provide services under new contracts and have demonstrated the financial capacity and stability to do so. The firm's ownership is divided among our 30 partners. The partners collectively hold the ownership interests and are responsible for guiding the firm's strategic direction.

HORNE has over 1,400 seasoned professionals specializing in grant management, financial services and leadership.





GRANTWORKS

Founded in 1979, GrantWorks is a leading national provider of highly specialized grant administration, project management, and technical assistance services for grantees seeking management, administration, and implementation services for CDBG-DR programs. GrantWorks has extensive experience managing every aspect of the HUD CDBG program implementation, from application development through management, implementation, closeout, and audit. Their grant administration professionals and wide-ranging project management expertise make us an ideal partner to support Pinellas County with this critical engagement.

Over the past 45+ years, GrantWorks has helped hundreds of cities and counties secure and administer over 2,500 HUD-funded projects, encompassing housing, infrastructure, mitigation, economic revitalization, and community development. As a premier disaster recovery consultant to grantees, we have also managed an extensive portfolio of CDBG-DR and CDBG-MIT programs, representing over \$6 billion in federal funding in the past decade alone.

Their team features former federal and state agency staff with invaluable regulatory, statutory, and agency institutional knowledge. They give the County access to 200+ HUD-focused professionals, including over 90 CDBG-certified administrators and a deep bench of experts in CDBG-DR housing, infrastructure, public services, economic revitalization, and mitigation.



Sarasota County selected GrantWorks to provide program management services to recover from Hurricane Ian, which caused significant damage and casualties. GrantWorks delivers ongoing support for all programs, provision and management of damage assessment inspectors for the housing rehabilitation and reconstruction programs, program oversight and monitoring, environmental reviews, and verification of Davis Bacon, the HUD Act of 1968, and Section 3 compliance.

LEMOINE

LEMOINE has over 50 years of experience, including 10 years of providing CDBG-DR administration, implementation, and program management and 40+ years of single- and multi-family residential projects. Their proven performance history includes high-volume program delivery executed with speed, quality, and accountability. They support applicants from intake and move-out coordination to key turnover and warranty management for a seamless, applicant-first experience.

They have successfully executed CDBG-DR and FEMA-funded residential construction programs across the United States, completing over 5,000 rehabilitation, reconstruction, and manufactured housing unit (MHU) replacements. These efforts include a \$500 million initiative that required rapid mobilization, applicant engagement, and high-throughput delivery — hallmarks of LEMOINE's applicant-centered approach. Under



the ongoing Restore Louisiana Program, they have been awarded \$275 million, completing over 1,000 homes in under 180 days and 200+ full reconstructions in less than 150 days. They routinely manage hundreds of concurrent projects and maintain an annual throughput of 250–300 homes on a single program.

LEMOINE has been engaged under multiple contracts for CDBG-funded residential construction and have never ceased participating in a CDBG program before fulfilling all construction responsibilities. This strong performance record reflects their commitment to quality execution, regulatory compliance, and dependable delivery.

LEMOINE serves as a general contractor on the Lee County, Florida LeeCares Hurricane Ian Housing Recovery Program. Their team provides rehabilitation, reconstruction, and new construction of residential construction projects. In Volusia County, Florida, LEMOINE is delivering similar services as the project manager, construction manager, and general contractor on the Transform386 Program.

ARCADIS

Arcadis is the leading global company providing consulting, design, engineering, and management services in water, wastewater, reclaimed water, stormwater, utility management, conveyance, and distribution systems. They work in partnership with clients to enhance sustainability and quality of life. Their most defining characteristics are a staff of talented and passionate people, a unique combination of capabilities covering the whole asset life cycle, deep market sector insights that work to clients' advantage, and a commitment to integrate health, safety, and sustainability into the design and delivery of every customized solution. For more than 30 years, Arcadis has delivered inland and coastal flood protection, floodplain management, program management, and municipal water and infrastructure projects across Florida. With nine offices and 440 employees throughout the state, Arcadis brings considerable professional engineering and construction capabilities via its scientists, certified floodplain managers, licensed professional engineers, and technicians.



In support of FloridaCommerce's ongoing CDBG-MIT program, Arcadis worked on the Carr, Riggs & Ingram, LLC team to provide the agency with program development and implementation, grant application review, operational support, and grant program monitoring and compliance services. They were the lead consultant on all the agency's CDBG-MIT project technical and environmental review activities.

Arcadis also provided FEMA Flood Mitigation Assistance grant application and management services for the City of St. Petersburg to elevate severe repetitive loss properties in the Shore Acres community located in the coastal AE flood zone and impacted by tidal and storm surge flooding from nearby Tampa Bay. Services included engagement with homeowners, complete application development, BCA, and environmental and historic preservation compliance.



DISASTER RECOVERY AND FEDERAL GRANT CAPABILITIES AND EXPERTISE

HORNE'S NATIONAL EXPERIENCE

HORNE proudly serves our neighbors by providing disaster recovery and federal grant management across 28 states and territories.

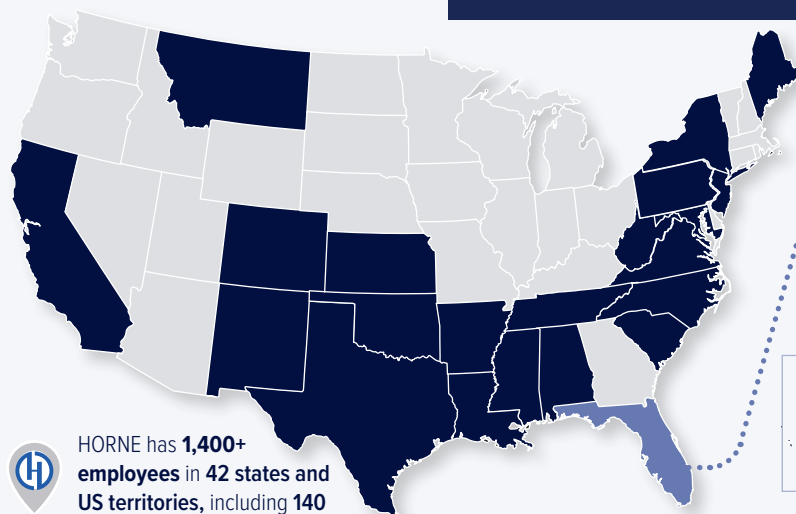
\$122+
BILLION
FEDERAL AWARDS

\$46+
BILLION
CDBG

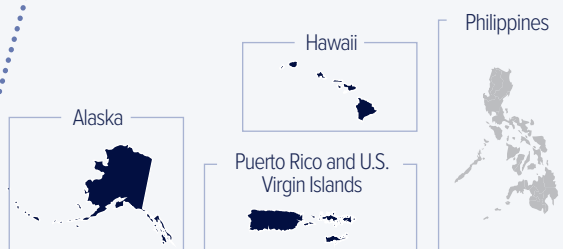
\$42+
BILLION
ARPA & CARES

\$28+
BILLION
FEMA

\$6+
BILLION
IHA & OTHER



\$16.2+ **BILLION**
MANAGED HERE IN
FLORIDA



With each CDBG-DR, HUD, and FEMA program we manage, we comply with all federal regulations, such as 2 CFR Part 200, 24 CFR Parts 750 and 58, the Uniform Relocation Act, Davis-Bacon Act, Section 3, Federal Register Notices, and all other applicable laws, rules, and regulations. We showcase a record of reducing noncompliance risks through comprehensive support and capacity-building services.

Many vendors will claim experience in recovery programs, but few have successfully implemented full-scale, turnkey CDBG-DR/MIT programs from design through closeout—let alone for multiple states.

HORNE has led the industry in providing solutions for all the services requested by the County for clients around the country. When these grantees needed housing, economic development, infrastructure, or mitigation solutions, they turn to one partner: HORNE.

HORNE is the ONLY firm to have successfully launched, implemented, and closed out entire CDBG-DR GRANTS in both MS and SC.





HORNE's Housing, Infrastructure, and Economic Revitalization Expertise

Housing Reconstruction, Rehabilitation & Replacement	Infrastructure, Public Facilities & Mitigation	Economic Revitalization & Public Services
<p>HORNE has overseen numerous large-scale housing reconstruction, rehabilitation, and replacement projects in California, Puerto Rico, South Carolina, Florida, New York, and Texas, rehabilitating thousands of storm, fire, and flood-damaged properties.</p> <ul style="list-style-type: none">✓ Served over 69,000 households.✓ Directly contracted with over 75 general contractors.✓ Responsible for direct construction costs of \$1.1 billion.	<p>HORNE aims to improve public facilities and infrastructure to help them withstand future natural disasters. PRDOH, the largest disaster recovery grantee in history, trusted us to manage all CDBG-DR infrastructure recovery programs and their CDBG-MIT program.</p> <ul style="list-style-type: none">✓ Completed over 12,000 projects.✓ For our clients in Mississippi and Puerto Rico, we managed over 530 subrecipients.	<p>The HORNE Team has decades of experience in program design, development, and implementation of some of the largest and most complex economic development programs administered by CDBG-DR grantees, including Mississippi following Hurricane Katrina and Puerto Rico following hurricanes Irma and Maria.</p> <ul style="list-style-type: none">✓ Provided assistance to over 12,876 business.✓ Provided training to over 11,918 business and people.
Reimbursement	Homebuyer Assistance	Buyout & Acquisition
<p>In New York, HORNE was among the original firms that implemented reimbursement payments for the unmet needs of homeowners affected by Hurricane Sandy. By including reimbursement as an eligible program option, HORNE expedited payment processing after eligibility review, DOB analysis, and on-site work-in-place home inspections.</p> <ul style="list-style-type: none">✓ Zero significant findings and zero recaptured funds across our portfolio.	<p>HORNE makes homeownership achievable by putting homebuyers first. With expert guidance, streamlined processes, and a strong track record, you help households overcome barriers and secure the support they need to purchase a home—clearly, confidently, and with dignity.</p> <ul style="list-style-type: none">✓ Assisted over 6,700 LMI homebuyers.✓ Partnered with local governments and community lenders.	<p>HORNE understands the complexities and challenges of buyouts and acquisitions and can streamline applicable Uniform Relocation Act requirements. From valuation to closing, we ensure each step is efficient, fair, and aligned with program goals—minimizing disruption while maximizing impact for communities and individuals alike.</p> <ul style="list-style-type: none">✓ Managed buyouts in Puerto Rico and New York State.✓ Assisted over 3,450 vulnerable households.

The timeline on the following page demonstrates our 19+ years of delivering grant management and implementation services.





TAB
02

QUALIFICATIONS OF FIRM



EXPERTISE MANAGING AND ADMINISTERING CDBG-DR PROGRAMS

HORNE brings unmatched, real-world expertise in the design, launch, and execution of CDBG-DR programs that drive results for disaster-impacted communities. Our team includes former HUD officials who authored federal guidance, former state and local grantee leadership who stood up recovery programs under intense pressure, and implementation specialists who have delivered housing, infrastructure, economic recovery, public service and other recovery programs across more than \$46 billion in CDBG-DR/ MIT funding. Whether through application intake, housing repair and reconstruction, infrastructure planning, or rigorous financial compliance, we understand what it takes to turn recovery dollars into lasting impact. The matrix below outlines our proven track record in delivering the very tasks identified by Pinellas County—backed by a commitment to transparency, speed, and compassion that is people-focused.





THE HORNE TEAM'S EXPERIENCE WITH SIMILAR WORK

The table below highlights our experience working on projects with similar scopes supporting vulnerable populations in disaster-impacted communities in Florida and throughout the nation.



















REFERENCES

The HORNE Team has delivered disaster recovery, housing, infrastructure, and economic development services that span project management, implementation, closeout, and everything in between for over 19 years. We believe our success is best told through the experiences of our clients. We encourage you to contact our references below to hear directly from them.

REBUILD FLORIDA HOUSING REPAIR & REPLACEMENT PROGRAM FOR HURRICANE MICHAEL

FLORIDACOMMERCE

**December 2020 – Ongoing
\$251 million**

Justin Domer, Director, Office of Long-Term Resiliency

In partnership with FloridaCommerce, we delivered the fastest CDBG-DR housing program in history, rehabilitating, elevating, or reconstructing 979 homes in less than 24 months, and three years ahead of the state's original schedule.

Because of this success, FloridaCommerce again chose the HORNE Team to partner on their \$1 billion Hurricane Ian recovery project portfolio, which includes single-family housing repair/reconstruction, Hazard Mitigation Grant Program match, and multifamily housing development programs. Our expert staff helps speed recovery for the affected communities, picking up the pieces in the wake of Hurricane Ian. As our work on this portfolio continues, we aid FloridaCommerce with effective construction oversight, staff training initiatives, overall program compliance, audit preparation, and program closeout services.

The HORNE Team has been a longstanding partner of FloridaCommerce, and we will continue to exceed expectations and deliver results for Florida communities during our time on this project.

“Less than two years since construction began, we have made meaningful progress for panhandle residents affected by Hurricane Michael. More than 977 residents are home after experiencing devastation from Hurricane Michael, demonstrating Florida’s commitment to recovering efficiently, compassionately, and strategically following a disaster.”



Governor Ron DeSantis discussing the success of the Hurricane Michael Housing Repair Program implementation, which HORNE managed.



OUTCOMES ACHIEVED AND LESSONS LEARNED

- ▶ Administered the fastest CDBG-DR housing program completion in history.
- ▶ Collected 3,021 applications, including more than 1,600 accepted in the first 90 days of intake, with all applicants served being low income.
- ▶ Completed 9,148 quality assurance reviews on topics including program eligibility, duplication of benefits, preconstruction packages, construction projects, environmental reviews, and damage assessments, demonstrating our dedication to quality and operational efficiency by achieving a pass rate of over 96%.
- ▶ Adapted to COVID-19 delivery challenges by implementing flexible scheduling and pricing policies, reducing manufactured housing unit installation times to an average of under 60 days.
- ▶ Managed 21 client-procured general contractors to complete 979 homes in 24 months across 12 counties, with an average build time of 108 days and a fastest time of nine days.
- ▶ Completed 1,169 construction scoping inspections; over 2,100 construction progress inspections; 1,288 Tier II reviews, and 1,288 historic preservation consultations.
- ▶ Completed HUD monitoring with no findings or concerns over the life of the program.
- ▶ Delivered program policies and procedures within five days of contract award.

CDBG-DR INDIVIDUAL HOUSING PROGRAMS MANAGEMENT AND IMPLEMENTATION (IAN)

LEE COUNTY, FLORIDA

October 2023 – Ongoing
\$304 million

Glen V. Salyer, Assistant County Manager

HORNE has supported three individual housing programs, collectively the LeeCares Hurricane Ian Housing Recovery Program, to address local recovery housing efforts for owner-applicants, landlord-applicants and home buyers. For the housing repair program, we manage simultaneous damage assessments, environmental reviews, design, construction, finances, outreach, intake, eligibility reviews, and closeout activities. We manage simultaneous outreach, intake, eligibility, credit counseling, environmental reviews, underwriting, and closeout activities for home purchases.

In partnership with Lee County, we are on track to deliver an even faster CDBG-DR housing repair program in history, rehabilitating, elevating, or reconstructing 375+ homes within 18 months of contractor assignment.

Because of this success, Lee County again turned to the HORNE Team to partner on their \$44 million Hurricanes Helene and Milton recovery project portfolio, which includes single-family housing repair/reconstruction and a disaster relief assistance program. The program began initial pre-applications within six months of the second storm.

The HORNE Team has become a trusting partner of Lee County, and we will continue to exceed expectations and deliver results for Lee County during our time on this project.

**OUTCOMES ACHIEVED AND LESSONS LEARNED**

- ▶ On track to surpass the Hurricane Michael Housing Repair and Replacement Program as fastest CDBG-DR housing program.
- ▶ 40,000+ door knocks for outreach.
- ▶ 1,000+ damage inspections completed.
- ▶ 800+ award determinations.
- ▶ Managed 13 general contractors to complete 175+ projects within 18 months of program launch.
- ▶ Celebrated the 100th home key turnover within a year from intake launch.
- ▶ Closed on 90+ new homes for homebuyers within 18 months of program launch

**DISASTER RECOVERY PROGRAM MANAGEMENT OFFICE****MISSISSIPPI DEVELOPMENT AUTHORITY**

May 2007 – January 2023
\$6.1 billion

Chuck Bearman, Director, Community Incentives

Following Hurricane Katrina, Mississippi received \$6.1 billion in CDBG-DR funds in response to an unprecedented disaster and newly issued waivers and requirements. The state chose HORNE to provide program management and implementation services across 18 housing and recovery programs, including small and multifamily rental, homeless, senior living, and three owner-occupied housing programs. Our support included program design, a custom CANOPY™ technology implementation, intake and eligibility, damage assessments, environmental reviews, construction management, financial management, compliance oversight, and regulatory training.

OUTCOMES ACHIEVED AND LESSONS LEARNED

- ▶ Saved MDA more than \$45 million through an innovative program management approach, enabling the reallocation of funds to support additional residents in need.
- ▶ Expedited the processing of 17,738 applications and led prioritized outreach efforts to serve over 5,100 elderly and disabled residents through efficient and targeted case management.
- ▶ Fast-tracked more than 5,000 environmental reviews through coordinated interagency efforts.
- ▶ Completed construction or rehabilitation on 4,645 homes through effective project management, with many finished ahead of schedule.
- ▶ Established 11 physical office spaces and intake centers to reduce barriers to entry, expedite application processing, and provide in-person access to services in the hardest-hit areas.



CDBG-DR GENERAL GRANT MANAGEMENT SERVICES

ORANGE COUNTY, FLORIDA

**October 2024 – Ongoing
\$219 million**

**Mitchell Glasser, Housing and Community
Development Manager - [REDACTED]**

HORNE was selected to provide program management, staff augmentation, grant compliance and monitoring activities, environmental reviews (Tier 1 and Tier 2), project implementation, and support for the county's CDBG-DR programs. This includes full-scale construction management, procurement of general contractors, and grant administration services.

OUTCOMES ACHIEVED AND LESSONS LEARNED

- ▶ Developed and implemented a comprehensive program launch plan.
- ▶ Reviewed 14 program applications (including mitigation-only projects) totaling around \$100 million in CDBG-DR funds and made recommendations on their eligibility.
- ▶ Led and facilitated 10 strategic outreach and intake events throughout the county to educate residents about program's benefits and requirements as well as assist individuals with completing and submitting applications on-site.
- ▶ Created more than a dozen training modules to be presented to program subrecipients during training/technical assistance sessions.

GENERAL GRANT MANAGEMENT SERVICES

SOUTH CAROLINA OFFICE OF RESILIENCE

**September 2016 – Ongoing
\$233 million**

Benjamin Duncan II, Chief Resilience Officer | [REDACTED]

South Carolina trusted HORNE to deliver the first true turnkey CDBG-DR housing solution. Based on the success of the 2015 Storm Flooding program, South Carolina chose HORNE to lead the recovery efforts of the two major hurricanes – Matthew and Florence – that followed. HORNE provided full-spectrum services for these combined \$293 million programs, including environmental services. HORNE is performing all environmental review services for the South Carolina Office of Resilience, including Tier 1 and Tier 2 preparation, CEST reviews, wetland jurisdictional determinations, asbestos and lead-based paint assessments, and all other special studies. The HORNE Team has performed 4,500+ environmental assessments, including Tier 1 reviews for 24 counties.

When asked by a joint legislative committee what he would do on day one in charge of a CDBG-DR program, JR Sanderson, the former director of the South Carolina Disaster Recovery Office, said:

“Specifically, I would go to HORNE.”





OUTCOMES ACHIEVED AND LESSONS LEARNED

- ▶ Conducted outreach that led to over 10,300 applications, including more than 1,200 in the first month.
- ▶ Streamlined and automated the intake process to reduce applicant time from hours to minutes.
- ▶ Completed more than 3,400 homes across 24 counties.
- ▶ Automated final inspection processes for same-day pass/fail determinations to contractors.
- ▶ Facilitated same-day inspections using CANOPY™ for inspectors to get notifications in real time.
- ▶ Issued more than \$200 million in federal funding payments for construction activities with 100% compliance.
- ▶ Collaborated with Saint Bernard Project to enlist the help of numerous nonprofits and local organizations to facilitate community engagement and complete construction on 70 homes.

INTERAGENCY COORDINATION

HORNE has a well-established track record of effective interagency coordination across a variety of large-scale, federally funded programs and disaster recovery efforts. Below are several examples that illustrate HORNE's capabilities and achievements in this area:

- ▶ HORNE has worked closely with PRDOH to support the development, review, and execution of agreements, action plans, and compliance documentation. This work includes coordinating with FEMA and the SBA for public assistance and insurance claims and providing technical support for cost-share reviews and invoicing platforms for streamlined compliance and reporting processes.
 - ▶ PRDOH's Sheltering and Temporary Essential Power Program required extensive interagency coordination among PRDOH, HUD, FEMA, and the Central Office for Recovery, Reconstruction and Resiliency to facilitate compliant reimbursement and non-federal match processes. HORNE facilitated this coordination by supporting PRDOH in confirming eligible expenses, aligning documentation and reporting with FEMA and HUD requirements, and streamlining the flow of CDBG-DR funds to cover the local match. This collaborative approach verified that all reimbursements were accurate, timely, and fully compliant with federal and local regulations.
-
- ▶ Frank McNally is a nationally recognized disaster recovery expert who has spent 25 years at HUD, serving as the principal liaison to FEMA. In this role, he coordinated federal disaster recovery efforts, aligned HUD and FEMA programs, resolved complex policy issues, and provided guidance on public assistance, hazard mitigation, and DOB, making him a sought-after authority on disaster recovery and compliance.
 - ▶ HORNE partnered with Maine DFS to provide fiscal oversight and compliance advice for the American Rescue Plan Act Program. We worked with DFS and coordinated with over 20 state agencies to establish standardized reporting for ARPA and Coronavirus Relief Funds. Our approach included developing educational webinars, data tracking tools, dashboards, and templates, enabling agencies to gather and report information efficiently and comply with the U.S. Treasury requirements. This method required ongoing communication and alignment among state agencies for timely and accurate reporting.

In each scenario, HORNE played a central role in bridging gaps among multiple agencies, stakeholders, and partners—whether at the state, local, or federal level. Our work consistently involves establishing communication channels, developing shared tools and resources, and aligning all parties on compliance, reporting, and program objectives.



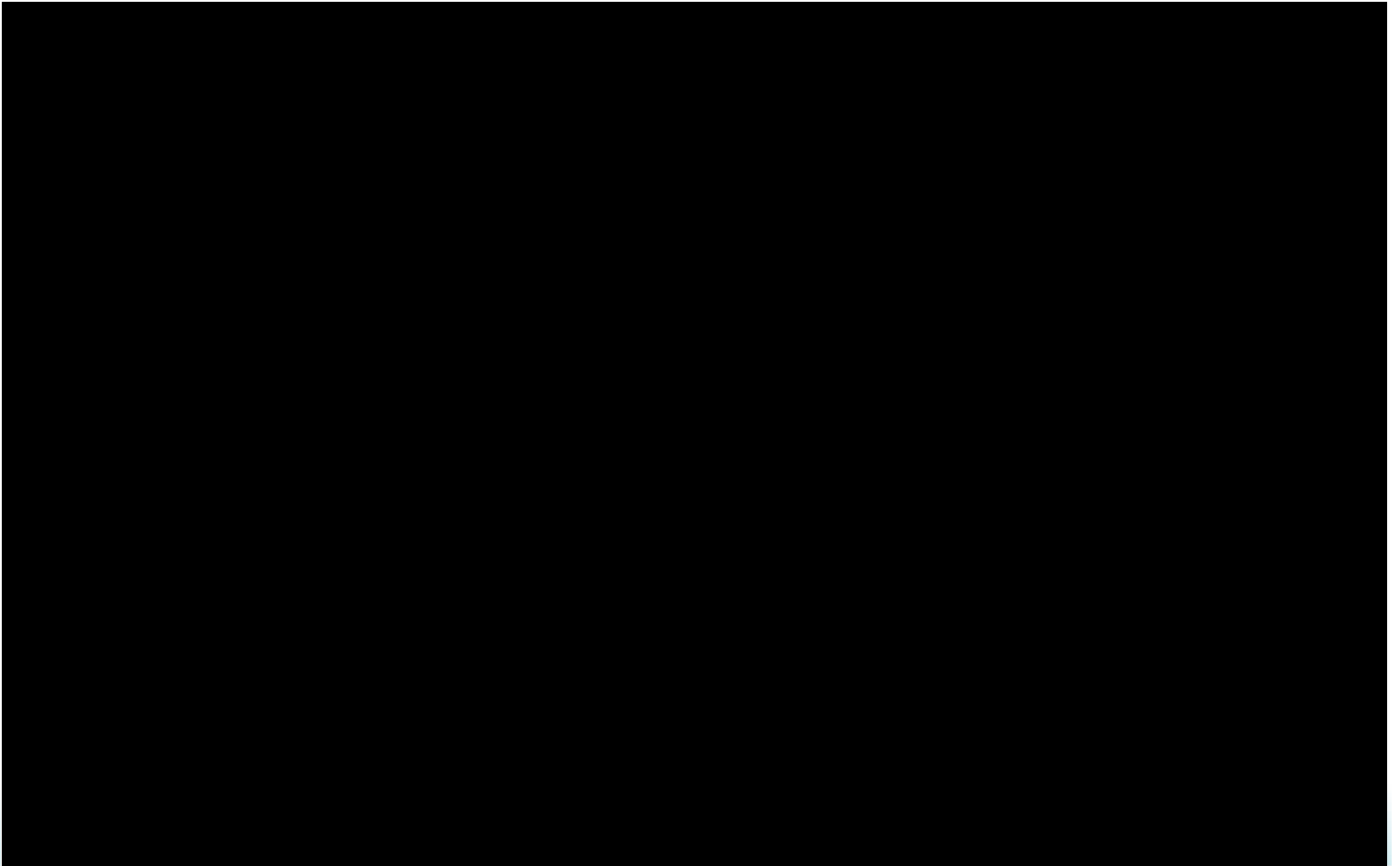
OVERCOMING CHALLENGES

HORNE has a well-documented history of successfully managing CDBG-DR programs across the U.S., consistently overcoming these initiatives' complex challenges. **We root our approach in deep regulatory expertise, adaptability, and a relentless focus on compliance and outcomes.**

- ▶ For **FloridaCommerce's Hurricane Michael program** construction, we completed 979 homes in 24 months – three years ahead of schedule despite a complex supply chain and other challenges resulting from the COVID-19 pandemic.
- ▶ During **FloridaCommerce's monitoring and compliance reviews for the Hermine/Matthew grant**, HORNE recognized challenges in subrecipients' compliance documentation with cost reasonableness (2 CFR 200). Identifying issues in their internal record-keeping processes, we provided tailored technical assistance and guidance during monitoring. This prepared subrecipients to demonstrate compliance. Using this experience, we developed tools and techniques for the Hurricane Michael grant to expedite grant implementation and confirm compliance upfront.
- ▶ During the **Hurricane Katrina recovery**, HORNE successfully managed a multi-billion-dollar homeowner assistance program in Mississippi and successfully led it through to program closeout with HUD. We reconciled a \$9 million discrepancy between the predecessor's grant management system and the state's accounting system, which uncovered hundreds of exceptions such as grant miscalculations and mishandling of subrogation payments.
- ▶ As part of **Puerto Rico's CDBG-DR Economic Development programs**, HORNE was tasked with closing out over 3,000 overdue cases in the Small Business Financing program. By providing targeted subrecipient support, streamlining administrative processes, and resolving productivity bottlenecks, HORNE enabled PRDOH to achieve timely closeout and improve overall program performance.
- ▶ Launched in 2021, the **Community Energy and Water Resilience Installations Disaster Recovery program in Puerto Rico** faced notable hurdles, including rising labor and material costs, a shortage of skilled workers, and the complexities of retrofitting older homes built under previous codes. HORNE responded by expanding its network of installation contractors and devising solutions for minor electrical issues that would have otherwise disqualified homes from participation. By May 2023, these efforts enabled the installation of 1,000 solar energy systems with battery backup and cisterns, reaching households that might not have otherwise benefited from the program.
- ▶ When supporting the **Maine Department of Administrative and Financial Services with American Rescue Plan Act** implementation, HORNE faced the challenge of rapidly evolving federal guidance and a large, complex portfolio of programs—54 in total, representing over \$700 million in funding. To meet these demands, HORNE provided fiscal oversight, developed compliant standard operating procedures, and implemented a flexible software solution for reporting. The team's approach enabled the state to submit complete, Treasury-compliant reports within one day of each quarter's end, even as guidance changed, with system updates delivered within two weeks of new requirements.
- ▶ In **New York**, HORNE managed over 7,500 recovery assistance applications and conducted income and duplication of benefits verifications for more than 15,000 applicants following Superstorm Sandy. The team implemented monthly staff training, continuous performance monitoring, and robust appeal procedures, all while managing high caseloads (over 300 active applications per case manager at times). HORNE's approach ensured compliance, minimized reconsideration and complaints, and successfully relocated an entire manufactured home community to safe, flood-resistant housing—demonstrating adaptability and problem-solving even in high-pressure, complex environments.



FIRM LITIGATION DETAILS





TAB 03 QUALIFICATIONS AND EXPERIENCE OF PROJECT TEAM



OUR LEADERS KNOW PINELLAS COUNTY

Our proposed team will provide the County with a core team of dedicated staff and leadership specializing in disaster recovery in Florida, backed by national experience. Your core dedicated leadership team will provide day-to-day support for the County bolstered by the industry's leading and best policy and implementation subject matter experts (SMEs). The core team has hands-on experience executing all tasks outlined in your RFP. They are fully prepared to take a hands-on management approach for grant administration and program operations – functioning as your recovery “easy button” so County staff can focus on serving residents.

The HORNE Team is proud to call Pinellas County home and is available on-site at the County's request. Specialized staff who live outside the County are available onsite, per request, with 48 hours' notice.



Scott Keller - *Engagement Partner*

Scott has 34 years of experience leading federal, state, and local teams to successfully find solutions for some of the government's most significant initiatives. With more than two decades in disaster recovery housing programs, he develops complex grant funding initiatives and finds creative solutions for communities recovering from natural and economic disasters.

Scott served as the chief of staff for HUD from 2003 to 2007, where he directed policy and personnel matters for more than 9,000 employees. Today, he oversees recovery programs in Florida for FloridaCommerce, Lee County, and Orange County. Scott's expertise in administering large-scale disaster recovery programs has allowed for decisive assessments of program needs for recovery efforts nationwide.



Ryan Flanery, HDFS, MS - *Lead Project Manager*

Ryan, a **Pinellas County resident**, will lead our hand-selected team of grant management experts and technical assistance providers and serve as your lead project manager.

As the former assistant director of HUD's Office of Disaster Recovery (formerly the Disaster Recovery and Special Issues Division), Ryan brings over 16 years of federal government expertise in oversight, administration, compliance, and policy development for CDBG-DR/ MIT grants. At HUD, he managed the oversight and administration of a \$40 billion grant portfolio, gaining unparalleled experience in disaster recovery program management and implementation. His work included oversight of major CDBG-DR grantees such as Louisiana, Texas, and Florida.



Since joining HORNE, Ryan has led a handpicked team of CDBG-DR SMEs dedicated to delivering exceptional outcomes across the firm's portfolio. Under his leadership, HORNE's TAG has designed and supported the implementation of landmark CDBG-DR programs, including Puerto Rico's Hurricane Irma/Maria recovery efforts totaling over \$20 billion, FloridaCommerce's Hurricane Michael housing recovery programs, and Alabama's recovery from Hurricanes Sally and Zeta, as well as dozens more across the country. Ryan also serves as a senior advisor to grantee leadership, guiding them through the complexities of the CDBG-DR program.

Ryan's extensive expertise encompasses the full lifecycle of disaster recovery grants—from program design and action plan development to implementation, oversight, and grant closeout. His deep understanding of HUD's processes and expectations, honed through years of serving them in the agency, ensures the delivery of high-quality, fully compliant plans tailored to meet both client needs and regulatory standards.



Jenna Abbey, PMP – Deputy Project Manager, Operations

Jenna, a **Florida native and resident**, has supported CDBG-DR recovery efforts for over \$21 billion in funding. Jenna brings Pinellas County unparalleled experience in delivery of direct benefit programs. She has designed and implemented programs that delivered 8,930 completed single family homes. Under Jenna's leadership, FloridaCommerce completed its Hurricane Michael Housing Recovery program three years ahead of schedule, and Lee County is on pace to surpass this record.

Jenna has managed large teams of construction contractors in Florida, overseen 26 recovery programs in Puerto Rico, and directed the flagship single-family housing program for the Alabama Department of Economic and Community Affairs, including procuring 24 general contractors. As a certified project management professional with 12 years of disaster recovery experience, Jenna has a track record for turning big visions into tangible outcomes.



Tyler Bridges – Deputy Project Manager, Grant Administration

Tyler, a **Pinellas County resident**, brings over 15 years of extensive experience with HUD Community Planning and Development (CPD) programs, including CDBG, CDBG-DR, the Neighborhood Stabilization Program, HOME, Emergency Solutions Grant Program, and COVID-related programs such as the U.S. Treasury-funded Emergency Rental Assistance Program. His expertise spans roles as both a consultant and a former HUD employee, giving him a unique dual perspective on program administration and compliance.

As a senior manager in Government Services at HORNE, Tyler provides subject matter expertise in grant management, regulatory interpretation, and cross-cutting requirements. He works closely with grantees to design and implement HUD CPD programs, developing policies, procedures, workflows, tools, and templates. He also leads subrecipient training, oversight, and monitoring efforts to ensure compliance and program success.



During his five-year tenure at HUD headquarters in Washington, D.C., Tyler served as the Disaster Recovery Grant Reporting (DRGR) system administrator, leading the largest overhaul of the system in its history. This transformative effort significantly improved its functionality for grantees and HUD staff alike. He was also a key member of the CDBG-DR policy team, focusing on policy development, compliance, oversight, and reporting. In this capacity, Tyler worked with dozens of grantees of all sizes, CPD staff at both national and local levels, and multiple national technical assistance providers through HUD's Community Compass program.

At HORNE, Tyler leverages his extensive HUD and private sector experience to lead the firm's HUD Community Compass Technical Assistance engagements. He also specializes in financial and procurement requirements under 2 CFR 200, ensuring clients achieve compliance while effectively managing their grants.

KEY PROJECT PERSONNEL

Our team brings expertise and proven leadership to Pinellas County. The table below includes the name, title, and years of experience of each of our key project personnel. Resumes for each of these team members can be found in **Appendix A**.

Name	Title	Yrs of Experience
Scott Keller	Engagement Partner	34
Ryan Flanery, HDFS, MS	Lead Project Manager	16
Jenna Abbey, PMP	Deputy Project Manager - Operations	12
Tyler Bridges	Deputy Project Manager – Grant Administration	15
Frank McNally, MA	Subject Matter Expert	36
Geoffrey Ross, MS	Subject Matter Expert	22
Kelly Huck, MBA	Subject Matter Expert	23
Jamie McNease, MSW	Subject Matter Expert	13
Jimmy Dunphy, MA, PMP	Subject Matter Expert	12
Sean Almonte, MS	Subject Matter Expert	14
Adrienne Celestine, MBA	Subject Matter Expert	17
Jason Abend, CFE, MA, MS	Subject Matter Expert	28
Tom Bilodeau	Subject Matter Expert	27
John Atkinson, PhD, MS	Subject Matter Expert	23
Ryan Blaida, PE	Subject Matter Expert	24
Jo Carol	Subject Matter Expert	40
Chris Tilman, PE, BCEE	Subject Matter Expert	26
Paul Walansky, PE	Subject Matter Expert	24
Cynthia Zbranak, CFM	Subject Matter Expert	33
Sunil Rekhi, MBA	Workflow Manager	24
Steve Rawlinson	Finance Manager	20
Maribel Gatica, PMP	Policy and Compliance Manager	24

Name	Title	Yrs of Experience
Danny Permar, MS	People First Program Manager	11
Michael Chua, MPA, EDPF	Economic Development Lead	11
Kay LeSage	MIT Program Manager	31
Michaela Ford	PFP Case Management Lead	8
Jason Clark	Construction Management Lead	25
Kesha Simon	HBA/SRRP Program Manager	14
Christina Wirsching, PhD	Planning Program Manager	11
Matthew Miks, PE	Deputy Construction Management Lead	11
Lauren Poche, MA	Environmental Review Lead	23
Rocio Pimental	HBA Program Specialist	8
Charlie Duncan	Relocation Specialist	12
Danica Adams, MS	Planning Lead	17
Emily Phalan, AICP, MS	MIT Infra Grant Manager	15
Katie Martin	MIT Infra Grant Manager	15
Austin McLemore	Environmental Review Lead	9
Jalen Taylor, Macc, CPA	Compliance Manager	8



EXECUTIVE MANAGEMENT ORGANIZATIONAL CHART

BRINGING THE BEST TEAM TO PINELLAS COUNTY

TAG - Subject Matter Experts

ADRIENNE CELESTINE, MBA

FRANK MCNALLY, MA

GEOFFREY ROSS, MS

KELLY HUCK, MBA

JAMIE MCNEASE, MSW

JIMMY DUNPHY, MA, PMP

JO CARROLL

JASON ABEND, CFE, MA, MS

SEAN ALMONTE, MS

TOM BILODEAU

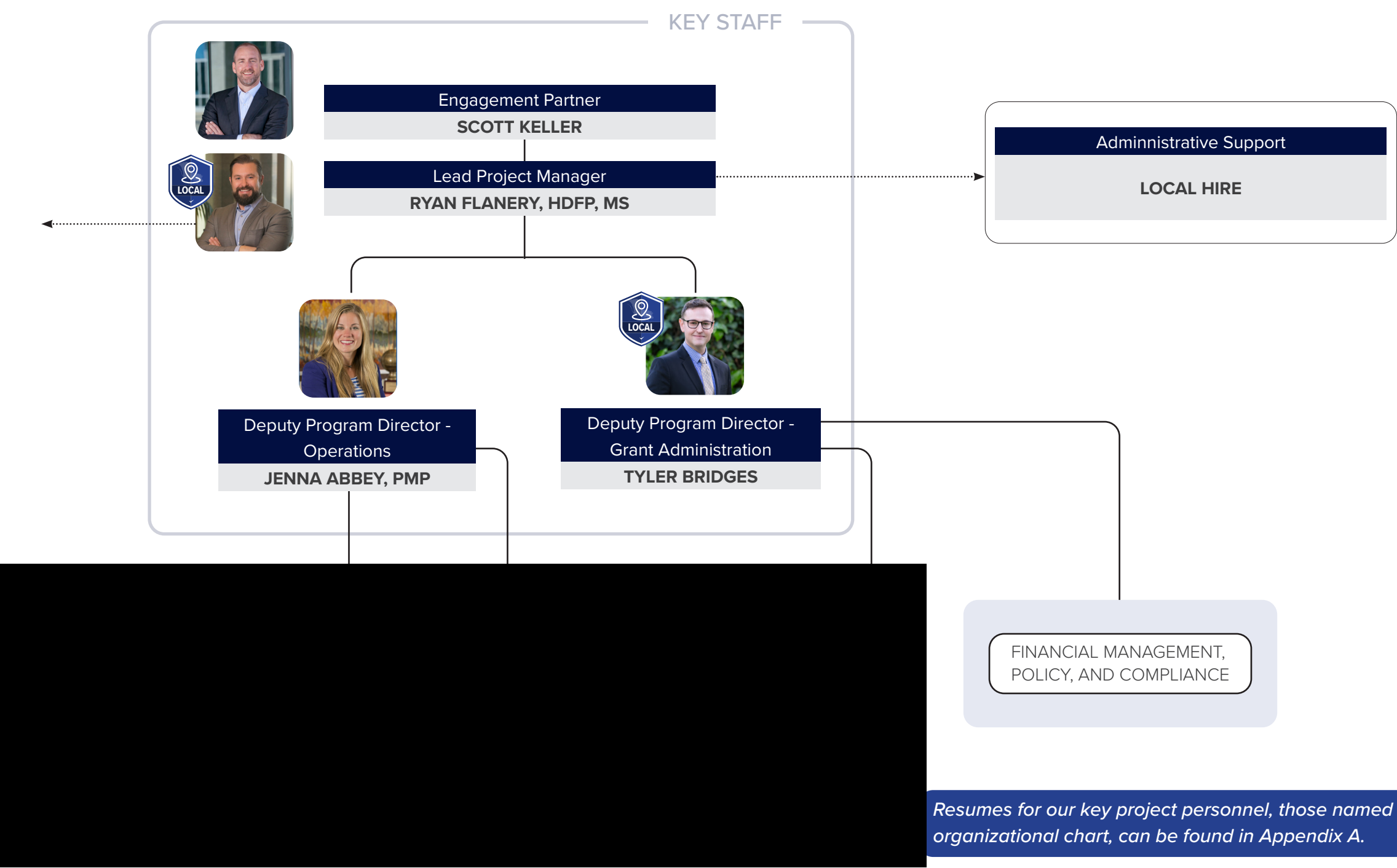
JOHN ATKINSON, PHD, MS

PAUL WALANSKY, P.E.

RYAN BLADIA, P.E.

CHRIS TILMAN, P.E., BCEE

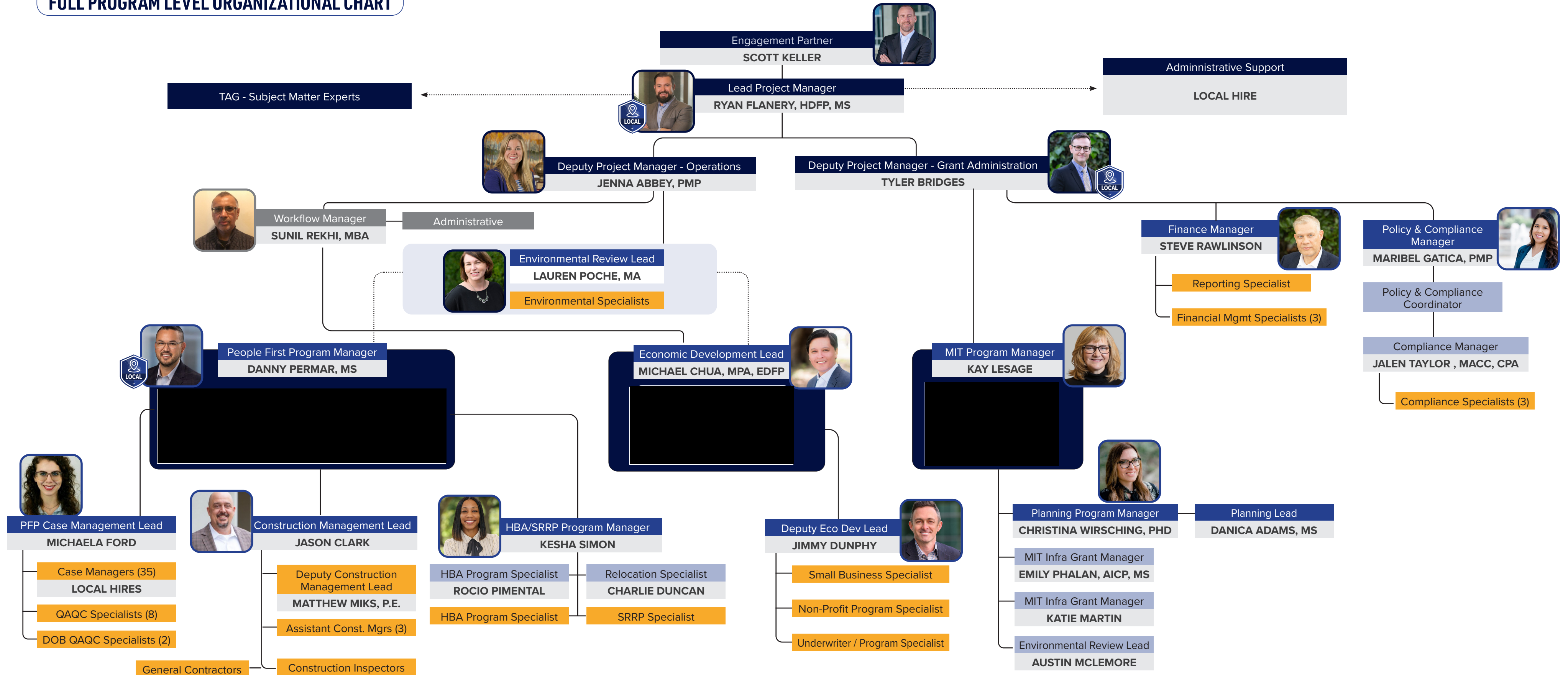
CYNTHIA ZBRANAK, CFM



SEE THE NEXT PAGE FOR OUR FULL PROGRAM ORGANIZATIONAL STRUCTURE



FULL PROGRAM LEVEL ORGANIZATIONAL CHART





TAB

04

APPROACH AND PROJECT METHODOLOGY



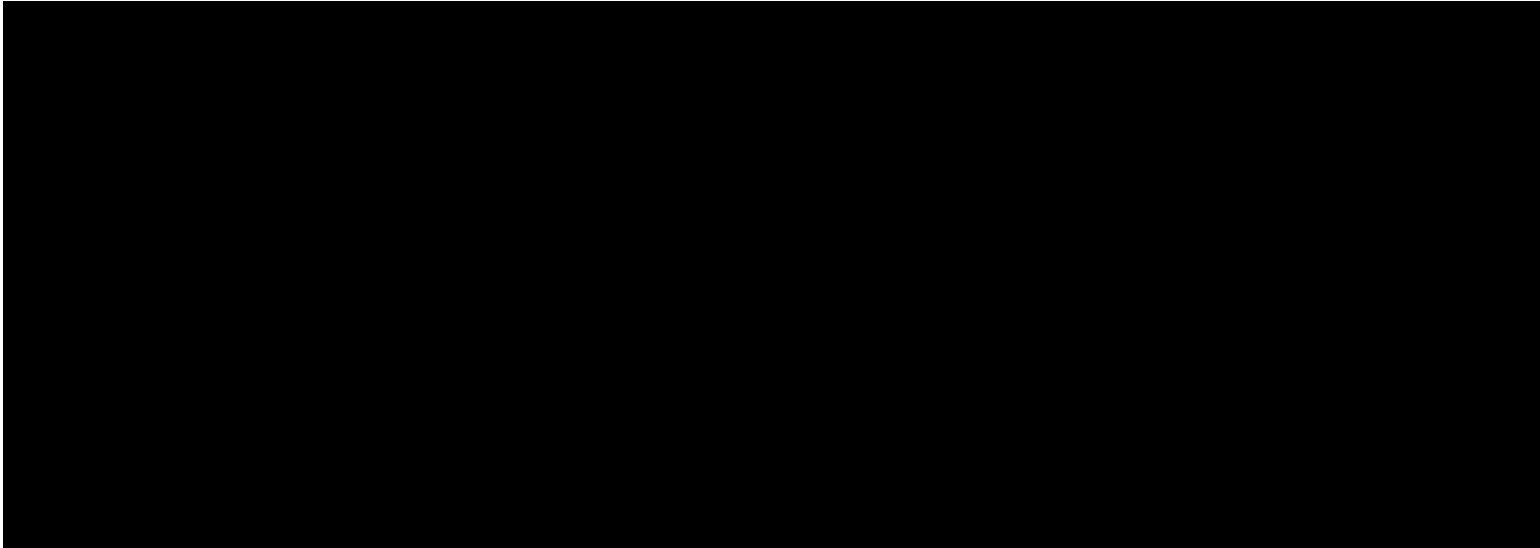
DETAILED APPROACH AND METHODOLOGY

PROJECT MANAGEMENT ACTIVITIES

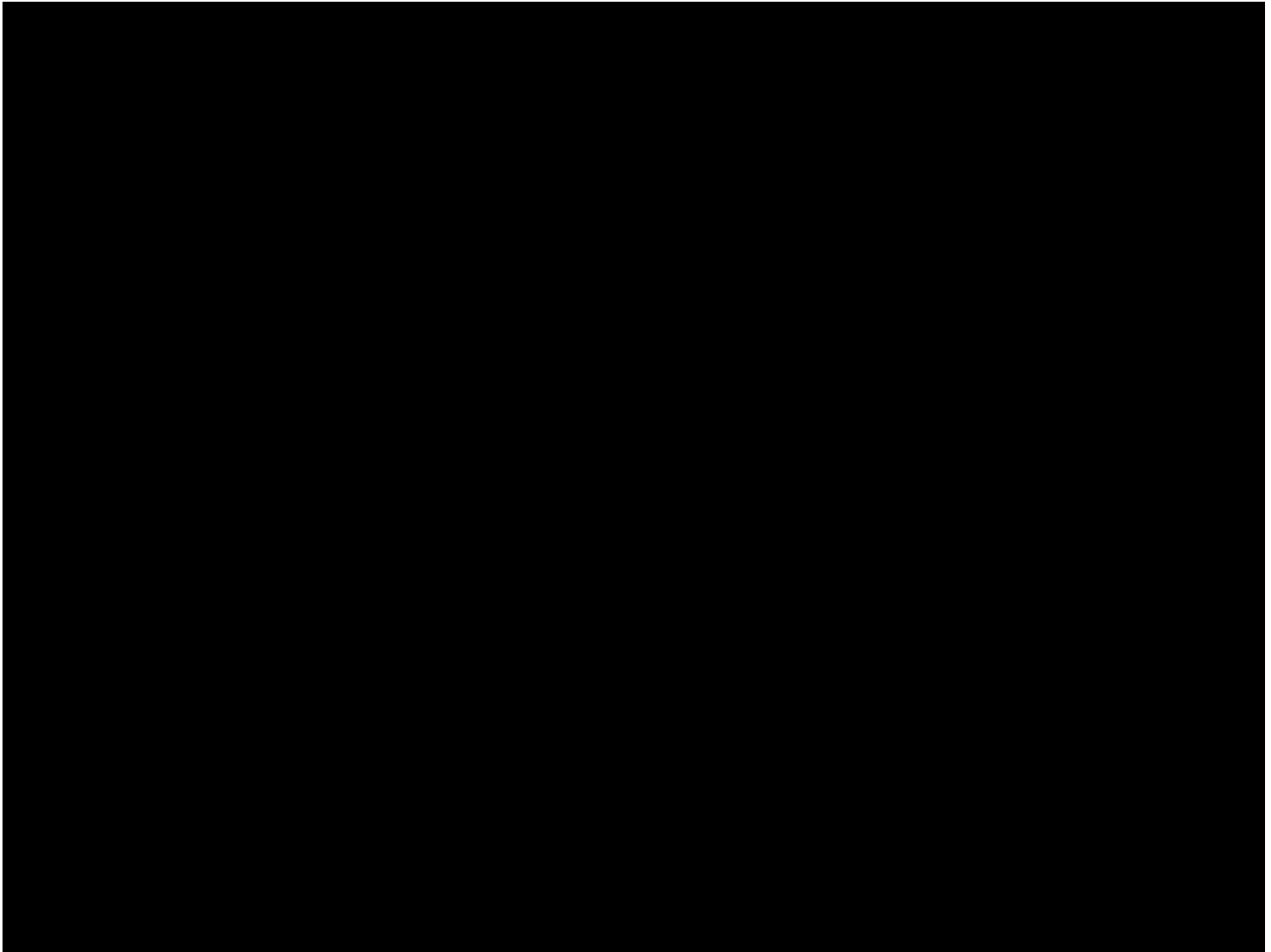
A strong start sets the tone, but sustained success requires structure, partnership, and adaptability at every stage of the disaster recovery lifecycle. HORNE's approach begins by laying a solid foundation rooted in strategy, collaboration, and compliance and continues with the same level of discipline and commitment through program launch, implementation, and closeout.

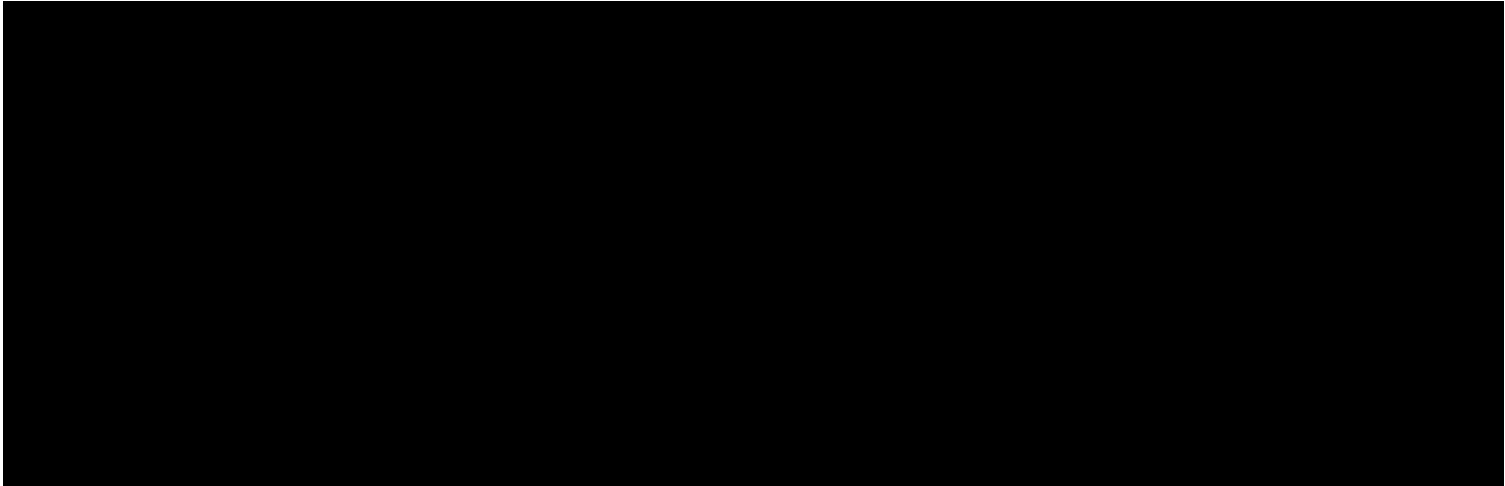
Grounded in positivity, partnership, and performance, we emphasize transparency, accountability, and continuous improvement every step of the way. With our deep bench of subject matter experts and proven best practices, HORNE offers Pinellas County a trusted and effective partner to deliver an efficient recovery that is resilient, compassionate, and transformative.

Structured Program Management

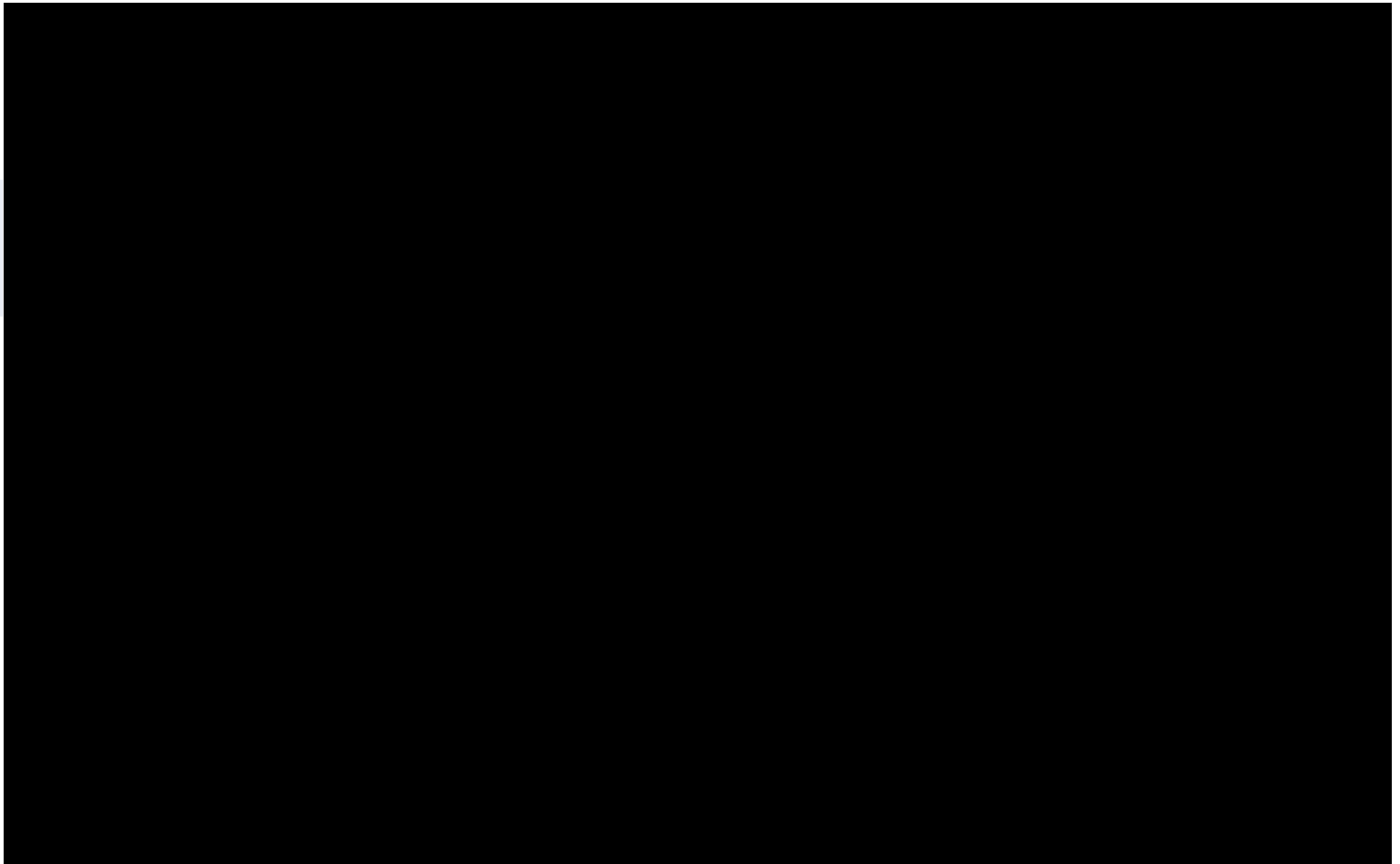


Planning and Policy Support

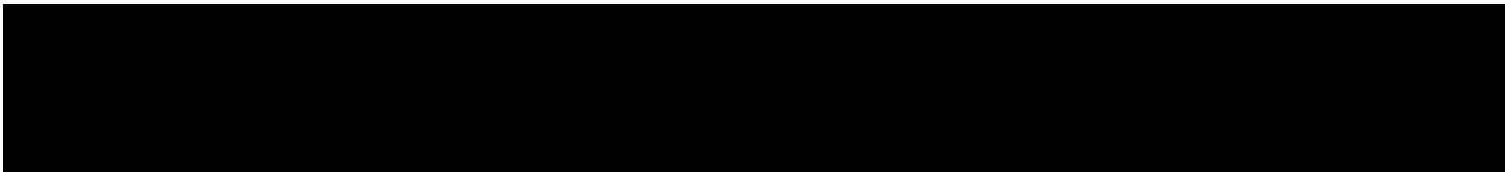




Comprehensive Monitoring and Transparent Reporting



Proactive Monitoring for Risk Mitigation and Program Success





Staff Spotlight

- **Jason Abend** is a results-driven leader in federal law enforcement, government oversight, investigations, and compliance. As a former assistant inspector general for the Environmental Protection Agency, Jason brings direct energy experience to this engagement. He has over 28 years of experience in advising leadership, leading design and execution for innovative law enforcement and compliance programs, and managing sensitive and complex investigations, including his time as a special agent with HUD OIG. As a compliance SME at HORNE, Jason specializes in compliance strategies to reduce fraud risk and conflicts of interest while managing policies, procedures, reporting, and performance monitoring.



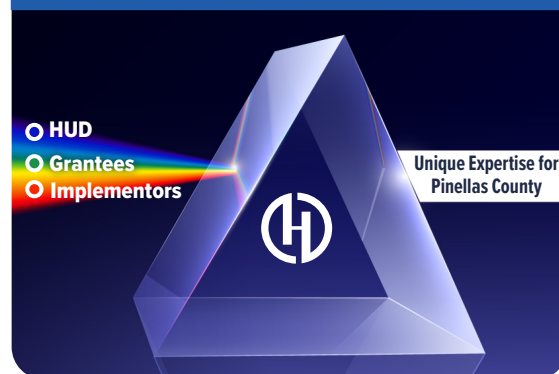
Advanced Compliance Reporting and Data-Driven Oversight



Subject Matter Expertise : HORNE's Technical Advisory Group

HORNE's Technical Advisory Group (TAG) is a premier team of subject matter experts that specialize in disaster recovery, resilience, and federally funded grant program implementation. Established in 2021, TAG is a specialized advisory and compliance group embedded within HORNE's Government Services practice. HORNE strategically created TAG to serve as an on-call, high-impact resource and stands ready to support the County in preparing for, participating in, and responding to any oversight review, grantees, subrecipients, and stakeholders with navigating complex regulatory, technical, and operational challenges across the disaster recovery lifecycle.

Our Team Development Strategy



FORMER HUD DISASTER RECOVERY LEADERSHIP

Professionals who helped shape national policy on CDBG-DR and CDBG-MIT programs, providing clients with unmatched insight into federal program design and compliance expectations.

Frank McNally, HUD Disaster Recovery Expert



With 25 years at HUD, including as deputy director of the Office of Disaster Recovery, Frank led the rollout of the \$16 billion Disaster Relief Appropriations Act and oversaw 5,000+ federal grants. He offers unparalleled knowledge of HUD policy and CDBG-DR implementation, guiding grantees through complex compliance and operational challenges.

EXPERIENCED FORMER GRANTEE EXECUTIVES

Former state and local officials who have directed large-scale recovery programs and bring deep, firsthand operational knowledge of grantee roles, responsibilities, and obstacles.

Adrienne Celestine, TAG Lead



A former state government executive with 10+ years leading CDBG-DR programs, Adrienne specializes in economic development, infrastructure, and housing. She is nationally recognized for her expertise in program design, underwriting, and compliance. Adrienne's collaborative style and regulatory insight help grantees build effective, compliant programs that meet local needs.

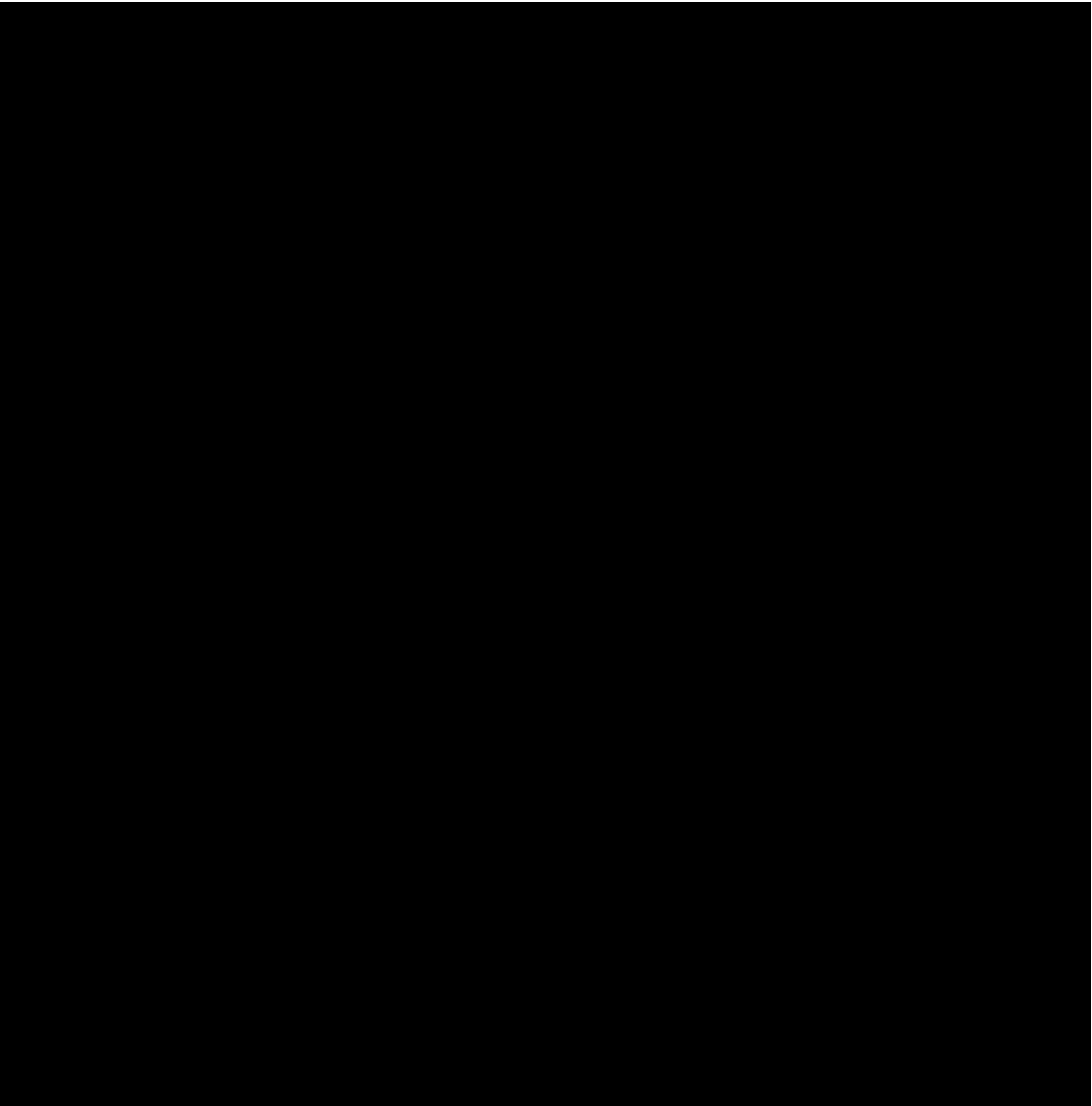
PROVEN IMPLEMENTATION EXPERTS

Industry leaders in program design, monitoring, procurement, finance, and closeout who offer practical, hands-on support across housing, infrastructure, economic development, and mitigation activities.

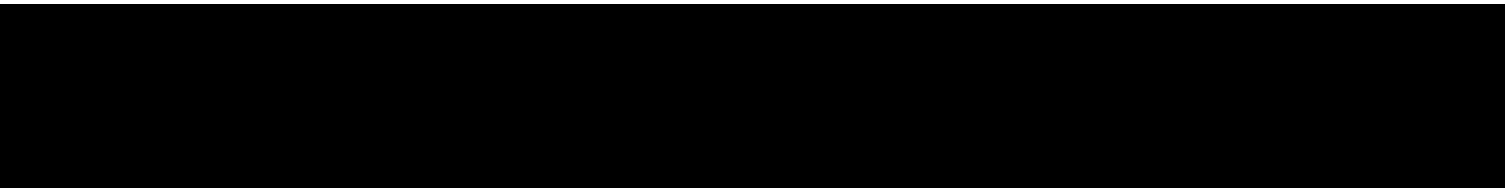
Sean Almonte, Compliance Specialist

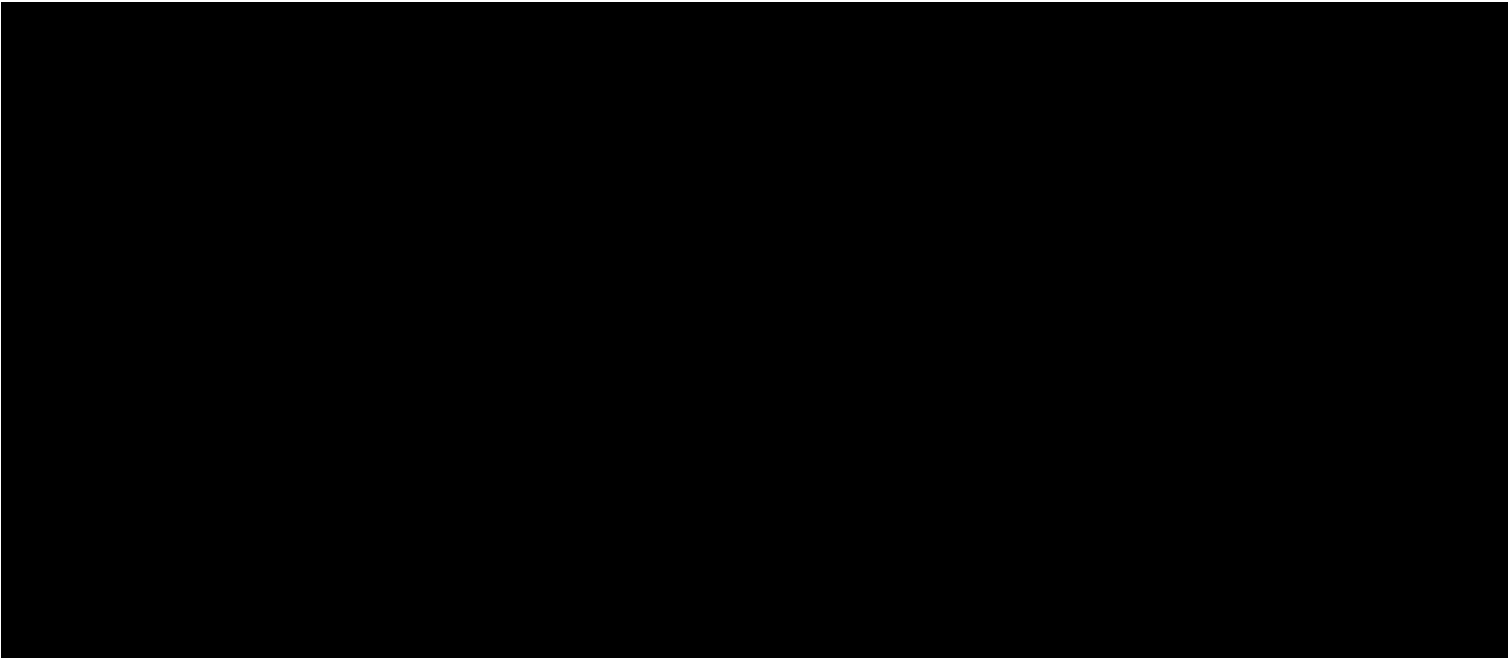


As a former CDBG-DR grantee during his tenure as the director of the Multifamily Storm Recovery Program for the City of New York, Sean brings a comprehensive understanding and hands-on experience managing HUD grants and implementing the programs funded by them. With a deep appreciation for the importance of the action plan in a grantee and community's recovery, Sean applies his subject matter expertise in housing and planning to guide grantees in envisioning their recovery strategies and working backwards to design programs that align with their goals.



Crosscutting Requirements





HORNE has provided technical assistance to the following grantees:

States

- ▶ Washington
- ▶ Alaska
- ▶ Ohio
- ▶ New Mexico
- ▶ Virginia
- ▶ Arkansas
- ▶ Pennsylvania

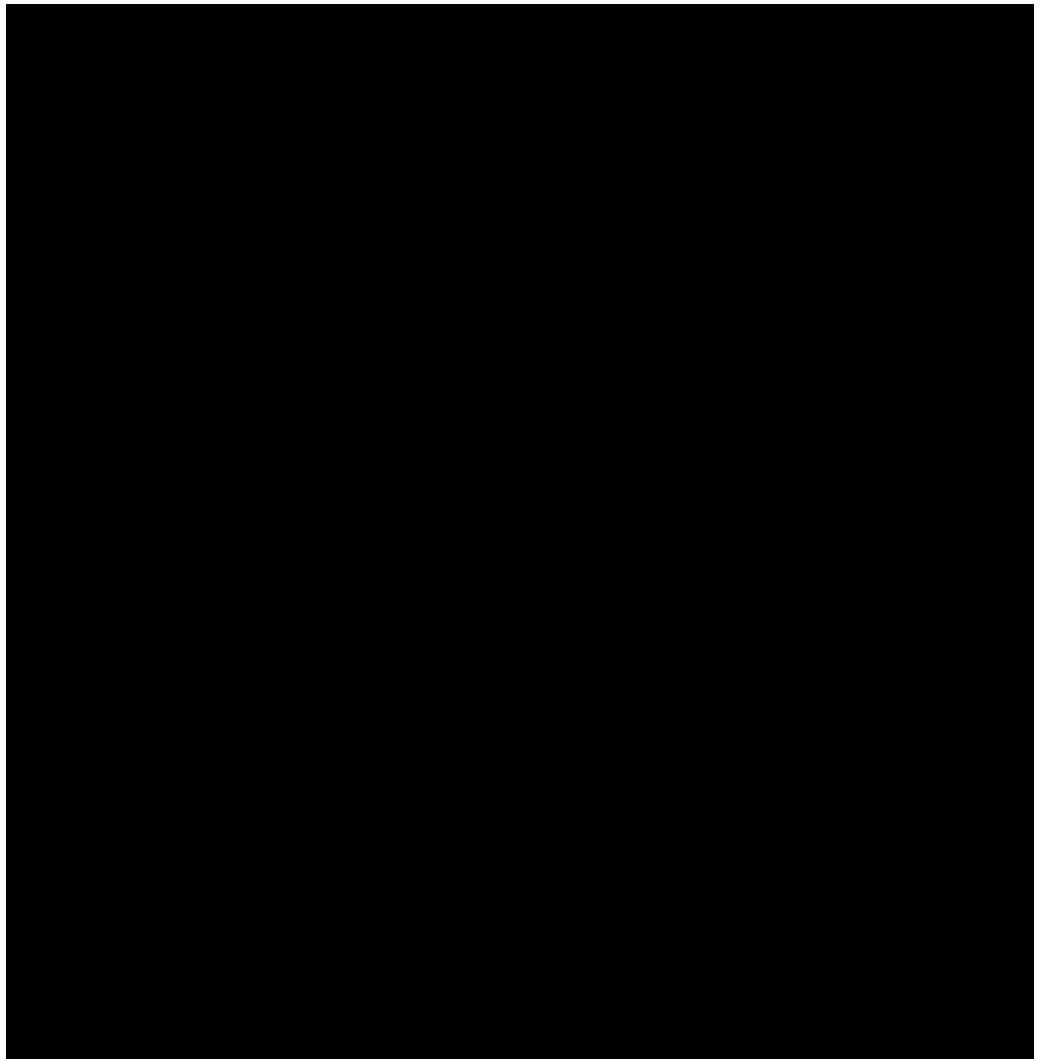
Counties

- ▶ County of Maui, HI
- ▶ Richland County, SC
- ▶ Bucks County, PA

Cities

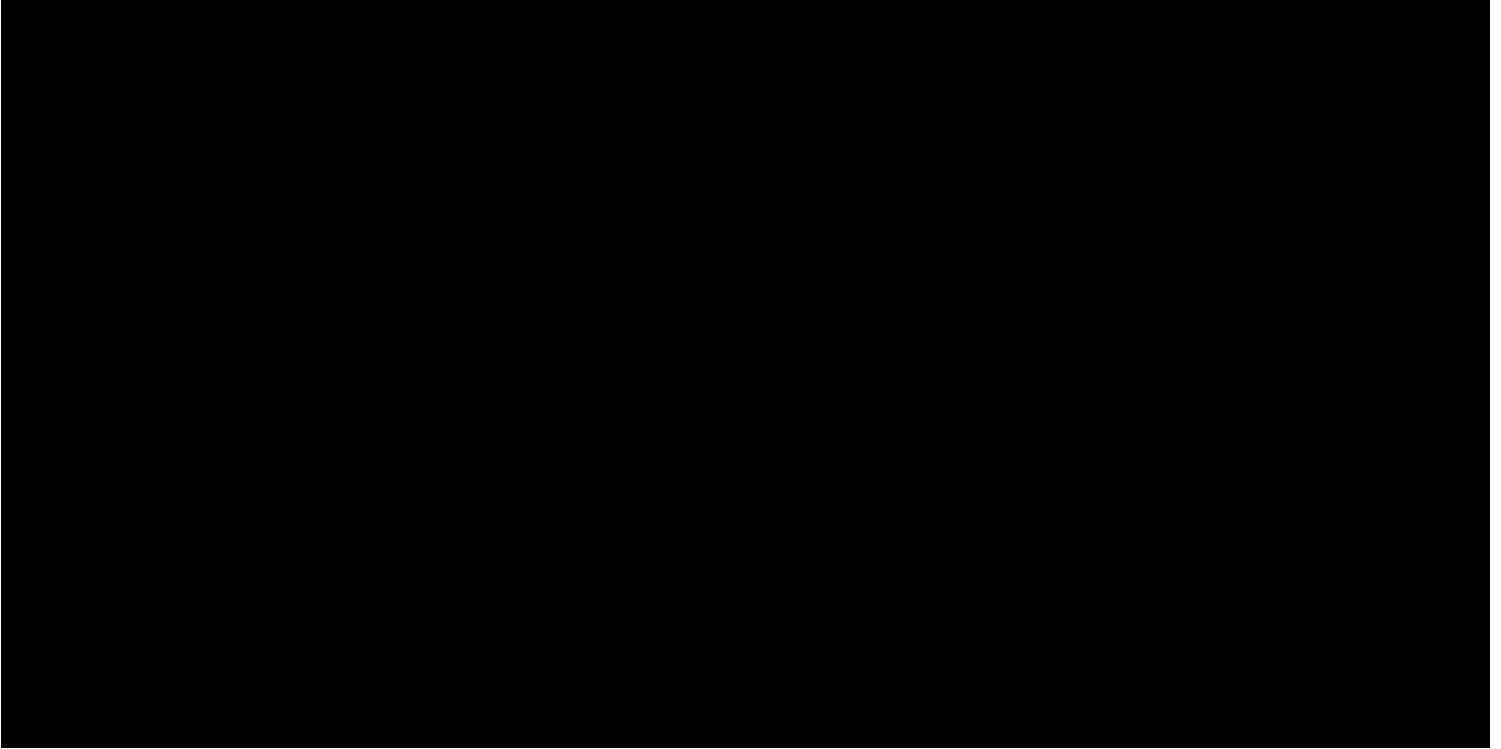
- ▶ Lake Charles, LA
- ▶ Baton Rouge, LA
- ▶ Fort Worth, TX
- ▶ Cicero, IL
- ▶ Fredrick, MD

Technical Assistance

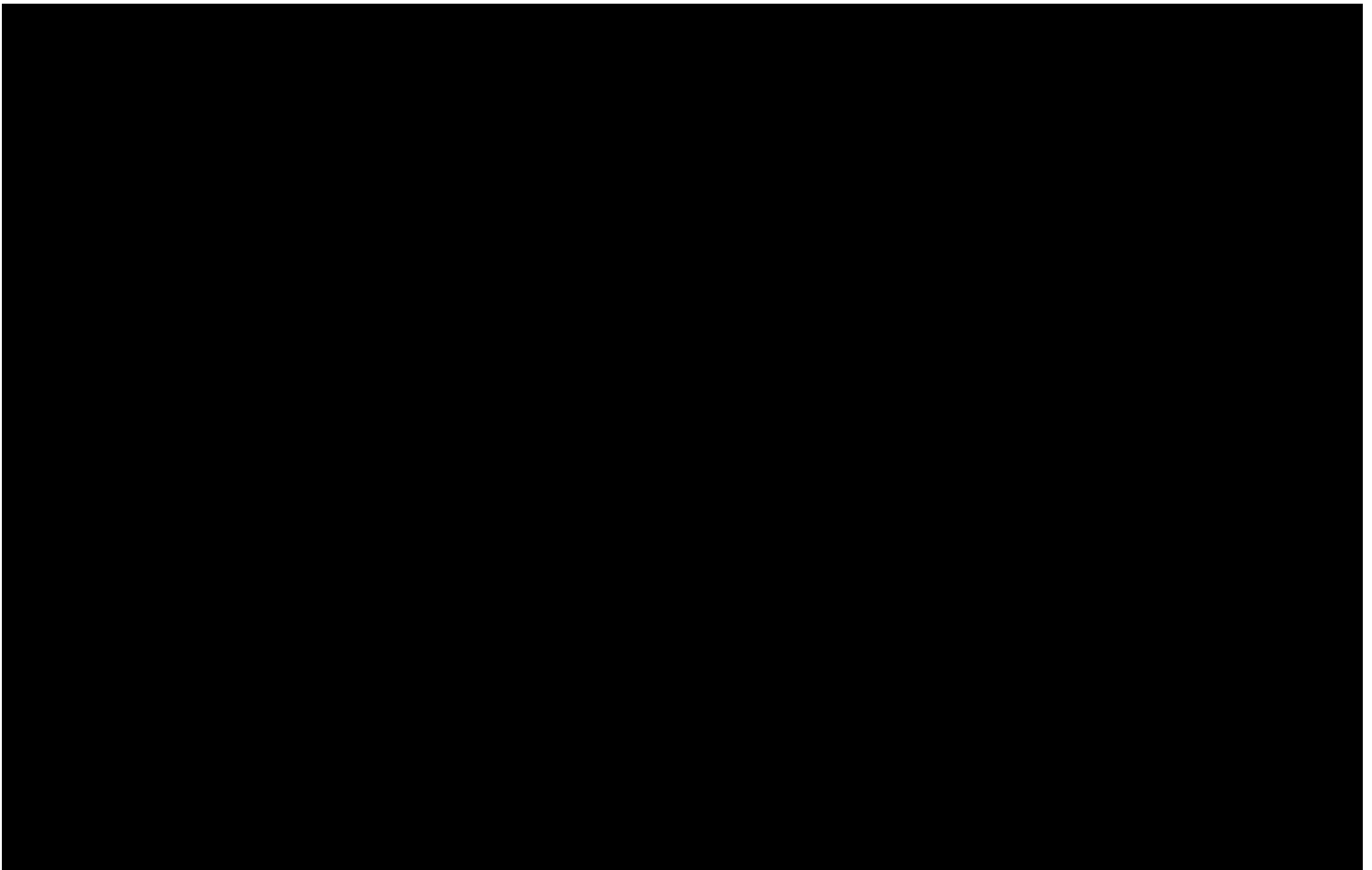




HORNE's Proven Approach to Technical Assistance



Approach to Program Implementation



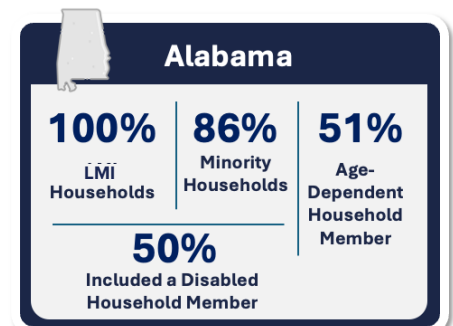
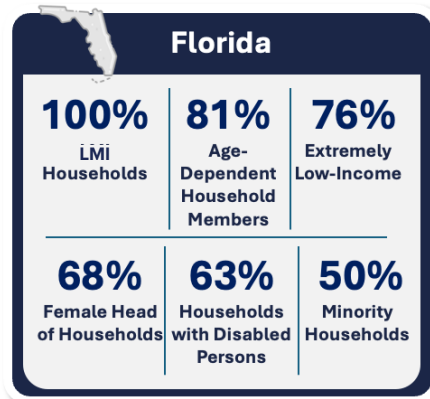
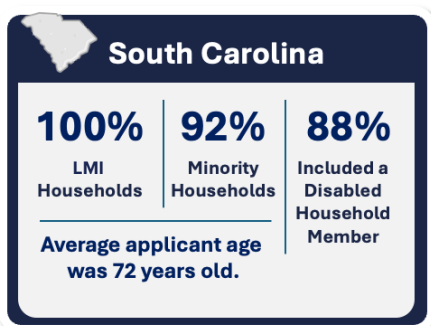






HORNE's results speak for themselves

through targeted outreach, we ensure the most vulnerable members of community are able to access assistance.











ENVIRONMENTAL REVIEWS COMPLETED

'05

Hurricane Katrina

MISSISSIPPI

Development Authority
Tier 1 Completed: 2007-2008

'12

Hurricanes Dolly and Ike

TEXAS

General Land Office
Tier 1 Completed: 2012-2013

'15

2015 Severe Storm

SOUTH CAROLINA

Office of Resilience Tier 1
Completed: 2016-2017

'16

Hurricane Matthew

SOUTH CAROLINA

Office of Resilience Tier 1
Completed: 2016-2019

'17

Hurricane Harvey

TEXAS

General Land Office

'17

Hurricane Maria

PUERTO RICO

Department of Housing Tier 1
Completed: 2019

'18

Hurricane Florence

SOUTH CAROLINA

Office of Resilience Tier 1
Completed: 2021

'18

Hurricane Florence

NORTH CAROLINA

Office of Recovery and
Resiliency Tier 1 Completed:
2018 - 2021

'18

Hurricane Michael

FLORIDA

FloridaCommerce

'23

Hurricanes Sally and Zeta

ALABAMA

Department of Economic
and Community Affairs
Tier 1 Completed: 2012 - 2013









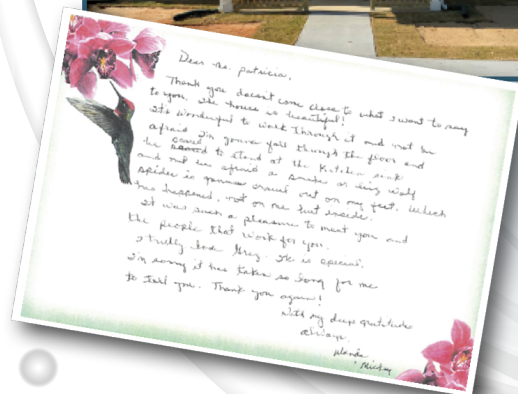


Our leaders understand that these are more than just numbers on paper, they're families, friends, and community members. From the top of our org chart to the bottom, HORNE centers one thing -- the survivor.



Dear Ms. Patricia,
Thank you doesn't come close to what I want to say to you. The house is beautiful! It's wonderful to walk through it and not be afraid I'm gonna fall through the floor and be scared to stand at the kitchen sink and not be afraid a snake or big wolf spider is gonna crawl out on my feet. Which has happened, not on me but inside. It was such a pleasure to meet you and the people that work for you. I truly like Greg. He is special. I'm sorry it has taken so long for me to tell you. Thank you again!

With my deepest gratitude always,
Wanda & Mickey



Rebuild Life Staff
Thank you for all
of your heart work
you are greatly
appreciated And
thank you for fighting
for me with illegal
assault you have been
great I couldn't have
said said a better team
to people
May God continue to
bless each of you





We pride ourselves on always focusing on the most important part of the recovery process - the people. These are just a few of testimonials of the more than 900 families we helped get back into safe homes quickly as part of the Rebuild Florida program following Hurricane Michael.



“

It's nice to have a new home.
Thank you for [Rebuild Florida].
I'm very happy right now.
- Francis Rogaski, Vietnam
Veteran in Bay County

”



4-16-23
Dear Rebuild Florida
and Endeavor Construction,
We are very thankful for our
new home. We appreciate all your
hard work, we thank you for seeing
it out to completion. Thank you
again and again for being a
Blessing to us.
We moved out from the
containers, and we are settling in
our New Home.
We love the New Home, and
Parker Paul Blessed us and
everyone in our New Home.
God Bless you all
and continue great work



ECONOMIC DEVELOPMENT PROGRAMS















MITIGATION PROGRAMS













STRATEGIC RELOCATION AND REVITALIZATION PROGRAM

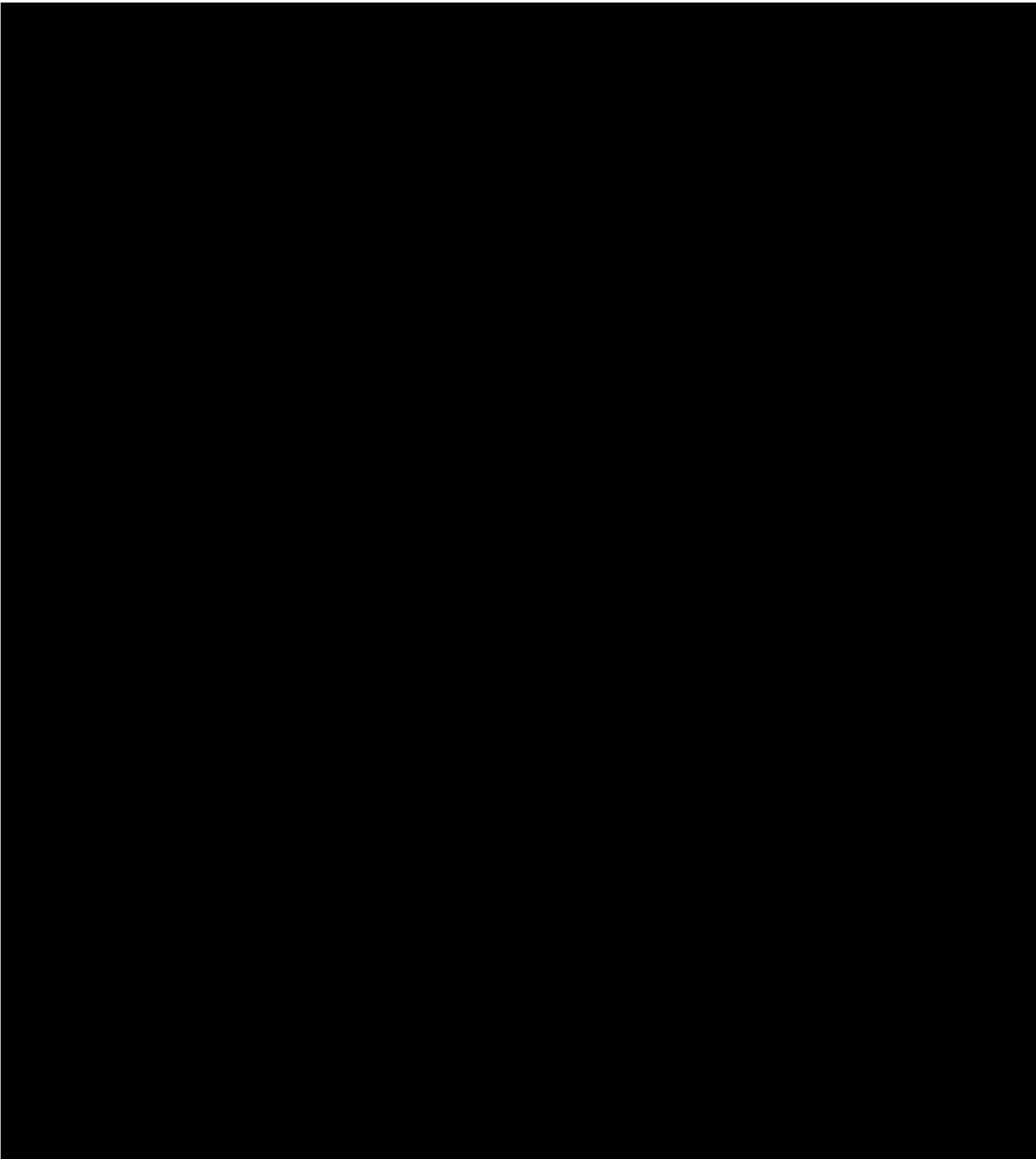
The Strategic Relocation and Revitalization Program is designed to address long-term housing vulnerability in disaster-affected MHUs across Pinellas County. Rather than applying a uniform recovery model, the program

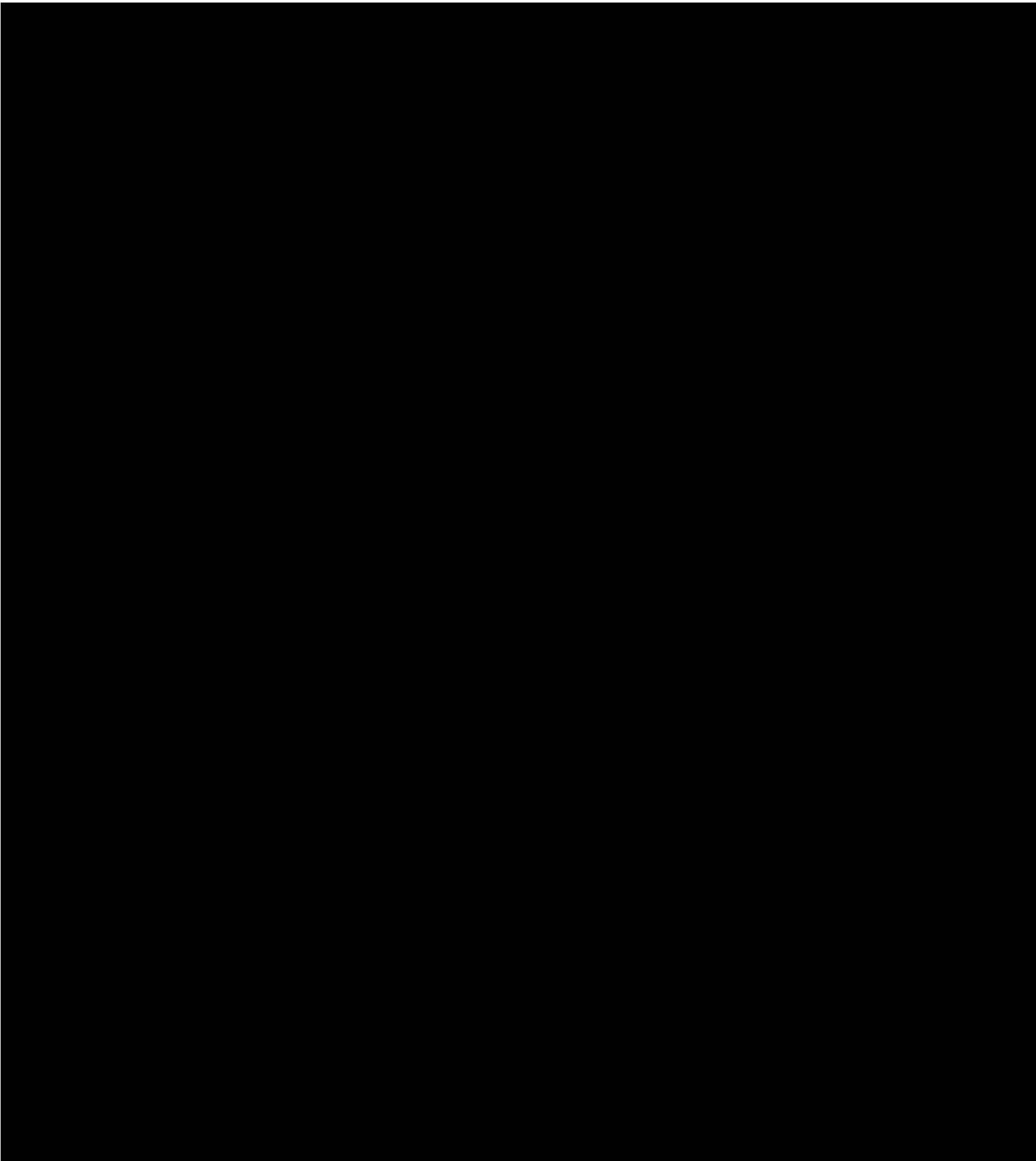


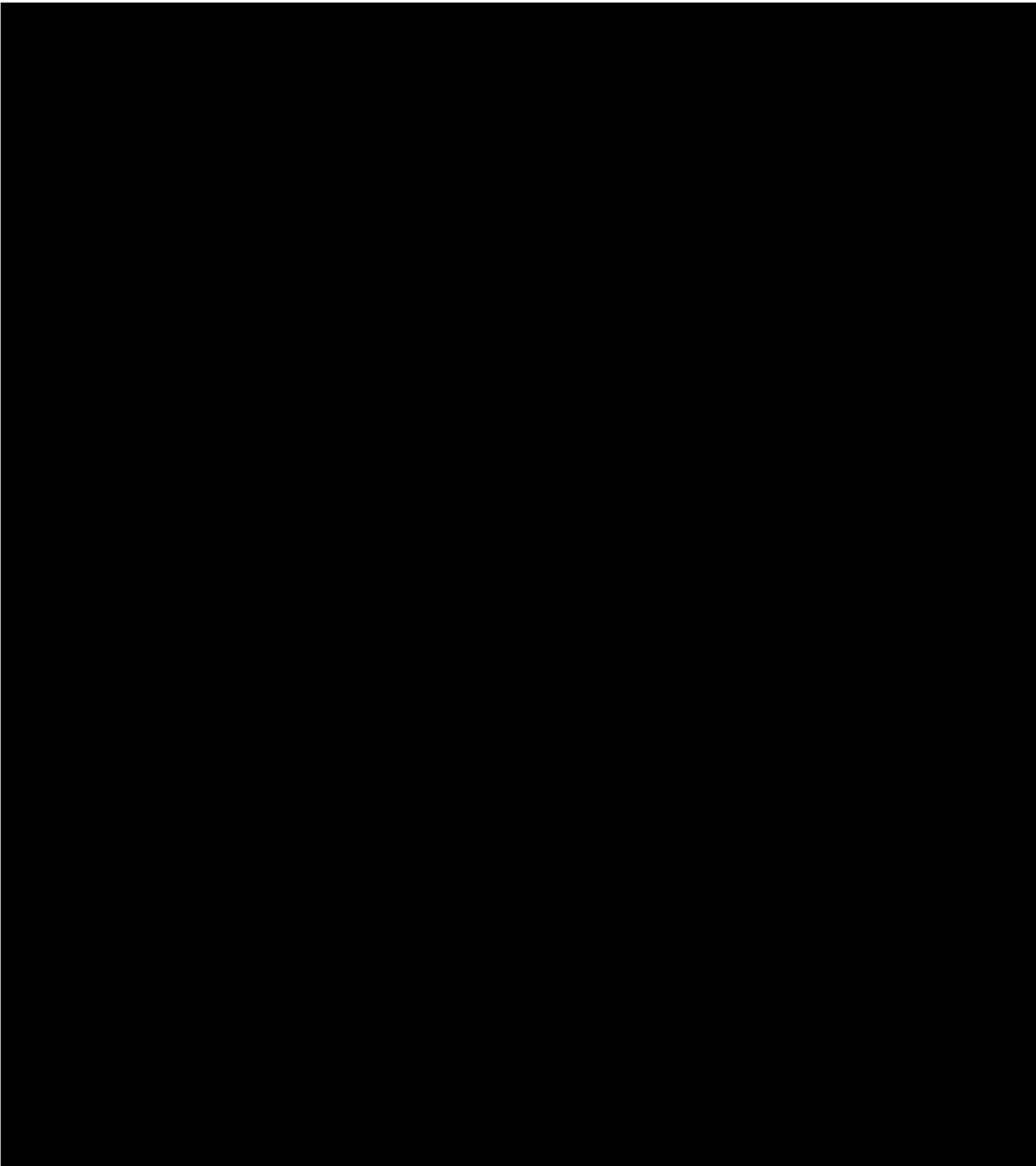
PLAN FOR STRICT COMPLIANCE WITH HUD REGULATIONS

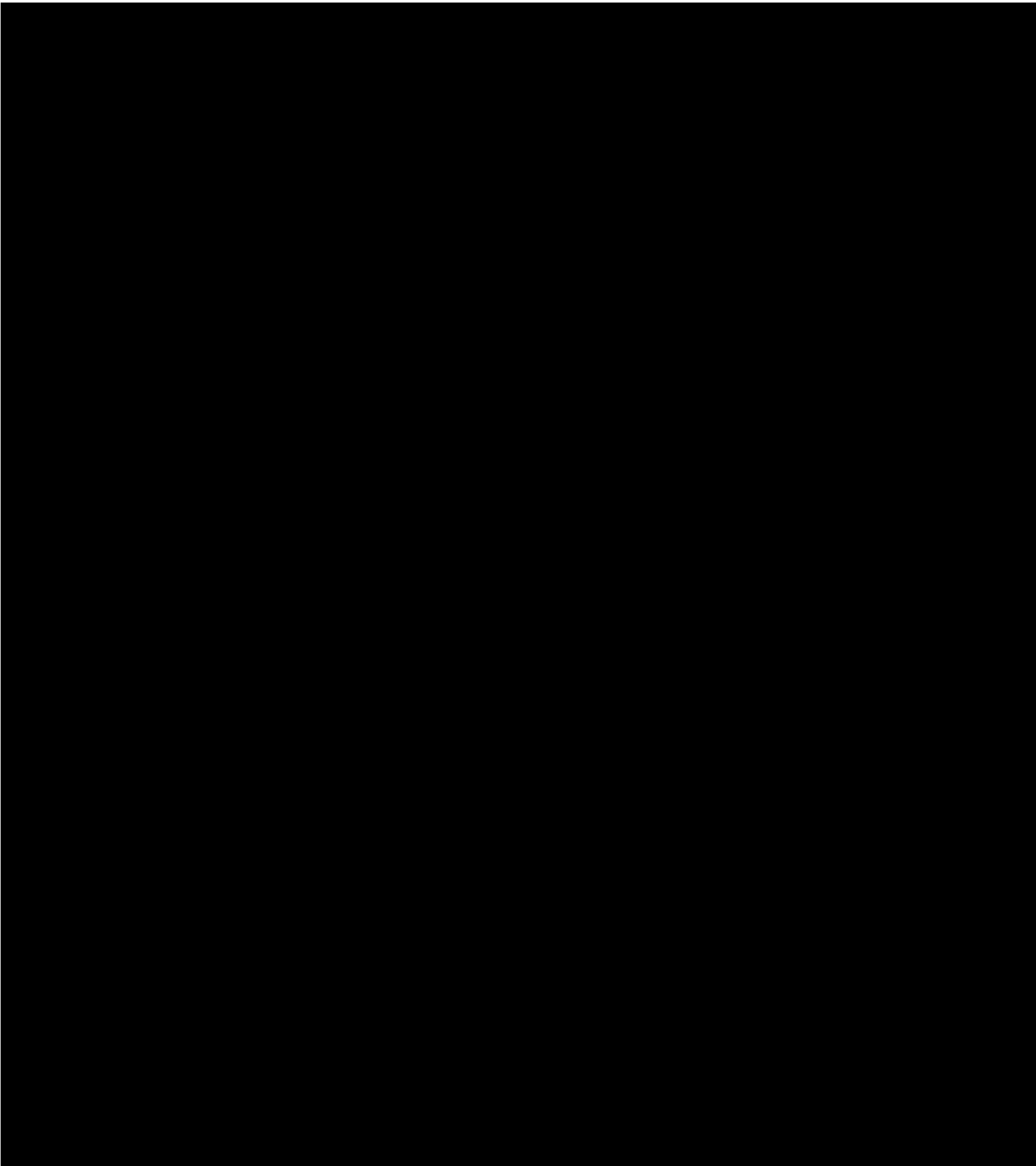
LAYING THE CORNERSTONE: HORNE AND PINELLAS COUNTY'S COMMITMENT TO COMPLIANCE EXCELLENCE

Adherence to HUD regulations is the foundation of effective and responsible program implementation. A







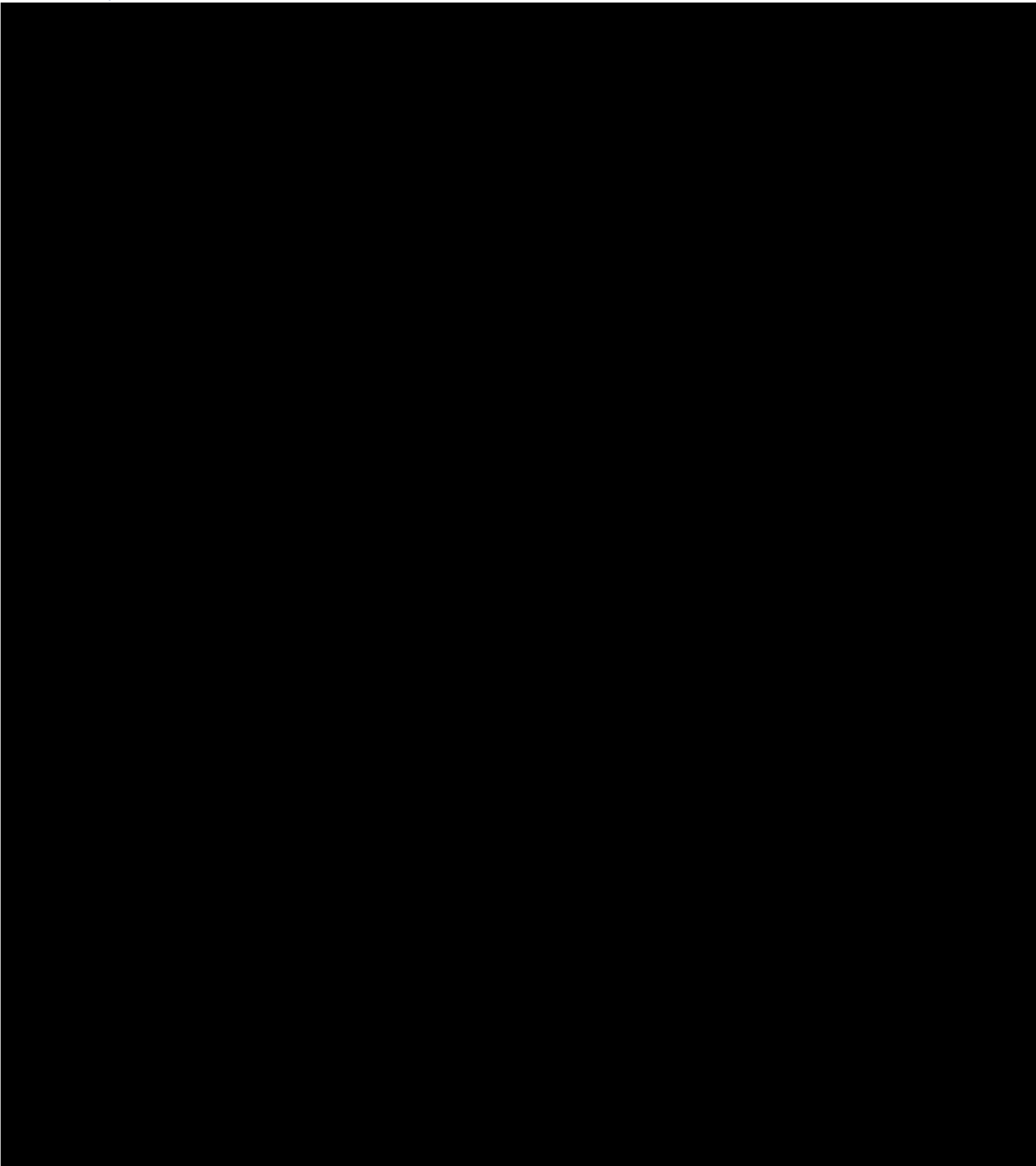


















STRATEGY FOR ESTABLISHING AND OPERATING CALL CENTER

THE PEOPLE FIRST CALL CENTER: THE HUMAN VOICE OF RECOVERY

HORNE's call center strategy is designed to serve as the human voice of the People First Portal, providing an accessible, empathetic, and expert front door to the program. We recognize that for many applicants, their first impression of the program will be through this interaction. Our approach combines our extensive nationwide experience with a deep commitment to service, ensuring every applicant feels heard, understood, and supported. We built our approach on four core principles.



DRIVING INNOVATION IN CUSTOMER SERVICE

HORNE strongly emphasizes innovation within its customer service strategy for CDBG-DR programs. We demonstrate our commitment through the strategic use of technology, deployment of multilingual staff, and implementation of advanced customer relationship management platforms.





PROPOSED TIMELINE FOR MOBILIZATION

Upon notice of award, the HORNE Team will mobilize personnel within 24 hours. We will provide the County with a date and timeline for personnel arrival, ensuring partial staffing on-site within 48 hours and completing the staffing plan within 72 hours. The team will mobilize and deploy key project staff immediately upon receiving a notice to proceed from the County.



HORNE CANOPY™:

PURPOSE-BUILT TO BE PEOPLE FIRST





DETAILED COMMUNITY OUTREACH AND COMMUNICATIONS PLAN

OUR PROVEN FIVE-STEP PEOPLE FIRST COMMUNICATIONS APPROACH







05

FINANCIAL PROPOSAL AND FEE SCHEDULE



FINANCIAL PROPOSAL AND FEE SCHEDULE

In accordance with Addendum 1, we have submitted detailed cost matrices for Option C and uploaded the required Excel pricing forms to the procurement portal. Our pricing reflects the full scope of services requested, including all administration and implementation tasks and staffing needed to execute your recovery vision.

We've also included a set of optional rates to support flexibility throughout the program lifecycle. Although these rates are not part of the core budget, we offer them for unforeseen needs or program shifts that may occur during the normal lifecycle of a CDBG-DR grant execution. Their availability will help the County respond quickly when circumstances demand it without compromising momentum.

All rates are firm, and fees are fixed for at least three years from contract execution, supporting long-term budget predictability. HORNE's pricing approach strongly emphasizes transparency, efficiency, and sound stewardship of federal funds.

25-0425-RFP Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program			
Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program			
Option A: Disaster Recovery Program Management			3 Year Cost Estimates
ITEM No.	CATEGORY (PPM/RRM)	PROGRAM DESCRIPTION	COST
PROJECT/PROGRAM MANAGEMENT SERVICES			
1		Project Management	\$ 2,380,980.00
2		Other Professional Services	\$ 2,181,775.60
3		Strategic Relocation and Revitalization Program	\$ 1,525,860.00
4		Homebuyer Assistance Program	\$ 2,035,740.00
5		Disaster Relief Payment Program	\$ 4,925,092.00
6		Small Business and Community Recovery Program	\$ 2,543,268.62
7		Non-Profit Community Recovery Program	\$ 1,161,795.38
8		Local Mitigation Planning Program	\$ 2,751,840.00
9		Local Mitigation Infrastructure Program	\$ 3,784,200.00
TOTAL CDBG-DR PROJECT COST			\$ 23,290,551.60
Complete areas highlighted in yellow. All pricing afforded shall be all inclusive of labor, materials, travel and shipping.			



25-0425-RFP Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program

Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program

Option A: Disaster Recovery Program Management

3 Year Cost Estimates

ITEM No.	CATEGORY (PPM/RRM)	PROGRAM DESCRIPTION	COST
PROJECT/PROGRAM MANAGEMENT SERVICES			
1		Project Management	\$ 2,380,980.00
2		Other Professional Services	\$ 2,181,775.60
3		Strategic Relocation and Revitalization Program	\$ 1,525,860.00
4		Homebuyer Assistance Program	\$ 2,035,740.00
5		Disaster Relief Payment Program	\$ 4,925,092.00
6		Small Business and Community Recovery Program	\$ 2,543,268.62
7		Non-Profit Community Recovery Program	\$ 1,161,795.38
8		Local Mitigation Planning Program	\$ 2,751,840.00
9		Local Mitigation Infrastructure Program	\$ 3,784,200.00
TOTAL CDBG-DR PROJECT COST			\$ 23,290,551.60

Complete areas highlighted in yellow.

All pricing afforded shall be all inclusive of labor, materials, travel and shipping.

**Option A: Disaster Recovery Program Management****Provide Staff Rates for a 3 Year Term**

Staff	Staff Position	Billable Rate (Hourly)
1	Administrative Assistant	\$ 75.00
2	Case Manager	\$ 95.00
3	Grant Manager I	\$ 125.00
4	Grant Manager II	\$ 135.00
5	HBA Specialist	\$ 150.00
6	DRP Program Lead	\$ 155.00
7	URA Relocation Specialist	\$ 160.00
8	Outreach Coordinator	\$ 165.00
9	Planner	\$ 165.00
10	Senior Planner	\$ 200.00
11	Mitigation Senior Grant Mana	\$ 225.00
12	Senior Grant Manager	\$ 225.00
13	Program Director	\$ 230.00
14	Finance Manager	\$ 250.00
15	Mitigation Programs Manager	\$ 250.00
16	Subject Matter Expert	\$ 250.00
17	Lead Project Manager	\$ 275.00
18		\$ -
19		\$ -
20		\$ -

Example For Informational Purposes Only

Staff	Staff Position	Billable Rate (Hourly)
1	Sr. Project Manager	\$ 250.00
2	Subject Matter Expert	\$ 225.00
3	Program Lead	\$ 205.00
4	Financial Analyst	\$ 205.00
5	Environmental Specialist	\$ 200.00
6	Construction Manager	\$ 175.00
7	Grant Manager	\$ 165.00
8	Compliance Lead	\$ 165.00
9	Project Coordinator	\$ 150.00
10	Inspector	\$ 150.00
11	Jr. Project Manager	\$ 150.00
12	Monitoring Analyst	\$ 140.00
13	Lead Business Analyst	\$ 130.00
14	QA/QC Analyst	\$ 120.00
15	Trainer	\$ 100.00
16	Case Manager	\$ 95.00
17	Administrative Assistant	\$ 65.00



Option A: Disaster Recovery Program Management
Environmental Reviews and Inspection Rates

ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Environmental Review Tier 1* (County-wide)	1	Fixed Price	\$ 25,000.00	\$25,000.00
2	Environmental Review Tier 2 (Per Site/Project)	307	Fixed Price	\$ 1,000.00	\$307,000.00
3	Environmental Assessment (As Needed Per Project)	86	Fixed Price	\$ 18,000.00	\$1,548,000.00
4	Interim Inspections (As Applicable)	73	Fixed Price	\$ 550.00	\$40,150.00
5	Final Inspection (As Applicable)	73	Fixed Price	\$ 550.00	\$40,150.00
6	Lead-Based Paint Inspection (As Needed)	10	Fixed Price	\$ 1,200.00	\$12,000.00
7	Lead-Based Paint Risk Assessment (As Needed)	0	Fixed Price	\$ 1,200.00	\$0.00
8	Mold Inspection (As Needed)	0	Fixed Price	\$ 1,200.00	\$0.00
9	Asbestos Inspection (As Needed)	10	Fixed Price	\$ 1,200.00	\$12,000.00
10	Davis Bacon Compliance	5	Fixed Price	\$ 40,000.00	\$200,000.00

For any item you are not managing or responsible for mark 0 in the Quantity Field



Option A: Disaster Recovery Program Management					
Project Management (3 Years)					
ITEM No.	PROJECT ROLE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
1	Lead Project Manager	6,350	Hour(s)	\$ 275.00	\$1,746,360.00
2	Finance Manager	1,512	Hour(s)	\$ 250.00	\$378,000.00
3	Policy Manager	1,092	Hour(s)	\$ 235.00	\$256,620.00
4			Hour(s)	\$ -	\$0.00
TOTAL PROJECT MANAGEMENT FEES for 3 Years					\$2,380,980.00



Option A: Disaster Recovery Program Management					
Provide for a 3 Year Term					
Other Professional Services					
ITEM No.	SERVICE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
1	Call Center Establishment and Operation	1	Est. Budget	\$ 735,840.00	\$735,840.00
2	In-Person Customer Service Center Establishment and Operation	1	Est. Budget	\$ 428,800.00	\$428,800.00
3	Training	1	Est. Budget	\$ 141,120.60	\$141,120.60
4	Grant Compliance and Monitoring (7 Programs)	3,255	Hour(s)	\$ 190.16	\$618,975.00
5	Project & Program Closeout (7 Programs)	1,512	Hour(s)	\$ 170.00	\$257,040.00
TOTAL OTHER PROFESSIONAL SERVICE FEES					\$2,181,775.60



Option A: Disaster Recovery Program Management					
STRATEGIC RELOCATION AND REVITALIZATION PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
13	Program Director	1512	Hours	\$ 230.00	\$347,760.00
7	URA Relocation Specialist	1512	Hours	\$ 160.00	\$241,920.00
12	Senior Grant Manager	2520	Hours	\$ 225.00	\$567,000.00
16	Subject Matter Expert	1310.4	Hours	\$ 250.00	\$327,600.00
8	Outreach Coordinator	252	Hours	\$ 165.00	\$41,580.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROJECT MANAGEMENT FEES					\$1,525,860.00



Option A: Disaster Recovery Program Management

HOMEBUYER ASSISTANCE PROGRAM

Documentation Deliverables (30 Days)

ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 36,120.00	\$36,120.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 38,052.00	\$38,052.00
3	Develop intake workflows	1	Fixed Price	\$ 17,808.00	\$17,808.00
4	Develop and publish appeals process	1	Fixed Price	\$ 10,584.00	\$10,584.00
TOTAL DOCUMENTATION FEES					\$102,564.00

HOMEBUYER ASSISTANCE PROGRAM

Program Management (3 Years)

Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / Measure	AMOUNT
16	Subject Matter Expert	252	Hours	\$ 250.00	\$63,000.00
13	Program Director	2226	Hours	\$ 230.00	\$511,980.00
5	HBA Specialist	252	Hours	\$ 150.00	\$37,800.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$612,780.00



Option A: Disaster Recovery Program Management					
HOMEBUYER ASSISTANCE PROGRAM					
Application Completion (3 Years, Est. 210 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 6,287.60	\$6,287.60
TOTAL APPLICATION PROCESSING FEES - 210					\$1,320,396.00

TOTAL DOCUMENTATION FEES	\$102,564.00
TOTAL PROGRAM MANAGEMENT FEES	\$612,780.00
TOTAL APPLICATION PROCESSING FEES	\$1,320,396.00
HOMEBUYER ASSISTANCE PROGRAM TOTAL	\$2,035,740.00



Option A: Disaster Recovery Program Management

DISASTER RELIEF PAYMENT PROGRAM

Documentation Deliverables (30 Days)

ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 34,020.00	\$34,020.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 51,660.00	\$51,660.00
3	Develop intake workflows	1	Fixed Price	\$ 12,810.00	\$12,810.00
4	Develop standardized application forms (Intake and Appeals)	1	Fixed Price	\$ 36,540.00	\$36,540.00
5	Develop and publish appeals process	1	Fixed Price	\$ 8,106.00	\$8,106.00
6	Develop NOFA	1	Fixed Price	\$ 103,040.00	\$103,040.00
TOTAL DOCUMENTATION FEES					\$246,176.00

DISASTER RELIEF PAYMENT PROGRAM

Program Management (3 Years)

Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / Measure	AMOUNT
6	DRP Program Lead	3780	Hours	\$ 155.00	\$585,900.00
16	Subject Matter Expert	336	Hours	\$ 250.00	\$84,000.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$669,900.00



Option A: Disaster Recovery Program Management					
DISASTER RELIEF PAYMENT PROGRAM					
Application Completion (3 Years, Est. 2000 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 2,004.51	\$2,004.51
TOTAL APPLICATION PROCESSING FEES-2000					\$4,009,016.00

TOTAL DOCUMENTATION FEES	\$246,176.00
TOTAL PROGRAM MANAGEMENT FEES	\$669,900.00
TOTAL APPLICATION PROCESSING FEES	\$4,009,016.00
DISASTER RELIEF PAYMENT PROGRAM	
PROGRAM TOTAL	\$4,925,092.00



Option A: Disaster Recovery Program Management					
SMALL BUSINESS COMMUNITY RECOVERY PROGRAM					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 38,850.00	\$38,850.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 44,688.00	\$44,688.00
3	Develop intake workflows	1	Fixed Price	\$ 25,116.00	\$25,116.00
4	Develop application and underwriting criteria for eligibility, financial need, and job impact.	1	Fixed Price	\$ 44,688.00	\$44,688.00
5	Develop and publish appeals process	1	Fixed Price	\$ 7,770.00	\$7,770.00
6	Develop NOFA	1	Fixed Price	\$ 98,552.00	\$98,552.00
7	Develop Enforceable Agreements detailing compliance terms and remedies	1	Fixed Price	\$ 44,688.00	\$44,688.00
TOTAL DOCUMENTATION FEES					\$259,664.00

SMALL BUSINESS COMMUNITY RECOVERY PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
13	Program Director	3528	Hours	\$ 230.00	\$811,440.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$811,440.00



Option A: Disaster Recovery Program Management					
SMALL BUSINESS COMMUNITY RECOVERY PROGRAM					
Application Completion (3 Years, Est. 54 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 27,262.31	\$27,262.31
TOTAL APPLICATION PROCESSING FEES-54					\$1,472,164.62

TOTAL DOCUMENTATION FEES	\$259,664.00
TOTAL PROGRAM MANAGEMENT FEES	\$811,440.00
TOTAL APPLICATION PROCESSING FEES	\$1,472,164.62
SMALL BUSINESS COMMUNITY RECOVERY PROGRAM TOTAL	\$2,543,268.62



Option A: Disaster Recovery Program Management					
NON-PROFIT COMMUNITY RECOVERY PROGRAM					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 21,378.00	\$21,378.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 27,216.00	\$27,216.00
3	Develop intake workflows	1	Fixed Price	\$ 13,776.00	\$13,776.00
4	Develop application and underwriting criteria for eligibility, financial need, and job impact.	1	Fixed Price	\$ 21,378.00	\$21,378.00
5	Develop and publish appeals process	1	Fixed Price	\$ 9,576.00	\$9,576.00
6	Develop NOFA	1	Fixed Price	\$ 66,416.00	\$66,416.00
7	Develop underwriting criteria addressing financial need, DOB compliance (Stafford Act §312), and disaster impact.	1	Fixed Price	\$ 18,555.60	\$18,555.60
8	Develop Enforceable Agreements detailing compliance terms and remedies	1	Fixed Price	\$ 18,555.60	\$18,555.60
TOTAL DOCUMENTATION FEES					\$159,740.00

NON-PROFIT COMMUNITY RECOVERY PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
13	Program Director	1512	Hours	\$ 230.00	\$347,760.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$347,760.00



Option A: Disaster Recovery Program Management					
NON-PROFIT COMMUNITY RECOVERY PROGRAM					
Application Completion (3 Years, Est. 24 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 27,262.31	\$27,262.31
TOTAL APPLICATION PROCESSING FEES-24					\$654,295.38

TOTAL DOCUMENTATION FEES	\$159,740.00
TOTAL PROGRAM MANAGEMENT FEES	\$347,760.00
TOTAL APPLICATION PROCESSING FEES	\$654,295.38
NON-PROFIT COMMUNITY RECOVERY PROGRAM TOTAL	\$1,161,795.38



Option A: Disaster Recovery Program Management					
LOCAL MITIGATION PLANNING PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
16	Subject Matter Expert	3024	Hours	\$ 250.00	\$756,000.00
10	Senior Planner	4536	Hours	\$ 200.00	\$907,200.00
9	Planner	4536	Hours	\$ 165.00	\$748,440.00
12	Senior Grant Manager	1512	Hours	\$ 225.00	\$340,200.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROJECT MANAGEMENT FEES					\$2,751,840.00



Option A: Disaster Recovery Program Management					
LOCAL MITIGATION INFRASTRUCTURE PROGRAM					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 78,750.00	\$78,750.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 74,760.00	\$74,760.00
3	Develop NOFA	1	Fixed Price	\$ 51,870.00	\$51,870.00
4	Develop Enforceable Agreements detailing compliance terms and remedies	1	Fixed Price	\$ 39,900.00	\$39,900.00
TOTAL DOCUMENTATION FEES					\$205,380.00

LOCAL MITIGATION INFRASTRUCTURE PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
16	Subject Matter Expert	428.4	Hours	\$ 250.00	\$107,100.00
12	Senior Grant Manager	1495.2	Hours	\$ 225.00	\$336,420.00
15	Mitigation Programs Manager	3696	Hours	\$ 250.00	\$924,000.00
11	Mitigation Senior Grant Manager	9828	Hours	\$ 225.00	\$2,211,300.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$3,578,820.00

TOTAL DOCUMENTATION FEES	\$205,380.00
TOTAL PROGRAM MANAGEMENT FEES	\$3,578,820.00
LOCAL MITIGATION INFRASTRUCTURE PROGRAM TOTAL	\$3,784,200.00



25-0425-RFP Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program

Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program

Option B: Housing Program Management

3 Year Cost Estimates

ITEM No.	CATEGORY (PPM/RRM)	PROGRAM DESCRIPTION	COST
PROJECT/PROGRAM MANAGEMENT SERVICES			
1		Project Management	\$ 3,215,520.00
2		Other Professional Services	\$ 2,987,593.00
3		Homeowner Rehabilitation/Reconstruction Program	\$ 455,746,737.00
4		Homeowner Reimbursement Program	\$ 2,728,108.00
5		Small Rental Rehabilitation/Reconstruction Program (Local Landlord Program)	\$ 71,779,514.37
TOTAL CDBG-DR PROJECT COST			\$ 536,457,472.37



Option B: Housing Program Management
Provide Staff Rates for a 3 Year Term

Example for Information Purposes Only

Staff	Staff Position	Billable Rate (Hourly)
1	Administrative Assistant	\$ 75.00
2	Call Center Representative	\$ 85.00
3	Case Manager	\$ 95.00
4	Construction Admin	\$ 115.00
5	Outreach Coordinator	\$ 165.00
6	Project Lead	\$ 175.00
7	Construction Project Manage	\$ 185.00
8	Policy Coordinator	\$ 185.00
9	SFH Deputy Program Directo	\$ 190.00
10	Deputy Program Director	\$ 215.00
11	Deputy Construction Director	\$ 215.00
12	Process Manager	\$ 225.00
13	Program Director	\$ 230.00
14	Construction Director	\$ 230.00
15	Policy Manager	\$ 235.00
16	Finance Manager	\$ 250.00
17	Subject Matter Expert	\$ 250.00
18	Lead Project Manager	\$ 275.00
19		\$ -
20		\$ -

Staff	Staff Position	Billable Rate (Hourly)
1	Sr. Project Manager	\$ 250.00
2	Subject Matter Expert	\$ 225.00
3	Program Lead	\$ 205.00
4	Financial Analyst	\$ 205.00
5	Environmental Specialist	\$ 200.00
6	Construction Manager	\$ 175.00
7	Grant Manager	\$ 165.00
8	Compliance Lead	\$ 165.00
9	Project Coordinator	\$ 150.00
10	Inspector	\$ 150.00
11	Jr. Project Manager	\$ 150.00
12	Monitoring Analyst	\$ 140.00
13	Lead Business Analyst	\$ 130.00
14	QA/QC Analyst	\$ 120.00
15	Trainer	\$ 100.00
16	Case Manager	\$ 95.00
17	Administrative Assistant	\$ 65.00



Option B: Housing Program Management
Environmental Reviews and Inspection Rates

ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLEND (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Environmental Review Tier 1* (County-wide)	1	Fixed Price	\$ 25,000.00	\$25,000.00
2	Environmental Review Tier 2 (Per Site/Project)	1725	Fixed Price	\$ 1,000.00	\$1,725,000.00
3	Environmental Assessment (As Needed Per Project)	0	Fixed Price	\$ 18,000.00	\$0.00
4	Interim Inspections (As Applicable)	1340	Fixed Price	\$ 550.00	\$737,000.00
5	Final Inspection (As Applicable)	1340	Fixed Price	\$ 550.00	\$737,000.00
6	Lead-Based Paint Inspection (As Needed)	5	Fixed Price	\$ 1,200.00	\$6,000.00
7	Lead-Based Paint Risk Assessment (As Needed)	300	Fixed Price	\$ 1,200.00	\$360,000.00
8	Mold Inspection (As Needed)	5	Fixed Price	\$ 1,200.00	\$6,000.00
9	Asbestos Inspection (As Needed)	5	Fixed Price	\$ 1,200.00	\$6,000.00
10	Davis Bacon Compliance	5	Fixed Price	\$ 40,000.00	\$200,000.00



Option B: Housing Program Management					
Provide for a 3 Year Term					
ITEM No.	PROJECT ROLE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
1	Lead Project Manager	9,374	Hour(s)	\$ 275.00	\$2,577,960.00
2	Finance Manager	1,310	Hour(s)	\$ 250.00	\$327,600.00
3	Policy Manager	605	Hour(s)	\$ 235.00	\$142,128.00
4	Policy Coordinator	907	Hour(s)	\$ 185.00	\$167,832.00
TOTAL PROJECT MANAGEMENT FEES for 3 Years					\$3,215,520.00



Option B: Housing Program Management					
Provide for a 3 Year Term					
Other Professional Services					
ITEM No.	SERVICE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
1	Call Center Establishment and Operation	1	Est. Budget	\$ 1,068,480.00	\$1,068,480.00
2	In-Person Customer Service Center Establishment and Operation	1	Est. Budget	\$ 1,267,000.00	\$1,267,000.00
3	Training	1	Est. Budget	\$ 140,868.00	\$140,868.00
4	Grant Compliance and Monitoring (3 Programs)	1,953	Hour(s)	\$ 168.87	\$329,805.00
5	Project & Program Closeout (3 Programs)	882	Hour(s)	\$ 205.71	\$181,440.00
TOTAL OTHER PROFESSIONAL SERVICE FEES					\$2,987,593.00



Option B: Housing Program Management					
HOMEOWNER REHABILITATION/RECONSTRUCTION PROGRAM					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 39,690.00	\$39,690.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 120,960.00	\$120,960.00
3	Develop intake workflows	1	Fixed Price	\$ 28,350.00	\$28,350.00
4	Develop standardized application forms (Intake and Appeals)	1	Fixed Price	\$ 19,194.00	\$19,194.00
5	Develop and publish appeals process	1	Fixed Price	\$ 9,744.00	\$9,744.00
6	Develop NOFA	1	Fixed Price	\$ 136,500.00	\$136,500.00
TOTAL DOCUMENTATION FEES					\$354,438.00

HOMEOWNER REHABILITATION/RECONSTRUCTION PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
13	Program Director	5443.2	Hours	\$ 230.00	\$1,251,936.00
10	Deputy Program Director	5443.2	Hours	\$ 215.00	\$1,170,288.00
17	Subject Matter Expert	1764	Hours	\$ 250.00	\$441,000.00
5	Outreach Coordinator	252	Hours	\$ 165.00	\$41,580.00
12	Process Manager	1713.6	Hours	\$ 225.00	\$385,560.00
			Hours		\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$3,290,364.00



Option B: Housing Program Management					
HOMEOWNER REHABILITATION/RECONSTRUCTION PROGRAM					
Application Completion (3 Years, Est. 1100 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 25,507.41	\$25,507.41
TOTAL APPLICATION PROCESSING FEES - 1100					\$28,058,151.00

HOMEOWNER REHABILITATION/RECONSTRUCTION PROGRAM					
Construction Management Services (3 Years)					
ITEM No.	PROJECT ROLE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
14	Construction Director	5443.2	Hour(s)	\$ 230.00	\$1,251,936.00
11	Deputy Construction Director	5443.2	Hour(s)	\$ 215.00	\$1,170,288.00
4	Construction Admin	19320	Hour(s)	\$ 115.00	\$2,221,800.00
7	Construction Project Manager	37296	Hour(s)	\$ 185.00	\$6,899,760.00
TOTAL CONSTRUCTION MANAGEMENT FEES					\$11,543,784.00



Option B: Housing Program Management					
HOMEOWNER REHABILITATION/RECONSTRUCTION PROGRAM					
Rehab/Reconstruction Services					
Unit Completion (3 Years, Est. 1100 Units)					
ITEM No.		QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / HOUR	AMOUNT
1	Single-Family Home and MHU Rehab/Recon	1	Unit	\$ 375,000.00	\$375,000.00
TOTAL CONSTRUCTION COST					\$412,500,000.00

TOTAL DOCUMENTATION FEES	\$354,438.00
TOTAL PROGRAM MANAGEMENT FEES	\$3,290,364.00
TOTAL APPLICATION PROCESSING FEES	\$28,058,151.00
TOTAL CONSTRUCTION MANAGEMENT FEES	\$11,543,784.00
TOTAL CONSTRUCTION COST	\$412,500,000.00
HOMEOWNER REHAB/RECONSTRUCTION PROGRAM TOTAL	\$455,746,737.00



Option B: Housing Program Management					
HOMEOWNER REIMBURSEMENT PROGRAM					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 29,190.00	\$29,190.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 55,776.00	\$55,776.00
3	Develop intake workflows	1	Fixed Price	\$ 18,690.00	\$18,690.00
4	Develop standardized application forms (Intake and Appeals)	1	Fixed Price	\$ 11,130.00	\$11,130.00
5	Develop and publish appeals process	1	Fixed Price	\$ 5,292.00	\$5,292.00
6	Develop NOFA	1	Fixed Price	\$ 92,400.00	\$92,400.00
TOTAL DOCUMENTATION FEES					\$212,478.00

HOMEOWNER REIMBURSEMENT PROGRAM					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
6	Project Lead	2142	Hours	\$ 175.00	\$374,850.00
5	Outreach Coordinator	252	Hours	\$ 165.00	\$41,580.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$416,430.00



Option B: Housing Program Management					
HOMEOWNER REIMBURSEMENT PROGRAM					
Application Completion (3 Years, Est. 350 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLEND ED LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 5,997.71	\$5,997.71
TOTAL APPLICATION PROCESSING FEES - 350					\$2,099,200.00

TOTAL DOCUMENTATION FEES	\$212,478.00
TOTAL PROGRAM MANAGEMENT FEES	\$416,430.00
TOTAL APPLICATION PROCESSING FEES	\$2,099,200.00
HOMEOWNER REIMBURSEMENT PROGRAM TOTAL	\$2,728,108.00



Option B: Housing Program Management					
SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM)					
Documentation Deliverables (30 Days)					
ITEM No.	TASK	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Develop & Deliver Program Policies	1	Fixed Price	\$ 29,190.00	\$29,190.00
2	Develop Program Standard Operating Procedures	1	Fixed Price	\$ 48,384.00	\$48,384.00
3	Develop intake workflows	1	Fixed Price	\$ 17,010.00	\$17,010.00
4	Develop standardized application forms (Intake and Appeals)	1	Fixed Price	\$ 19,194.00	\$19,194.00
5	Develop and publish appeals process	1	Fixed Price	\$ 9,744.00	\$9,744.00
6	Develop NOFA	1	Fixed Price	\$ 73,684.80	\$73,684.80
TOTAL DOCUMENTATION FEES					\$197,206.80

SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM)					
Program Management (3 Years)					
Staff Number	Staff Position	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
13	Program Director	588	Hours	\$ 230.00	\$135,240.00
10	Deputy Program Director	588	Hours	\$ 215.00	\$126,420.00
17	Subject Matter Expert	210	Hours	\$ 250.00	\$52,500.00
5	Outreach Coordinator	252	Hours	\$ 165.00	\$41,580.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
			Hours	\$ -	\$0.00
TOTAL PROGRAM MANAGEMENT FEES					\$355,740.00



Option B: Housing Program Management					
SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM)					
Application Completion (3 Years, Est. 177 Applicants)					
Item Number	Task	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure	AMOUNT
1	Processed Application	1	Each	\$ 25,507.41	\$25,507.41
TOTAL APPLICATION PROCESSING FEES - 177					\$4,514,811.57

SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM)					
Construction Management Services (3 Years)					
ITEM No.	PROJECT ROLE	QUANTITY	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / HOUR	AMOUNT
14	Construction Director	604.8	Hour(s)	\$ 230.00	\$139,104.00
11	Deputy Construction Director	604.8	Hour(s)	\$ 215.00	\$130,032.00
4	Construction Admin	588	Hour(s)	\$ 115.00	\$67,620.00
7	Construction Project Manager	0	Hour(s)	\$ 185.00	\$0.00
TOTAL CONSTRUCTION MANAGEMENT FEES					\$336,756.00



Option B: Housing Program Management					
SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM)					
Rehab/Reconstruction Services					
Unit Completion (3 Years, Est. 177 Units)					
ITEM No.		QUANTITY	UNIT MEASURE	BLENDED LOADED UNIT PRICE / HOUR	AMOUNT
1	Single-Family Home – Rehab/Reconstruction	1	Unit	\$ 375,000.00	\$375,000.00
TOTAL CONSTRUCTION COST -177					\$66,375,000.00

TOTAL DOCUMENTATION FEES	\$197,206.80
TOTAL PROGRAM MANAGEMENT FEES	\$355,740.00
TOTAL APPLICATION PROCESSING FEES	\$4,514,811.57
TOTAL CONSTRUCTION MANAGEMENT FEES	\$336,756.00
TOTAL CONSTRUCTION COST	\$66,375,000.00
SMALL RENTAL REHABILITATION/RECONSTRUCTION (LOCAL LANDLORD PROGRAM) TOTAL	\$71,779,514.37



HORNE Optional Rates			
TASK	Description	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure
NEPA Categorical Exclusion - Infrastructure	Assumes repair of community facility, such as school, daycare, library, medical clinic, drug treatment center, police/fire station, 1-2 stories, outside of wetlands and floodplain. Does not include Wildlife or Archeological surveys. Dredging projects may include additional compliance tasks and will be priced based on the details of the individual project.	Fixed Price	\$ 6,500.00
8-Step Floodplain and Wetland Process	8 Step notification process for projects located in wetlands and/or floodplains. Does not include publication costs.	Fixed Price	\$ 6,000.00
Phase I Environmental Site Assessment (ESA) includes site visit	Phase I ESA will be completed in accordance with ASTM E1527 as part of due diligence in advance of land acquisition to be utilized for proposed disaster recovery scope.	Fixed Price	\$ 5,000.00
Wetland Delineation & Permits Documentation - small scope, less than one acre, includes site visit	Onsite evaluation of vegetative, hydrological, and soil conditions in accordance with the 1987 USACE Wetland Delineation Manual and preparation of findings report. Permitting not included.	Fixed Price	\$ 5,000.00
Wetland Delineation & Permits Documentation - large scope, less than one acre, includes site visit, 2 scientists, mobilization and demobilization	Onsite evaluation of vegetative, hydrological, and soil conditions in accordance with the 1987 USACE Wetland Delineation Manual and preparation of findings report. Permitting not included, to be obtained by Engineering firm.	Fixed Price	\$ 25,000.00
Wildlife Survey - Desktop Review	Desktop research in reference to a single property to determine the likelihood of potential presence or absence of wildlife species and habitats, especially rare, threatened and endangered species or species of special concern. Desktop research will be limited to publicly available sources of data and information. A summary of the potential for species to be present or not present will be provided. A Senior Biologist will review the results of the desktop research and sign off on the research summary.	Fixed Price	\$ 1,200.00



HORNE Optional Rates			
TASK	Description	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure
Standard Wildlife Survey (1 - 5 acres)	Environmental technician to complete site inspection to search for evidence of potential rare, threatened and endangered species. The technician will record observations that will include species observed as well as any indicators of potential species such as nests, burrows, shed, and scat and signs of significant features such as tree cavities, etc. Photographs will be taken and GPS coordinates will be recorded for any observation made. A brief summary report will be provided along with a photo-log and GPS coordinates for any observations, as well as recommendations for species specific surveys, if applicable.	Fixed Price	\$ 4,000.00
Standard Wildlife Survey (5 - 10 acres)	Environmental technician to complete site inspection to search for evidence of potential rare, threatened and endangered species. The technician will record observations that will include species observed as well as any indicators of potential species such as nests, burrows, shed, and scat and signs of significant features such as tree cavities, etc. Photographs will be taken and GPS coordinates will be recorded for any observation made. A brief summary report will be provided along with a photo-log and GPS coordinates for any observations, as well as recommendations for species specific surveys, if applicable.	Fixed Price	\$ 5,000.00
Wildlife Survey - Species Specific (up to 10 acres)	Environmental technician to complete site inspection to conduct a species-specific survey for wildlife pre-determined to be potentially present, as a follow-up to confirm potential presence. Surveys conducted could include bird surveys, herpetofauna surveys, mammal surveys, marine mammal surveys or vegetation surveys. Methods might include auditory or playback surveys, visual observations, meandering pedestrian transect, point-counts, quadrats, trapping or acoustics.	Fixed Price	\$ 10,000.00



HORNE Optional Rates			
TASK	Description	UNIT MEASURE	BLENDED (all inclusive) LOADED UNIT PRICE / Measure
Archaeological Desktop Review	Review Florida Department of Historic Resources (DHR) sites files to determine the presence of any known archaeological sites within a 1-mile vicinity of the project areas. The information obtained from the site file review will be used to determine the probability of cultural resources on the property. Comprehensive literature and records review of pertinent historic documents in order to understand the historic contexts for the study areas. This task will include inquiries with county, state, and federal agencies as needed. The information obtained from the site file review, historic documents, and current conditions will be used to determine the probability (high, moderate, and/or low) of cultural resources on the property, in conjunction with known culturally sensitive areas. The results of this probability evaluation will be provided in a technical memo.	Fixed Price	\$ 1,500.00



06

**PAST PERFORMANCE
DOCUMENTATION**



SUCCESSFUL PERFORMANCE OF SIMILAR CONTRACTS

HORNE employs a comprehensive project management methodology focused on strictly adhering to budgets, timelines, and all applicable guidelines. We achieve this through a combination of best practices gained from delivering similar contracts for over 19 years, applying advanced technology, continuous communication with the team and our clients, and monitoring throughout all project phases. Through the delivery of over \$122 billion in grant-funded recovery programs, HORNE has complied with all federal, state, and local guidelines, experienced zero significant findings, and faced zero instances of fund recapture.

We know how to achieve results on federal grant programs, and that's why we are hired again and again. Below are some of our long-term disaster recovery clients.

- ▶ 19+ years working with the Mississippi Emergency Management Agency
- ▶ 18+ years working with the Mississippi Development Authority
- ▶ 13+ years working with the Texas Division of Emergency Management
- ▶ 13+ years working with the Texas General Land Office
- ▶ 11+ years working with the New York Office of Resilient Homes and Communities
- ▶ 9+ years working with the South Carolina Office of Resilience
- ▶ 9+ years working with the New Jersey Department of Community Affairs
- ▶ 6+ years working with the Florida Department of Commerce
- ▶ 6+ years working with the Puerto Rico Department of Housing
- ▶ 5+ years working with the California Department of Housing and Community

SOUTH CAROLINA OFFICE OF RESILIENCE

2015 STORM FLOODING AND HURRICANES MATTHEW AND FLORENCE CDBG-DR RECOVERY

South Carolina trusted HORNE to deliver the first true turnkey CDBG-DR housing solution. After successfully managing the 2015 Severe Storms Flooding program, the state rehired HORNE to lead recovery for Hurricanes Matthew and Florence – managing over \$294 million in housing recovery. Across these three contracts, South Carolina has issued eight change orders, all used to expand our scope and extend our services to continue meeting the needs of the state's vulnerable residents. Through these last nine years of working together, we have repeatedly beat our initial deadlines – such as completing 1,500 homes in 24 months, a full year ahead of the initial plan of 36 months – and operated within our agreed-upon initial budgets for each contract, at a total cost of \$43 million.



MISSISSIPPI DEVELOPMENT AUTHORITY

2015 STORM FLOODING AND HURRICANES MATTHEW AND FLORENCE CDBG-DR RECOVERY

Following Hurricane Katrina, Mississippi received \$6.1 billion in CDBG-DR funds in response to an unprecedented disaster and newly issued waivers and requirements. The state chose HORNE to provide program management and implementation services across 18 housing and recovery programs. Because of our excellent service, such as saving Mississippi \$45 million through our innovative program management approach, the state renewed our contracts to their maximum length and hired us repeatedly to keep their recovery on track. We hit our milestones throughout each contract, and our final cost of work of \$192 million was the total of each contract's initial value.

FLORIDACOMMERCE

REBUILD FLORIDA HOUSING REPAIR AND REPLACEMENT PROGRAM FOR HURRICANE MICHAEL

HORNE has supported seven programs, including the flagship Hurricane Michael Housing Repair and Replacement Program and subrecipient-led programs to address local recovery needs in infrastructure, economic recovery, and workforce training. In partnership with FloridaCommerce, we delivered the fastest CDBG-DR housing program in history, rehabilitating, elevating, or reconstructing 979 homes in less than 24 months and three years ahead of the state's original schedule. During this project, we have had two amendments, one for a schedule adjustment as we moved so quickly and one to reallocate some of our fees back into the program because of our efficiency and effectiveness, lowering our original cost of work from \$34.5 million to \$28.2 million.



EXAMPLES OF COMPARABLE CDBG-DR PROJECTS

Below are two detailed examples of comparable CDBG-DR projects delivered by HORNE.

PUERTO RICO DEPARTMENT OF HOUSING

Following the devastation of back-to-back hurricanes, HORNE partnered with Puerto Rico as a prime contractor to manage the largest CDBG-DR/MIT grant award in our nation's history – \$20.2 billion. Our team collaborates with subrecipients, municipalities, and community-based organizations embedded in the local Puerto Rican communities to assist with outreach and gain a full grasp of vulnerable populations and their housing needs. We administer 35 different programs to support Puerto Rico's recovery. These programs include subrecipient management, policy and procedure development, technical assistance, capacity-building training, oversight, and compliance.

Throughout the development of both the initial action plan and first substantial amendment, the HORNE team provided PRDOH with the foundation for extensive relationship management with federal partners such as HUD, FEMA, the OIG, congressional oversight entities, and a myriad of local agencies. This ultimately resulted in HUD's approval of the plans and PRDOH's financial management capacity.

Within 72 hours of the CDBG-DR grant management contract, HORNE had deployed 60+ highly trained and experienced staff members to begin executing tasks and delivering results. Since then, we have significantly augmented our staff and have the personnel needed for continuous and uninterrupted program implementation.

Full Spectrum Program Management

HORNE provides full spectrum program management including:

- ▶ Supporting the development of the action plan and subsequent, action plan amendments.
- ▶ Administering more than 37 programs across all areas of recovery: housing, infrastructure, energy, planning, and economic development.
- ▶ Developing policies and procedures for all aspects of grant management.
- ▶ Developing and maintaining a system of record for financial controls and workflow process to ensure compliance.
- ▶ Assisting PRDOH with subrecipient management.
- ▶ Deployed HORNE CANOPY™ as a user-friendly and interactive portal to deliver real-time reporting capabilities, which the White House praised as the gold standard for all grantees.



Housing Assistance

For the \$3.2 billion Rehabilitation Reconstruction, and Relocation Program, we created and instituted standard operating procedures, and systems to fully execute and implement the housing program within 90 days of contract execution. The step-by-step guidance and strict controls have driven consistent quality results from vendors.

Compliance

We supported PRDOH in establishing a monitoring and compliance framework for the grant under strict federal oversight (OIG, OMB, Congress), including targeted assistance on risk assessment methodology and procedures for identifying fraud, waste, and abuse. Our team reviews programmatic and financial performance to mitigate against noncompliance, evaluate cost-reasonableness and other 2 CFR 200 requirements.

Construction and Engineering Oversight

Our team has served as the owner's representative to PRDOH providing quality assurance, quality control, and engineering oversight for engineering/architectural design and construction work. With our tried-and-true quality control process in place, these design specifications and all reports on inspections, including damage inspections, appraisals, and environmental review records free of errors or omissions. Combining our quality control process, and the performance-based metrics we developed for all work assignments, construction for this program was underway within six months.

Environmental Services

The environmental review process is a critical component for all these CDBG-DR/MIT programs. We employ subject matter experts on environmental reviews and focus areas such as toxic materials, wetlands, airport clear zones, endangered species, farmlands, coastal zones, and historic preservation, along with required abatement or mitigation activities. We also supply Puerto Rico with the knowledge, processes, and data system to track environmental activities in accordance with compliance standards.

HORNE has enhanced environmental review process efficiencies through development of interactive GIS tools. Our streamlined approach to the environmental review process helped to earn HORNE the Esri's 2021 Special Achievement in GIS Award.

Outcomes

- ▶ Within 90 days of contract execution, HORNE leadership created and instituted SOPs and systems to fully execute and implement the \$3.2 billion Home Repair, Reconstruction, or Relocation housing program.
- ▶ Began construction within six months of launch.
- ▶ 6,740+ homeowners returned to safety through 2,560+ reconstruction projects and 4,180+ rehabilitation projects.
- ▶ 556 homes elevated above the floodplain to prevent future disasters from reoccurring.
- ▶ Performed 28,884 Tier 2 environmental reviews, 20,872 section 106 consultations, and over 19,000 lead-based paint and asbestos inspections.



- ▶ Supported over 7,200 infrastructure projects.
- ▶ Underwent four different HUD monitoring events, which resulted in NO FINDINGS.
- ▶ 12,790+ small businesses and agricultural producers assisted to recover and grow to support the island.
- ▶ Held 300+ individual technical assistance sessions and 100+ webinar sessions.

“HORNE has satisfied and, in many cases, exceeded our expectations supporting one of the largest disaster recovery and mitigation efforts in history at \$20.2 billion with over 30 programs. HORNE has been providing continuous support and assistance – as represented in the RFP – in overseeing and coordinating the grants administration, as well as daily activities and tasks.”

- Maretzie Díaz Sánchez, former Puerto Rico Department of Housing Disaster Recovery Deputy Secretary, CDBG-DR Program

ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

The HORNE Team is the grant manager for Alabama’s \$501 million suite of CDBG-DR recovery programs. These include subrecipient-led planning, housing, infrastructure, economic development, and mitigation activities, as well as the state-led Home Recovery Alabama Program (HRAP) . We help develop recovery programs that meet the needs of the state’s most vulnerable populations. We use data in program design priorities to focus budgeted funds on those with the greatest unmet needs.

During our time assisting Alabama with its project, HORNE continues to deliver an extensive array of services, so the program meets its goals and is compliant. The team handles:

- | | |
|------------------------------------|---|
| ▶ Action Plan Development | ▶ Supplementary Advisory and Support Services |
| ▶ Financial Certifications | ▶ Information Technology and Reporting |
| ▶ Implementation Strategy | ▶ Environmental Review Services |
| ▶ Budget Management | ▶ Technical Assistance |
| ▶ Program Design | ▶ Training |
| ▶ Administration | ▶ Capacity Building |
| ▶ Financial Oversight | ▶ Communications |
| ▶ Grant Compliance | ▶ Outreach |
| ▶ Policy and Procedure Formulation | ▶ Stakeholder Engagement |
| ▶ Subrecipient Management | |

We have built a proprietary case management system for ADECA to manage HRAP applications from intake to closeout. We have also built a proprietary grant management system for ADECA’s compliance and to have a central repository for subrecipient documents and deliverables.



Subrecipient Oversight

Subrecipient oversight is integral to a successful and compliant recovery program. Our team offers resources for subrecipients, including a comprehensive CDBG-DR Subrecipient Manual. It details guidance and references on grant management and compliance practices with federal, state, and department grant rules, regulations, and policies.

Technical Assistance

Our team has given continuous technical assistance to the Association of County Commissions of Alabama and the most impacted and distressed counties on grant management and federal funding compliance. We also provide ongoing technical assistance to subrecipients on the development of contractually required program policies and procedures and eligible uses of CDBG-DR funds.

Program Design and Management

We designed and managed several programs, including the Local Recovery Planning Program, Local Recovery Housing Competition, Local Recovery and Resilience Competition, and the Home Recovery Alabama Program, incorporating program and construction management services. Through the Local Recovery Planning Program, we collaborated with Alabama to optimize limited federal funding, so aid reaches the most vulnerable populations.

The Home Recovery Alabama Program, launched within 48 hours of Alabama executing a grant agreement with HUD. To date, this program has served an overwhelmingly vulnerable population, and is on track to deliver nearly 1,000 completed homes in under two years.

Outreach and Contractor Procurement

For the Home Recovery Program, the HORNE Team orchestrated 22 outreach events with community leaders to maximize exposure and applications in low- and moderate-income communities. Our team hosted events at local schools, libraries, churches, courthouses, housing authorities, and community events. This work resulted in 87% of applications falling in the high to medium-high category, 93% of applicants are from a racial minority group, and applicants with disabilities accounted for 59% of applications. We also collaborated with the local community to develop a working resource guide to assist applicants with outstanding needs such as utility assistance, clothing, furniture, and pet placement during construction.



Contractor Management

HORNE procured general contractors through the RFP process, which yielded 27 applications and the selection of 13 general contractors. After the procurement period, **we completed 100 housing projects within the program's first year, with the majority being reconstructed homes.** We currently complete more than 80 homes per month. The HORNE Team developed dashboards and scorecards to monitor contractor progress, building quality, project management, and customer service and to mitigate any issues if we see concerns with their work.

Outcomes

- ▶ Returned residents to safe homes through:
 - ▶ 578 reconstruction projects
 - ▶ 22 rehabilitation projects
 - ▶ 205 MHU replacements
- ▶ Responsible for procuring and managing 24 different general contractors.
- ▶ Conducted:
 - ▶ Environmental Reviews – 550
 - ▶ DOB Reviews – 1,467
 - ▶ Damage Assessments – 1,374
 - ▶ Construction Scopes of Work – 184
- ▶ Quickly launched public outreach and marketing to reach vulnerable populations and developed the Home Recovery Alabama Program.
- ▶ Planned operations to conduct 3,000 eligibility reviews.
- ▶ Maximized federal funding for the Local Recovery Planning Program to further refine where the state makes its investments based on unmet needs and where those vulnerable populations live.
- ▶ Created 15 SOPs that detail program policy.



07

CONFLICTS OF INTEREST



CONFLICTS OF INTEREST

HORNE has no actual, potential, or perceived conflicts of interest related to our firm or any personnel assigned to this project.





08

FEDERAL AND COUNTY COMPLIANCE DOCUMENTATION



FEDERAL AND COUNTY COMPLIANCE DOCUMENTATION

VENDOR SUBMITTAL ACKNOWLEDGEMENT FORM

It is the policy of Pinellas County, Board of County Commissioners, to accept the lowest responsive and responsible or highest ranked submittal received meeting specifications. No changes requested by a vendor due to an error in pricing will be considered after the advertised solicitation opening date. By signing this Vendor Submittal Acknowledgment Form, vendors are attesting to their awareness and acceptance of this policy and agreeing to all solicitation of terms and conditions, including any insurance requirements.

Vendor Name (as shown on W-9): HORNE LLP

Doing Business As (DBA) (if applicable):

Mailing Address (as shown on W-9): 661 Sunnybrook Rd, Ste 100

City, State, Zip (as shown on W-9): Ridgeland MS 39157

Vendor Email (primary company email): proposals@HORNE.com

Remit to address (as shown on vendor invoice): 661 Sunnybrook Rd, Ste 100, Ridgeland, MS 39157

Federal Tax ID (FEIN) #:

SAM.gov UEID No.: YKMWPTP5MHA3

Dun & Bradstreet D-U-N-S® UEID No. (if applicable): 075071548

Vendor Contact Information

Contact Name: Scott Keller

Phone Number: 202.746.4634

Email Address: scott.keller@HORNE.com

Payment Terms: Net 45 (per Florida Statute F.S. 218.73) N/A % N/A Days

Deposit (if required) has been paid in the amount of \$ N/A

Proper Corporate Identity is needed for a firm registered with the Florida Division of Corporations. Please visit dos.myflorida.com/sunbiz/ for this information. It is essential to return a copy of your W-9 with your submittal.

I hereby agree to abide by all terms and conditions of this solicitation, including all insurance requirements, and certify that I am authorized to sign this solicitation for the vendor.

Authorized Signature:

Print Name: Scott Keller

Title: Partner

THIS FORM MUST BE RETURNED WITH YOUR RESPONSE



Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

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

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) HORNE LLP	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see Instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ (Applies to accounts maintained outside the United States.)
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions. <input type="checkbox"/>	
	5 Address (number, street, and apt. or suite no.). See instructions. 661 Sunnybrook Rd, Ste 100 6 City, state, and ZIP code Ridgeland MS 39157 7 List account number(s) here (optional)	Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

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

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

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

Part II Certification

Under penalties of perjury, I certify that:

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

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

Sign Here	Signature of U.S. person	Sr. Finance Mgr	Date	1/7/25
-----------	--------------------------	------------------------	------	---------------

General Instructions

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

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

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/28/2025

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 Edgewood Partners Insurance Center 1140 Avenue of the Americas, 8th Floor New York NY 10036		CONTACT NAME: Certificate Unit PHONE (A/C, No, Ext): 404-781-1700 FAX (A/C, No): E-MAIL: certificate@epicbrokers.com ADDRESS: certificate@epicbrokers.com	
License#: 0B29370 HORNLLP1		INSURER(S) AFFORDING COVERAGE	
INSURED HORNE LLP 661 Sunnybrook Road, Suite 100 Ridgeland MS 39157		INSURER A: Federal Insurance Company INSURER B: Chubb National Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 20281 10052	

COVERAGES

CERTIFICATE NUMBER: 960884755

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:		36080155	3/3/2025	3/3/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		73634914	3/3/2025	3/3/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		78199892	3/3/2025	3/3/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 Retention \$ 10,000
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	71837651	3/3/2025	3/3/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

Pinellas County, a Political Subdivision, to the extent required by written contract are additional insured on a primary and non-contributory basis with respect to general liability. A waiver of subrogation applies in favor of the additional insureds to the extent required by written contract as allowed by applicable law with respect to general liability, auto liability and worker's compensation.

CERTIFICATE HOLDER

CANCELLATION

Pinellas County, a Political Subdivision of the State of Florida 400 S Fort Harrison Ave. Clearwater FL 33756	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---

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ACORD 25 (2016/03)

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THIS CERTIFICATE SUPERSEDES PREVIOUSLY ISSUED CERTIFICATE





CHUBB®

Liability Insurance**Endorsement**

<i>Policy Period</i>	MARCH 3, 2025 TO MARCH 3, 2026
<i>Effective Date</i>	MARCH 3, 2025
<i>Policy Number</i>	3608-01-55 DTO
<i>Insured</i>	HORNE LLP
<i>Name of Company</i>	FEDERAL INSURANCE COMPANY
<i>Date Issued</i>	MARCH 5, 2025

This Endorsement applies to the following forms:

GENERAL LIABILITY

Under Who Is An Insured, the following provision is added.

Who Is An Insured**Additional Insured -
Scheduled Person
Or Organization**

Persons or organizations shown in the Schedule are **insureds**; but they are **insureds** only if you are obligated pursuant to a contract or agreement to provide them with such insurance as is afforded by this policy.

However, the person or organization is an **insured** only:

- if and then only to the extent the person or organization is described in the Schedule;
- to the extent such contract or agreement requires the person or organization to be afforded status as an **insured**;
- for activities that did not occur, in whole or in part, before the execution of the contract or agreement; and
- with respect to damages, loss, cost or expense for injury or damage to which this insurance applies.

No person or organization is an **insured** under this provision:

- that is more specifically identified under any other provision of the Who Is An Insured section (regardless of any limitation applicable thereto).
- with respect to any assumption of liability (of another person or organization) by them in a contract or agreement. This limitation does not apply to the liability for damages, loss, cost or expense for injury or damage, to which this insurance applies, that the person or organization would have in the absence of such contract or agreement.

**CHUBB®****Liability Endorsement***(continued)*

Under Conditions, the following provision is added to the condition titled Other Insurance.

Conditions

*Other Insurance –
Primary, Noncontributory
Insurance – Scheduled
Person Or Organization*

If you are obligated, pursuant to a contract or agreement, to provide the person or organization shown in the Schedule with primary insurance such as is afforded by this policy, then in such case this insurance is primary and we will not seek contribution from insurance available to such person or organization.

Schedule

Persons or organizations that you are obligated, pursuant to a contract or agreement, to provide with such insurance as is afforded by this policy.

All other terms and conditions remain unchanged.

Authorized Representative

**WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY****WC 00 03 13**

(Ed. 4-84)

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

Any person or organization against whom you have agreed to waive your right of recovery in a written contract, provided such contract was executed prior to the date of loss.

For policies or exposure in Missouri:

Any person or organization for which the employer has agreed by written contract, executed prior to loss, may execute a waiver of subrogation. However, for purposes of work performed by the employer in Missouri, this waiver of subrogation does not apply to any construction group of classifications as designated by the waiver of right to recover from others (subrogation) rule in our manual.

WC 00 03 13

(Ed. 4-84)

© 1983 National Council on Compensation Insurance.

Insured Copy



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/28/2025

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.

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PRODUCER Lemme, A Division of EPIC 125 S Wacker Drive Suite 3150 Chicago IL 60606	CONTACT NAME: Cathy Kuehl	
	PHONE (A/C, No, Ext): 847-385-6800	FAX (A/C, No):
INSURED HORNE LLP 661 Sunnybrook Road, Suite 100 Ridgeland MS 39157	E-MAIL ADDRESS: PSGCerts@lemme.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Arch Insurance (UK) Limited and Various	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 461362401

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		FN2411567	12/15/2024	12/15/2025	Each Claim \$5,000,000 Aggregate \$5,000,000

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

CERTIFICATE HOLDER

CANCELLATION

Pinellas County, a Political Subdivision of the State of Florida 400 S Fort Harrison Ave Clearwater FL 33756	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/28/2025

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	PHONE (A/C, No, Ext): 847-385-6800	FAX (A/C, No):
INSURED HORNE LLP 661 Sunnybrook Road Ridgeland MS 39157	E-MAIL ADDRESS: PSGCerts@lemme.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Travelers Casualty & Surety Co America	
	INSURER B:	
	INSURER C:	
	INSURER D:	
INSURER E:		
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 253834121

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Crime / Fidelity		107348795	12/1/2024	12/1/2025	Each Loss \$1,000,000

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

CERTIFICATE HOLDER

CANCELLATION

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	AUTHORIZED REPRESENTATIVE

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PRODUCER Lemme, A Division of EPIC 125 S. Wacker Drive Suite 3150 Chicago IL 60606		CONTACT NAME: Cathy Kuehl PHONE (A/C, No, Ext): 847-385-6800 E-MAIL ADDRESS: PSGCerts@lemme.com		FAX (A/C, No):
INSURED HORNE LLP 661 Sunnybrook Road Ridgeland MS 39157		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A : Liberty Surplus Insurance Corporation		10725
		INSURER B :		
		INSURER C :		
		INSURER D :		
		INSURER E :		
		INSURER F :		

COVERAGES

CERTIFICATE NUMBER: 1200606076

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input type="checkbox"/> N / A					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber Insurance		EO5CAC007V003	12/15/2024	12/15/2025	Each Claim \$1,000,000 Aggregate \$1,000,000

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

CERTIFICATE HOLDER

CANCELLATION

Pinellas County, a Political Subdivision of the State of Florida 400 S Fort Harrison Ave Clearwater FL 33756	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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Attachment 1

CONTRACT PROVISIONS FOR CONTRACTS UNDER FEDERAL AWARDS**PROPOSAL NUMBER: 25-0425-RFP****PROPOSAL TITLE: Management, Administration & Implementation of Community Development Block Grant -Disaster Recovery (CDBG-DR) Program**

This solicitation is either fully or partially grant-funded. In addition to other terms and conditions required by Pinellas County and the applicable federal agency, all contracts awarded to the qualified bidder are subject to the following provisions, as applicable to the services provided.

Equal Employment Opportunity (As per Executive Order 11246): 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 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.
- (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 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.

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Davis-Bacon Act as amended (40 U.S.C. 3141-3148): When required by federal program legislation, for all prime construction contracts awarded in excess of \$2,000, CONTRACTORS are required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, Contractors must be required to pay wages not less than once a week. If the applicable grant award contains Davis Bacon provisions, the County will place a copy of the current prevailing wage determination issued by the Department of Labor in the solicitation document. The decision to award a contract shall be conditioned upon the acceptance of the wage determination [Appendix II to 2 CFR Part 200].

Copeland Anti Kick Back Act: If Davis-Bacon is applicable, CONTRACTOR shall also comply with all the requirements of 29 CFR Part 3 which are incorporated by reference to this contract. CONTRACTORS are prohibited from inducing by any means any person employed in the construction, completion or repair of public work to give up any part of the compensation to which he or she is otherwise entitled [Appendix II to 2 CFR Part 200].

Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708): Where applicable, all contracts awarded in excess of \$100,000 that involve the employment of mechanics or laborers must be in compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each CONTRACTOR is required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence [Appendix II to 2 CFR Part 200].

Rights to Inventions Made Under a Contract or Agreement: If the federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the County enters into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the County must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency [Appendix II to 2 CFR Part 200].

Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387): As amended—The CONTRACTOR agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401–7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251–1387). Violations must be reported to the federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA) [Appendix II to 2 CFR Part 200].

Debarment and Suspension (Executive Orders 12549 and 12689): A contract award (see 2 CFR 180.220) will not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. If applicable, the CONTRACTOR must verify that none of their subcontractors (for contracts expected to equal or exceed \$25,000), appear on the federal government’s Excluded Parties List. The Excluded Parties List is accessible at <http://www.sam.gov> [Appendix II to 2 CFR Part 200].

Byrd Anti-Lobbying Amendment (31 U.S.C. 1352): CONTRACTORS that apply or bid for an award exceeding \$100,000 must submit a completed “Disclosure of Lobbying Activities” [Form SF-LLL]. 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 must 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 non-federal award. [Appendix II to 2 CFR Part 200]. **The bidder shall complete Form SF-LLL and submit with bid. Bidders may be deemed non-responsive for failure to submit this certification.**

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03/29/16



Conflict of Interest [2 CFR §200.112]: The CONTRACTOR must disclose in writing any potential conflict of interest to the Federal awarding agency or COUNTY in accordance with applicable Federal awarding agency policy.

Mandatory Disclosures [2 CFR §200.113]: The CONTRACTOR must disclose in writing all violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Failure to make required disclosures can result in any of the remedies described in 2 CFR §200.338 Remedies for noncompliance, including suspension or debarment.

Protected Personally Identifiable Information (Protected PII) [CFR §200.303(e)]: The CONTRACTOR must take reasonable measures to safeguard protected personally identifiable information and other information the federal awarding agency or COUNTY designates as sensitive or the County considers sensitive consistent with other applicable federal, state, and local laws regarding privacy and obligations of confidentiality. Per CFR § 200.82, Protected PII means an individual's first name or first initial and last name in combination with any one or more of types of information, including, but not limited to, social security number, passport number, credit card numbers, clearances, bank numbers, biometrics, date and place of birth, mother's maiden name, criminal, medical and financial records, educational transcripts. This does not include PII that is required by law to be disclosed.

Prohibition on utilization of time and material type contracts [2 CFR §200.318 (j) (1)]: The COUNTY will not award contracts based on a time and material basis if the contract contains federal funding.

Contracting with Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms [2 CFR § 200.321]: If using subcontractors, the CONTRACTOR must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Affirmative steps must include:

- (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
- (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
- (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
- (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.
- (6) Affirmative Action Requirements per 41 CFR60-4.1 Goals for Women and Minorities in Construction (for contracts in excess of \$10,000): Goals and timetables for minority and female utilization may be set which shall be based on appropriate workforce, demographic or other relevant data and which shall cover construction projects or construction contracts performed in specific geographical areas. The goals, which shall be applicable to each construction trade in a covered Contractor's or subcontractor's entire workforce which is working in the area covered by the goals and timetables, shall be published as notices in the Federal Register, and shall be inserted by the contracting officers and applicants, as applicable, in the Notice required by 41 CFR 60-4.2. Covered construction Contractors performing construction work in geographical areas where they do not have a federal or federally assisted construction contract shall apply the minority and female goals established for the geographical area where the work is being performed.
- (g) Information regarding certified M/WBE firms can be obtained from:
 - Florida Department of Management Services (Office of Supplier Diversity);
 - Florida Department of Transportation;
 - Minority Business Development Center in most large cities; and
 - Local Government M/DBE programs in many large counties and cities



Procurement of Recovered Materials [2 CFR §200.322]: CONTRACTOR must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Prohibition on utilization of cost plus a percentage of cost contracts [2 CFR §200.323 (d)]: The COUNTY will not award contracts containing federal funding on a cost plus percentage of cost basis.

Domestic preferences for procurements. [2 CFR § 200.322]:

(a) As appropriate and to the extent consistent with law, the non-Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award.

(b) For purposes of this section:

(1) "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

(2) "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.



Attachment 2

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: *Name *Street 1 *Street 2 *City *State *Zip Congressional District, if known:	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, if applicable: _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$ _____	
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):	b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI): <div style="background-color: black; width: 100px; height: 40px; margin-top: 10px;"></div>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: <div style="background-color: black; width: 100px; height: 40px; display: inline-block;"></div> Print Name: <u>Scott Keller</u> Title: <u>Partner</u> Telephone No.: <u>202.746.4634</u> Date: <u>06/26/2025</u>	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

PRINT

**INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES**

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity 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 a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

**Attachment 3****FEMA GRANT FUNDING CONDITIONS****PROPOSAL NUMBER: 24-0319-RFP PROPOSAL TITLE: Emergency Feeding Services**

This solicitation is either fully or partially Grant funded. Bidders shall comply with the clauses as enumerated below. These requirements apply to all Federal Emergency Management Agency (FEMA) grant and cooperative agreement programs.

1. **Equal Employee Opportunity:** Per 41 C.F.R. Part 60-1.4(b), during the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, 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, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:
 - i. Employment, upgrading, demotion, or transfer; recruitment or recruitment
 - ii. advertising; layoff or termination; rates of pay or other forms of compensation;
 - iii. and selection for training, including apprenticeship. The contractor agrees to
 - iv. post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this
 - v. nondiscrimination clause.
 - b. The contractor will, in all solicitations or advertisements for employees
 - i. placed by or on behalf of the contractor, state that all qualified applicants will
 - ii. receive consideration for employment without regard to race, color, religion,
 - iii. sex, sexual orientation, gender identity, or national origin.
 - c. The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
 - d. 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.
 - e. 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.
 - f. 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.



- g. 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 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.
- h. The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) 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:
 - i. 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.
 - ii. The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided*, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.
 - iii. The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.
 - iv. The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.



2. **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT:** The regulation at 29 C.F.R. § 5.5(b) provides contract clause language concerning compliance with the Contract Work Hours and Safety Standards Act. FEMA suggests including the following contract clause:

Compliance with the Contract Work Hours and Safety Standards Act.

- a. 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.
- b. Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (b)(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 (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), 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 (b)(1) of this section, in the sum of \$27 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 (b)(1) of this section.
- c. Withholding for unpaid wages and liquidated damages. The Federal Emergency Management Agency 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 (b)(2) of this section.
- d. Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(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 (b)(1) through (4) of this section.

3. **CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT**

- a. The 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.
- b. The contractor agrees to report each violation to the Federal Emergency Management Agency and understands and agrees that the Pinellas County will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
- c. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

Federal Water Pollution Control Act

- a. The 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.
 - b. The contractor agrees to report each violation to the Federal Emergency Management Agency and understands and agrees that the Pinellas County will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
 - c. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.
4. **Procurement of Recovered Materials:** A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962). See 2 C.F.R. Part 200, Appendix II, ¶ J; 2 C.F.R. § 200.322; *PDAT Supplement*, Chapter V. (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 timeframe 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-guideline-cpg-program>.
- a. 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 timeframe providing for compliance with the contract performance schedule;
 - ii. Meeting contract performance requirements; or
 - iii. At a reasonable price.
 - b. Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
 - i. The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."
5. **Contract Changes:** The cost of any change, modification, change order, or constructive change, must be allowable, allocable, within the scope of its grant or cooperative agreement, and reasonable for the completion of project scope.
6. **Access to Records:** All contractors and their successors, transferees, assignees, and subcontractors must acknowledge and agree to comply with applicable provisions governing Department and FEMA access to records, accounts, documents, information, facilities, and staff. See DHS Standard Terms and Conditions, v 3.0, ¶ XXVI (2013).
7. **DHS 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. See DHS Standard Terms and Conditions, v 3.0, ¶ XXV (2013).
8. **Compliance with Federal Law, Regulations, and Executive Orders:** A contractor must acknowledge 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.



9. **No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.
10. **Program Fraud and False or Fraudulent Statements or Related Acts:** The contractor must acknowledge that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.
11. **Statutorily or administratively imposed SLTT geographic preferences:** The non-Federal entity must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed state, local, or tribal geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

12. Prohibition on Contracting for Covered Telecommunications Equipment or Services:

(a) Definitions.

As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy 405-143-1, Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services (Interim), as used in this clause—

(b) Prohibitions.

(1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug. 13, 2020, from obligating or expending grant, cooperative agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.

(2) Unless an exception in paragraph (c) of this clause applies, the contractor and its subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:

- (i) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
- (ii) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
- (iii) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or
- (iv) Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) Exceptions.

(1) This clause does not prohibit contractors from providing—

- (i) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or Contract Provisions Guide 28
- (ii) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(2) By necessary implication and regulation, the prohibitions also do not apply to:

- (i) Covered telecommunications equipment or services that: i. Are not used as a substantial or essential component of any system; and ii. Are not used as critical technology of any system.
- (ii) Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.



(d) Reporting requirement.

(1) In the event the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause:

(i) Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.

(ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

(e) Subcontracts.

The Contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts and other contractual instruments.”



09

DATA SECURITY AND STAFFING PROTOCOLS



DATA SECURITY POLICIES AND PROCEDURES

HORNE has developed a robust framework to protect personally identifiable information (PII), employing a combination of comprehensive privacy policies, technical safeguards, and rigorous compliance standards. We enforce strict policy restrictions on sharing confidential information and implement role-based access restrictions to systems of record data.



LEVEL 2 BACKGROUND CHECK POLICIES AND PROCEDURES

HORNE is fully committed to complying with all applicable background screening requirements, including those outlined in Florida Statute 112.011 and Chapter 435, F.S., especially when a position is designated as one of “special trust” requiring a Level 2 background check.

All HORNE employees must undergo a comprehensive background check as part of the onboarding process. This process covers criminal history, social security verification, motor vehicle records, verification of education, and any additional checks necessary according to specific program or contract requirements. When a customer designates a role as a job of special trust (Level 2), HORNE implements enhanced background screening following Chapter 435, F.S., which aligns with the intent and requirements of Florida Statute 112.011. These enhanced screenings involve more rigorous checks, including state and federal criminal background investigations. Direct contractors with access to government information are also subjected to these enhanced screening measures.

HORNE reviews all background check findings on a case-by-case basis. However, any indications of fraud, theft, or violent crimes will automatically disqualify a candidate from employment or system access. Our team documents all background checks and writes reports confirming the completion of required screenings, complying with all state and customer requirements and providing an auditable record for verification purposes.

HORNE assures strict adherence to all compliance and security measures mandated by the state of Florida for each project, including those related to background checks and employment eligibility. The company’s procedures are designed to maintain the highest levels of security and trust for its clients and to fully comply with all applicable statutes, including Florida Statute 112.011 and Chapter 435, F.S. If you require more detailed procedural documentation or specific policy language, please let me know.



APPENDIX A

KEY PROJECT PERSONNEL RESUMES



KEY PROJECT PERSONNEL RESUMES



Scott Keller
Engagement Partner

Areas of Expertise

- Federal Funding
- Grant Management
- HUD – CDBG-DR
- Disaster Recovery Programs
- HOME Investment Partnerships Program
- Tax Credit
- Public Housing - Finance

Education

BS, Finance & Economics,
Florida State University

Years of Experience

Total: 34

Scott Keller is a Government Services partner at HORNE. He specializes in guiding state and local governments in navigating complex funding issues associated with government funds by identifying program improvements that can withstand federal oversight while achieving established goals and vision for their programs. For the past 10 years, Scott has been partnering with large grantees to run expansive and comprehensive programs, including Puerto Rico, Maui County, Hawaii, and Lee County, Florida, which have received historic funding after devastating natural disasters. As a native Floridian, Scott is particularly proud of his partnership with the State of Florida in running their successful housing programs. Scott joined HORNE in 2008 and has over a decade of experience working with the CDBG disaster program. In 2016 and 2017, he served as a leader in the first transition for HUD, where he helped manage President Donald J. Trump's priorities for the organization, appointments, and messaging, specifically serving as Sherpa to Dr. Ben Carson during his confirmation to be the 17th U.S. Secretary of HUD. Before joining HORNE, Scott served as chief of staff and the senior political and policy advisor to the secretary of the United States Department of Housing and Urban Development during the Bush Administration. Scott also served as the national chairman of the Disaster Recovery Contractors Association Housing Committee.

RELEVANT AND RELATED EXPERIENCE

FloridaCommerce

Florida Division of Emergency Management

Lee County Disaster Recovery Office

United States Department of Housing and Urban Development, Office of Policy Development and Research

Subject Matter Expert | 2024 — Present

Scott is the partner for the team managing a HUD-funded study of how the federal government can improve disaster recovery effectiveness for renter households. This three-year research program engages stakeholders nationwide to better understand the barriers to how renters access assistance and rental housing recoveries have been supported across all CDBG-DR allocations.



Scott Keller Engagement Partner



Puerto Rico Department of Housing, Action Plan, Financial Advisory, and Planning Services

Subject Matter Expert | 02/2018 — Present

Scott counsels the agency to manage five unprecedented FEMA housing recovery programs, including permanent and temporary housing repair, direct and multifamily leasing, and manufactured housing recovery programs. The programs and HORNE's efforts will serve over 40,000 homeowners impacted by Hurricane Harvey.

Texas General Land Office, Disaster Recovery Programs

Director of Housing Programs | 08/2013 — Present

Scott oversees HORNE's CDBG-DR programs across Texas. His responsibilities include program oversight and client management services for \$400 million in CDBG-DR housing funds. Scott directs program activities for Galveston County, the City of Galveston, Houston, Lower Rio Grande Valley, and Southeast Texas. His responsibilities include client management, budget oversight, reporting oversight, and overall program compliance assurance.

New York City Housing Development Corporation

Senior Advisor | 2017 — Present

The New York City Housing Development Corporation is one of the nation's most innovative housing finance agencies whose mission is to increase the supply of multi-family housing, stimulate economic growth, and revitalize neighborhoods by financing the creation and preservation of affordable housing for low, moderate, and middle-income New Yorkers. Since 2017, Scott has been a critical member of the strategic advisory team, helping to fund the repositioning of New York City's public and affordable housing portfolio and finding regulatory flexibility to achieve the corporation's objectives.

Texas General Land Office, Hurricane Harvey FEMA Individual Assistance Direct Housing Mission

Subject Matter Expert | 12/2017 — Present

Scott counsels the agency on managing five unprecedented FEMA housing recovery programs. The work includes permanent and temporary housing repair, direct and multifamily leasing, and manufactured housing recovery programs. The programs and HORNE's efforts will serve over 40,000 homeowners impacted by Hurricane Harvey.



Scott Keller

Engagement Partner



Northwell Health/Staten Island University Hospital, Superstorm Sandy Mitigation Funds Consulting, NY

Subject Matter Expert | 03/2016 — Present

Scott's expert consultation guides the hospital through the federal requirements associated with their coordinated match project, which capitalizes on mitigation funds available to Super Storm Sandy grantees through multiple disaster recovery programs.

Colorado Department of Local Affairs, Action Plan and Unmet Needs Assessment

Subject Matter Expert/Advisor | 2013 — 2014

Scott counseled the governor's office and state recovery leadership on program design and implementation. His counsel led to unique solutions, which expedited recovery resources in a compliant manner and identified inconsistent applications of HUD requirements from region to region.



Ryan Flanery,
HDFP, MS
Lead Project Manager

Areas of Expertise

- Technical Assistance
- Program Design
- Training
- Technical Assistance
- Federal Regulations
- Subrecipient Management
- Monitoring
- Policy Development
- Capacity Assessment
- DRGR System
- Action Plan Design
- Data Analysis

Education

MS, Urban Planning, *Hunter College of the City University of New York*
BA, Criminology, *University of South Florida*

Years of Experience

Total: 16

Certifications/Training

- Housing Development Finance Professional

As the former assistant director of the HUD Office of Disaster Recovery, Ryan brings over 16 years of federal government experience in oversight, administration, compliance, and policy development for CDBG-DR/MIT grants. During his tenure at HUD, Ryan managed the oversight and administration of a grant portfolio totaling over \$40 billion, providing him unparalleled experience in disaster recovery program management and implementation, including some of the largest CDBG-DR grantees. His experience spans the full lifecycle of disaster recovery grants—from program design and action plan development to implementation, oversight, and closeout. His deep understanding of HUD's processes and expectations, built through years of reviewing, approving, and providing technical assistance on action plans and other grant requirements, ensures the creation of high-quality, compliant plans. As a resident of Pinellas County, Ryan's familiarity with the community and its unique challenges provides an invaluable local perspective that will be used to support the development of a plan tailored to the county's specific needs. His practical approach focuses on creating action plans that are clear and actionable and designed to achieve meaningful, long-term outcomes for the community.

RELEVANT AND RELATED EXPERIENCE

Lee County, FL, CDBG-DR Individual Housing Programs Management and Implementation

Contract Executive | 10/2023 — Present

Ryan is a contract executive supporting Lee County's \$241 million portfolio of housing programs, including reimbursement, small rental repair, single-family rehabilitation/reconstruction, voluntary residential acquisition, and home purchase assistance.

FloridaCommerce – Hurricane Ian Management Consulting Services

Subject Matter Expert | 08/2023 — Present

Ryan's team delivers the state's \$1 billion recovery program portfolio, including single-family housing repair and reconstruction, Hazard Mitigation Grant Program match, and multifamily housing development.



Ryan Flanery, HDFP, MS

Lead Project Manager



FloridaCommerce, Hurricane Michael Housing Repair and Replacement Program

Subject Matter Expert | 01/2021 — Present

As a policy advisor, Ryan spearheaded the original CDBG program design and policy development. He works closely with program leadership on successful execution while mitigating risks and complying with applicable rules and regulations.

FloridaCommerce, Hurricane Irma CDBG Program Oversight Monitoring and Hurricane Michael Disaster Recovery Regulatory Support Services

Subject Matter Expert | 01/2021 — Present

Ryan provides detailed guidance on complex policy and compliance issues and leads a team supporting the state's monitoring efforts under the Hurricane Irma award. Additionally, Ryan drafts and reviews administrative and program policies and procedures to comply with HUD rules and regulations. He also strategically guides the agency's leadership and staff regarding policy and compliance matters and ongoing interactions with federal government officials.

Mississippi Development Authority, Unmet Needs Assessment

Subject Matter Expert | 02/2022 — Present

Ryan provides detailed guidance on complex policy and compliance issues. His team helped develop the state's action plan and unmet needs assessments, complying with HUD requirements.

Alabama Department of Economic and Community Affairs, Grant Management and Owner-Occupied Housing Rehabilitation and Reconstruction Program Implementation

Subject Matter Expert | 08/2022 — Present

Ryan serves as a client executive and senior advisor to state leadership as they administer their \$501 million CDBG grant. He leads grant management teams and supports all facets of the award, including the disaster recovery action plan, program design and policy development for subrecipient-led programs, and design and implementation of the \$280 million Home Recovery Alabama Program. Ryan also provides strategic support to leadership on all matters related to policy, federal oversight, strategy, and implementation of their CDBG award.

South Carolina Office of Resilience, 2015 Storm Flooding and Hurricanes Matthew and Florence Recovery

Director of Program Compliance | 02/2019 — Present

Ryan is a CDBG subject matter expert who answers complex policy and compliance questions. He reviews correspondence and policy documents to verify compliance with HUD rules and regulations and acceptability to HUD decision-makers. Ryan leads a team of internal monitors who make sure programs are compliant.



Ryan Flanery, HDFP, MS

Lead Project Manager



He provides strategic guidance on communications, policy direction, and interaction with HUD staff to facilitate desired outcomes.

Puerto Rico Department of Housing, CDBG-DR and CDBG-MIT Program Grant Manager/Administrator following Hurricanes Irma and Maria

Senior Compliance Consultant | 02/2019 — Present

Ryan leads a team of subject matter experts who support all facets of disaster recovery, policy development, and compliance across 32 recovery programs and sub-programs. These programs span infrastructure, economic development, housing, and planning for public services. He guides and reviews program policies and procedures to comply with HUD regulations.

Texas General Land Office, Statewide Hurricane Harvey Monitoring

Senior HUD Compliance Advisor | 02/2019 — Present

Ryan supports the monitoring and quality assurance leadership team in overseeing program and sub-grantee compliance. He gives detailed policy guidance on potential or actual noncompliance and offers proactive ways to address them before they become more significant issues. In addition, Ryan provides leadership with strategic guidance.

HUD, Disaster Recovery and Special Issues Division

Assistant Director | 08/2014 — 02/2019

Ryan oversaw and administered more than \$37 billion in CDBG funding to states and local governments for long-term recovery from natural disasters. He oversaw community planning and development specialists who managed CDBG grants across the country. He approved staff work products, including congressional and executive correspondence, citizen complaints, monitoring reports, federal register notices, and grant agreements.

Community Planning and Development Specialist | 08/2010 — 02/2014

Ryan was responsible for operations and was the lead grant manager for Louisiana's \$14 billion CDBG funds. He interpreted statutory and Federal Register notice language to provide technical guidance on unique policy requirements for supplemental disaster recovery appropriations. Ryan communicated complex CDBG policy and program topics to HUD and confirmed accurate grantee reporting. He also managed the onsite monitoring teams that reviewed grantees' compliance and progress and led the Disaster Recovery Grant Reporting team at HUD headquarters.



Ryan Flanery, HDFP, MS

Lead Project Manager



California Department of Housing and Community Development, ReCoverCA Owner-Occupied Housing Rehabilitation and Reconstruction Program

Subject Matter Expert | 04/2020 — Present

Ryan is a senior advisor to leadership on policy development, program design, compliance, and operational strategy.

Texas General Land Office, Statewide Hurricane Harvey Monitoring

Senior HUD Compliance Advisor | 02/2019 — Present

Ryan supports the monitoring and quality assurance leadership team in overseeing program and sub-grantee compliance. He gives detailed policy guidance on potential or actual noncompliance and offers proactive ways to address them before they become more significant issues. In addition, Ryan provides leadership with strategic guidance.



Jenna Abbey, PMP
Deputy Project
Manager - Operations

Areas of Expertise

- CDBG-DR Planning & Policy Development
- 2 CFR 200
- CDBG-MIT Planning & Project Development
- Technical Assistance
- Program Design
- Program & Project Management
- Regulatory & Programmatic Analysis
- Process Engineering
- Uniform Relocation Act
- CDBG-DR Economic Development, Housing & Infrastructure

Education

BS, Project Management,
Colorado State University

Years of Experience

Total: 12

Certifications/Training

- Project Management Professional

Jenna brings recent and relevant experience producing results for FloridaCommerce, where she spearheaded the Hurricane Michael recovery and concluded construction activities three years ahead of schedule. Jenna has a deep knowledge of CDBG regulations and understands the fine points of managing these programs and providing technical assistance, especially CDBG housing and economic development programs. She has managed large teams of construction contractors in Florida, overseen 26 recovery programs in Puerto Rico, and directed the flagship single-family housing program for the Alabama Department of Economic and Community Affairs, including procuring 24 general contractors. As a certified project management professional with 10 years of disaster recovery experience, Jenna will provide expert-level insight on federal regulation crosscutting, federal procurement regulations, and the Uniform Relocation Act. Jenna currently serves as a senior manager in Government Services at HORNE. She is the director for several CDBG programs and provides subject matter expertise to clients related to grant management, CDBG-DR planning, and other support as needed.

RELEVANT AND RELATED EXPERIENCE

Lee County, FL, CDBG-DR Individual Housing Programs Management and Implementation

Subject Matter Expert | 10/2023 — Present

Jenna supports Lee County's \$241 million housing program portfolio, which includes reimbursement, small rental repair, single-family rehabilitation/reconstruction, voluntary residential acquisition, and home purchase assistance.

FloridaCommerce – Hurricane Ian Management Consulting Services

Contract Executive | 08/2023 — Present

Jenna's team delivers the state's \$1 billion recovery program portfolio, including single-family housing repair/reconstruction, FEMA Hazard Mitigation Grant Program match, and multifamily housing development.



Jenna Abbey, PMP

Deputy Project Manager - Operations



Alabama Department of Economic and Community Affairs, Grant Management Consultant Services for CDBG Grant Program

Director | 08/2022 — Present

Jenna serves Alabama's flagship single-family housing program, overseeing all program operations from application through closeout. Jenna spearheaded the procurement of 24 general contractors to complete program-sponsored construction.

FloridaCommerce, Rebuild Florida Housing Repair and Replacement Program for Hurricane Michael

Project Director | 08/2021 — Present

Under Jenna's leadership, this program was completed faster than any other CDBG housing program of similar size – finishing all construction activities three years ahead of schedule. Jenna oversees project deliverables, serves as communications liaison for the program, and is responsible for program policy and procedural development and maintenance. She also manages performance for 20 construction contractors tasked to repair, reconstruct, or replace storm-damaged properties.

City of Lowell, MA, COVID-19 Grants Management and Cost Recovery

Senior Policy Advisor | 11/2020 — 08/2021

Jenna supported city management in the fiscal recovery of COVID-19 grant funds and FEMA Public Assistance funds and maximized other federal grants for recovery from the COVID-19 pandemic. She offered subject matter expertise on various crosscutting topics, including data security, protecting personally identifiable information, and emergency operations planning.

Seward, Finney, and Neosho Counties, KS, Coronavirus Relief Fund Grant Management

Subject Matter Expert | 07/2020 — 08/2021

Jenna provided subject matter expertise and grant management consulting services to three counties for their Treasury Coronavirus Relief Funds grant programs. Under these engagements, Jenna spearheaded the design and implementation of four grant programs to support recovery across four sectors: health, education, connectivity, and economic development. Under Jenna's leadership, these programs expended over \$20 million in federal funding in under six months, solidifying the counties' reputation as knowledge leaders in the state and assisting over 700 households, individuals, small businesses, and community groups.



Jenna Abbey, PMP

Deputy Project Manager - Operations



Puerto Rico Department of Housing, Program Grant Manager/Administrator following Hurricanes Irma and Maria

Senior Program Manager | 10/2019 — 07/2020

Jenna oversaw the portfolio management and program design of 26 CDBG programs and related support departments, including housing, economic development, infrastructure, planning, and multi-sector programs. She served as key program leadership liaison for all project-related activities and supported regular client interactions with the personnel of the HUD field office and Washington, D.C. She spearheaded engagement with and responses to federal agencies and oversight entities, including HUD, HUD Fair Housing/Equal Opportunity, and the Office of Inspector General. She managed a team of approximately 150 people to design policies, procedures, and systems to support implementing a multifaceted, island-wide recovery effort.

Housing Portfolio Manager | 02/2018 — 10/2019

Jenna managed a blended virtual and onsite team to create the action plan, unmet needs assessment, and substantial action plan amendments for over \$10 billion in CDBG funds. As part of the action plan development, she conducted public hearings and stakeholder training sessions to facilitate community participation and education regarding the portfolio of programs funded by CDBG. She provided outreach and engagement collateral development and developed an implementation plan, financial certifications, and risk controls plan for HUD. Jenna was also responsible for program design and implementation of nine housing programs, with a budget of nearly \$5 billion. In under 90 days, she championed the development of policies, procedures, intake applications, and supporting documents for the launch of the flagship housing program, a \$3.3 billion housing recovery program offering homeowners rehabilitation, reconstruction, or relocation assistance. In support of this program, Jenna offered vendor coordination and contract management of contracts totaling over \$600 million.

New York Office of Resilient Homes and Communities, Hurricane Sandy Housing Recovery Program

Deputy Program Manager | 03/2015 — 01/2018

Jenna oversaw case management and construction coordination activities on this post-hurricane CDBG housing program. She also provided subject matter expertise in refining policies and procedures to yield maximum benefit for vested parties while remaining in compliance with state and federal regulations.

Texas General Land Office, Homeowner Opportunity Program

Project Manager | 01/2013 — 03/2015

Jenna worked closely with Galveston County and Texas to implement policies and procedures for the CDBG-funded program. This program relocated income-qualified applicants in FEMA-designated high-risk areas or areas of high minority and/or poverty concentration to a safer and higher opportunity location.



Jenna Abbey, PMP Deputy Project Manager - Operations



Town of Clinton, CT, Hurricane Sandy Debris Removal Monitoring

Field Supervisor | 10/2012 — 01/2013

Jenna directed field operations, debris removal monitoring projects, and compliant disposal of vegetative debris and hazardous trees littering the town's thoroughfares. She guided officials in executing an immediate recovery plan to eliminate hazards threatening infrastructure and the public.

Louisiana Department of Transportation and Development, Hurricane Isaac Debris Removal Monitoring

Vendor Management Coordinator | 08/2012 — 10/2012

Jenna supervised disposal site removal of storm-generated debris in compliance with the FEMA Public Assistance Debris Monitoring Guide.



Tyler Bridges
Deputy Project
Manager – Grant
Administration

Areas of Expertise

- Grant Management
- HUD CPD Programs
- CDBG-DR/MIT
- DRGR System
- CARES Act
- Technical Assistance
- Uniform Administrative Requirements–2 CFR 2000

Education

BS, City & Regional Planning,
*California Polytechnic
University*

Years of Experience

Total: 15

Certifications/Training

- 2 CFR 200 – Management Concepts

Tyler is a CDBG-DR and HUD CPD specialist. As a senior manager in Government Services at HORNE, Tyler provides subject matter expertise to clients related to HUD and grant management and assists states, counties, and cities with administering and implementing HUD CPD programs. He reviews CDBG-DR action plans to identify potential areas of concern and offers corrective action to achieve a HUD-approved action plan. Tyler was previously a disaster recovery CPD specialist at HUD headquarters in Washington, D.C., focusing on policy, compliance, oversight, and reporting. He worked with dozens of grantees of all sizes, CPD staff at the national and local levels, and several national technical assistance providers through HUD's Community Compass. He also specializes in financial and procurement requirements at 2 CFR 200.

RELEVANT AND RELATED EXPERIENCE

Alabama Department of Economic and Community Affairs, CDBG-DR and CDBG-MIT Administration

Subject Matter Expert | 09/2022 — Present

Tyler developed several subrecipient resources and templates, including the state's CDBG-DR agreement master template and a comprehensive CDBG-DR manual. The manual details guidance and references on grant management and compliance practices with federal, state, and department grant rules, regulations, and policies. He also developed the subrecipient capacity assessment policies and procedures, FAQs, and training series on program and crosscutting topics. Tyler reviewed the HUD CDBG-DR action plan to identify potential areas of concern and provided corrective action and language to achieve a HUD-approved action plan. He contributed to developing the local recovery planning program guidelines and performed the capacity assessment of Alabama's first CDBG-DR subrecipient.

Puerto Rico Department of Housing, CDBG-DR and CDBG-MIT Administration

Subject Matter Expert | 09/2019 — Present

Tyler provides technical assistance and training on various topics and programs, including housing and economic development, national



Tyler Bridges

Deputy Project Manager – Grant Administration



objectives and eligibility, DRGR, capacity assessments, and crosscutting requirements.

Tyler also developed the monitoring strategy and risk analysis for the program. Tyler trained staff on monitoring subrecipients and contractors, including using HUD monitoring exhibits.

HUD, Disaster Recovery Grant Reporting System

Disaster Recovery and Special Issues CPD Specialist and HUD Technical Assistance Provider | 11/2011 — Present

Tyler directs every aspect of system development and implementation. He developed and delivered several grantee trainings and written resources. As a technical assistance provider, Tyler implemented more than a dozen HUD-sponsored, hands-on training opportunities on the reporting system used by all grantees receiving CDBG-DR, CDBG-MIT, and National Disaster Resilience Grant funds from HUD. Tyler also regularly provides CDBG-DR and CDBG-MIT grantees with live and remote technical assistance, including the entry of 2020 action plans using the new public action plan features.

California Department of Housing and Community Development, CDBG-DR and CDBG-MIT Grant Administration

Subject Matter Expert, Finance and Reporting Co-Lead | 11/2019 — 12/2023

Building on the framework of CDBG regulations, CDBG-DR and CDBG-MIT Federal Register notices, and 2 CFR Part 200 regulations, Tyler led the development of the state's financial management policies and procedures, standard operating procedures, workflows, forms, documents, checklists, and system tools to assist state staff in the fiscal management and reporting aspects of disaster recovery and mitigation grants. Tyler conducted regular reconciliations across five federal and state accounting and reporting systems and provided technical assistance and training to state and subrecipient staff for financial management and reporting.

California Department of Housing and Community Development, COVID-19 Response Program

Policy Team Lead | 03/2021 — 12/2021

For the state's program funded by the Treasury in response to the COVID-19 pandemic, Tyler translated guidance and regulatory compliance from the federal level into actionable program policy. He monitored the program, so California's policies and laws were followed, and the program guidance was consistent with federal regulatory guidance, state law, and state policies.

HUD, CDBG-DR/CDBG-MIT Grant Administration

Disaster Recovery and Special Issues CPD Specialist | 06/2014 — 09/2019

Tyler was the team lead for the disaster recovery grant recovery team and a member of the disaster recovery and special issues division policy and external training teams. Since 2001, he has overseen more than 120



Tyler Bridges Deputy Project Manager – Grant Administration



CDBG-DR grants awarded to 60 grantees totaling nearly \$100 billion. Tyler assisted in managing CDBG-DR grants from HUD headquarters and in field offices nationwide.

He participated in monitoring and technical assistance events of CDBG-DR grantees, where he evaluated programs for compliance with applicable requirements, issued findings of noncompliance, and reviewed responses and supporting documentation to resolve open findings.



**Frank McNally,
MA**
Subject Matter Expert

Areas of Expertise

- CDBG-DR Grants Management & Monitoring
- Policy Development
- Capacity Assessment
- DRGR Systems
- Federal Government Relationship Management
- Data Analysis
- Mitigation & Resilience
- Federal Register Notices, Regulations & Other Guidance
- Economic Development
- Housing & Disaster Recovery Federal Funds

Education

MA, Public Policy, *West Virginia University*
BA, Political Science, *Siena College*

Years of Experience

Total: 36

Frank is a CDBG-DR subject matter expert who helped shape HUD's CDBG-DR policies throughout his 25-year career with HUD. During his 11-year tenure as the deputy director for HUD's Office of Disaster Recovery, he advised agency leadership on developing policies for CDBG-DR programs. He successfully implemented the \$16 billion Disaster Relief Appropriations Act of 2013. Frank oversaw teams in creating disaster-specific grant requirements, leading the development of CDBG-DR grantee policies and processes while delivering technical assistance to grantees. Before serving as the office's deputy director, Frank spent seven years as HUD's Congressional Grants Division director, overseeing more than 5,000 congressionally earmarked grants and establishing policies and procedures governing each stage of grant administration. Before joining HUD, he worked for more than 15 years in the New York State Assembly as a senior advisor to the speaker on energy, economic development, banking, and insurance issues. Frank currently serves as a consultant in HORNE's Government Services division, providing subject matter expertise to clients related to CDBG-DR policy, grants management, monitoring, and other support as needed.

RELEVANT AND RELATED EXPERIENCE

HUD, Office of Community Planning and Development Office of Disaster Recovery Deputy Director | 2013 — 2024

Frank provided direction and expert advice to HUD leadership on policy development for long-term disaster recovery and mitigation through federal investments of CDBG-DR funds. His primary responsibilities were policy development, risk assessment, and promoting compliance through Federal Register notices and other departmental guidance. He made departmental comments on all congressional disaster recovery and mitigation legislation and any testimony by other federal agencies related to disaster recovery and mitigation. He also served as the FEMA office liaison for public assistance, hazard mitigation, duplication of benefits, flood insurance, and other recovery and mitigation programs.



Frank McNally, MA Subject Matter Expert



Frank represented the department during daily meetings with elected state and local officials, state and local disaster recovery and community development leaders, and federal partners – including the Executive Office of the President, FEMA, Environmental Protection Agency, Department of Energy, the Small Business Administration, and the U.S. Forest Service. Frank was also the principal staff member developing and implementing HUD’s \$16 billion CDBG-MIT initiative. He developed much of the departmental policy related to long-term recovery from the disasters of 2017, 2018, and 2019, including those in Puerto Rico, the U.S. Virgin Islands, Texas, Florida, and California. He led teams of grant managers and financial analysts throughout the department as they established various CDBG-DR requirements for specific disasters. He supported the development of CDBG-DR grantee policies and processes while providing technical assistance to CDBG-DR grantees and monitoring CDBG-DR grantee compliance.

Most notably, Frank was instrumental in implementing the \$16 billion Disaster Relief Appropriations Act of 2013, which provided CDBG-DR funds to 37 states and cities recovering from Hurricane Sandy and other 2011, 2012, and 2013 disasters. He also led the office’s policy development and implementation efforts regarding the governance of community investments in disaster resilience, including the Rebuild by Design initiative and the National Disaster Resilience Competition. Additionally, he led the office as they developed requirements for newly appropriated HUD mitigation funds.

Congressional Grants Division Director | 2005 — 2012

Frank directed the administration of over 5,000 congressionally earmarked grants appropriated to the department. He established policies and procedures governing each stage of grant administration, from interpreting federal appropriations law to developing and reviewing applications, executing award documents, disbursing funds, and grant closeout. He also supervised a staff of 10 professionals. He worked in close consultation with the department’s Office of General Counsel, Office of the Chief Financial Officer, Office of Congressional and Intergovernmental Relations, and Office of the Inspector General. Frank also had daily interaction with congressional offices, state and local governments, federally recognized Native American tribes, and both large and small nonprofit organizations engaged in a wide range of housing, community, and economic development projects.

Economic Development Specialist | 2001 — 2004

Frank was an advisor and expert consultant for the deputy assistant secretary for economic development. He served as a liaison to members of Congress and other elected officials and their principal staff, foundations, universities, and other public and private interest groups on matters related to the department’s economic and community development programs. Frank developed program criteria for the department’s principal economic development programs, including the Brownfields Economic Development Initiative, YouthBuild, Rural Housing and Economic Development, Empowerment Zones, and Enterprise Communities. He also underwrote applications for assistance through the Section 108 Loan Guarantee program.



Frank McNally, MA

Subject Matter Expert



HUD, Office of the Secretary

Community Builder Fellow | 1999 — 2000

Frank was the special assistant to the deputy chief of staff for operations. He directed the design and implementation of national and regional housing and community development initiatives for the secretary, and he coordinated the activities of agency staff in 82 field offices nationwide to promote and implement program initiatives and project priorities. He liaised with private and public interest groups to support agency partnerships and with members of Congress and congressional staff, other federal agencies, local governments, and the private sector.

New York State Assembly, Economic Development, Small Business, Tourism, Banking, and Insurance

Legislative Coordinator | 1993 — 1999

Frank was the principal advisor to the New York State Assembly speaker and the Assembly Majority for economic development and financial services issues. He managed five standing committees of the assembly and a staff of 12, and he was the chief strategist and lead negotiator for all legislation and initiatives governing economic development and financial services. He coordinated public and political campaigns for specific policy initiatives and candidates. He directed assembly oversight and investigation activities related to the operations and policies of state economic development agencies and financial services regulators.

New York State Assembly, Legislative Commission on Science and Technology

Director | 1991 — 1992

Frank oversaw the office of engineers, biologists, attorneys, and other professionals analyzing and assessing the science and technology policies in New York. Frank helped this team develop and implement an annual \$300,000 budget, including multiple research projects and a legislative program. The team revised licensing, royalties, and intellectual property rights policies arising from state-supported research and development; developed state school-to-work and youth enterprise curricula and programs; increased availability of venture capital to small minority- and women-owned technology firms through the Small Business Technology Investment Program; and assessed the impact of solid, hazardous, and low-level radioactive waste disposal technologies, management practices, and facility siting criteria for low-income communities.

New York State Assembly, Legislative Commission on Solid and Hazardous Waste Management

Deputy Director | 1990 — 1991

Frank coordinated the research and development of solid and hazardous waste management policies and oversaw state agency regulation and program implementation. He created and managed a statewide database to track solid and hazardous waste and project in-state disposal capacity. He organized an annual conference of over 1,000 participants while leading outreach to the general public, private sector, and public interest groups regarding facility siting issues.



Frank McNally, MA

Subject Matter Expert



Frank's team enacted statewide mandatory recycling laws and financial incentives for developing new recycling markets; modernized remediation standards for hazardous waste sites to encourage the redevelopment of urban brownfields; and revised emissions standards and technology requirements for waste-to-energy facilities.



Geoffrey Ross, MS
Subject Matter Expert

Areas of Expertise

- Continuum of Care
- Policy Planning
- Multifamily Housing
- Program Implementation & Management
- Elected & Senior Official Consultation
- Affordable Housing
- Community Development
- Public Engagement

Education

MS, Planning, *University of Southern California*
BA, Political Science, *University of California*

Years of Experience

Total: 22

Certifications/Training

- Associate Leadership Program, Federal Executive Leadership Board
- Community Development Certificate, *DePaul University*

Geoffrey, a California native, has over 22 years of experience in HUD and Treasury programs, significantly impacting public facilities and infrastructure. He is a senior executive with nearly three decades in housing and community development, leading major initiatives and advising CoCs. His expertise spans assisting agencies and governments in program design and implementation.

RELEVANT AND RELATED EXPERIENCE

California Department of Social Services, Community Care Expansion Program

Client Executive and Third-Party Administrator | 2023 — Present

Geoffrey partners with the department for the award, contracting, and oversight of \$805 million in activities supporting 75+ grants, developing and expanding licensed care facilities and permanent supportive housing projects throughout California. He also partners with 34 counties directly administering preservation funds. Geoffrey meets regularly with members of the administration, county officials, and development partners and responds to legislative inquiries regarding the program.

California Governor's Office of Planning and Research, Strategic Growth Council, Connecting Communities Initiative

Client Executive | 2023 — Present

Geoffrey assists 36 Transformative Climate communities of local government, nonprofit, and philanthropic partners throughout California. He provides technical assistance to organizations pursuing competitive funding at the state and federal level for climate mitigation and resilience in support of minority and historically disadvantaged populations.

Partners In Care, Customized Data and Reporting Services, HI

Client Executive | 06/2024 — Present

Geoffrey is a subject matter expert in HUD Continuum of Care (CoC) programs and supports the client mission of planning, coordinating, and developing recommendations for customized data solutions for O'ahu's CoC for homeless persons.



Geoffrey Ross, MS

Subject Matter Expert



Alabama Department of Economic and Community Affairs, Local Recovery Planning/CDBG-DR Program

Subject Matter Expert | 08/2022 — Present

Geoffrey collaborates with partners and the public to assist local governments in identifying unmet needs, developing mitigation strategies within communities, and establishing local recovery plans in response to hurricanes Sally and Zeta.

California Department of Housing and Community Development, CDBG-DR Program

Deputy Director | 02/2021 — 07/2022

Geoffrey oversaw all aspects of the \$1.3 billion disaster assistance covering the wildfires in 2017, 2018, 2020, and 2021. He coordinated the state's efforts to support congressional legislation such as the Reforming DR Act. He also launched the state's 2017 and 2018 disaster recovery programs, which were stalled in program development and procurement for years. Geoffrey led the policy development, procurement, and contract negotiations to launch owner-occupied reconstruction, disaster recovery multifamily housing and homebuyer assistance, housing counseling, infrastructure and resilient infrastructure, resilient planning and public services, and workforce development programs. As of May 2022, the program had 2,221 affordable multifamily units (239 units under construction), 469 single-family homes in the approval process, and the first infrastructure project completed within the state's disaster recovery and mitigation portfolio.

California HCD, Emergency Rental Assistance Program

Deputy Director | 02/2021 — 07/2022

Geoffrey oversaw the state's rental assistance program. These extended eviction protections created \$6.5 billion to help struggling tenants and landlords for the country's largest program. He oversaw \$4.5 billion to over 360,000 households across the state and managed the local partner network. Geoffrey coordinated with the Treasury and all 49 direct recipient county and local governments to ensure uniformity. He met weekly with elected officials, including the governor's and legislative offices, and responded to national, state, and local media, community organizations, industry advocates, and the public.

California HCD, Homekey

Assistant Deputy Director | 06/2020 — 01/2021

Geoffrey led the groundbreaking, nation-leading effort to purchase and convert hotel/motel rooms into permanent and interim housing for the homeless and those at risk of homelessness using \$750 million in coronavirus relief funds, \$50 million in state general funds, and \$46 million in philanthropic support. When the state budget was signed on June 29, 2020, he designed the program parameters of Homekey and released the notice of funding availability on July 16. He worked closely with the governor's office and his advisors on homelessness and social innovation. Geoffrey coordinated with the business, consumer services, housing agency, and the Department of General Services to deploy technical assistance support to applicants.



Geoffrey Ross, MS

Subject Matter Expert



He also partnered with Enterprise Community Partners, Kaiser Permanente, Blue Cross/Blue Shield, and Chan Zuckerberg Initiative to deploy philanthropic support for Homekey projects. Geoffrey acquired and converted properties that were occupied within 90 days, and general fund and philanthropic support provided operations subsidies for units through June 30, 2022. In all, 94 projects received funding in partnership with 51 local public entities, acquiring 6,029 units. Geoffrey consulted for the states of Washington, Oregon, Vermont, Illinois, and Colorado; King County in Seattle; the cities of Santa Fe, New Mexico, and Barcelona, Spain; and a delegation from Japan. He hosted a national webinar with HUD on the HOME American Rescue Plan and Homekey.

Assistant Deputy Director of Financial Assistance | 05/2020 — 01/2021

Geoffrey managed \$10 billion in development and service activities for state-wide affordable housing, vulnerable populations, and climate change programs. He created key initiatives such as Homekey, multifamily housing applications, and funding programs, including Veterans Housing, Farmworker Housing Grants, and the Infill Incentive Grant. He coordinated the Affordable Housing and Sustainable Communities program's sixth application update and awarded \$279 million for Infill Infrastructure grants supporting housing. Geoffrey also oversaw the allocation of Transit Oriented Development grants and the Permanent Local Housing Allocation program.

Sonoma County Community Development Commission

Executive Director | 07/2019 — 03/2020

Assistant Executive Director | 02/2018 — 06/2019

Geoffrey directed the county's housing agency, which included serving as head of the housing authority, the lead agency for the Homeless Continuum of Care and the Redevelopment Successor Entity. Geoffrey also administered community development funding such as the CDBG, HOME Investment Partnership, and Emergency Solutions grant entitlement programs. Geoffrey coordinated with Sonoma County and the city of Santa Rosa on the 2017 wildfires. He oversaw homebuyer assistance and homeowner rehabilitation programs, mixed-income and mixed-use projects, local rental assistance and housing authority rental programs, major infrastructure and public facilities investments supporting community asset building, and critical public services for vulnerable populations.

Sacramento Housing and Redevelopment Agency

Assistant Director | 10/2015 — 01/2018

Redevelopment/Program Manager | 08/2007 — 09/2015

Geoffrey developed strategies for Sacramento's market, land use, and environmental conditions. He led financing programs for redevelopment projects and repositioned properties. He collaborated with the Regional Transportation Agency on a transit-oriented development strategy and implemented HUD programs for the city's housing authority.



Geoffrey Ross, MS

Subject Matter Expert



City of Pittsburg Redevelopment Agency, CA

Analyst | 09/2006 — 07/2007

Geoffrey managed projects in the historic downtown and along the waterfront to support revitalization efforts. He supported developing a new streetscape and façade improvement program, creating commercial spaces, adapting historic buildings to reuse, and coordinating environmental mitigation efforts to clean contaminated properties.

HUD Los Angeles Field Office and San Francisco Field Office

Community Planning and Development Representative | 09/2002 — 08/2006

Geoffrey managed HUD grants for San Diego, Orange, Madera, Merced, and Santa Clara counties. He worked with local governments to identify the best use and compliance with federal funding. He also participated in the Federal Career Management program, which allowed for rotations between departments.



Kelly Huck, MBA
Subject Matter Expert

Areas of Expertise

- Inspections
- CDBG-DR Housing Programs
- Emergency Management
- Program Management
- Project Management
- Organizational Management
- Program Design
- Contractor Management
- Financial Analysis
- Cost Estimating
- Staffing Plans
- Subcontractor Management
- Contract Negotiation
- Client Management

Education

MBA, *University of Texas*
BA, International Business,
Texas Lutheran University

Years of Experience

Total: 23

Kelly is a seasoned professional with extensive expertise in implementing CDBG-DR programs, particularly in assisting vulnerable populations affected by natural disasters. With 23 years of experience working alongside Fortune 500 architect/engineering companies, Kelly has played a crucial role in federal program implementation, consistently delivering exemplary customer service and expert construction management. Kelly's vast experience extends to managing large-scale housing programs, as evidenced by his role as a program manager, where he oversaw \$80 million in construction, resulting in the building of over 500 single-family homes. His responsibilities included conducting needs assessments and developing program guidelines, which are pivotal in addressing the needs of vulnerable populations.

RELEVANT AND RELATED EXPERIENCE

HORNE LLP

Director | 01/2023 — Present

Kelly has a record of serving clients grappling with hurricane damage and massive reconstruction efforts. He oversees teams of general contractors and balances hundreds of projects to inspect, rehabilitate, and rebuild thousands of storm- and flood-damaged properties. Kelly is a specialist in CDBG-DR housing program implementation, and his focus is on providing clients with exemplary customer service, timely consultation, and construction management expertise.

Florida Department of Commerce, Rebuild Florida Hurricane Michael Disaster Recovery Housing Program

Construction Management Director | 01/2021 — 07/2023

Kelly oversaw 21 general contractors who repaired or replaced homes impacted by Hurricane Michael's landfall in the Florida Panhandle in 2018. He led the industry's fastest large-scale CDBG-DR housing program construction efforts, completing nearly 1,000 rehabilitation, reconstruction, or manufactured housing unit replacement projects within two years of construction. This construction program is even more impressive because these activities began during a global pandemic, significant supply chain, and inflationary economic challenges.



Kelly Huck, MBA

Subject Matter Expert



South Carolina Disaster Recovery Office, South Carolina Flood Disaster Recovery Program

Program Executive | 2016 — 2018

Kelly oversaw the construction management and general contracting activities funded through the South Carolina CDBG-DR program to permanently rehab and reconstruct more than 800 houses damaged/destroyed by the 2015 superstorm flooding event in mostly rural areas of South Carolina.

New York City Department of Design and Construction, NYC Build it Back Program

Program Executive | 2015 — 2020

Kelly served as the housing division president for SLS, a general contracting and construction management firm based in Texas. He oversaw their contract with the New York City agency and hired, trained, and managed a team of 70+ personnel to help residents recover from the devastating effects of Superstorm Sandy. The \$400+ million construction contract included the design, construction, construction management, and customer service functions for the rehabilitation, elevation, or reconstruction of more than 400 homes in Staten Island, Queens, and Brooklyn, New York. HUD's CDBG-DR program funded this program. Kelly and his team successfully implemented a new modular housing program in New York City, taking advantage of untapped residential construction capacity in Pennsylvania to expedite the construction schedule. The team completely reconstructed 101 homes using this modular construction approach. The execution of the program included the hiring and managing of local architects and engineers, followed by the outreach, hiring, and management of union and nonunion contractors in the New York area.

Texas General Land Office, CDBG-DR and Coastal Resources

Client Account Manager | 2012 — 2015

Kelly collaborated on over \$300 million of CDBG-DR housing programs in Galveston, Lower Rio Grande Valley, and Southeast Texas (Beaumont/Port Arthur). He was the primary point of contact for the executive management team charged with implementing a \$3.1 billion CDBG-DR grant for Hurricane Ike recovery efforts.

Texas GLO, City of Galveston CDBG-DR Round 2.2 Housing Program

Program Manager | 2011 — 2013

Kelly managed the disaster recovery housing program, including \$80 million in construction of over 500 single-family homes. He led a team of staff and subcontractors in developing a full-scale housing program. Pre-initiation tasks included a needs assessment, the development of program guidelines, an outreach plan, and a broad environmental review. The program implementation components included applicant management, intake/eligibility reviews, environmental review record development, lead-based paint risk assessments/clearance certifications, and historical agency coordination. It also included surveying, plans/specification development, closing events with applicants, contractor awards, construction management, construction inspections, contractor pay request processing, and application closeout.



Kelly Huck, MBA

Subject Matter Expert



Texas GLO, City of Galveston CDBG-DR Round 1 Housing Program

Program Manager | 2009 — 2012

Kelly organized a program management team to oversee the construction of more than 400 single-family homes that were languishing, effectively completing construction activities on stalled projects in less than six months. He led a diverse team that assessed program status, reviewed processes and procedures, developed an action plan, and implemented new processes to recover the program and return homeowners to their homes. With his leadership, the teams restarted construction activities and implemented a completion schedule while removing program activities from media outlets. The program included project assessment, recovery planning, procurement, applicant management, and intake/eligibility reviews. Additional program activities included environmental review record development, lead-based paint risk assessments/clearance certifications, historical agency coordination, surveying, plans/specification development, closing events with applicants, contractor awards, construction management, construction inspections, contractor pay request processing and application closeout.



Jamie McNease,
MSW
Subject Matter Expert

Areas of Expertise

- Technical Assistance
- Federal Compliance
- Emergency Management
- Program/Project Management
- Strategic Planning

Education

MSW, *Louisiana State University*

BS, Psychology, *Louisiana State University*

Years of Experience

Total: 13

Certifications/Training

- Florida Certified Contract Manager
- Six Sigma Green Belt Certification

Jamie is a highly versatile professional with more than 10 years of professional experience in disaster recovery, data analytics, project management, strategic planning, and compliance. She has over five years of experience ensuring program compliance at the state level, where she specifically focused on leading and managing compliance of HUD CDBG and CDBG-MIT programs for Florida and local governments for hurricanes Hermine, Matthew, Irma, and Michael. She has experience in technical assistance, communications and marketing, and healthcare program coordination and management. Jamie has worked in various public, private, and nonprofit fields. She has a proven record of generating and building relationships, managing projects from concept to completion, and guiding successful strategic planning.

RELEVANT AND RELATED EXPERIENCE

Lee County, FL, Hurricane Ian CDBG-DR

Manager, Government Services/CDBG Policy and Compliance Consultant | 10/2023 — Present

Jamie provides subject matter expertise on developing program guidelines, policies, and procedures for the Voluntary Residential Acquisition Program. She assists the client with drafting program materials and workflows and offers guidance to program leadership on program policy and design.

Alabama Department of Economic and Community Affairs, Hurricanes Sally and Zeta CDBG-DR

Manager, Government Services/CDBG Policy and Compliance Consultant | 08/2022 — Present

Jamie leads the overall grant management efforts and provides subject matter expertise on program guidelines, policies, procedures, and CDBG cost recovery efforts. She facilitates subrecipient outreach and leads subrecipient grant management efforts. She collaborates with CDBG policy and compliance consultants to discuss and resolve grant management and program design, policy, and implementation issues.



Jamie McNease, MSW

Subject Matter Expert



Hagerty Consulting, Recovery Division

Senior Managing Associate | 07/2020 — 08/2022

Jamie led the Hagerty CDBG funding efforts for the Southeast region. She led CDBG and CDBG-MIT funding development and implementation efforts for areas impacted by Hurricane Michael. She also served as deputy project manager for the city of Panama City Beach, Florida, and the city of Gulf Shores, Alabama. She provided cost recovery guidance and leadership to maximize funding reimbursements under multiple federal programs (CDBG, CDBG-MIT, FEMA Public Assistance, FEMA Hazard Mitigation Grant Program, American Rescue Plan Act Fiscal Recovery Funds, and the Infrastructure Investment and Jobs Act funding). Additionally, she provided subject matter expertise in funding maximization and compliance under the ARPA State and Local Fiscal Recovery Funds. Jamie also gave management support for critical projects, identified necessary resources for deployment on client engagements, and provided project subject matter expertise. Her key accomplishments included successfully developing projects and submitting applications to Florida, resulting in over \$60 million in CDBG awards for infrastructure, commercial revitalization, and voluntary home buyout projects.

FloridaCommerce

Deputy Chief/Compliance and Reporting Manager | 12/2017 — 07/2020

Jamie provided compliance management and technical assistance to the programs and staff responsible for managing approximately \$2.14 billion in CDBG-DR and CDBG-MIT funds allocated to Florida for long-term disaster recovery efforts. She managed the Office of Disaster Recovery's Compliance and Reporting Unit, overseeing all compliance and monitoring activities for the state's CDBG-DR funding. Additionally, Jamie assisted in the design and development efforts of long-term disaster recovery programs in housing recovery, infrastructure, and economic revitalization for the state. She played a key role in developing and authoring the action plan, which outlined the use of \$616 million allocated to Florida for recovery from Hurricane Irma. Jamie procured a \$2.3 million contract and a \$59 million contract to provide program and contract administration services for the \$117 million allocated for hurricanes Hermine and Matthew programs and the \$616 million allocated for Hurricane Irma programs.

Strategic Analytics Consultant | 10/2016 — 12/2017

Jamie served as a resource for executive leadership and the department to guide and direct the development of the agency's long-range program and strategic and business plans. She facilitated agency-wide, cross-agency, and statewide planning efforts and ensured the agency met all performance reporting mandates. She also developed and monitored performance metrics, benchmarks, and reporting procedures for the annual report, long-range program, and strategic plans. She provided data-driven recommendations to agency leadership on performance measures and evaluations, aligning with the agency's mission and the state's economic vision. Jamie worked with executive leadership and staff to enhance and improve the efficiency and effectiveness of the department's strategic and business plans, policies, processes, and procedures. Additionally, Jamie led major performance and process improvement projects using the four disciplines of execution model. She also developed innovative data collection, analysis, visualization, and reporting



Jamie McNease, MSW

Subject Matter Expert



methods. Her key accomplishments included critically analyzing the five-year statewide implementation performance of the Florida Strategic Plan for Economic Development and producing a final report to guide the plan update per Florida statutes..

Florida Department of Health

Strategy Manager | 03/2015 — 10/2016

Jamie developed and implemented the strategic plan for the division of medical quality assurance and facilitated all strategic planning and implementation activities statewide. She managed and oversaw major communications efforts and technology-related projects for the division and 22 healthcare boards. Jamie also led the legislative implementation of healthcare regulations for Florida. Additionally, she provided management with data-driven solutions for quality and process improvement, managed the division's social media accounts, and liaised with the communications office by responding to media requests and preparing press releases. Jamie developed a communications management plan for an upgraded licensing and renewal system, increasing healthcare practitioner account registration by nearly 40% in three months. She served as project manager for more than 15 major communications/technology projects and streamlined the social media management of 22 board Twitter accounts through a tactical plan and acquiring Hootsuite, a social media management platform.

Florida Board of Medicine

Regulatory Supervisor/Consultant | 10/2012 — 03/2015

Jamie managed and directed a team of regulatory specialists and program coordinators. She was responsible for regulating over 500 office surgery facilities and 300 pain management clinics and overseeing license renewals for more than 80,000 medical doctors, physician assistants, and anesthesiologist assistants in Florida. Jamie wrote a request for proposals, resulting in a contract with qualified office surgery facility inspectors and estimated cost savings of over \$200,000 per year. She supervised contracted office surgery facility inspectors and was the contract manager over the three-year office surgery state inspector contract. She also managed and maintained the yearly office surgery program budget of over \$400,000 and developed practice standards for registered office surgery facilities in Florida, which were approved and adopted into the Florida Administrative Code.



**Jim Dunphy, MA,
PMP**

Subject Matter Expert

Areas of Expertise

- CDBG-DR
- Labor Standards
- Section 3
- Compliance
- Infrastructure

Education

MA, Political Science, *Louisiana State University*

BA, Mass Communication, *Louisiana State University*

AA, *Muscataine Community College*

Years of Experience

Total: 12

Certifications/Training

- Project Management Professional
- COSCDA CDBG Advanced Training
- HUD URA & CDBG
- 104(d) Compliance Training

Jim has over 12 years of experience working closely with HUD's CDBG-DR Program – first with Louisiana's Office of Community Development and currently with HORNE. During his career, Jim created the content and material for CDBG-DR labor standards trainings, wrote the standard verbiage for several types of compliance findings and concerns used in the agency's monitoring reports, and managed and facilitated the successful closeout of dozens of CDBG-DR projects and contracts.

RELEVANT AND RELATED EXPERIENCE

FloridaCommerce, Hurricanes Hermine, Matthew, and Irma Disaster Recovery

Manager | 04/2022 — Present

Jim works with the HORNE CDBG subject matter expert team to assist with onsite performance monitoring of subrecipients on Davis-Bacon and Related Acts and Section 3 compliance. He has identified areas of deficiency in the subrecipients' grant implementation, written descriptions of the cause and effect, and recommended actions to alleviate the deficiencies. Jim provides technical assistance to subrecipients and SME team members during monitoring visits. He creates training materials on federal labor standards and conducts virtual training with SME team members.

Alabama Department of Economic and Community Affairs, Hurricanes Sally and Zeta Disaster Recovery

Manager | 04/2022 — Present

Jim works with the HORNE CDBG SME team to provide administrative consulting services in support of Alabama's long-term recovery from the 2020 federally declared disasters. These services include drafting and reviewing multiple sections of the state's disaster recovery action plan, amending existing policies and procedures to align with federal requirements in HUD's allocation notices, and providing various other advisory and support services. He helped develop the state's Local Recovery and Resiliency Competition Program. This work includes drafting program guidelines and identifying application evaluation criteria that will determine program awards. Jim also trains agency staff in various CDBG-DR program areas.



Jim Dunphy, MA, PMP

Subject Matter Expert



Puerto Rico Department of Housing, Hurricanes Irma and Maria Disaster Recovery

Manager | 04/2022 — Present

Jim works with community development professionals to support the island's post-disaster recovery and mitigation efforts. He gives guidance and expertise on federal regulations, including CDBG-DR, crosscutting federal requirements, and duplication of benefits. As part of the SME team, he provides regulatory and compliance services to support CDBG-DR and CDBG-MIT efforts. He also provides guidance on multiple aspects of program policy and program implementation activities, such as CDBG-DR eligibility, national objectives, and best practices. Jim also supports the HORNE SME team by writing memorandums to the client, reviewing project applications, and providing technical assistance.

Louisiana Office of Community Development, Various Projects

Recovery Programs Manager | 08/2021 — 04/2022

Jim oversaw the implementation of large disaster recovery programs, including the FEMA Public Assistance match and the FEMA Hazard Mitigation match for the 2016 Great Floods disaster. He also oversaw the 2018 mitigation allocation from HUD for round one of state projects and programs and local and regional projects and programs. Jim approved project applications and grantees' requests for reimbursement, and he coordinated and led conference calls with staff to progress programs and projects. He supervised a team of 10 to 12 project managers in the economic development and infrastructure section. He provided technical assistance in program areas, coordinated the training of new hires, and developed project managers' skills through monthly one-on-one meetings. Jim created staff training content and materials (e.g., navigating the SharePoint website, project closeout process, and federal labor standards) based on current training needs. He also provided technical assistance and training for grantees and staff via Zoom, conference calls, or in-person conferences.

Louisiana Office of Community Development, State Projects and Programs under the Louisiana Watershed Initiative

Disaster Recovery Specialist | 08/2017 — 08/2021

Jim was the program lead for 15 projects totaling \$163 million selected by state agencies. He provided technical assistance to project managers and grantees related to administrative and implementation tasks, such as completing applications and explaining program requirements. He oversaw the administration of disaster recovery operations for grantee compliance with federal and state regulations (e.g., implementing fiscal controls to account for expenditure of federal funds). Jim served as an advanced analyst in labor standards regulations and Section 3. He gave training and technical assistance to grantees, consultants, and other staff in programmatic areas. He also facilitated meetings and conference calls with staff, grantees, consultants, and contractors to resolve areas of concern with active projects and to move programs and projects toward completion and closeout.



Jim Dunphy, MA, PMP

Subject Matter Expert



Louisiana Office of Community Development, Disaster Recovery Unit, HUD CDBG-DR for Hurricane Katrina/Rita

Compliance Analyst | 09/2015 — 08/2017

Jim monitored projects administered by grantees receiving HUD CDBG-DR allocations to Louisiana following hurricanes Katrina and Rita in 2005 and Gustav and Ike in 2008. He reviewed grantee compliance with federal and state requirements in various areas, including national objective, citizen participation, procurement and contract review, labor, civil rights, environment, and acquisition. Jim was the compliance lead on monitoring visits to parishes and municipalities throughout the state. He coordinated with town and parish officials to schedule monitoring visits, executed checklists to document concerns/findings identified during monitoring visits, and wrote the monitoring report to the mayor or parish president. He documented the content of the review, described concerns/findings, and detailed corrective action. Jim became the agency's labor compliance officer in May 2016. He reviewed grantee compliance with Davis-Bacon and Related Acts requirements and requests for additional worker classifications. He also served as a labor compliance SME for the agency.

Compliance and Monitoring Analyst/Financial Analyst, Financial Analysis | 10/2012 — 09/2015

As a financial analyst, Jim audited labor, fixed unit, and other direct cost invoices billed to the state from Road Home program prime contractor Hammerman and Gainer Inc. He reviewed all invoices for compliance and identified instances of noncompliance, including those where the state may have been overbilled for labor and/or where there wasn't sufficient supporting documentation for various charges.

Louisiana Office of Community Development, Disaster Recovery Unit, CDBG-DR Small Rental Property Program

Community Development Compliance Specialist | 07/2011 — 10/2012

The state government contracted Jim to audit labor, fixed units, and other direct cost invoices from the prime contractor, Affiliated Computer Services. He reviewed invoices and identified exceptions that led to tens of thousands of dollars in credits to the state agency.



Sean Almonte, MS
Subject Matter Expert

Areas of Expertise

- Program Management
- Community Planning
- Public Policy & Analysis
- Technical Assistance
- Management Consulting
- Disaster Recovery
- Contract Negotiation
- Construction Management
- Process Improvement
- Underwriting
- Strategic Planning

Education

MS, Urban Planning, *City University of New York*
BS, Political Science, *University of Wisconsin*

Years of Experience

Total: 14

Certifications/Training

- Six Sigma Yellow Belt

As a former CDBG-DR grantee as the director of the Multifamily Storm Recovery Program for the City of New York, Sean brings a comprehensive understanding and hands-on experience managing HUD grants and implementing the programs funded by them. With a deep appreciation for the importance of the action plan in a grantee and the community's recovery, Sean applies his expertise in housing and planning to guide grantees in envisioning their recovery strategies and working backward to design programs that align with their goals. Sean leverages a data-driven, technology-focused approach to enhance efficiency and precision in program design and execution, aligning disbursement methods with unmet needs and mitigation assessments for seamless integration. This approach enables him to draw clear and measurable connections between impacts and programs outlined in the action plan, providing grantees with innovative and effective solutions tailored to their recovery needs.

RELEVANT AND RELATED EXPERIENCE

Multiple Clients, Housing and Planning

Subject Matter Expert

Sean provides guidance on action plan development, unmet needs and mitigation assessments, and housing and planning program design. He creates development solutions for complex policy and compliance questions for disaster recovery program eligibility, income calculations, and other grant or program management questions. Sean serves multiple clients, including:

- **New York State, Office of Resilient Homes and Communities, Action Plan and Unmet Needs Assessment, CDBG-DR**
05/2022 — Present
- **California Department of Housing and Community Development, CDBG-DR**
11/2022 — Present
- **Alabama Department of Economic and Community Affairs, CDBG-DR**
08/2022 — Present
- **Mississippi Development Authority, Action Plan and Unmet Needs Assessment, CDBG-DR**
03/2022 — Present



Sean Almonte, MS

Subject Matter Expert



Multiple Clients, Homeowner Assistance Fund

Subject Matter Expert

Sean provides management and solutions to complex policy and compliance questions for eligibility, income calculations, and other program management guidance for:

- **Louisiana Office of Community Development, Emergency Coronavirus Assistance Program and Homeowner Assistance Fund**
07/2021 — Present
- **Alabama Housing Finance Authority, Homeowner Assistance Fund Program Administration**
06/2021 — Present
- **Arkansas Development Finance Authority, Homeowner Assistance Program Administration**
05/2021 — Present

HORNE LLP

Director, Government Services | 06/2021 — Present

Sean serves as a housing and planning subject matter expert for CDBG-DR and CDBG-MIT clients in Alabama, Mississippi, Puerto Rico, Florida, Texas, California, South Carolina, and the U.S. Virgin Islands. He answers complex policy and compliance questions, program management guidance, and internal compliance monitoring.

CASA, North Carolina

Project Manager, Real Estate Development and Operations | 09/2020 — 05/2021

Sean converted software for the comprehensive multifamily property management system, which optimized the overhauling and advancement of the management of affordable and permanent supportive housing units. He assisted with new and updated policies for internal use and external partners, such as continuum of care agencies. Sean enforced strict regulatory compliance for various funding sources, including the Low-Income Housing Tax Credit, North Carolina Housing Trust Fund, HUD HOME Investment Partnerships Program, HUD 811 Program, North Carolina Department of Health and Human Services Targeting, Key Rental Assistance Program, CDBG, HUD Neighborhood Stabilization Program, and HUD Supportive Housing Program. He prepared and presented reports to stakeholders detailing information on project status, issues, and milestones. Sean also generated documentation to support real estate development and property management divisions with project transition.



Sean Almonte, MS

Subject Matter Expert



North Carolina Housing Finance Agency

Policy and Research Associate | 04/2020 — 09/2020

Sean researched and analyzed mid- and high-level research requests from internal and external partners. He was the point of contact for federal and state funding regulations and interpretations. Other housing partners included the Low-Income Housing Tax Credit, Section 8, CDBG, HUD HOME Investment Partnerships Program, National Housing Trust Fund, and North Carolina Housing Trust Fund. Sean streamlined the assessment of market analysis, housing needs, housing inventory, and related economic and demographic data. He fostered a rapport with agency leadership while tracking, evaluating, and advocating on housing policy, legislative affairs, industry trends, and government funding.

Tidal Basin Consulting, Raleigh-Durham, NC

Senior Project Manager | 05/2020 — 07/2020

Sean coordinated and managed the CDBG-DR housing recovery involving an award calculation team of 14 disaster recovery professionals, including two scope review and case management team leads, three scope review/quality control analysts, seven case managers, and two QA/QC analysts. He piloted quality training initiatives for disaster recovery program staff. Sean created and revamped policies for duplication of benefits, award calculation, scope review, temporary relocation assistance, and grant award closing procedures. He outperformed objectives in assessing and reviewing disaster recovery applications for approval. Sean also had stellar success in proposing initiatives to remediate program issues and risks of grant noncompliance.

City Of New York, Department of Housing Preservation and Development

Director, Deputy Director, and Project Manager | 10/2014 — 11/2017

Sean coordinated major complex multifamily housing recovery and resilience programs while offering federal financial support for CDBG-DR funds. He drafted and presented complex legal documents and project underwriting. Sean conducted compliance reviews and spearheaded construction/permanent loan closings between the city, state, private, and nonprofit entities. He is accomplished in directing project management initiatives for full life cycle recovery and resilience projects in coordination with cross-functional internal and external teams.



**Adrienne
Celestine, MBA**
Subject Matter Expert

Areas of Expertise

- Technical Assistance
- Program Management
- Section 3 CDBG-DR Regulations
- Policy Implementation & Guidelines/Compliance
- Economic Development
- Outreach & Engagement
- Government Agency Liaison

Education

MBA, *Baylor University*
BA, Accounting, *Clark Atlanta University*

Years of Experience

Total: 17

Certifications/Training

- HUD CDBG Basics
- HUD Labor Compliance
- HUD Uniform Relocation Act

Adrienne worked in state government for over a decade, serving in various leadership roles for CDBG-DR programs. She has a background in small business lending and underwriting and has led economic development, infrastructure, and multifamily housing programs. She is an expert in program design and implementation, including policy and procedure development and compliance with federal regulations. She is passionate about working closely with local governments, small business owners, and nonprofit organizations to maintain grant compliance and resolve complex issues.

RELEVANT AND RELATED EXPERIENCE

Alabama Department of Economic and Community Affairs, CDBG-DR Grant Management Consultant Services

Subject Matter Expert | 06/2022 — Present

Adrienne provides CDBG-DR subject matter expertise in economic development, infrastructure, multifamily housing, resilience, and planning programs. She oversees the subrecipient management, compliance, policy, and implementation functions required by firm engagements.

Puerto Rico Department of Housing, Program Grant Manager/Administrator following Hurricanes Irma and María

Senior Operations Consultant | 08/2019 — Present

Adrienne provides guidance and expertise on all CDBG-DR projects. She also supplies CDBG-DR subject matter expertise to firm engagements in economic development, infrastructure, public services, resilience, and planning programs. She oversees compliance, policy, and implementation functions required by firm engagements.

Louisiana Office of Community Development Disaster Recovery Unit, Recovery Programs

Director | 01/2014 — 08/2019

Adrienne supervised over 30 project managers in implementing infrastructure, economic development, planning, and multifamily housing programs totaling over \$1 billion. She approved program guidelines, policies, and procedures; supervised budget and administrative functions; oversaw budget allocations and expenditure projections; and provided updates to executive management.



Adrienne Celestine, MBA

Subject Matter Expert



Adrienne directed outreach efforts to give grantees technical assistance and resolve issues, help grantees comply with program guidelines and CDBG regulations, and prepare them for audits and monitoring. Adrienne worked closely with participating nonprofit organizations, for-profit businesses, and local government agencies to negotiate contracts, establish terms of grants and loans, and design programs to meet state and federal regulations.

Louisiana Office of Community Development Disaster Recovery Unit, Recovery Programs

Director of Economic Development | 05/2010 — 12/2013

Adrienne coordinated all state CDBG programs for hurricanes Gustav and Ike, including scheduling and conducting monthly management meetings, overseeing budget allocations and expenditure projections, providing updates to executive management, and assisting with issue resolution. She managed CDBG hurricane recovery economic development programs totaling over \$425 million, supervised budget and administrative functions, approved program guidelines, and developed written procedures for the economic development division functions. She established monitoring schedules, provided written responses to audit reviews and client requests, and prepared ongoing progress reports for programs.

Louisiana Department of Economic Development, Business Recovery CDBG Programs

Director of Business Recovery Services | 06/2008 — 05/2010

Adrienne managed two CDBG recovery programs with a \$210 million budget that provided grants, loans, and technical assistance to small businesses affected by hurricanes Katrina and Rita. She developed and amended program guidelines, supervised budget and administrative functions, established written procedures for program functions, provided written responses to audit reviews and client requests, and prepared ongoing progress reports for both programs. She worked closely with other government agencies to help them comply with program guidelines and federal regulations. Adrienne also provided guidance and support to 28 nonprofit organizations, including training, networking, and issue resolution.



Jason Abend,
CFE, MA, MS
Subject Matter Expert

Areas of Expertise

- Compliance
- Investigations
- Government Oversight

Education

MA, Science, Technology and
Public Policy, *George
Washington University*
MS, Criminal Justice, *American
University*
BA, Multi-Disciplinary,
American University

Years of Experience

Total: 28

Certifications/Training

- Certified Fraud Examiner
- Certified Inspector General
- Certified Inspector General
Investigator
- Computer Forensics
Certified
- FEMA Emergency
Management Institute
Certified

Jason is a results-driven leader in federal law enforcement, government oversight, investigations, and compliance. As a former assistant inspector general for the Environmental Protection Agency (EPA), Jason brings direct energy experience to this engagement. He has over 28 years of experience advising leadership, leading design and execution for innovative law enforcement and compliance programs, and managing sensitive and complex investigations. As a compliance SME at HORNE, Jason specializes in compliance strategies to reduce fraud risk and conflicts of interest while managing policies, procedures, reporting, and performance monitoring.

RELEVANT AND RELATED EXPERIENCE

HORNE LLP

Compliance SME | 08/2024 — Present

Jason delivers compliance solutions to mitigate fraud, risk, and conflicts of interest, as well as to manage ethics and whistleblower program management. Jason manages internal compliance, including policy and procedures, data collection and reporting, performance monitoring, site inspections, hotline management, and training.

Environmental Protection Agency, Office of Inspector General

Assistant Inspector General (SES) | 06/2022 — 06/2024

As head of the EPA Office of Inspector General's nationwide law enforcement organization, Jason directed criminal, civil, and administrative investigations, using data analytics to achieve an eightfold increase in successful investigations. He also published seven management implications reports, identifying critical vulnerabilities in EPA programs and implementing strategies to mitigate fraud, waste, and abuse. Jason managed multiple compliance inspections and spearheaded transformative policy and operational efficiency improvements, ensuring excellence and accountability.

Special Inspector General for Pandemic Recovery

Assistant Special Agent in Charge | 01/2021 — 06/2022

Jason established and managed the Investigative Operations Office, where he developed comprehensive policies and procedures, generated investigative and audit leads, conducted investigations,



Jason Abend, CFE, MA, MS

Subject Matter Expert



and launched the SIGPR hotline to enhance transparency and accountability. Jason oversaw case intake, prioritization, and referrals. Additionally, he conducted inspections and reported on compliance actions.

U.S. Customs and Border Protection

Senior Policy Advisor to the Commissioner | 07/2017 — 01/2021

Jason served as the primary advisor to the commissioner and senior agency leadership on law enforcement policy and operations and on transparency, integrity, compliance, and public trust portfolios. He designed and implemented agency-wide strategies that successfully resolved high-priority, politically sensitive projects with histories of conflict. Additionally, Jason managed compliance audits in high-profile programs, driving significant improvements in transparency and integrity.

Federal Housing Finance Agency Office of Inspector General

Special Agent | 03/2013 — 07/2017

Jason independently led multistate, multi-jurisdictional, and multiagency investigations for federal, civil, and Title 18 criminal violations of financial and computer crimes involving financial fraud, child exploitation, antigovernment movements, government programs, and sensitive investigations of government personnel. Jason also served as co-chair of the Committee of Inspectors General for Integrity and Efficiency, Quality Assurance, and Internal Affairs Working Group.

HUD Office of Inspector General

Special Agent | 08/2010 — 03/2013

Jason developed investigations and led multi-jurisdictional teams investigating Title 18 criminal violations on Federal Housing Administration mortgage and reverse-mortgage (home equity conversion mortgage) fraud, computer crimes, financial frauds, civil fraud, public housing assistance fraud (Section 8), contract and grant fraud, public corruption, bribery, and internal agency personnel cases.

Public Safety Media Group LLC

Founder and CEO | 06/2001 — 08/2010

Jason conceptualized, established, and led a national law enforcement consulting business, providing comprehensive advisory services across law enforcement operations. He implemented multimillion-dollar recruitment strategies and selection processes, successfully hiring thousands of diverse law enforcement personnel. In collaboration with national union and minority law enforcement associations, Jason developed and executed marketing and strategic initiatives to enhance specialized law enforcement hiring. Additionally, he delivered targeted training to federal, state, and local law enforcement personnel, focusing on improving recruitment, selection, and retention outcomes, driving workforce excellence and diversity across the sector.



Thomas Bilodeau
Subject Matter Expert

Areas of Expertise

- CDBG-DR
- Program Management
- Housing Impact Assessments
- Audit
- Community Stakeholder Engagement
- HUD Data & Information Systems
- CDBG Closeout

Education

AS, Cypress College

Years of Experience

Total: 27

Certifications/Training

- CPD Closeout of Federal Grants
- 2022 Best Practices for the Consolidated Plan and Action Plan
- OIG Audit Resolution Training
- PIH/CPD Leadership Development Program

With over 27 years of experience serving CDBG clients, Thomas is a HUD CPD expert. He has worked with all elements of CDBG programming throughout his career and possesses a deep knowledge of HUD data and information systems. His work has led to improved processes at the HUD level, and his CPD program management experience grants him the expertise to inform CDBG programming. Thomas currently serves as a consultant in Government Services at HORNE, providing subject matter expertise related to HUD, CDBG program management, and other support.

RELEVANT AND RELATED EXPERIENCE

HUD, Jacksonville, FL

CPD Program Manager (GS-14) | 11/2011 — 07/2023

Thomas served the Hurricane Ian housing recovery support in Orlando. He analyzed and interpreted FEMA damage assessment data, collaborated with other housing recovery support coordinators, engaged with community stakeholders, and developed a housing impact assessment to guide Florida's long-term recovery. From January 2018 to March 2020, Thomas was the acting director for the Jacksonville CPD field office. He oversaw and managed all aspects of the CPD grant portfolio, including 49 formula grantees in the northern 57 Florida counties and more than 100 competitive grantees, encompassing significant financial allocations. He guided staff, grantees, and the public on federal regulations and their practical implementation, including CDBG and HOME. He is fully versed in all HUD data and information systems, including IDIS, LOCCS, DRGR, Sage, etc. Thomas analyzed and evaluated relevant data, reports, and notices to advise and direct assigned communities, HUD staff, and senior management. He also served as the CPD liaison for ending homelessness initiatives. This role involved an analysis of existing Continuum of Care policies and procedures to improve the delivery of homeless funding to grantees. He previously served on a Continuum of Care grant closeout to review existing procedures and develop a process for closing a backlog of over 8,000 open homeless grants nationwide. Thomas also served on a committee with CPD headquarters staff to develop a process for closing a backlog of open CDBG and HOME grants. This work led directly to developing the current CDBG closeout notice for these programs (CPD Notice 22-14).



Thomas Bilodeau

Subject Matter Expert



HUD, Columbus, OH

CPD Program Manager (GS-14) | 09/2007 — 11/2011

Thomas oversaw and managed all aspects of the assigned grant portfolio, including formula and competitive programs for large and small metropolitan areas within the Columbus field office's jurisdiction. His grant portfolio included 64 formulas and over 240 competitive grants. He managed NSP-TA and homeless technical assistance activities in Ohio. This work involved direct management of technical assistance contracts assigned to the Columbus field office. He analyzed and evaluated relevant data, policies and procedures, program design, and other factors to advise and identify improved performance/program efficiency for assigned communities and HUD staff. He was a contributing member of the field advisory committee to the assistant secretary, which developed the electronic consolidated planning module currently used in IDIS. Thomas also managed all aspects of funding availability and risk analysis processes of the annual homeless notice.

HUD, Louisville, KY

CPD Representative (GS-12) | 11/2002 — 09/2007

Thomas managed state and entitlement formula grantees, approximately 50 McKinney-Vento homeless grants, and all competitive technical assistance grants. He completed Part 50 environmental reviews for projects in Kentucky and managed direct technical assistance grants assigned to the Louisville field office. He collaborated and coordinated with technical assistance providers, managed cooperative agreements, reviewed budget compliance, and resolved technical and program issues during project delivery.

Spokane County CD Department, WA

CDBG Grant Specialist | 01/1996 — 10/2002

Thomas administered HUD CDBG and HOME programs and developed a consolidated action plan and CAPER documents. He also conducted compliance monitoring reviews and gave technical assistance to subrecipients. Thomas completed environmental reviews with other county departments, reviewed Davis-Bacon labor standards, and documented compliance.



John Atkinson,
PhD, MS
Subject Matter Expert

Areas of Expertise

- Computational Fluid Dynamics
- Engineering
- Hurricane Storm Surge Modeling
- Research & Analytics
- GIS Analysis
- Storm Activity Evaluation
- Data Automation
- FEMA
- USACE

Education

PhD, Civil Engineering,
University of Notre Dame
MS, Civil Engineering, *West Virginia University*

Years of Experience

Total: 23

John has 23 years of experience in computational fluid dynamics, including storm surge modeling and water transport. He is proficient in Advanced Circulation Models (ADCIRC) and has conducted hurricane storm surge modeling for FEMA and the U.S. Army Corps of Engineers (USACE). His doctoral research focused on developing prognostic baroclinic computations of 3D flow in coastal seas sponsored by the Office of Naval Research, and he continues to contribute to advanced research and practical applications in this area.

RELEVANT AND RELATED EXPERIENCE

Estimation of Future Storm Surge Response in Biscayne Bay, South Florida Water Management District, West Palm Beach, FL

John developed a storm surge modeling system using several well-known coastal modeling tools, including ADCIRC, SWAN, and D-Flow (the flexible mesh version of Delft3D). The coupled models compute present-day and future storm surge water levels within Biscayne Bay and the canals leading up to the L-31E levee and gate structures for various hurricane scenarios. The coupled modeling system is used to evaluate storm surge sensitivity to sea level rise scenarios derived from projections provided by the Southeast Florida Regional Climate Change Compact. Results are used to provide crest elevation requirements needed to defend against storm surge overtopping for a range of return periods and each of the hypothetical sea level rise scenarios.

Research of Surge and Wave Attenuation by Landscape Features, Coastal Protection and Restoration Authority, Baton Rouge, LA

John performed new research for the Coastal Protection and Restoration Authority to improve understanding of the potential surge suppression and wave attenuation benefits that geomorphic features may provide. The initial phase of the research was to thoroughly review the existing scientific literature regarding attenuation and compile an inventory of available data. The second phase of the research was to construct a novel set of numerical experiments to methodically evaluate the surge/wave attenuation potential for a wide variety of habitat and landscape types.



John Atkinson, PhD, MS

Subject Matter Expert



The resulting experimental data provided a new level of understanding for the interaction between storm surge/waves and regionally variable topographic and vegetative landscapes across the Louisiana coast.

Development of Coupled Rainfall, Riverine, and Surge Model, Department of Homeland Security, Jacksonville, FL

John assisted in Arcadis' effort to develop attributes for several hundred ecosystem restoration and flood risk reduction projects to facilitate numeric modeling and prioritization analysis. This effort included geographic information system analysis, cost estimation, planning-level design, data and document production automation, and regular interdisciplinary team coordination of roughly 20 internal staff and external partners such as The Water Institute of the Gulf, the RAND Corporation, USGS, academia, and local governmental partners.

Sea Level Rise Impact Analysis, The Nature Conservancy, Gulf Coast of Texas and Eastern Shore, VA

To better understand resiliency to sea level rise and the increased risk to coastal communities, John developed hydrodynamic and near-shore wave models to account for three scenarios of sea level rise, subsidence and land loss via marsh degradation. He mapped the nonlinear spatial impacts of storm surges and waves to critical infrastructure, population centers and threatened ecosystems.

Modeling of Inner Harbor Navigation Canal Storm Surge Barrier, United States Army Corps of Engineers – New Orleans District, New Orleans, LA

John participated on the storm surge and wave modeling team for the largest civil works design-build contract in USACE history. He utilized the ADCIRC hydrodynamic and STWAVE models. He investigated the effects of storm surges and nearshore waves on the Louisiana and Mississippi coasts caused by various design-build firms' proposed inner harbor navigation canal (IHNC) closure structures. The analysis included the creation of a high-speed, area-specific ADCIRC mesh to produce accurate results quickly for multiple design alternatives. A second phase of the project included reanalyzing the awarded design to engineer a more proficient and cost-effective design of the closures.

East Land Bridge Hurricane Protection Project, Southeast Louisiana Flood Protection Authority, New Orleans, LA

John developed a coupled ADCIRC and SWAN model to explore the potential impact of a proposed levee along the East Land Bridge (ELB). He selected a subset of storms from the original FEMA/LACPR JSS suite of synthetic storms to approximate the 100-year and 400-year surges in the ELB region. He performed modeling for several proposed levee configurations. Simulations were also performed with a degraded ELB and with a maintained ELB to explore the impact of the ELB in contributing to surge suppression.



John Atkinson, PhD, MS

Subject Matter Expert



All of the project simulations will be compared to future 2060 no-action simulations to establish the efficacy of the proposed levee. Evaluation of the levee included computing maximum surge and wave differences in Lake Pontchartrain, in Lake Borgne, at the IHNC Barrier, within the areas of Slidell, St Bernard Parish, and New Orleans East, in the Pearl River Basin, and along the Mississippi coastline.

Southwest Brooklyn Waterfront Study of Wave Attenuation, Port Authority of New York and New Jersey, New York, NY

John developed hydrodynamic and wave modeling to evaluate proposed natural shoreline and green infrastructure technologies for wave and flood protection within an urban waterfront. Proposed features included constructed wetlands, ridges, breakwater, and barrier islands, all to be primarily constructed from recycled dredge spoil materials. Modeling explored the feasibility of the green technologies for wave attenuation.

Flooding and Sea Level Rise in Norfolk, City of Norfolk, Norfolk, VA

The City of Norfolk is experiencing increased flooding due to subsidence and rising sea levels. In some neighborhoods, stormwater systems no longer function at high tide, resulting in rainwater ponding on roadways and residential properties during minor rain events. Arcadis has been awarded an IDIQ contract to assist Norfolk with evaluating options and regional strategies to deal with a variety of flooding issues and to improve the City's resilience to future precipitation and storm surge events. Several task orders have been issued to support hosting the Hampton Roads Dutch Dialogues, reviewing and critiquing previous work performed by others to date, and supporting the City's efforts to develop an application for the National Disaster Resilience Competition. Arcadis is working with the City to integrate urban planning, stormwater management, flood modeling, and coastal engineering to provide a holistic response to flooding issues.

Development of Coupled Rainfall, Riverine, and Surge Model, Department of Homeland Security, Boulder, CO

John assisted in Arcadis' effort to develop attributes for several hundred ecosystem restoration and flood risk reduction projects to facilitate numeric modeling and prioritization analysis. This effort included geographic information system analysis, cost estimation, planning-level design, data and document production automation, and regular interdisciplinary team coordination of roughly 20 internal staff and external partners such as the Water Institute of the Gulf, the RAND Corporation, USGS, academia, and local governmental partners.



Ryan Blaida, PE
Subject Matter Expert

Areas of Expertise

- Project Management
- Civil Design
- Stormwater Projects
- Lift Station Design
- Urban Water Management Programs
- Stormwater Management Programs
- Infrastructure
- Engineering Design
- Construction Oversight
- Change Orders
- Inspection Oversight
- Project Management
- Project Closeout

Education

BS, Environmental Engineering,
University of Central Florida

Years of Experience

Total: 24

Certifications/Training

- Professional Engineer - FL

Ryan is the Resilience Water Central/North Florida Area manager and brings over 20 years of experience in engineering, construction administration, and project management for civil design projects. He has a proven track record leading multi-disciplinary teams on civil/site, utilities, land development, and stormwater projects of varying scope and complexity across Florida. Ryan has held key roles as both project manager and engineer of record, overseeing the design and permitting of paving, grading, and drainage plans; stormwater collection and treatment systems (including modeling); sanitary collection systems (including lift station design); and water and reclaimed water distribution systems. He has guided these projects from design through permitting and construction, ensuring proper and compliant project closeouts. Ryan has experience permitting projects across Florida, working with over 25 municipalities and four water management districts.

RELEVANT AND RELATED EXPERIENCE

City of St. Cloud, Sky Lakes, St Cloud Airfield

Ryan serves as engineer of record for the design, construction and operation of a Development of an infill site consisting of 133.49 acres. The project is for the construction of the infrastructure to serve 355 residential units, including internal roads, sidewalks, driveways and common amenities, water and reclaim distribution, sanitary sewer collection, storm sewer collection system and a stormwater management system consisting of six wet detention ponds. The design for the site also included a lift station to serve the project, which included the design of the lift station as well as over 3,000 lineal feet of off-site force main manifold to an existing force main located off-site. The design and permitting also included stormwater modeling for removing 10.96 acres of the site from the floodway removed from the FEMA flood map for this area. This FEMA permitting included the removal of the noted acreage from the floodway and redefining the Zone AE portions of the site.



Ryan Blaida, PE Subject Matter Expert



Multiple Locations Throughout Florida, Design and Permitting of Multiple Sanitary Lift Stations

Ryan serves as the engineer of record for design permitting and construction oversight for multiple sanitary lift stations. Full design services from determining the inflow, analyzing the pump specifications and selecting the connection point for the force main discharge, whether it was a free discharge or manifold system with varying connection pressure conditions depending on the tie-in force's high head or run-out scenario. He was in charge of the design process, including identifying suitable locations, sizing the stations to meet specific project needs, complying with relevant regulations, and considering factors such as high groundwater tables and space constraints. He utilized various design software tools to model and optimize the lift station design. He oversaw inspections and testing during the construction phase to guarantee the functionality and efficiency of the sanitary lift stations. He observed and signed off on the start-up of the lift station for jurisdictional acceptance into operation.

Design and Permitting of Multiple Pressure Pipe Projects, Including Water Mains and Re-Use Mains, Multiple Locations Throughout Florida

Ryan was the engineer of record for the design, permitting and construction observation through closeout for multiple projects that included pressure pipe systems. He designed these systems to meet or exceed the permitting standards of FDEP and local utility providers, including TWA, OUC, Orange County Utilities, JEA, and the City of Clermont, as well as others. Ryan planned and executed various pipeline designs to inform the design specifications, including system modeling and site assessments, ground conditions and environmental considerations. Design and permitting included selecting appropriate materials and considering factors like topography, soil conditions, water table elevation, pressure requirements, and potential environmental impacts. He utilized advanced software for hydraulic modeling to ensure optimal pipeline design and performance. Ryan reviewed site inspections, pressure tests, bacteriological test results, quality control measures, and as-built reviews for closeout to guarantee the integrity and functionality of the pipelines.

Multiple Locations Throughout Florida

Director of Civil Development

Ryan was responsible for the development oversight for multiple civil construction projects through all aspects and phases of development, including but not limited to due diligence, management of multi-discipline design and permitting consultants, budgeting, permitting, scheduling, on-site development, vendor management and garnering necessary municipal permits and approvals including closeout from construction phase into the operational phase of the project. The role included establishing, managing, and maintaining accurate development schedules and budgets while proactively working to resolve issues and potential issues to keep development projects on time and budget. He selected and managed trade partners to execute development work and partnered with sub-contractors to prepare and process bid packages, contracts, and change orders. He secured final tract/plat acceptance and bond releases by governing municipalities and agencies and ensured that all work followed city, county, and special districts guidelines and codes.



Ryan Blaida, PE

Subject Matter Expert



Design and Permitting of Multiple Stormwater Collection, Conveyance and Treatment Systems, Multiple Locations Throughout Florida

Ryan managed multiple stormwater design projects, including designing and permitting collection systems, conveyance systems, treatment and attenuation ponds for water quality, nutrient loading and pre vs. post-discharge rates, and the hydro-period of existing receiving wetlands. Involved in the planning and executing diverse stormwater design initiatives to meet or exceed phosphorus loading criteria, Nitrogen loading criteria, flood plain management and compensating storage. He served as engineer of record for comprehensive site evaluations to assess factors including existing on-site and off-site drainage basins and drainage patterns, soil conditions including water table elevation and permeability, and the recovery analysis for both wet and dry ponds using percolation rates as required by the jurisdiction. He used advanced modeling software to simulate and optimize stormwater management systems, ensuring efficiency and compliance with regulatory requirements. Several projects have been designed, ranging in size from one basin and one pond to multiple basins with multiple ponds and discharge locations in the same system. Designs have included wet detention, dry detention, dry retention, dry retention with underdrain, and underground systems based on the site topography and groundwater table conditions where feasible sustainable practices, such as green infrastructure solutions including rain gardens, pervious pavement, and bio-swales, are included in the designs to enhance stormwater design sustainability.

**GrantWorks**

Jo Carroll
Subject Matter Expert

Areas of Expertise

- CDBG-DR programs
- HUD and CDBG housing
- infrastructure program management
- Public Services

Education

BS, Psychology, *Texas A&M University*

Years of Experience

Total: 40

Certifications/Training

- Certified HOME Program Specialist

Jo Carroll is a nationally acclaimed HUD/CDBG/CDBG-DR and housing expert with over 40 years of extensive leadership experience in local, state, and federal recovery programs. Jo is a pioneer in CDBG-DR programs, providing executive and senior leadership for the first-ever CDBG-DR construction program in 2009 and 10 subsequent major federal recovery programs. Jo has specialized in redeveloping housing, infrastructure, and public facilities, developing and managing public service programs and assisting low-income and special-needs families. She earned recognition from HUD for “Best Practices” for housing, public services, and minority business participation. Beginning in 2009, Jo developed many processes, procedures, and documentation that have since been adopted as industry best practices and are still used in recovery programs today. Under her leadership, more than 10,000 disaster-impacted homeowners have returned to their homes.

RELEVANT AND RELATED EXPERIENCE**GrantWorks, Inc.**

Senior Vice President of Operations/Subject Matter Expert | 07/2020 — Present

Program Management Services for Sarasota County Resilient SRQ CDBG-DR Recovery Program, Sarasota County

Housing, Infrastructure and Public Services/Economic Recovery Subject Matter Expert | 04/2024 — Present

Jo provides subject matter expertise to Sarasota County on its \$201.5 million Hurricane Ian CDBG-DR Recovery Program. She was responsible for reviewing the County’s CDBG-DR action plan and writing its Implementation Plan for its CDBG-DR housing recovery program. The Implementation Plan included developing policies and standard operating procedures and using lessons learned and best practices acquired from leading prior large-scale CDBG-DR program implementations nationwide.

CDBG-DR Staff Augmentation, Volusia County Department of Recovery and Resiliency, Transform386 Program, Volusia County

Program Support Subject Matter Expert | 02/2024 — Present

Volusia County received \$329.9 million in CDBG-DR funding, and the Department of Recovery and Resiliency selected GrantWorks to



Jo Carroll

Subject Matter Expert

GrantWorks

provide staffing and training support across all CDBG-DR programs and projects. Jo provides subject matter expertise to Volusia County staff on duplication of benefits, one-on-one training, and the buyout program.

American Rescue Plan Act, 200+ Counties and Cities, Texas,

Executive Sponsor/Subject Matter Expert | 03/2021 — 04/2024

Jo provided executive program management oversight and technical guidance to program delivery staff, managing \$1 billion in American Rescue Plan Act fund allocations for a portfolio of over 200 state, county, and city clients.

Various State-Managed Emergency Rental Assistance Programs, Florida and Texas

Executive Sponsor | 02/2021 — 12/2022

Jo provided program management support and subject matter expertise to staff working on CARES Act-funded housing programs in Florida and Texas. Florida received \$1.54 billion in federal emergency rental assistance funds to aid struggling tenants and landlords during the pandemic. Under Jo's leadership, staff handled case management, eligibility determinations and analyses, quality control reviews, and payment processing services. The Florida program has assisted over 228,000 families in receiving relief for past-due rent and utilities.

New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs

Program Manager | 05/2013 — 06/2020

The RREM Program provided disaster housing relief services for over 10,000 homeowners damaged by Superstorm Sandy in nine coastal counties. Jo managed a team of 150+ professionals delivering program management services, including policy development, damage assessments, environmental mitigation, CDBG-DR expertise, case management, call center operations, construction oversight and inspections, and compliance monitoring. Program activities include rehabilitation, reconstruction, elevation, mitigation, resiliency, demolition, lead paint and asbestos assessments and clearances, construction management, and engineering design services. The project team completed construction in accordance with HUD, HQS, NJDCA construction standards, the International Residential Code, Energy Star, and HUD's CPD Green Building Checklist. She provided all aspects of program management, and her team of policy, environmental, and construction professionals provided leadership and oversight for program design and construction management. Jo and her team of over 150 disaster experts collaborated daily with the state of New Jersey's staff, elected officials, homebuilders, homeowners, and municipal and state inspectors and officials.



Jo Carroll

Subject Matter Expert

GrantWorks

Build it Forward Programs Master Program Manager, City of Houston Housing Community Development Department

Program Manager | 01/2018 — 07/2019

The City of Houston's Hurricane Harvey Recovery Programs utilized \$450 million in FEMA funding and \$1.2 billion in CDBG-DR funding to assist homeowners and renters damaged or displaced by Hurricane Harvey. The project team served as the master program management firm, engaged to assist in the overall administration of multiple programs. This work included providing comprehensive case management services and developing and operating a call center to handle inbound and outbound calls for program applicants. As the program manager, Jo managed a team of 80+ professionals, delivering the development of program guidelines and workflows, compliance, and advising the City regarding policy.

Program Management Services for the FEMA Rapid Repairs Program, New York

Policy and Process Coordinator | 11/2012 — 02/2013

The New York City Rapid Repairs Program provided emergency temporary repair services (limited to essential power, heat, and hot water) for residents affected by Superstorm Sandy that allowed them to remain or return to their homes or "shelter-in-place." Jo designed and developed program policies, including policies for case management in compliance with local, state, and federal requirements to define the program workflow and provide a systemic, consistent approach to delivering services. Since the program was the first of its kind to provide shelter-in-place (previous FEMA disaster response programs involved providing group shelters and trailers to house residents off-site temporarily), a major challenge was identifying potential situations and issues pre-planning resolution through developing general operating policies. Because of her experience and knowledge of managing other CDBG-DR programs, Jo quickly provided general guidelines to kick-start program implementation.

Bastrop County Fire Recovery, Texas General Land Office, Bastrop County

Program Manager | 06/2012 — 05/2013

Following severe drought conditions and a series of wildfires in the summer of 2011, Bastrop County was designated a major disaster area, making it eligible to receive CDBG-DR funds. The funds restored damaged infrastructure and assisted low-income households with rehabbing or reconstructing their homes. As program manager, Jo completed the Tier 1 countywide environmental review and all Tier 2 site-specific environmental assessments. A challenge was the presence of the endangered Houston toad. It required extensive research and collaboration with state and federal monitoring agencies and concerned stakeholders to develop site-specific protocols for completing construction activities without harming the toad or its habitat. Jo and her team completed environmental reviews and developed a comprehensive toad monitoring plan, satisfying both toad enthusiasts and state and federal monitors.



Jo Carroll

Subject Matter Expert

GrantWorks

Hurricane Ike/Dolly Round 1 Funding, Galveston County Housing Assistance Program, ACS/Texas Department of Housing and Community Affairs and Texas General Land Office, Galveston County

Program Manager | 12/2010 — 07/2012

Ranked first out of 18 state sub-recipients of Hurricane Ike funds by the General Land Office for performance, the Galveston County Program completed construction on 659 owner- and renter-occupied homes to local, state, and federal requirements, including HUD's Housing Quality Standards, Texas Department of Insurance Windstorm, and International Residential Codes. Jo developed policy documents for the Landlord Repair Program, which included guidance on temporary relocation services for tenants. She also provided program management for environmental reviews, construction management, oversight of 19 contractors, and construction inspections associated with this project.

Texas Homeowners Assistance Program/Sabine Pass Restoration Program, ACS/TDHCA

Deputy Project Manager/Intake Manager | 04/2009 — 12/2010

Jo assisted in the program management and managed the operations at three intake service centers in Beaumont, Port Arthur, and Jasper for the 22-county region affected by Hurricane Rita. Duties included policy development and daily project management for intake, environmental, and construction activities. Under this project, the project team processed more than 5,000 applicants through intake services and reconstructed or rehabilitated more than 2,500 homes. Jo worked with state and local officials regarding program compliance and implementation, evaluating and developing resolutions for various permitting, zoning, and building issues.

Multiple Cities, Counties, States, Nonprofits

CDBG Independent Consultant | 2000 — 04/2009

Jo consulted with multiple grantees and organizations as an independent consultant to manage state and federal programs. Clients include the State of Texas and numerous cities, including Fort Worth, Tyler, Galveston, Allen, Rowlett, Marshall, and Flower Mound. Jo also developed the first two HOME Program Consortia in Texas: the Brazos Valley HOME Consortium and the Kountze HOME Consortium.



**Chris Tilman, PE,
BCEE**
Subject Matter Expert

Areas of Expertise

- Engineering
- Project Management
- Stormwater/Wastewater System Design
- Project Development
- Technical and Environmental Reviews
- Site/Civil Infrastructure

Education

MS, Engineering Management,
Troy University
BS, Civil Engineering, *Auburn University*
BS, Environmental Science,
Auburn University

Years of Experience

Total: 26

Certifications/Training

- Professional Engineer – AL, FL, GA
- Board Certified Environmental Engineer
- Construction Documents Technologist

Chris provides professional engineering and consulting services in several civil engineering disciplines. He specializes in assisting municipal and industrial clients in South and Central Florida with various site/civil infrastructure and permitting projects. His 26 years of experience include project management and delivery, site/civil design, mathematical modeling, regulatory permitting and compliance, and operation and maintenance evaluations. Chris currently serves as the water and wastewater utility technical lead for the Miami Dade County Water and Sewer Department and works on several other civil engineering projects.

RELEVANT AND RELATED EXPERIENCE**FloridaCommerce, Florida CDBG-MIT Program Management
Technical Review Team Leader | 2021 — Present**

Chris is responsible for conducting technical reviews of 61 critical facility hardening program applications and 40 general infrastructure program applications under the CDBG-MIT Program administered by FloridaCommerce, which oversees over \$600 million in CDBG-MIT funds supporting various planning and critical infrastructure resilience initiatives. Working with Arcadis as a subcontractor to Carl, Riggs, and Ingram, Chris provides program management consulting services that support ongoing CDBG-MIT efforts. As a subject matter expert, Chris assists FloridaCommerce grant managers in project development, approval, and implementation while delivering technical and environmental review services across all CDBG-MIT programs. Additionally, Chris contributes to creating and administering standard operating procedures for effective program management.

**Hamlin WWTP Design, Orange County Utilities Department
Site/Civil Design Engineer**

Chris was responsible for the site civil and stormwater system design and ERP permitting for a new \$113 million 5.0 MGD wastewater treatment plant on a 50-acre site. The stormwater design included three retention ponds designed to hold the runoff from a 100-year, 24-hour storm event and had to account for the groundwater effects resulting from operations of adjacent rapid infiltration basins.



Chris Tilman, PE, BSCEE

Subject Matter Expert



Project work included analysis of historical site data, coordination with FDEP, SFWMD, and OCU, preparation of engineering calculations and drawings, groundwater studies using Green-Ampt groundwater infiltration calculations, 2D and 3D modeling for hydraulic/hydrologic flow routing and recovery analysis, permitting, and supporting documentation.

Dimick Road and Potter Road Improvements, City of Boynton Beach

Engineer of Record

Chris was responsible for preparing the engineering drawings, specifications, and South Florida Water Management District environmental resource permits permitting and Florida Department of Transportation right of way permitting for flood damage reduction improvements in an older 10-acre neighborhood on the Lake Worth Lagoon in the City of Boynton Beach. Project work includes analysis of historical rainfall and tidal elevation data, widening three existing residential streets (from eight-foot to 10-foot travel lanes), adding curbing, modifying driveways, relocating and modifying water, wastewater, gas, power, and CATV utility services, retrofitting and redesigning an inlet-and-pipe collection system to optimize flow through three existing outfalls, analysis and design of coastal structures, performing an alternatives analysis for various design options and 2D hydraulic and hydrologic modeling to simulate inline valve operations in all outfalls and tidal influences from the Lake Worth Lagoon.

Stormwater Master Plan, City of Sebastian

Project Manager

Chris was responsible for developing a stormwater master plan for the entire City area to address long-standing drainage issues. Project work included analysis of historical City files, preparing a geographic information system map for the entire City stormwater system, conducting field inspections and surveys of more than 800 seawalls and more than 650 stormwater culverts, inlets and associated structures, Personal Computer Storm Water Management Model modeling of stormwater runoff flows and pollutant loading, identifying and prioritizing capital projects, grant funding analysis and application preparation, and preparation of a master plan, including a comprehensive operations plan for the City's system.

Pinellas County Resource Recovery Facility National Pollutant Discharge Elimination System Permitting Support Services, Pinellas County Department of Solid Waste

Project Manager and Engineer of Record

Chris prepared a year-long surface and groundwater predictive mathematical model to analyze the surface water levels, gradient controls and other issues contributing to NPDES discharge events at the 705-acre site. The model includes hourly calculations of surface inflow, horizontal and vertical infiltration in ponds, open channel flows, circular and box culvert flows, weir flows, pump operations and groundwater flow in 14 sub-basins.



Chris Tilman, PE, BSCEE

Subject Matter Expert



In addition, the model also includes a user interface that can be used to test proposed changes to the site through manipulation of pump operations, water treatment plant and WTE facility operational parameters, 17 years of daily rainfall data, and four years of gradient control data from 18 monitoring well and piezometer pairs throughout the site.

FY 2022 Annual Report, Miami-Dade County Water and Sewer Department

Water and Wastewater Operations Engineer

Chris was responsible for developing an annual report to document the physical inspection of one third of the department's water and sewer system assets, reviewing the department's FY 2022 financial information, conducting staff interviews, reviewing customer and sales data, assessing the department's initiatives, operations, and strategic programs, as well as the department's achievements and challenges, and preparing recommendations for required repairs, replacements, and improvements for consideration within the department's multi-year capital improvement plan.



Paul Walansky,
PE

Subject Matter Expert

Areas of Expertise

- Engineering Design
- Construction Management
- Project Management
- Inspection & Condition Assessments
- Flood Studies
- Economic Analysis
- Port Feasibility
- Wetland Restoration
- Regulatory & Environmental Requirements

Education

BS, Ocean Engineering, *Florida Atlantic University*

Years of Experience

Total: 24

Certifications/Training

- Professional Engineer – FL, LA, MD, MI
- Engineer – VI, PR

Paul is a principal water engineer with professional experience in the project management, design, and construction management of various coastal and water resource design projects. His engineering background includes inspection and condition assessment of marinas and water control structures, cost estimating, flood studies, pump station design, bridge scour analysis, economic analysis, port feasibility studies, port reconstruction, fishing pier design, retaining wall design, wetland restoration, reservoirs, stormwater treatment areas, flow equalization basins, public recreation area design and specifications. He has niche expertise in water resources planning and design and is familiar with relevant regulatory and environmental requirements.

RELEVANT AND RELATED EXPERIENCE

Biscayne Bay Storm Surge Modelling, South Florida Water Management District

Project Manager

Paul is responsible for developing a storm surge model for the structures and canals around Biscayne Bay. This model will predict storm surges around the Miami area so that the South Florida Water Management District can better plan the need for future capital improvements in their water system. The goals of the project included the development and calibration of a hydrodynamic model using the DELFT3D system, to simulate and validate water level hydrographs at the structures downstream of the structures in the bay for selected historical storms, and to simulate water level hydrographs near the structures under future conditions considering 3-4 ft sea level rise scenarios derived from the SE County Compact projections.

C-139 Flow Equalization Basin Design, South Florida Water Management District

Project Manager

Paul coordinates the design of a flow equalization basin from the conceptual design through ready to advertise plans and specifications. The C-139 FEB project consists of an 11,000 acre-foot of water storage including perimeter embankments, interior berms, 690 cfs inflow pump station, internal inflow and outflow canals, outflow structure, access roadway, canal improvements, land leveling and a gravity seepage structure.



Paul Walansky, PE Subject Matter Expert



ICPR4 was used to model the flow around the FEB. The design included the site's civil layout, which includes a roadway relocation, demolition of existing structures, utility relocation, and erosion protection measures. The C-139 FEB is intended to assist in managing source basin runoff by attenuating peak flows and temporarily storing a portion of stormwater runoff before it is conveyed to STA-5/6. This project included permitting with the FDEP and USACE.

L-31E Levee Storm Surge Modelling, South Florida Water Management District

Project Manager

Paul developed a modeling system and methodical approach to evaluate the level of protection provided by the L-31E levee near Biscayne Bay in Miami. Of particular interest was the level of protection against overtopping by hurricane-generated storm surges provided by the existing levee and the levee crest requirements needed to protect future sea-level conditions. Providing this information required analysis of existing data supplemented by computer simulation to estimate future storm surge levels. The project consisted of a two-phase approach. Phase 1 consisted of compiling existing information, identifying data gaps, and developing a modeling plan. Phase 2 comprised implementing the modeling plan to compute future storm surge potential in Biscayne Bay and estimate the L-31E crest elevation requirements needed to provide future protection for a range of return periods and potential future sea levels.

OSDLF Pump Station Inspection and Design, Miami Dade County

Project Manager

Paul coordinated the pump station inspection, including removing and inspecting both pumps. He prepared a report detailing the pump station condition and performed an analysis to determine whether the surrounding swales could hold the 100-year design storm event. He also prepared drafts and final plans to implement the pump station modifications and permits.

Seawall Grant Application Assistance, City of St. Petersburg

Water Resources Engineer

Paul supports a FEMA grant application submitted to obtain funding for design, permitting and construction of a new seawall. The project included the installation of 2,260 LF of steel sheet pile cantilevered bulkhead with a concrete cap to replace and raise the existing bulkhead around the city marina. The proposed seawall will increase protection from the existing elevation of 2.3 feet North American Vertical Datum of 1988 (NAVD 88) at the seawall and the adjacent sidewalk at 3.8 to 8.3 feet NAVD 88. The level of protection has increased from a less than 10-year storm to a 50-year storm plus 0.7 feet of sea level rise. The new seawall will protect two streets and eight buildings, including one historic building, from flooding after completion.



Paul Walansky, PE Subject Matter Expert



Retaining Wall Design, City of Vero Beach

Project Manager

Paul designed rip rap revetment along the Indian River to protect an electrical substation. The team was responsible for wetland delineation, environmental resource permitting, field investigations assessment, and design of a retaining wall to protect Substation 11, located on the environmentally sensitive Indian River Lagoon. The team's wetlands specialists made preliminary assessments of the site and surrounding area. Wetland delineation within the project boundary was conducted. Delineations were based on soil composition, hydrology of the site, and vegetation present. Any wetlands were marked with flags in the field, and we prepared and submitted the appropriate state and federal permits to expedite the redevelopment process. This project's scope included preparing drawings and specifications for the construction of the rock revetment and associated site work.

Additionally, he developed a plan and section views to define all works, including the bedding layer, filter fabric, armor rocks, toe support for armor rocks and transition details from rock revetment to the existing sea wall at the south end of the property. He provided specifications for bedding layer, armor rock, filter fabric, and fill material. The scope also included preparing the permit applications required for construction, including Indian River County administrative approval, Indian River County tree removal exemption, Indian River County land clearing, and federal, state, and local dredging and fill permits, as required.

Multiple Marina Inspections. Miami Dade County

Marine Inspector

Paul served as a marine inspector for five Miami-Dade County marinas, where he identified and documented deficiencies with detailed photos, measurements, locations, and cost estimates for necessary repairs. He prepared comprehensive memos comparing fixed versus floating docks, evaluating construction materials, and assessing the long-term impacts of sea level rise on marina infrastructure.

**GrantWorks****Cynthia Zbranek,
CFM**
Subject Matter Expert**Areas of Expertise**

- HUD Part 58 Environmental Regulations
- Environmental Training
- Florida CDBG-DR Program

Education

BBA, Business Administration,
Texas State University

Years of Experience

Total: 33

Certifications/Training

- Certified Floodplain Manager Amarillo, CFM#2834-15N
- HUD CDBG-DR Advanced Training
- USACE - Galveston 1-Day Training
- TFMA Managing Floodplain Development, NFIP

Cynthia has over 33 years of experience helping state and local governments navigate environmental compliance issues associated with federally funded programs. She has a particularly extensive background in managing and advising clients on complex environmental compliance matters for HUD-funded programs. Before joining GrantWorks, Cynthia served as a state-level senior environmental specialist for HUD-funded programs at the Texas Department of Housing and Community Affairs (TDHCA), where she developed strategies and guidance to enhance HUD-related environmental compliance for multiple programs, achieving more effective and efficient outcomes. During her tenure at TDHCA, Cynthia developed policy, created application guides, implementation manuals, and scoring criteria, wrote standard operating procedures, conducted community workshops, provided training, and managed projects. Since 2019, Cynthia has worked with GrantWorks, first as an embedded HUD environmental compliance SME at the Texas General Land Office and now serves as department head of GrantWorks' Environmental Services Division. She has established protocols for developing and evaluating reviews, continued cultivating and disseminating her expertise in HUD Part 58, and guided her staff through the nuances of regulations and protocols for each funding agency.

RELEVANT AND RELATED EXPERIENCE**GrantWorks Inc.****Vice President/Associate Vice President of Environmental Services | 11/2020 — Present**

Cynthia leads a team of environmental professionals who evaluate projects and create environmental reviews for various HUD-funded programs. She serves as a SME on HUD's Part 58 regulations, establishes operational guidelines, and provides ongoing training and development for her team. She has provided leadership and guidance on active projects, assisting staff in navigating the complex requirements of each program. She serves as a HUD Part 58 SME for Sarasota County, Florida's Resilient SRQ CDBG-DR Program.



Cynthia Zbranek, CFM

Subject Matter Expert

GrantWorks

Hurricane Harvey CDBG-DR Programs Technical Assistance, Texas General Land Office

Environmental Grant Manager | 04/2019 — 10/2020

Cynthia conducted environmental reviews for Hurricane Harvey projects, encompassing all types of housing (multifamily, single-family, buyouts, and down payment assistance) and large infrastructure and economic development projects. She served as an SME on HUD Part 58 environmental requirements and, as a CFM, provided ongoing technical assistance on floodplain requirements and related issues. Cynthia helped shape the program's compliance mitigation requirements, compared the GLO program and the regular CDBG program, and organized HUD determinations, waivers, and policies outlining environmental review requirements for the Hurricane Harvey CDBG-DR program. These were the first steps to a standard operating procedure and guidance document for GLO-specific and supporting documentation. Cynthia also conducted the first training session regarding compliance requirements for subrecipients and vendors on behalf of GLO.

Texas Department of Housing and Community Affairs

Senior Environmental Specialist | 04/2006 — 04/2019

Cynthia guided TDHCA in their roles as a "responsible entity" and as "HUD" for single-family and multifamily housing projects. She trained and led a team of environmental specialists in the review of a variety of HUD Part 58 Environmental Submissions as well as programs with environmental requirements not related to Part 58:

- HOME and ESG (\$35 million/\$9 million HUD "formula" grant programs)
- Hurricanes Rita and Ike/Dolly (\$500 million/\$1.3 billion disaster funding)
- NSP and TCAP (\$200+ million in economic stimulus funding through the HERA/ARRA allocations)
- National HTF and 811 programs (non-Part 58 Environmental Provisions)

Cynthia developed protocols for compliance reviews and authored standard operating procedures and risk assessments to ensure compliance. She created and provided environmental training annually and in support of new programs. She partnered with HUD, GLO, and TDA on training encompassing housing and infrastructure environmental requirements.

Community Development Block Grant Program, Texas Department of Housing and Community Affairs, Office of Rural Community Affairs

Regional Coordinator/Equal Employment Opportunity Specialist, Self-Help Specialist | 11/1992 — 03/2006

With Texas' CDBG program, Cynthia was a regional coordinator and EEO specialist. Later, as the self-help coordinator, she developed the STEP Fund/Program in partnership with five other state agencies and two nonprofits. As a regional coordinator, she managed CDBG-eligible projects from inception to completion, verifying projects met all federal, state, and program requirements. She oversaw reporting as an EEO specialist and was the fair housing backup. As a self-help coordinator, she developed program guidelines and policies and set funding priorities for the Texas STEP self-help program. Cynthia provided written guidance for CDBG programs through application guides, implementation manuals, and outreach.



Sunil Rekhi, MBA
Workflow Manager

Areas of Expertise

- Software Development
- Systems Architecture
- Agile/SCRUM

Education

Executive MBA, *George Mason University*
MS, Computer Science, *George Washington University*
BE, Computer Systems Engineering, *University of Warwick*

Years of Experience

Total: 24

Sunil has over 30 years of hands-on experience in software development and system architecture of enterprise-scale, mission-critical 24x7 software applications. He has 25+ years of experience leading software development teams using Agile/SCRUM, waterfall, and client-proprietary software design life cycle methodologies for federal agencies and Fortune 500 companies. Sunil has more than 16 years of experience supporting HUD's CPD programs.

RELEVANT AND RELATED EXPERIENCE**SR Global Consulting LLC****Technical Leadership | 2005 — Present**

Sunil has completed multiple successful projects as a partner, providing strategic and operational leadership of the technology functions to federal and Fortune 500 clients.

HUD | 04/2008 — Present

Sunil led the growth of the web-based DRGR system from a self-reporting system to a grant management system supporting the management of \$40 billion of awards across multiple programs and appropriations. He oversaw software development teams of 10+ software professionals using Agile/SCRUM software methodology. He served as a solutions architect to develop and implement re-engineering opportunities for HUD's programs. Sunil collaborated with various stakeholders (CIO, business stakeholders, infrastructure teams, and audit teams) to keep the system compliant with federal regulations and maintain mission-critical status. He migrated legacy applications to microservices and the cloud while maintaining a production system and adding critical business functionality. Sunil worked with third-party providers to integrate COTS/Open-Source products with the DRGR system.

U.S. Patent Office | 12/2011 — 05/2012

Sunil assessed external digital opportunities and internal technology initiatives to comprehensively analyze the patent office's end-to-end initiative. He analyzed intelligent data capture and text analytics vendors by identifying, processing, and digitizing large volumes of highly unstructured text.



Sunil Rekhi, MBA

Workflow Manager



Internal Revenue Service | 12/2006 — 10/2008

Sunil supported the Customer Account Data Engine system as part of IRS modernization initiatives. He served on the enterprise architecture team and aided in developing and implementing an enterprise architecture framework that included mapping out current business processes, reference models (i.e., performance, business, data, application, infrastructure, and security), and technical standards and guidelines. Sunil led a team of 50+ staff to systematically reconcile current CADE to develop functionality with design models in UML.

Fannie Mae | 06/2005 — 12/2006

Sunil served as an architect for re-engineering the FAS91 amortization work stream and the associated reporting framework in support of Fannie Mae's Re-Statement effort to reduce operational risk, maximize efficiency and meet performance requirements. He led the development of business intelligence based on a reporting framework to analyze system performance in production based on business rules, market data, exception handling procedures, and SOX compliance.

MySmartCareDoc LLC

Solutions Architect | 07/2021 — Present

As lead architect, Sunil is responsible for developing solutions to promote the delivery of healthcare solutions to remote rural populations through mobile application solutions for patients, physician practices, healthcare providers, and health systems. He oversees the software development team, works with medical professionals to articulate business needs to a technology system, and works with nonprofits using the systems to implement practical mobile-based solutions that work with low network bandwidth while meeting strict medical regulatory compliance.

Investment and Capital Markets, Freddie Mac Inc.

Chief Application Architect/Director | 02/2002 — 05/2005

Sunil led integrated project teams to manage and direct the development and implementation of the business area's enterprise architecture framework (business, infrastructure, applications, data, and security) to meet current and future business needs. The technology framework identified current architecture (across 250+ applications), reference models (i.e., performance, business, data, application, infrastructure, and security), architectural patterns, industry best practices, standards, and target architecture with interim milestones. Sunil led the architectural review board that provided the governance process enforcing appropriate checks and balances on system development and operations activities with an annual budget of \$35 million. He co-chaired and directed the IT steering/governance committee responsible for overseeing corporate IT policies, procedures, and technical standards and assisted in managing priorities.



Sunil Rekhi, MBA

Workflow Manager



He led the evaluation and pre-implementation of a third-party accounting solution to integrate Freddie Mac's specific accounting services and the reporting infrastructure. Sunil also led the architecture for the financial close data reporting, delivering complete, accurate, reliable, timely, and transparent reports with data analysis capabilities.

NetCompliance, Inc.

Chief Technology Officer | 01/2000 — 02/2002

Sunil performed strategic planning, technology development, and implementation for the online provider of operational risk management, self-assessment, audit, and compliance solutions for businesses and governments. He communicated complex concepts and practical risk management and compliance issues to prospective investors, customers, interested government officials, and vendors daily. Sunil led the development of e-Comply technology – an audit, self-assessment, and procedure-enabling application that identifies, organizes, assigns, directs, and reports compliance and risk management activities and performance data.



Steven Rawlinson
Finance Manager

Areas of Expertise

- Federal Fiscal Monitor
- Financial & Grant Certifications
- Financial Management
- QA/QC
- Compliance Monitoring
- HUD Programs
- IDIS Expert
- Strategic Business Planning
- Congressional Inquiry Responses
- Financial Reporting & Management
- Resource Prioritization & Distribution
- Leading Change & Resilience Efforts
- Project Management & Program Analysis
- Policy Planning & Implementation

Education

BS, Business Administration,
*University of Houston-
Downtown*

Years of Experience

Total: 20

Steven is a seasoned program compliance subject matter expert with over 20 years of financial experience with HUD and local government programs. He serves as a director of Government Services at HORNE, offering clients specialized knowledge in monitoring, financial and grant compliance, and any additional support. He is a subject matter expert for FloridaCommerce's CDBG-DR program for the recovery from Hurricane Irma, where he offers monitoring, technical assistance, and QA/QC expertise. Steven has supported the development of CDBG-DR action plans in Alabama, New York, and Mississippi. Before joining HORNE, Steven served as a presidential appointee, senior executive service, and federal fiscal monitor at HUD while overseeing over \$22 billion in funding to Puerto Rico and the U.S. Virgin Islands. He also served as the chief financial officer for the Houston Housing and Community Development Department, where he managed the Integrated Disbursement and Information System (IDIS) portfolio for HUD grants. With over 13 years of experience in IDIS, he has set up budgets, created and approved vouchers, collected reporting data, and used IDIS reports to manage the different programs at HUD.

RELEVANT AND RELATED EXPERIENCE

Florida Department of Commerce, Hurricane Irma CDBG-DR Program Oversight Monitoring

Subject Matter Expert – Monitoring, Technical Assistance, and QA/QC | 05/2021 — Present

Steven gives guidance on report findings and suggests where improvements can be made. He provides customized training materials for subrecipient, stakeholder, and team staff training. Steven is exceptionally skilled at corrective actions and recommendations on managing disallowed costs and preventative measures.



Steven Rawlinson

Finance Manager



Alabama, Department of Economic and Community Affairs, Implementation Plan, Financial and Grant Compliance Certifications

Subject Matter Expert | 02/2022 — Present

Steven provides financial expertise for CDBG-DR/MIT clients in Alabama. He leads the HUD-approved financial and grant compliance certifications of more than \$500 million in HUD funds and supports the development of the CDBG-DR action plan. Additionally, he provides advisory services for complex policy and compliance questions, program management guidance, and internal compliance monitoring.

New York Office of Resilient Homes and Communities, Financial and Grant Compliance Certifications

Subject Matter Expert | 02/2022 — Present

Steven gives financial expertise to CDBG-DR/MIT clients in New York State, where he leads the HUD-approved financial and grant compliance certifications of over \$40 million in HUD funds. Additionally, he supported the development of the CDBG-DR action plan.

Mississippi Development Authority, Unmet Needs Assessment, Financial and Grant Compliance Certifications

Subject Matter Expert | 02/2022 — Present

Steven provides housing expertise for CDBG-DR/MIT clients in Mississippi. He leads the HUD-approved financial and grant compliance certifications of over \$28 million in funds to support the development of the CDBG-DR action plan.

Puerto Rico Department of Housing, Hurricanes Irma and María Recovery

Subject Matter Expert – Monitoring, Technical Assistance, and QA/QC | 05/2021 — Present

Steven makes recommendations on report findings and suggests where improvements can be made. He provides customized training materials for subrecipient, stakeholder, and team staff training. Steven is exceptionally skilled at corrective actions and recommendations on managing disallowed costs and preventative measures.

HUD, Office of the Secretary, Community Planning and Development, Washington, D.C.

Presidential Appointee, Senior Executive Service, Federal Fiscal Monitor | 2020 — 04/2021

Steven oversaw \$22 billion in funding for Puerto Rico and the Virgin Islands. From 2017 to 2021, he worked with their governors to allocate funds to the communities most affected by disasters. In launching programs, he emphasized financial and programmatic controls to minimize fraud, waste, and abuse, so funds were distributed to the most vulnerable people in the region.



Steven Rawlinson

Finance Manager



HUD, Office of the Assistant Secretary Community Planning and Development, Washington, D.C.

Presidential Appointee, Deputy Assistant Secretary for Economic Development | 2017 — 12/2020

Steven served on the White House Urban Revitalization and Economic Development Policy Coordination Committee, spearheading comprehensive interagency initiatives on economic development, opportunity zones, and community revitalization efforts. He served as a policy advisor and reviewed Federal Register notices, promulgating all policies and procedures for economic development programs that address the economic needs of LMI persons within the United States. He prepared responses to complex written and oral inquiries from Congress, state and local government officials, nonprofit organizations, and citizens to ensure they were consistent with current policy. Steven delegated authority to promulgate policies, procedures, standards, regulations, and advisory material relating to CDBG and other disaster recovery policies and activities. He negotiated solutions to complex program problems with HUD staff, grantees, and other offices. He also recommended senior-level headquarters staff and assisted HUD staff and grantees in resolving problems related to program implementation.

City of Houston, Housing and Community Development Department

Chief Financial Officer | 2017 — 2017

Finance Division Manager | 2015 — 2017

Senior Financial Analyst | 2006 — 2015

Steven managed a portfolio of \$250+ million with 16 complex funding sources. He championed complex financial strategies to build a collaborative, holistic housing plan while exercising the HUD regulatory commitment and spending requirements through cross-cutting programs. Steven managed the IDIS portfolio for HUD grants, such as CDBG, HOME, ESG, and HOPWA. He has 13+ years of experience in IDIS setting up budgets, creating and approving vouchers, collecting data for the QPR reporting requirements, and using the many IDIS reports to manage the different programs at HUD.



Maribel Gatica,
PMP
Policy and
Compliance Manager

Areas of Expertise

- Financial & Grant Certifications
- Implementation Plan
- HUD Programs: CDBG, CDBG-DR, CDBG-MIT & ESG
- Policy & Procedure Development
- Stafford Act Compliance
- Oversight, Monitoring & Reporting
- Systems Internal Controls
- Financial Management
- Subrecipient Management

Education

BBA, Finance and Financial Management, *University of Houston-Downtown*
BA, Business Administration, *San Jacinto College*

Years of Experience

24

Certifications/Training

- Project Management Professional
- OnBase, System Administrator

Maribel's impressive 24-year career includes serving as a presidential appointee and senior advisor at HUD, overseeing more than \$22 billion in funding for Puerto Rico and the U.S. Virgin Islands. As a manager within HORNE's Government Services department, she serves as a monitoring and compliance subject matter expert for CDBG-DR programs for FloridaCommerce and several other state agencies nationwide. In this role, she collaborates with state and local government units to design and administer CDBG-DR programs while strictly adhering to governmental regulations. She also develops policies and procedures and leads the quality assurance/quality control team for disaster recovery and mitigation programs. With over two decades of experience in operations and policy development, Maribel balances political priorities while identifying risk management and innovation opportunities. She is known for her innovative policy designs in national community development programs and dedication to promoting IT transparency.

RELEVANT AND RELATED EXPERIENCE

HORNE, Various Projects

Monitoring and Compliance Subject Matter Expert | 02/2021 — Present

- **Alabama Department of Economic and Community Affairs** - Implementation plan, financial and grant compliance certifications, and subrecipient management.
- **California CDBG-DR ReCoverCA, Owner Occupied Rehabilitation/Reconstruction** - quality assurance/quality control.
- **Florida Department of Commerce** - Oversight/monitoring.
- **Mississippi Development Authority** - Unmet needs assessment and financial and grant compliance certifications.
- **Mississippi State Department of Health, Medical Cannabis Program** - Monitoring plan and risk assessment.
- **New York State, Governor's Office of Storm Recovery** - Financial and grant compliance certifications.
- **Puerto Rico Department of Housing, Hurricanes Irma and Maria Recovery** - Grant management and quality assurance/quality control.
- **Texas General Land Office** - Monitoring.



Maribel Gatica, PMP

Policy and Compliance Manager



Maribel is an accomplished manager within HORNE's Government Services team. Her primary role involves collaborating with state and local government units to design and administer CDBG-DR programs while strictly adhering to all governmental regulations. She plays a pivotal role in drafting and developing policies and procedures and leads the quality assurance/quality control team for the disaster recovery and mitigation programs. With her expertise, Maribel provides invaluable technical support to government entities and staff members.

HUD, Office of the Assistant Secretary Community Planning and Development, Various CDBG-DR Projects Following Hurricanes Maria and Irma, Puerto Rico and U.S. Virgin Islands

Presidential Appointee, Senior Advisor | 03/2020 — 2021

As chief of staff, Maribel provided executive-level guidance and support on critical issues, initiatives, and agency functions. She was the lead advisor to the federal financial monitor and effectively coordinated with the Puerto Rico Department of Housing and the Virgin Islands Housing Finance Authority to launch \$22 billion in disaster recovery programs. Her emphasis on financial and program controls helped mitigate waste, fraud, and abuse so funds reached the most vulnerable people in the region. Her wealth of experience and dedication made her an invaluable asset, driving the agency's objectives and promoting impactful disaster recovery efforts.

HUD, Office of the Assistant Secretary Community Planning and Development, Advising and Strategic Planning on Policies and Procedures Nationwide

Presidential Appointee, Special Assistant | 02/2019 — 03/2020

Maribel oversaw the dissemination of policies and procedures and offered expert interpretations of notices, waivers, and statutes. She collaborated with senior-level executives, represented the assistant secretary in meetings, and contributed to operations management. Maribel partnered with program offices' executive leadership to address issues and draft appropriate responses. She led cross-division staff training, policy refresh, multi-channel policy support for field offices, and optimized data utilization for program oversight.

Presidential Appointee, Special Policy Advisor | 03/2018 — 02/2019

As senior advisor to the assistant secretary, Maribel oversaw the dissemination of policies and procedures for programs dedicated to addressing the needs of low- and moderate-income individuals. She offered valuable policy strategies and expert translation/interpretation services for compliance with the McKinney-Vento Homeless Assistance Act and Stafford Act. Maribel handled inquiries related to community planning initiatives and played a pivotal role in staffing. She skillfully managed policy communication in disaster-stricken areas and participated in senior-level meetings on disaster recovery strategic planning efforts and the financial management of grants.



Maribel Gatica, PMP

Policy and Compliance Manager



City of Houston, Housing and Community Development Department, Planning and Grants Management

Research and Development Program Analyst | 12/2017 — 03/2018

Maribel oversaw the action plans for multiple federal register notices, waivers, and appropriation statutes. She provided essential training on cost allocation for project delivery and administrative payroll reporting to 150+ departmental staff. Responsible for managing the training budget and department-wide expenditures, Maribel complied with the required parameters. She efficiently handled all requests for internal orders and Grant Master setup. Maribel also managed the final review of public notices and developed project plans, tracking individual and team tasks to meet established milestones and achieve timely project completions. She executed the grant project reconciliation process department-wide and closely monitored the performance of the Disaster Recovery 2015 Grant Program. Additionally, Maribel reviewed letters of agreement and contracts for compliance.

City of Houston, TX, Housing and Community Development Department, Support Financial Processes and Operations

Financial Analyst | 07/2016 — 12/2017

Maribel managed grant-related research, interpreting regulations, and supporting financial processes. She compiled and analyzed grant-specific performance and expenditure data for accurate reporting. She excelled in developing comprehensive technical reports, proposals, and presentations with valuable financial analysis. Maribel summarized complex grant and financial system information for nonfinancial users and resolved discrepancies in entitlement grant revenues and expenditures. Efficiently handling draw-down functions, Maribel secured funding for program, project, and administrative costs. Her expertise in special assignments and forecasting models ensured grant compliance. Maribel actively maintained the Emergency Solutions Grant dashboard, coordinated staff training, and managed the review of letters of agreement and contracts for the Public Services Division.

City of Houston, TX, Housing and Community Development Department, Departmental Operations and External Activities

Executive Specialist, Office of the Director | 11/2014 — 07/2016

Maribel oversaw the director's day-to-day involvement in department operations at local and national levels. She skillfully managed communications, reports, presentations, and essential documents for the department director. Maribel's comprehensive research and summaries provided valuable recommendations for the director's review and approval. Collaborating closely with the executive team, she tracked responsibilities and deliverables for seamless project execution. Maribel's exceptional expertise in performance measurement and metrics for the crisis cleanup application informed disaster outcomes, benefiting the director and city mayor. Her adept management fostered seamless operations and supported decision-making at all levels.



Danny Permar,
MS
People First Program
Manager

Areas of Expertise

- HUD CDBG-DR Funded Programs
- Quality Assurance
- Quality Control
- Project Management
- Construction Management

Education

MS, Nuclear Engineering,
University of Florida
BS, Nuclear Engineering,
University of Florida

Years of Experience

Total: 11

Certifications/Training

- Federal Emergency Management Agency Contractor
- HAZWOPER

Danny is currently the construction manager for the CDBG-DR Rebuild Florida Housing Repair and Replacement Program. He has experience in project management, construction management, field operations, QA/QC, and project closeout for disaster recovery services. Danny has 10 years of consulting experience in disaster recovery projects, construction management, and environmental and radiological engineering services.

RELEVANT AND RELATED EXPERIENCE

Florida Department of Economic Opportunity, CDBG-DR Rebuild Florida Housing Repair and Replacement Program

Construction Manager | 03/2022 — Present

Danny oversees and manages general contractors for residential construction. He complies with local, state, and federal HUD guidelines, implements standard program policies and procedures, and develops in-depth client reports for program updates. In addition, Danny analyzes and reviews contractor estimates, scopes of work, and schedules.

NC CDBG-DR Housing Recovery Program, North Carolina

Construction Project Manager | 02/2018 — 03/2022

Danny was the construction manager and deputy project manager. He developed general contractor training materials and standard operating procedures for construction management and operational field activities. Danny also developed process flow and procedures for the bidding process under North Carolina laws. He consulted with the client to build and improve the program system of record for construction management use. Danny established field staff inspection and estimating procedures and integrated forms into mobile applications.

NC STEP Program, North Carolina

Operations Deputy Director | 12/2018 — 06/2019

Danny managed 13 general contractors and two volunteer organizations to provide housing repairs for over 2000 homes within 50 days. He developed and implemented policies and procedures for conducting over 6000 home inspections. He interfaced directly with the client and FEMA for project compliance. He standardized quality assurance protocols for all general contractors.



Danny Permar, MS

People First Program Manager



He developed construction and inspection specifications for general contractors and communicated directly with them twice daily to mitigate construction delays. He also managed the successful completion of the FEMA STEP Pilot Program and all related closeout audits, including client representatives and federal regulatory agency reviews.

U.S. Virgin Islands

Quality Assurance Manager | 02/2018 — 12/2018

Danny developed procedures for creating construction closeout packages for eligible applicants. He interfaced directly with the client, client representative, and sub-contractors to specify necessary documentation for closeout packages. Danny provided standardized procedures and developed technical policies to adhere to FEMA compliance reviews. He assisted with the financial risk analysis of program applications and provided scopes of work. Danny completed all related closeout audits, including reviews from client representatives and federal regulatory agencies. He completed field inspections for the program's startup to develop program policies and procedures for operations. Danny trained over 100 home inspectors to assess storm damage. He coordinated up to 150 daily inspections on St. Thomas, St. John, and St. Croix. Danny managed quality control of inspections, including data support, program software development, and RFI submittals to the client representative.

Emergency Home Repairs Virgin Islands, U.S. Virgin Islands

Lead Inspection Supervisor | 01/2018 — 12/2018

Danny completed field inspections for the program's startup to develop program policies and procedures for operations. He trained over 100 home inspectors to assess storm damage. He coordinated up to 150 daily inspections on St. Thomas, St. John and St. Croix. He managed quality control of inspections, including data support, program software development, and RFI submittals to the client representative. He developed procedures for creating construction closeout packages for eligible applicants. He interfaced directly with the client, client representative, and sub-contractors to specify necessary documentation for closeout packages. He standardized procedures and developed technical policies to adhere to FEMA compliance reviews. He assisted with the financial risk analysis of program applications and program-provided scopes of work.

U.S. Department of the Navy

Nuclear Engineer | 03/2014 — 02/2018

Danny assisted with the development of historical radiological assessments for the U.S. Department of the Navy and with plans for the remediation of radioactively contaminated soil in Jacksonville, FL. He assisted with radiation monitoring, air sampling, and soil sampling for RCRA sites and developed plans to characterize the SM-1 reactor facility for the U.S. Army Corps of Engineers in Ft. Belvoir as part of the decommissioning efforts at SM-1.



Danny Permar, MS

People First Program Manager



Danny developed multiple project-specific radiation protection plans, including RPPs for naturally occurring radioactive materials, to be performed at Port Granby in Canada, Oyster Creek 3 Diphenyl Oxide Process Plant in Texas, and the Zeidrich Dump Site in Ohio. He conducted RESRAD calculations to determine residual radioactive materials in various soil locations for the Zedirich Dump Site. In addition, he provided radiation shielding requirements, using MCNP, for the Savannah River Remediation Radioactive Liquid Waste tank farm in Georgia, for the ANSTO Nuclear Medicine Molybdenum-99 radiopharmaceuticals production facility in Australia, and the Nondestructive CT Imaging Laboratory at National Energy Technology Laboratory.



Michael Chua,
MPA, EDFP
Economic
Development Lead

Areas of Expertise

- CDBG-DR & CDBG-DR MIT
- Federal Compliance
- HUD Regulations
- Project Monitoring
- Program Design
- Program Management
- Infrastructure & Economic Development
- Financial/Budget Control

Education

MPA, Public Administration,
Louisiana State University
BA, Communication Studies,
Louisiana State University

Years of Experience

Total: 11

Certifications/Training

- Economic Development Finance Professional
- Human Resource Management

Michael is a disaster recovery professional with over a decade of experience designing, implementing, managing, and monitoring CDBG-DR and CDBG-MIT-funded infrastructure and economic development programs ranging from small business recovery grants to multimillion-dollar commercial developments. Michael has also managed various scope and scale infrastructure programs, from small city resiliency programs to statewide public programs.

RELEVANT AND RELATED EXPERIENCE

Alabama Department of Economic and Community Affairs, Hurricanes Zeta and Sally Disaster Recovery

Manager/Policy and Compliance Consultant | 2022 — Present

Michael leads the design and implementation team for Alabama's \$22.3 million Local Recovery and Resilience Competition Program. He collaborates on creating program guidelines, workflows, standard operating procedures, evaluation, scoring rubrics, and other items needed to start a program on time.

Alabama Department of Economic and Community Affairs, New York Governor's Office of Storm Recovery, and Mississippi Development Authority

Manager/Policy and Compliance Consultant | 2022 — Present

Michael assists clients in submitting action plans for their 2020 disaster allocations. He assists in researching, analyzing, and synthesizing data for unmet needs assessments. He performed case studies of other CDBG-DR grantees to identify trends and inform best practices and assisted in program design and budget allocation considerations. He also represents clients at public meetings and outreach events.

Puerto Rico Department of Housing, Hurricanes Irma and María Disaster Recovery

Manager/Policy and Compliance Consultant | 04/2020 — Present

Michael supports the HORNE public relations team on CDBG compliance, program design, and implementation, serving as the point of contact for the infrastructure and economic development teams.



Michael Chua, MPA, EDFP

Economic Development Lead



He collaborates with CDBG policy and compliance consultants to resolve issues about program design, policy, implementation, federal compliance, HUD regulations, and other grant management aspects. He collaborates on CDBG documents, including letters, memos, operating procedures, workflows, and program guidelines.

Louisiana Office of Community Development Disaster Recovery Unit

Manager of Infrastructure and Economic Development | 08/2019 — 04/2020

Michael managed a team of 10 to plan and implement programs for recovery and revitalization in areas impacted by disaster. He managed the design, implementation, and supervision of disaster recovery programs and gave input on the state's action plan and amendments. He provided technical guidance to subordinates, grantees, and subrecipients and monitored all programs' adherence to state and federal statutory regulations, guidelines, and policies.

Louisiana Office of Community Development Disaster Recovery Unit

Economic Development Project Manager | 04/2017 — 08/2019

Michael supervised an \$80+ million portfolio of disaster recovery projects and managed a \$41.2 million business recovery program. He oversaw approved subrecipients, responded to issues, approved project expenditures, managed program activity and budgets, and provided outreach and technical assistance for a successful and compliant program. He administered a \$43 million commercial lending program that assists businesses with loans up to \$5 million for renovation, expansion, construction, or purchase of property to invest in commercial corridor revitalization.

Disaster Recovery Specialist, Infrastructure | 06/2015 — 04/2017

Michael managed a broad portfolio of disaster recovery infrastructure projects to account for federal, local, and private funds. In addition to parish-run projects, he managed the Municipal Infrastructure, Economic Development Growth Infrastructure, and Interoperable Communications disaster programs, totaling \$35 million in grant funding.

**GrantWorks**

Kay LeSage
MIT Program Manager

Areas of Expertise

- CDBG-DR
- CDBG-MIT
- Monitoring and Compliance
- Mitigation
- Program Management

Education

BA, Business and Psychology,
Louisiana State University

Years of Experience

Total: 31

Certifications/Training

- HUD DRGR Public Action Plan
- HUD Understanding Section 3 New Rule
- HUD Effective Management of CDBG Subrecipient
- HUD Compliance Trainings

Kay LeSage is an accomplished Subject Matter Expert with over 31 years of experience in disaster recovery, mitigation, and program management. Immediately before joining GrantWorks, Kay served in various director and senior management roles for over 12 years with the State of Louisiana's Office of Community Development-Disaster Recovery Unit (OCD-DRU), overseeing wide-ranging HUD-funded Infrastructure, Housing, and economic development programs. She has experience in directing, coordinating, and administering all aspects of CDBG-DR and CDBG-MIT regulations and compliance at the HUD grantee level, including DRGR reporting, procurement, action plans, environmental, labor, Section 3, Section 504, Title IV, citizen participation, acquisition, relocation, and overall project management. Since 2006, Kay has directed the design, implementation, monitoring, and compliance for over \$4 billion in CDBG-DR and CDBG-MIT programs. During her oversight, she has provided grant process and flow assistance for developing three different application intake and overall grant processing IT platforms. She has coordinated, researched, and resolved concerns and findings from HUD monitoring and HUD-OIG investigations.

RELEVANT AND RELATED EXPERIENCE**GrantWorks, Inc.****\$329.9 Million CDBG-DR Staff Augmentation, Volusia County****Lead Project Manager | 02/2023 — Present**

Volusia County selected GrantWorks to assist in providing staffing and training across all CDBG-DR programs and projects. Kay manages contract and task orders by working with the County to ensure a clear understanding of staffing needs and to address all County requirements. Based on County staffing needs, she drafts task orders and manages budgets associated with the division of departmental duties. She oversees the contract and task order budgets, compiles invoicing, and supports documentation.



Kay LeSage

MIT Program Manager

GrantWorks

Infrastructure, \$201 Million Program Management Services for CDBG-DR Recovery Program, Sarasota County, Florida

Subject Matter Expert | 04/2024 — Present

Kay is a subject matter expert on Sarasota County's Hurricane Ian CDBG-DR Resilient SRQ Recovery Program. Kay collaborates with the County's Program Manager to support infrastructure programs, including developing policies and procedures, creating training modules, and assisting with program implementation.

Louisiana Office of Community Development

Director of Economic Development and Infrastructure Programs/Deputy Director of Economic Development, Infrastructure and Housing/Infrastructure Manager/Infrastructure Specialist | 10/2011 — 07/2023

In her senior executive-level roles for the State of Louisiana, Kay prepared the state's action plans and amendments for the disaster recovery and mitigation programs, which exceeded \$16 billion across all open grants following FRN. She designed programs, adapted them to coordinate with four other state agencies, and multitasked across various programs and projects to support the Louisiana Watershed Initiative. She also resolved complex problems related to program requirements and HUD regulations, prepared, reviewed, and selected professional services contracts, and researched and designed Louisiana's first Non-federal match program for FEMA Public Assistance and HMGP Global Match. Kay prepared various written materials, including program policies and procedures, status reports, semi-annual reports, job descriptions, and other reports as required. She provided technical assistance on CDBG and program compliance to grantees, consultants, contracts, and staff. She also represented OCD at meetings with local elected officials, legislators, organizations, private sector institutions, federal agencies, and other state department officials to outline the federal and state requirements applicable under the disaster and mitigation programs. Kay coordinated and provided input on interactions with federal officials, particularly those from HUD, to obtain clarification and/or interpretations on diverse issues arising from new federal requirements and concepts that became effective. She interpreted federal and state policies related to CDBG-DR and CDBG-MIT programs. She researched and worked with other state agencies to coordinate IIJA opportunities and align multiple funding sources. Kay reviewed and approved funding requests, working closely with various team members to determine the most effective approach for determining eligibility and funding. She also directly or indirectly supervised 30 professional, technical, and support staff.



Kay LeSage

MIT Program Manager

GrantWorks

Shaw Environmental & Infrastructure, Inc.

Supplemental Staffing, Louisiana Office of Community Development-Disaster Recovery Unit

Contract Lead/Compliance Specialist | 09/2009 — 10/2011

Kay managed all supplemental staff assigned to DRU. She directed, coordinated, and administered all aspects of services provided and performed, including assigning tasks requested from various departments within DRU. She supervised and worked with multiple departments on developing the initial OCD Grantee Administrative Manual for staff, grantees, and consultants.

Road Home Small Rental Property Program, Louisiana Office of Community Development-Disaster Recovery Unit

Deputy QA/QC Manager | 09/2009 — 10/2011

Kay provided the project management team with training regarding all existing policies and procedures. She assisted in designing a new construction loan option, including meetings with the IT department and software development staff. She also developed and documented standard operating procedures for the QA/QC team, which were reviewed by the construction management and inspection staff. Kay developed and implemented user acceptance test training for housing development software updates.

ICF Emergency Management, Inc.

Road Home Small Rental Property Program, Louisiana Office of Community Development-Disaster Recovery Unit

Policy and Procedures Associate, 11/2006 — 04/2009

Kay researched, designed, developed, trained, and coordinated processes, procedures, and program documents for the Small Rental Property Program (SRPP). She also researched and responded to inquiries from federal and state agencies, compliance, quality assurance, and transition teams. Kay received and resolved staff issues related to SRPP systems and/or defects and designed, owned, and maintained the SRPP SharePoint e-portal.



Michaela Ford
PFP Case
Management Lead

Areas of Expertise

- Disaster Recovery
- HUD Section 3
- HUD Compliance
- Outreach
- Customer Intake
- Documentation
- Mitigation and Remediation

Years of Experience

Total: 8

Michaela is an experienced operations and project management professional with a strong disaster recovery, construction, and administrative leadership background. She develops standard operating procedures, supports construction teams, monitors HUD compliance, and reviews program reconsiderations for accuracy and alignment with guidelines. In previous roles, she led compliance efforts, managed insurance claims, coordinated project workflows, and handled payroll and accounts management. She has also created training materials, improved internal processes, and strengthened client communication. Michaela brings a collaborative, organized, and solutions-focused approach to every role, with a consistent track record of improving efficiency, meeting regulatory standards, and supporting team success.

RELEVANT AND RELATED EXPERIENCE**Florida Commerce, Rebuild Florida – Ian HRRP****Production Manager | 02/2024 — Present**

Michaela develops standard operating procedures and program documents to support the ongoing operations of a state disaster recovery program. She contributes to outreach efforts, helping to build community connections and increase program visibility within service counties. In this role, she collaborates with the construction team to provide operational support and monitors HUD Section 3 reporting to track regulatory compliance. Michaela is also responsible for reviewing reconsideration requests, confirming that all criteria are met and that decisions align with program guidelines.

RESCON Restoration and Construction**Project Coordinator/Office Manager | 10/2021 — 03/2023**

Michaela served as the primary point of contact for clients at both the Orlando and Cocoa office locations, overseeing customer intake, claims processing, and scheduling of inspections. She managed job workflows from start to finish, ensuring adherence to TPA and insurance guidelines, and maintained accurate claim documentation and updates. Her role was expanded to include payroll processing (via ADP) and accounts payable/receivable, and she took over existing water mitigation and mold remediation projects.



Michaela Ford

PFP Case Management Lead



Michaela led weekly project manager meetings to monitor budgets and project progress, prepared reports, developed training materials, trained new employees, implemented standard operating procedures, and provided general administrative support.

Paul Davis

Office Manager | 9/2021 — 05/2022

Michaela worked closely with insurance companies to help homeowners navigate the restoration process after disaster events, ensuring compliance with strict industry procedures and confidentiality standards. She was responsible for customer intake, data entry, and creating and maintaining digital documentation. Her role also included onboarding new employees, ordering office supplies, and providing comprehensive administrative support.

Home 2 by Hilton

Front Desk Supervisor | 01/2021 — 10/2021

Michaela served as the primary point of contact for guests and staff, ensuring a seamless guest experience while fostering a positive and growth-oriented work environment. Her responsibilities included interviewing, hiring, and training new employees and writing a comprehensive training manual for the OnQ front desk system. She coached and developed front desk staff, managed guest feedback through reviews and surveys, and resolved complaints and Hilton Honors issues. Michaela also contributed across departments as needed, including breakfast service and housekeeping, while maintaining a welcoming and service-focused atmosphere throughout the hotel.

Big Woody's Fence

Office Manager | 05/2017 — 12/2020

Michaela developed standard operating procedures and training materials to support organizational efficiency and staff onboarding. She also handled appointment scheduling, accounts payable, and managed the company's social media presence. Her role also included coordinating permitting processes to ensure compliance with local regulations.



Jason Clark
Construction
Management Lead

Areas of Expertise

- Leadership
- Strategic Planning
- Value Engineering
- Contract Negotiations

Education

Hawaii Pacific University

Years of Experience

Total: 25

Jason is a construction professional who develops partnerships and builds rapport with clients, architects, engineers, local officials, and vendors. His expertise includes performing construction take-offs from blueprints, processing architectural revisions and bulletins, and overseeing multimillion-dollar projects. Jason has been an integral part of our ADECA program, and as an Alabama native, he is ready to serve ADECA in this mission. As an exceptional communicator and change agent, Jason excels at negotiations, project estimating, design issue resolution, document preparation, building codes and regulations, material purchasing, and site management. He provides valuable insight at all project stages, from initial planning to organizational administration, leveraging his experience in multiple industries and positions to identify creative and efficient solutions to various problems.

RELEVANT AND RELATED EXPERIENCE**Alabama Department of Economic and Community Affairs,
Home Recovery Alabama Program****Director of Construction | 03/2023 — Present**

Jason oversees 20 general contractors who repair or replace homes impacted by Hurricanes Sally and Zeta. Under Jason's leadership, the program has constructed over 500 homes and boasts an average construction timeframe of under 90 days per home.

**FloridaCommerce, Hurricane Ian Home Repair and
Replacement Program****Director of Construction | 10/2024 — Present**

Jason oversees 17 general contractors who are repairing or replacing homes impacted by Hurricane Ian in 20 counties throughout Florida. Under Jason's leadership, the program is on track to complete the construction of all homes in under three years.

Capstone Real Estate Investment**Senior Contracts Manager | 11/2021 — Present**

Jason employed balanced and disciplined leadership while managing all aspects of contracts, pre-construction, construction, and turnover. He currently manages \$30 million in contracts.



Jason Clark

Construction Management Lead



Spartan Invest

Vice President of Construction | 2018 — 11/ 2021

Jason oversaw strategic planning and management of a team of nine professionals. He contributed to corporate financial health by building teams to accomplish company goals and is highly skilled in meeting and exceeding annual goals. Jason established a solid foundation for success by acquiring, restoring, and ensuring profit for over 350 properties annually. He generated energy and stability by helping develop a new construction company.

RJ Allen and Associates

Project Manager | 2016 — 2018

Jason was responsible for various Dollar General developments within the Southeast regional territory from east Tennessee to south Mississippi. He exercised sound judgment and discretion while overseeing a 20+ million budget. Jason harmonized operations as the primary point of contact between the designer, developer, and clients/tenants. He maximized productivity and provided vital structure by performing design reviews and project analysis. Jason leveraged experience and functional knowledge to manage site selection and land development successfully. He employed and refined relationship-building skills and a collaborative mindset while overseeing superintendents, estimators, and subcontractors. Highly skilled in anticipating and resolving challenging project issues, Jason made key contributions by overseeing material purchasing, scheduling, quality control, building code compliance, and certificate of occupancy.

Magnolia Homes

Construction Manager | 2015 — 2016

Jason shaped a vibrant, productive environment by overseeing and managing two multimillion-dollar subdivisions. He embraced responsibility for subcontractor management and demonstrated perceptiveness and determination while overseeing design/blueprint review and project analysis. He exhibited resourcefulness through oversight of project development, quality control, material purchasing, scheduling, project budget, building code compliance, and certificate of occupancy.

Saunders Creek, Rossville

Tennessee Project Manager | 2015 — 2016

Jason provided field supervision of custom residential properties valued at \$600,000.

Winstead Farms, Lakeland

Tennessee Project Manager | 2015 — 2016

Jason provided field supervision of custom residential properties valued at \$500,000.



Jason Clark

Construction Management Lead



The Infinity Group

Project Manager | 2006 — 2015

Jason applied strong leadership talents to plan, organize, direct, and manage residential and light construction development for over \$2.5 million in projects. He oversaw design and blueprint review and analysis of projects, preparation of construction documents, project development, quality control, bidding, project budget, negotiating, sub-contractor selection, material purchasing, scheduling, building code compliance, and certificate of occupancy.

Jordan's Gate

Project Manager | 2007 — 2009

Jason was a field supervisor and estimator for the \$2.6 million project.

KPC Office Building Project

Manager | 2009 — 2015

Jason provided field supervision and estimation services. His finish-outs, totaling \$1.6 million, included the Retail Center, Spa Auburn, Auburn Acute Care, Sandlin Dental, and Hardwick Vision Center.

The Event Center Downtown

Project Manager | 2012 — 2014

Jason managed and oversaw the renovation of the \$1.4 million Coca-Cola plant into a convention center.



Kesha Simon
HBA/SRRP Program
Manager

Areas of Expertise

- Project Management of Affordable Housing Programs – Buyout & Homeowner Rehab
- Single-Family Homeowner Program Underwriting
- Policy Planning & Development
- CDBG, CDBG-DR, NSP, HOME

Education

BS, Marketing, *Louisiana State University*

Years of Experience

Total: 14

Certifications/Training

- Fundamentals of Affordable Housing Development Professional Certificate Program
- HCV Specialist Certification

Kesha is a seasoned HUD program management specialist with 14 years of experience working with CDBG-DR program implementation, administration, compliance, and monitoring. As a subject matter expert for FloridaCommerce's CDBG-DR program following Hurricane Irma, she maintains compliance with HUD cross-cutting requirements, including Davis-Bacon and Related Acts, the Uniform Relocation Act, procurement, and Section 3. Kesha served as the program director for various affordable housing programs, including down payment assistance and homeowner rehab programs, where she performed mortgage underwriting for more than 200 LMI homeowners and homebuyers.

RELEVANT AND RELATED EXPERIENCE

Lee County, Hurricane Ian, CDBG-DR Program Administration

Program Director | 10/2023 — Present

Kesha serves as the program director for the LeeCares Hurricane Ian Housing Recovery Program, where she oversees program operations for the county's home purchase assistance and buyout programs. She is responsible for managing program staff and the program's performance. As an affordable housing expert, she develops policy guidelines and procedural documentation to maintain compliance with federal, state, and local requirements. Additionally, she is responsible for training staff in work procedures and program requirements.

FloridaCommerce, Hurricane Irma CDBG-DR Program Oversight Monitoring

Subject Matter Expert – Monitoring | 08/2021 — Present

Kesha provides expertise in various disaster recovery program areas, such as voluntary buyout and acquisition programs. She verifies compliance with HUD cross-cutting requirements, including Davis-Bacon and Related Acts, the Uniform Relocation Act, procurement, and Section 3. She performs monitoring reviews, evaluates procedures for compliance with HUD rules and ordinances, and monitors compliance with federal regulations and agency policies and procedures.



Kesha Simon

HBA/SRRP Program Manager



Additionally, Kesha trains grantee and subrecipient staff in work procedures, such as the Uniform Relocation Act and national objective compliance, and provides policy and procedural guidance, training, and interpretation.

Civix Land and Grants Division Department of Community Planning and Resilience Metairie, Multiple Projects

Senior Grant Manager | 06/2021 — 06/2023

Kesha supported projects funded through CDBG, CDBG-DR, CDBG-MIT, CDBG-Natural Disaster Resilience, and HOME. She assisted with project activities, including developing work plans and managing teams. She also reviewed and summarized federal regulations, including Federal Register notices and HUD guidance. Additionally, Kesha monitored federal grantees and subrecipient activity for federal compliance; conducted research and analysis for clients, stakeholders, and the public; and drafted plans, reports, and assessments based on research and analysis. She also developed presentations of research and analysis for clients, stakeholders, and the public. Kesha supported the development of client-facing documents, such as policies and procedures, checklists, forms, and administrative manuals. She provided key support for preparing a presentation to a local municipality, which resulted in an award to provide technical assistance and guidance with the administration of HUD consolidated grant funding, including CDBG, HOME, and Emergency Solutions Grants.

City of Dallas Housing and Neighborhood Revitalization Department, Housing and Neighborhood Revitalization

Program and Compliance Manager | 03/2019 — 06/2021

Kesha managed the 10 team members who support the day-to-day functions of the compliance division. She served as the primary technical resource for federally funded real estate acquisition and relocation matters and trained city staff and subrecipients on Uniform Relocation Act compliance. Kesha developed housing program components for HUD's five-year consolidated plan and annual action plan for Dallas, consolidated annual performance and evaluation report information and narratives, and reported program accomplishments in HUD's Integrated Disbursement and Information system and DRGR system. She managed federal monitoring and audit requests and findings, monitored expenditures and project milestones of community housing development organizations for HUD reporting, and negotiated and cleared over 25 federal findings totaling \$4 million as part of multiple Office of Inspector General audits and departmental enforcement center reviews. Kesha received an award for exceptional performance within her first six months of employment.



Kesha Simon

HBA/SRRP Program Manager



New Orleans Redevelopment Authority

Housing and Development Compliance Manager | 03/2011 — 03/2019

Kesha developed, initiated, maintained, and revised policies and procedures for the general operation of the compliance program and its related activities to prevent illegal, unethical, or improper conduct. She was responsible for quarterly reporting to HUD through the Integrated Disbursement and Information system and DRGR system on expenditures, compliance with national objectives, and project and activity completion and closeout. She was responsible for the management, oversight, and program administration of the Soft Second Mortgage; monitoring all Soft Second Loan products for continued compliance with loan requirements; and managing the residential construction lending program funded with CDBG-DR funds and administered through the State Office of Communication Development and the New Orleans Office of Community Development.

Kesha was responsible for managing the post-closing department, which coordinated with legal staff to issue lien releases in a timely fashion. She facilitated communications between various agencies and their executive leadership and staff regarding the redevelopment underway in New Orleans and its related programs. She performed professional compliance, monitoring, and evaluation for the administration of the CDBG, CDBG-DR, Neighborhood Stabilization Program 2, FEMA, Road Home, and other public and private funds.

Housing Authority of New Orleans

Compliance Specialist | 04/2009 — 03/2011

Kesha reviewed and audited housing authority files to ensure critical data was correct and required documentation met the federal guidelines of HUD and Housing Choice Voucher Program rules. She tracked and reported all deficiencies for trending. Kesha collaborated with other departments, including legal aid, to direct compliance issues for investigation and resolution. She offered advisory services to affected tenants, including determining the financial obligations of the relocation assistance payments, locating replacement housing, and ensuring full compliance with notice requirements. Kesha directly responded to alleged violations of rules, regulations, policies, procedures, and standards of conduct by evaluating or recommending the initiation of investigative procedures. She developed and oversaw a system for uniform handling of such violations. Additionally, Kesha acted as an independent review and evaluation body to ensure compliance and make sure issues within the organization were appropriately evaluated, investigated, and resolved. She also managed a portfolio of over 1,000 Housing Choice Voucher Program participants while complying with federal guidelines.



**Christina
Wirsching, PhD**
Planning Program
Manager

Areas of Expertise

- Community-Led & Participatory Planning
- Strategic Planning
- Resource Management
- Performance Evaluation
- GIS Applications for Policy & Research
- Hazards Vulnerability Assessments & Impact Assessment Methodologies
- Energy Program Expertise
- Climate Adaptation
- Water & Energy Management Policy
- Solar Program Design

Education

PhD, Community & Regional Planning, *University of Texas*
MS, Community & Regional Planning, *University of Texas*
BA, Geography, *University of Texas*

Years of Experience

Total: 11

Dr. Christina Wirsching brings over a decade of experience bridging research, policy, and practice for federally funded initiatives. She is a skilled communicator across technical, academic, and public sector domains—leading multi-stakeholder collaborations that span local government, federal agencies, and community-based organizations. At HORNE, Dr. Wirsching is a senior policy and compliance consultant and manager for HORNE's Government Services, specializing in program design and implementation for disaster recovery and community resilience, infrastructure, housing, and economic development in federally funded programs. Dr. Wirsching is the lead project investigator for HORNE's HUD-funded research on renter outcomes, the Renter Outcomes Research Project, which will help shape disaster recovery policy. She also led the City of San Antonio's Rapid Resilience Assessment, conducting data collection and risk assessments to craft policy recommendations for short and long-term resilience as a government entity and, more broadly, as a community. As deputy program director for CPC Climate Capital's Greenhouse Gas Reduction Program, she co-led compliant implementation efforts of the EPA-funded program, maintaining compliance for over \$2.4 billion.

RELEVANT AND RELATED EXPERIENCE**HUD – Office of Policy Development and Research****Project Lead | 2022 — Present**

Christina serves as the lead investigator and research administrator for the HUD-funded Renter Outcomes from Disaster Recovery research project (HUDRD #FR-6600-N-29A), a three-year initiative with a budget of approximately \$750,000. She employs multi-scalar, cross-disciplinary approaches, integrating social vulnerability assessments and innovative GIS methods to quantify property loss and individual harm. Our team members created and deployed grantee-, renter-, and developer-oriented surveys as a part of our qualitative research and spatial, quantitative, and comparative policy analyses to understand policy impacts and outcomes for disaster recovery. Her work, in collaboration with academic and community partners, aims to provide policy recommendations to HUD and FEMA.



Christina Wirsching, PhD

Planning Program Manager



City of San Antonio – Rapid Resilience Assessment

Project Lead | 2024

Christina was the project lead for developing and executing the Office of Resilience Rapid Resilience Assessment.

CPC Climate Capital, EPA Greenhouse Gas Reduction Fund

Deputy Project Director | 08/2024 — Present

Christina is the deputy project director for designing and implementing the organization's federally funded Greenhouse Gas Reduction Program. Her responsibilities include conducting in-depth gap analyses focused on the essential policies and procedures for compliance, culminating in a detailed master list that captures all key areas requiring attention.

Puerto Rico Department of Housing, Grant Management Services for CDBG-DR/MIT Programs

Senior Policy and Compliance Consultant Manager | 2022 — Present

Christina streamlines program design, tool development, implementation workflows, and procedures across CDBG-MIT and CDBG-DR competitive programs for compliance. She incorporates and encourages cross-pollination of multidisciplinary knowledge, practice, and lived experiences into policymaking and project delivery across Puerto Rico's CDBG portfolio. Christina provides analyses and research-informed recommendations for program design and federal compliance of mitigation infrastructure, housing, and energy policies. She collaborates on the HUD-funded Renter Outcomes from Disaster Recovery research, which incorporates multi-scalar, cross-disciplinary approaches for policy recommendations to HUD, grantees, subgrantees, community organizations, and beneficiaries.

Christina developed interactive GIS tools and dashboards with compliance measures for HUD disaster recovery energy allocation project selection. She contributes to program design, grant administration, agency coordination, compliance, and technical assistance. She oversees the implementation of Puerto Rico's Department of Housing 34 programs under the HUD CDBG-DR/MIT initiative, totaling approximately \$20.2 billion. Her responsibilities include FEMA non-federal match, infrastructure, economic development, social interest housing, earthquake response, and energy programs.

GrantWorks Inc.

CDBG Project Manager | 2020 — 2022

Christina managed the implementation of approximately \$16.8 million for 14 CDBG-DR, water, and wastewater projects in Texas. She led training and development for SOPs for project reporting and startup for new project managers, focusing on financial/administrative procedures and applying federal and state laws in CDBG project implementation.



Christina Wirsching, PhD

Planning Program Manager



Lecturer for Planning, GIS, and Urban Studies

University of Texas San Antonio | 2021 — 2022

Trinity University, San Antonio | 2019 — 2020

University of Texas at Austin | 2016

Christina developed and taught graduate and undergraduate courses, including Community Development, Social Justice and the City, Introduction to GIS, Introduction to Urban Studies, and Urban Latinx Planning.

University of Texas at Austin – Land Tenure, Governance, Multi-Hazard Vulnerabilities, and Fracking in South Texas

PhD Dissertation Research | 2015 — 2020

Christina conducted a multi-hazard vulnerability assessment and compared governance/hazard mitigation/vulnerability across jurisdictional scales. She determined land/mineral ownership patterns for a multi-scalar, historical, quantitative, and qualitative assessment of oil and gas impacts on the Texas/Mexico border. She also conducted specialized research in social and environmental justice in U.S. planning, partly funded by the National Science Foundation for Energy Grids and Sustainable Energy.



Matthew Miks, PE
Deputy Construction
Management Lead

Areas of Expertise

- Construction Oversight
- Technical Design Review
- Engineering Design
- Project Budget
- Procurement
- Client Coordination

Education

BS, Civil Engineering, *University
of Colorado Boulder*

Years of Experience

Total: 11

Certifications/Training

- Registered Professional
Engineer: CO, #0061796

Matt has extensive experience in civil and environmental engineering projects, strongly focusing on water, wastewater, and stormwater systems. He has designed and modeled infrastructure using Civil 3D, REVIT, and ArcGIS tools, including channel layouts, mechanical process piping, and utility networks. His project work includes major initiatives such as the National Western Center Complex and the Misawa Air Base Wastewater Treatment System. Matt has collaborated with stakeholders across government, military, and private sectors, managing design charrettes, preparing construction documents, conducting cost analyses, and reviewing technical specifications. He has also performed field inspections, managed field labor, and supported construction oversight through coordination with contractors and response to RFIs. In addition to technical skills, Matt has experience mentoring interns, drafting educational outreach materials, and ensuring compliance with regulatory standards. His multidisciplinary background makes him a valuable contributor across the entire project lifecycle—from concept through construction.

RELEVANT AND RELATED EXPERIENCE

Merrick & Company

Assistant Project Manager, Water/Wastewater | 2023 — 2025

Matt was the primary point of contact for clients, building strong relationships, providing regular project updates, and addressing client needs to ensure satisfaction throughout the project lifecycle. He managed and led the design, development, and execution of procurement and contract documents and drawings for multi-disciplinary project teams—including engineers, operators, and contractors—to meet project milestones. He developed and managed project scope and budgets, prepared monthly billing reports, and achieved project goals while maintaining budget control. Matt also created and maintained detailed project schedules, tracked progress against timelines, and made adjustments to complete projects timely. Additionally, he reviewed technical designs and project specifications to align with industry standards and client requirements.



Matthew Miks, PE

Deputy Construction Management Lead



Civil Water Engineer II | 2022 — 2023

Matt led the design, development, and execution of procurement, contract documents, and drawings. He collaborated with owners, manufacturers, and government departments on water and wastewater infrastructure projects, including designing new facilities and replacing existing equipment. He provided construction oversight for various projects, including field observation, coordination with utility owners, and responding to RFIs and material submittals. Additionally, Matt managed interns by training them on software, providing redlines, and emphasizing the importance of field responsibilities.

Civil Water Engineer I | 2016 — 2022

Matt performed the design of multiple stormwater, water, and wastewater capital improvement projects. His responsibilities included preparing construction drawings, developing cost estimates, coordinating with utilities, conducting pump and system curve modeling, creating REVIT models, and overseeing construction activities.

- **Misawa Air Base Wastewater Treatment System Design and Repair, Misawa, Japan**

Matt was on site in Misawa, Japan, to support and participate in a design charrette. His responsibilities included conducting field meetings, writing design charrette reports, and presenting design options in collaboration with the United States Air Force and the Japanese Air Self-Defense Force. He also designed and modeled mechanical process piping in REVIT, developed equipment schedules, and prepared construction drawings.

- **National Western Center Horizontal Design, City and County of Denver, CO**

Matt collaborated with multiple stakeholders on the horizontal design of the National Western Center Complex for the City and County of Denver. His responsibilities included designing site sanitary sewer and water lines, preparing sanitary study reports and memos, producing construction drawings, conducting cost analyses, and reviewing materials. He was also responsible for making separate Denver Water plans and submittals for multiple project phases. In addition, Matt provided construction management support by coordinating and responding to RFIs and material submittals in collaboration with subcontractors and the design team.

Civil Engineering Water Intern | 05/2015 — 05/2016

Matt constructed and operated an EPANET model for the fire protection system at the Alon USA refinery. He participated in service line and grease interceptor inspections, preparing detailed field reports with layout drawings. He reviewed water plans for various new developments, including meter sizing, to ensure compliance with district regulations. Matt also edited redlined drawings and maps using Civil 3D and reviewed sanitary sewer inspection videos to identify clay, cast iron, and PVC pipe defects.



Matthew Miks, PE

Deputy Construction Management Lead



Southern Sandoval County Arroyo Flood Control Authority, Rio Rancho, New Mexico

Engineering Intern | 2014

Matt utilized Civil 3D for basic channel and grading layouts and ArcMap 10.1 for shapefile editing and map creation. He used HEC-GeoRAS to digitize proposed and existing channel configurations. He assisted engineering staff in preprocessing geometry data in ArcGIS, importing it into HEC-RAS, and running steady-state models for ephemeral arroyos. Matt managed field labor for several water quality and flood control projects and performed general field and facility maintenance for sediment retention boxes. He also participated in brainstorming sessions with engineers focused on watershed and facility planning. His AutoCAD work included drafting CMU retaining wall details, open channel layouts to improve water quality, and general alignment drawings. Additionally, he engaged in educational outreach by teaching Arroyo Safety Practices to local youth.



Lauren Poche, MA
Environmental
Review Lead

Areas of Expertise

- Program Management
- SOI-Qualified Architectural Historian
- Section 106 Compliance
- NRHP Eligibility
- Disaster Recovery
- HAER/HABS Documentation

Education

MA, History-Public History,
Southeastern Louisiana University

BA, Anthropology/Archaeology,
Millersville University of Pennsylvania

Years of Experience

Total: 23

Certifications/Training

- Section 106: An Introduction, National Preservation Institute

With 23 years of cultural resources management experience and disaster recovery experience, Lauren meets the Secretary of Interior standards for architectural history and history and has extensive experience as an archaeologist specializing in historic period archaeological sites. Since 2012, she has focused on Section 106 compliance for HUD-funded disaster recovery programs in Texas, North Carolina, South Carolina, Louisiana, Florida, Mississippi, New Jersey, New York, and Puerto Rico.

RELEVANT AND RELATED EXPERIENCE

Texas General Land Office, City of Houston Homeowner Assistance Program

Senior Manager, Architectural Historian | 03/2020 — Present

For this \$1.3 billion project funded by CDBG-DR, Lauren supports Section 106 compliance and QA/QC for architectural history documentation.

Texas General Land Office, City of Galveston Hurricane Housing Program, Round 2

Architectural Historian | 2016 — 2017

Lauren performed quality control checks on architectural reviews submitted to the Texas Historic Commission.

South Carolina Office of Recovery, October 2015 Severe Storm, Hurricane Matthew, and Hurricane Florence CDBG-DR Programs
Senior Manager, Architectural Historian | 09/2018 — Present

Lauren oversees Section 106 compliance for all properties in the programs, a \$293 million project funded by CDBG-DR. She determines if a property meets the allowances outlined in the agreement or if standard consultation is necessary. She also documents all environmental review allowances and prepares consultation documents for submission to the South Carolina State Historic Preservation Office.



Lauren Poche, MA

Environmental Review Lead



Puerto Rico Department of Housing, Various CDBG-DR Housing Programs

Senior Manager, Architectural Historian | 06/2019 — Present

Lauren oversees Section 106 compliance for the various housing programs, including community energy and water resilience installations, gap to low-income housing tax credits, social interest housing, home repair, reconstruction, and relocation. She works with contractors to submit accurate consultation documents to the Puerto Rico State Historic Preservation Office, properly treat historic properties, and appropriately design new construction in historic areas. Lauren handles all preservation submissions and prepares documentation for the various subrecipients.

Robeson County, NC, Hurricane Matthew CDBG-DR Program

Manager, Architectural Historian | 06/2018 — 12/2019

Lauren performed Section 106 compliance for properties in the program, a \$50 million project funded by CDBG-DR. She consulted with properties of historic concern, documented findings, and submitted information to the North Carolina State Historic Preservation Office.

Louisiana Office of Community Development Disaster Recovery Unit, Restore Louisiana Disaster Recovery Program

Architectural Historian | 2017 — 2018

Lauren researched the age of properties evaluated for the unnamed storms of 2016. She supported the eligibility of the National Register of Historic Places and coordinated the archaeological review of properties slated for demolition and reconstruction with the Louisiana State Historic Preservation Office. Lauren was also responsible for scheduling lead-based paint risk assessments for structures built before 1978. This project was funded by CDBG-DR funding.

Louisiana Governor's Office of Homeland Security and Emergency, Louisiana Shelter at Home Program

Architectural Historian | 2017

Lauren confirmed that contractor scopes of work and change orders complied with the program regulations. New York Office of Resilient Homes and Communities, Social Services Block Grant Project, Disaster Recovery

Program New York Rising, Hurricane Sandy Disaster Recovery Program

Architectural Historian | 2015

Lauren oversaw the Tier 2 closeout document verification, monitored statuses, and resolved issues. She monitored Section 106 compliance by comparing it with criteria by the New York State Historic Preservation Office and the client. The Social Services Block Grant and CDBG-DR funded this \$2.2 billion project.



Lauren Poche, MA

Environmental Review Lead



New Jersey Department of Environmental Protection, Hurricane Sandy Disaster Recovery CDBG-DR Program

Architectural Historian | 2012 — 2016

Lauren coordinated the oversight of Section 106 compliance for the HUD CDBG-funded Hurricane Sandy disaster recovery programs in nine counties of New Jersey. She coordinated submittals to the New Jersey State Historic Preservation Office and monitored the status of historic preservation and archaeology applications. She also performed quality control and final verification on all program applications regarding Section 106 compliance.



Rocio Pimentel
HBA Program
Specialist

Areas of Expertise

- Project Management
- Disaster Recovery
- Housing Programs
- Program Implementation
- Housing Finance
- Documentation

Education

AA, Business, *Florida*
Southwest State College

Years of Experience

Total: 8

Certifications/Training

- Licensed Mortgage Loan
Originator

Rocio is a skilled housing program specialist with extensive experience in disaster recovery, housing finance, and program implementation. She oversees home purchase, rehabilitation, and reconstruction programs that support recovery efforts for communities impacted by major hurricanes, focusing on restoring safe and resilient housing. Her background includes leading the development of housing programs, managing complex loan origination processes, and ensuring regulatory compliance in financial transactions. Rocio has also designed and implemented training resources to enhance team performance and knowledge transfer. She brings a strong foundation in contract management, financial analysis, and maintaining audit-ready documentation to support long-term program success.

RELEVANT AND RELATED EXPERIENCE**HORNE LLP****Housing Recovery Program Supervisor | 10/2023 — Present**

Rocio oversees the ongoing implementation of home purchase, rehabilitation, and reconstruction programs supporting recovery efforts in response to Hurricane Ian. These programs provide essential housing assistance to both affected and prospective homeowners. She is also currently leading the development and implementation of a new rehabilitation and reconstruction program to assist homeowners impacted by Hurricanes Helene and Milton. Her work remains focused on restoring safe, resilient housing in disaster-affected communities.

Habitat For Humanity**Principal Housing Finance Coordinator | 01/2022 — 10/2023**

Rocio developed a comprehensive training guide for housing finance coordinator and housing finance processor positions, improving onboarding and knowledge transfer to support professional development. She expertly utilized the Calyx Path loan processing system to initiate mortgages for eligible homebuyers and managed the full loan origination process in compliance with complex legal and regulatory requirements. Rocio demonstrated strong attention to detail in preparing closing documents and ensured all transactions met industry guidelines and financial reporting standards.



Rocio Pimentel

HBA Program Specialist



She created and managed contractual agreements between the organization and applicants, aligning them with financial needs and accounting principles. Additionally, she conducted debt-to-income calculations to verify applicant eligibility and minimize financial risk. Rocio also maintained detailed records of homeowner interactions, mortgage transactions, and program compliance, establishing a reliable audit trail in line with strict reporting standards.

Regions Bank

Cash Line Team Lead | 10/2018 — 06/2021

Rocio served as a bank supervisor, directing and supporting a team of tellers to ensure the smooth execution of daily operations. She led key cash management activities, including balancing drawers, verifying transactions, and maintaining accurate cash flow records. Rocio enforced compliance with bank policies and regulatory standards, effectively mitigating financial risk. She demonstrated precision in managing cash orders, optimizing reserves based on customer behavior analysis and aligning with institutional security protocols. Additionally, she conducted routine audits to validate cash holdings, identify discrepancies, and implement timely corrective actions.



Charlie Duncan
Relocation Specialist

Areas of Expertise

- Public Policy & Program Development
- Federal & State Regulatory Compliance
- Technical Writing/Copy Editing
- Government Relations & Advocacy at Local, State & Federal Levels
- Data Management & Analysis
- GIS

Education

BS, Geography-Urban & Regional Planning, *Texas State University*
AAS, Recording Engineering, *McNally-Smith College*

Years of Experience

Total: 12

Certifications/Training

- Reasonable Accommodations 101
- Housing Tax Credit Specialist

Charlie's professional career includes diverse experiences and skill sets that include policymaking, federal compliance, program development, legal and regulatory research, data analysis, and government relations. He has subject matter expertise in disaster recovery (CDBG-DR, CDBG-MIT, FEMA Individual Assistance/Public Assistance/Hazard Mitigation Grant Program), housing policy, Uniform Relocation Act compliance, fair housing compliance, urban planning, public infrastructure, grant management, public information law, and real estate. Charlie's many years of formal and informal construction and mechanical work are assets in related technical areas. Through these experiences, he has amassed strategies for critical problem-solving for compliance and program success.

RELEVANT AND RELATED EXPERIENCE

Grant Management Services for Puerto Rico Department of Housing CDBG-DR/MIT Programs

Senior Compliance Manager | 08/2019 — Present

Charlie leads the federal compliance team covering the Uniform Relocation Act, Fair Housing/Equal Opportunity, and general CDBG-DR/MIT grant compliance for housing, infrastructure, economic development, and planning programs. He provides subject matter expertise to support program development, application intake, project eligibility review, and case and project management. He also advises clients on handling and responding to complaints and discrimination allegations.

Charlie manages a team that delivers policies, standard operating procedures, reporting platforms, RFI responses, and case management regarding federal compliance requirements. He is a trusted consultant to staff and client leadership for problem-solving CDBG-DR/MIT program activities. Charlie is responsible for training staff and contractors on federal compliance policy, procedures, and related systems of record for housing, infrastructure, economic development, and planning programs.



Charlie Duncan

Relocation Specialist



Texas Housers

Research Director | 06/2013 — 07/2019

Charlie managed a research team producing reports, papers, legislative language, bill analyses, and technical documents for advocacy, press, and litigation. He performed public oversight of HUD, FEMA, and disaster relief program activities for compliance and performance. He worked with government agencies to secure, process, and analyze public information from HUD, FEMA, and state and local entities to monitor housing and infrastructure program performance and compliance using GIS and other analysis tools. Charlie developed extensive knowledge of federal housing and recovery programs, including public housing, tenant and project-based Section 8, LIHTC, HOME, CDBG-DR, FEMA Individual Assistance, and the Department of Agriculture housing programs. He engaged in federal, state, and local government relations and advocacy.

City of Seguin, TX

Planning Consultant | 01/2013 — 05/2013

Charlie assessed the conditions of downtown traffic and road and parking infrastructure to determine needs. He worked with a group to compile and present examples of parking solutions to local citizens and public officials. Charlie fielded questions at town hall meetings regarding proposed capital improvements and composed a report of the group's findings and best recommendations for parking in Seguin.



Danica Adams,
MS
Planning Lead

Areas of Expertise

- Regional Stormwater Management
- Disaster Mitigation Recovery
- Infrastructure
- Community Engagement
- Regional & Environmental Planning
- Program & Design Development
- State & Local Government
- Coastal Resilience

Education

MS, Sustainable Design (MSSD), *University of Texas*
MS, Community and Regional Planning (MSCRP), *University of Texas*
BS, Environmental and Sustainable Resources, *University of Louisiana*

Years of Experience

Total: 17

Danica has extensive experience translating water management needs into policy initiatives and planning objectives and evaluating the efficacy of regional stormwater management, low-impact development and green infrastructure programs. She specializes in community engagement, regional and environmental planning, and start-to-finish program concept, design, administration, and close-out for disaster mitigation and recovery. She worked in the public sector for over a decade before moving into the private sector, bringing a deep understanding of state and local government processes. Danica is an Arcadis Urban and Coastal Resilience Planning, Policy, and Funding team member.

RELEVANT AND RELATED EXPERIENCE

CDBG-MIT Grant Management, FloridaCommerce

Grant Manager

Danica supports FloridaCommerce in the administration and dispersal of CDBG-MIT funds. She contributes to developing compliant standard operating procedures and workflows for programmatic efficiency and adherence to federal requirements. Additionally, Danica conducts project reviews to support oversight, compliance, and effective implementation of mitigation initiatives across the state.

Louisiana Watershed Initiative, Louisiana Office of Community Development

Program Manager

Danica leads Louisiana's transition to watershed-based planning and floodplain management, driving the development and implementation of a high-profile, statewide vision and program framework. She coordinated with diverse program partners to establish unified goals and a new strategic approach. Her role involves extensive stakeholder engagement and consensus building across disciplines and sectors, including collaboration with state and federal agencies, local governments, nonprofits, the private sector, and the Governor's Office. Danica manages multiple contracts and consultants, developing scopes of services aligned with program objectives. She also established technical advisory committees and working groups to address key challenges and supervised local disaster recovery managers across five planning districts.



Danica Adams, MS

Planning Lead



Puerto Rico CDBG-DR Grant Management, Puerto Rico Department of Housing

Grant Manager

Danica managed a team responsible for the statewide administration and implementation of over \$260 million in federal grant funds dedicated to recovery planning programs. She supported developing a mitigation action plan to guide the use of \$8.2 billion in recovery funding. Drawing on best practices in mitigation and planning, she helped design and deliver effective, responsive recovery programs. Danica coordinated closely with the client, managing partner, senior project managers, and cross-functional teams to meet client needs, provide high-quality deliverables, maintain program momentum, and communicate clearly. Her role included overarching program management, workflow oversight, and communication support for four programs within the planning portfolio. She also monitored compliance with the Puerto Rico CDBG-DR action plan and federal regulations, including 2 CFR 200 Uniform Administrative requirements.

Bayou Vermilion District, Lafayette, LA

Water Quality Grant Administrator

Danica managed and implemented a non-point source pollution grant in the Vermilion-Teche Watershed, funded by the Louisiana Department of Environmental Quality, to support the state's compliance with the Clean Water Act, Section 319. She oversaw the development of demonstration sites showcasing five locally relevant green infrastructure techniques. In addition to technical implementation, Danica promoted a culture of volunteerism and citizen engagement, strengthening community-based stewardship and support for watershed health.

Puerto Rico Geospatial Framework

Danica conceptualized, researched, and authored the Puerto Rico Geospatial Framework (GeoFrame), a comprehensive, island-wide program funded through leveraged CDBG-DR and CDBG-MIT resources to develop a complete cadastral database for Puerto Rico. She led the drafting of detailed program guidelines and an implementation roadmap that included new data collection strategies for property boundaries, ownership and tenure, occupancy, use, addressing, permitting, and infrastructure mapping. Designed to focus on disaster risk reduction and floodplain management, the GeoFrame program emphasized advanced geospatial technologies and interagency coordination to meet state entities' evolving cadastral data needs. The effort resulted in a centralized, "living" database supported by new and revised data collection protocols.

Community Engagement, Multiple Clients, Various Locations

Danica led a statewide community engagement listening tour to inform the structure and content of the Louisiana Watershed Initiative, working closely with regional planning commissions and five participating state agencies to ensure regional and agency-specific needs were reflected in program design and outcomes.



Danica Adams, MS

Planning Lead



She developed a comprehensive state agency engagement plan for the Puerto Rico GeoFrame Program, incorporating input from over 50 Puerto Rican agencies to foster buy-in and long-term program ownership. In Texas, Danica built relationships with mayors, county commissioners, and local officials across the coastal zone, offering technical assistance on stormwater runoff compliance. She also initiated and led a grassroots campaign to preserve a 100-acre greenspace in Lafayette, Louisiana, guiding a diverse team of citizens in an inclusive, collaborative planning process with the university and city-parish government. The effort resulted in the public purchasing the property for \$6.8 million. Additionally, through education and volunteer mobilization, Danica cultivated a strong culture of citizen engagement and watershed stewardship in the Vermilion-Teche Watershed.

**GrantWorks**

Emily Phalan,
AICP, MS
MIT Infra Grant
Manager

Areas of Expertise

- CDBG-DR Grant Management Experience
- CDBG-DR Planning Grants
- Departmental oversight
- HUD CDBG-funded infrastructure, public facilities, and drainage projects
- CDBG-DR and CDBG grants and projects

Education

MS, Community & Regional Planning, *University of Texas*
BA, Geography and the Environment, *University of Texas*

Years of Experience

Total: 15

Certifications/Training

- Certified Planner, American Institute of Certified Planners (AICP)
- HUD OIG CDBG-DR Fraud, Waste, and Abuse Training

Emily has over 15 years of experience in grant management and oversight of federally funded programs, focusing on CDBG-DR programs. Emily currently serves as a grant manager, assisting the Texas General Land Office Community Development and Revitalization Department with oversight of the City of Houston and Harris County Hurricane Harvey CDBG-DR programs. She provides technical guidance and grant management support for eligibility and compliance with the subrecipient fund allocations. Emily previously led GrantWorks' Community Development Department in administrating 500+ HUD CDBG grant-funded infrastructure, public facility, and drainage projects. In this role, she trained new employees on project management, developed internal procedures for implementing agency regulations, and oversaw support staff for department project managers. Before 2018, Emily successfully managed over 100 federal and state-funded projects involving public infrastructure, transportation, disaster recovery, parks, and coastal restoration.

RELEVANT AND RELATED EXPERIENCE**GrantWorks, Inc.****Grant Manager/Planning Program Lead Austin | 08/2021 — Present**

Emily provides program management oversight and compliance for disaster recovery programs. She monitors federal policy and state contract compliance, including tracking financial benchmark progress, subrecipient reporting, and supporting HUD DRGR reporting for CDBG-DR infrastructure, housing, public services, buyouts, economic development, and planning programs. She provides technical assistance and training to state agency staff, subrecipients, and team members through various communication methods. She also coordinates the development of program policies, guidelines, and standard operating procedures to ensure compliance with internal, state, and federal rules and regulations.

As the planning program lead, Emily reviews and drafts policy and internal process documentation related to the Hurricane Harvey Recovery Grant Programs' CDBG-DR planning grant funds. She provides eligibility oversight and approval of studies and plans, reviews program benchmark progress, and draws submissions.



Emily Phalan, AICP, MS

MIT Infra Grant Manager

GrantWorks

She also assists with ongoing program coordination among GLO community development and revitalization staff and CDBG-DR subrecipients. Emily's responsibilities include quality control of documentation provided by the subrecipient and ensuring compliance with federal guidelines. Emily has drafted and implemented SOPs for state-level oversight and program procedures to ensure program compliance.

Hurricane Harvey CDBG-DR Planning Program, Texas General Land Office, City of Houston

Grant Manager | 08/2021 — Present

Emily is the program lead and grant manager for the planning program, which is administered directly by GLO. The City of Houston's planning program funds studies and plans to address the impacts of Hurricane Harvey, including 12 plans to mitigate future damage, address affordable housing and fair housing, and establish comprehensive recovery efforts.

Hurricane Harvey CDBG-DR Planning Program, Texas General Land Office, Harris County

Grant Manager | 08/2021 — Present

Emily is the program lead and grant manager for the planning program, which is administered directly by GLO. Harris County's planning program funds studies and plans for flood control, drainage improvement, affordable housing and fair housing, emergency management and operations, disaster response and recovery, health, and other efforts to further recovery from Hurricane Harvey and mitigate future disasters.

Associate Vice President of Community Development | 07/2020 — 08/2021

Director of Community Development | 11/2018 — 07/2020

Assistant Director of Community Development | 01/2018 — 11/2018

Senior Project Manager | 09/2014 — 01/2018

Project Manager | 03/2010 — 09/2014

Emily supervised and mentored GrantWorks' 50-member community development and disaster recovery project management team. Emily's managerial efforts focused on ensuring that the quality of service provided to internal and external stakeholders met the highest standards and giving project manager training and support. She oversaw staff project assignments and tracked performance projections for over 500 projects, ranging in size from \$200,000 to \$52 million, for local governments across Texas. Emily also managed communities and project implementation and internally provided day-to-day support for the community development project managers.



Emily Phalan, AICP, MS

MIT Infra Grant Manager

GrantWorks

Texas CDBG-DR Round 2.2, City of Houston

Project Manager | 05/2014 — 12/2020

The City of Houston received funding for new storm sewer facilities and its open ditch storm drainage system reconstruction. Emily assisted the city in qualifying the projects during the application phase and implementing them as they progressed through construction. Emily facilitated weekly conference calls to coordinate with staff members at the City and GLO and assisted in strategizing the next steps in the projects.

Texas CDBG-DR Round 1, 2.1 and 2.2, City of La Porte

Project Manager | 08/2010 — 12/2018

Environmental and land acquisition concerns needed to be addressed to keep the City's complex DR projects moving on time. Emily coordinated with the U.S. Army Corps of Engineers, the Texas General Land Office, project engineers, and acquisition consultants to construct major new emergency power, flood control, and drainage infrastructure projects.

Texas CDB-DR Round 1, 2.1 and 2.2, City of Texas City

Project Manager | 10/2009 — 12/2018

Texas City was awarded several disaster recovery projects to mitigate flooding and electrical power loss during Hurricane Ike. Emily coordinated with the Texas General Land Office, project engineers, environmental consultants, and the city to construct new emergency power sources at water and sewer facilities and flood control and drainage infrastructure projects. She additionally assisted the city with developing new projects when the original projects were under budget. Emily has managed an additional \$2 million in CDBG-DR funding, including projects for Hillshire Village, Humble, and Angleton, as well as Kleberg County, Texas.

Texas Trail System Expansion, TxDOT Transportation Alternatives Program, City of Boerne

Grant Administrator | 10/2016 — 12/2019

The trail system expansion project consisted of installing two miles of a hike-and-bike trail to provide key linkages between existing trails and sidewalks in the city. The expansion was an integral part of the Boerne Trail System Master Plan, linking the recently completed 2.25-mile Cibolo and Currey Creek Trails and the 2.5 miles of sidewalks installed with City bonds and Safe Routes to Schools funding. These trail expansion segments connected most of the remaining significant population densities south and east of Boerne with destinations such as parks, businesses, schools, and government buildings. Overall, the trail improvements for the two segments included a 10-foot-wide concrete trail, trailheads, bridges, elevated walkways, trail maps, interpretive signage, mileage markers, boulder seating, trash receptacles, landscape, and irrigation. After being hired by the city in 2016 as a TxDOT LGPP-certified grant administrator, Emily assisted the city in hiring an engineering and environmental service provider to advance the trail expansion within the TxDOT schedule. We also reviewed construction plans and bid documents to ensure the project remained on time and within budget.



Emily Phalan, AICP, MS

MIT Infra Grant Manager

GrantWorks

TxDOT Transportation Alternatives Program, Downtown Sidewalk Accessibility, and Historic Streetscape Project, City of Wharton

Grant Administrator | 05/2014 — 08/2017

The Downtown Sidewalk Accessibility and Historic Streetscape project involves installing 3,000 linear feet of ADA-compliant sidewalks that match downtown Wharton's original historic sidewalk scoring patterns. The project objective is to enhance safety and accessibility by improving connectivity between the historic areas of downtown Wharton. Emily assisted the city in reviewing construction plans and bid documents, ensuring the project remained on time and within budget. Emily also coordinates with the project engineer and contractor on TxDOT programmatic compliance requirements, including Davis-Bacon labor standards and DBE reporting. Construction was completed in June 2017.

TxDOT Safe Routes to School Program, City of East Bernard

Grant Administrator | 03/2011 — 07/2014

The Safe Routes to School project involved installing 3,035 feet of 5-foot-wide concrete sidewalk, ADA ramps, and an intersection crossing near East Bernard Elementary and Junior High School. The project objective is to enhance safety in and around school areas. Emily facilitated project management services, including reviewing and processing reimbursement requests and providing Davis-Bacon labor standards and programmatic technical assistance and guidance. Emily additionally assisted the city during a TxDOT audit of project files onsite. The project team successfully finished this project on time and within budget.

**GrantWorks**

Katie Martin
MIT Infra Grant
Manager

Areas of Expertise

- CDBG and CDBG-DR grants and projects
- 24 CDBG-DR Programs
- Team management
- Completion of 5,400+ compliance reviews
- 2 CFR 200 regulations
- CDBG-DR processes and grant administration
- Project development
- Beneficiary documentation
- Creates standard operating procedures in response to agency programmatic changes

Education

BBA, Marketing, *University of Texas*

Years of Experience

Total: 16

Certifications/Training

- DRGR Workshop for Disaster Recovery

Katie has over 16 years of experience in grant administration, with direct management of over \$1 billion in CDBG and CDBG-DR grants and projects. She is exceptionally skilled at helping local governments navigate the complexities of HUD grant-funded projects and regulatory requirements. She leads a dynamic team of grant managers and subject matter experts in managing a CDBG and CDBG-DR contracts portfolio. Katie utilizes her expertise to advise client communities and staff on federal and state regulations, including procurement, the Davis-Bacon Act, and the Uniform Relocation Act. Katie has been the lead point of contact for a large portfolio of public infrastructure construction projects primarily funded by state-level CDBG programs. She coordinated and expedited projects in this capacity, working directly with local government contacts, State staff, and third-party project engineers to deliver critical infrastructure projects.

RELEVANT AND RELATED EXPERIENCE**GrantWorks, Inc.****Vice President of State Program Management | 02/2018 — Present**

Katie leads a team of project management professionals overseeing a \$3.2 billion portfolio of 24 CDBG-DR programs. She works alongside her team to manage the complexities of disaster recovery program management and subrecipient oversight. She provides staff oversight experience spanning approximately 2,000 HUD CDBG-DR funded buyouts, multi-family rentals, single-family rehabilitation and reconstruction, new construction, homeowner reimbursement, planning, infrastructure, and public services projects. Katie has also directed her team to complete over 5,400 compliance reviews of payment request documentation.

Director of Community Development Services | 05/2015 — 01/2018

Katie was instrumental in overseeing a team of professionals implementing state transportation infrastructure funding, including reviewing expenditure progress through grant completion. She worked collaboratively with her team to ensure client satisfaction.



Katie Martin

MIT Infra Grant Manager

GrantWorks

In addition to managing the state transportation infrastructure program department, Katie utilized her expertise in federal procurement standards, grant administration, and beneficiary documentation to spearhead a dynamic team of grant writers and administrative professionals in completing local government requests for proposals and grant writing for over 200 HUD CDBG, CDBG-DR, and hazard mitigation projects.

Senior Community Development Project Manager/Community Development Project Manager | 01/2010 — 01/2015

Katie was the lead point of contact for public infrastructure construction projects funded primarily by the Texas CDBG in rural communities. She coordinated and expedited projects, working directly with local government contacts, the Texas CDBG staff, and third-party project engineers. She maintained detailed grant ledgers for invoices submitted and paid by the grant and facilitated project changes while obtaining the necessary approvals from state agencies. As project manager, Katie successfully managed over 50 CDBG-funded projects, shepherding them through the entire grant administration cycle, from contract execution to state monitoring and closeout. Projects managed include disaster recovery, public infrastructure, private property rehabilitation, economic development, and renewable energy.

Texas CDBG-DR Round 1, Brazoria County

Grant Administrator | 12/2009

Katie served as lead project manager for the first and second phases of Brazoria County's CDBG-DR funding. Projects funded in the first phase totaled approximately \$8.7 million and included activities such as generator installation, SCADA equipment, and manual transfer switches. In the second phase of CDBG-DR funding, approximately \$8 million was awarded to the County. Projects included generator installation, construction of water storage tanks, and upgrades to the County's emergency communications system to enable reliable radio communications during disasters. The funding awarded to Brazoria County was distributed to over 20 communities and supported over 30 projects. Katie played a key role in tracking each project's expenditures and progress to maintain accurate records for the County and local beneficiaries. Because Katie managed the complexities of coordinating and tracking these projects, the County saved its staff's time and effort while maintaining accurate status updates of each project's activities.

Texas CDBG-DR Round 1 and 2.2, Matagorda County

Grant Administrator | 12/2009

Matagorda County was awarded over \$13 million in disaster relief funds due to Hurricane Ike. The first funding phase included the installation of generators, replacement of bulkheads, and beach restoration. The second phase included road reconstruction and elevation, sewer line replacement, and the installation of shoreline protection systems. Environmental issues and budget constraints created several obstacles to meeting the project timelines that County officials and residents desired.



Katie Martin

MIT Infra Grant Manager

GrantWorks

Katie coordinated with multiple funding agencies, project engineers, and local representatives to overcome these obstacles. As a result, the County successfully implemented its recovery efforts, and the first funding phase has been fully expended.

Community Development Assistant and Labor Standards Specialist | 06/2009 — 01/2010

As the community development administrative assistant, Katie provided direct administrative support to the project management staff. Her primary responsibilities include coordinating with contractors/subcontractors regarding compliance with federal and state labor standards, reviewing payroll documentation, and updating the project manager on labor standards compliance. She also worked with low- and moderate-income homeowners to obtain extensive income documentation, qualifying them for grant assistance. Additional responsibilities include processing financial draw requests, verifying when payment has been made from the state to the client, maintaining files for project managers, and archiving closed-out project documentation.

**GrantWorks**

Austin McLemore
Environmental
Review Lead

Areas of Expertise

- NEPA Environmental Compliance expertise for HUD-funded projects
- Extensive Infrastructure, Drainage, and Water/Wastewater project experience
- Wetland Delineator
- ArcMap and GIS software proficiency

Education

BS, Wildlife and Fisheries Sciences, *South Dakota State University*

Years of Experience

Total: 9

Certifications/Training

- 10-hour Safety, OSHA
- First Aid Certification
- CPA Certification
- Hydrogen Sulfide Awareness Training

With over nine years of experience, Austin McLemore implements and advises on NEPA environmental compliance for HUD-funded projects. He has experience in various project types, including infrastructure, water and wastewater systems, street improvements, drainage, community development, and disaster recovery. Austin also has experience working with ArcMap and other GIS software. He has experience delineating wetlands following the U.S. Army Corps of Engineers Wetland Delineation Manual and identifying threatened and endangered species and their habitats. Austin coordinates with landowners, government agencies, and other stakeholders to ensure effective collaboration and communication. He also has experience in construction monitoring.

RELEVANT AND RELATED EXPERIENCE**GrantWorks, Inc.****Senior Environmental Scientist and Team Lead | 03/2020 — Present**

Austin provides research and interpretation of environmental compliance data to complete Environmental Reviews for client communities. He has experience working with Section 106 of the National Historic Preservation Act, the Clean Air Act, the Safe Drinking Water Act, Executive Orders 11988 and 11990, Coastal Zone Management Act, Coastal Barrier Resource Act, Flood Disaster Protection Act of 1973, National Flood Insurance Reform Act of 1994, Farmland Protection Policy Act of 1981, Wild and Scenic Rivers Act of 1968, Executive Order 12898, and Endangered Species Act, as well as other acts and regulations. Projects have included street improvements, sewer utility line improvements, water utility line improvements, first-time sewer and water line installations, wastewater treatment plant improvements, water treatment plant improvements, stormwater and drainage improvements, bridge replacements, and backup emergency generator installations.

Environmental Review for Flood and Drainage Improvements, Victoria County**Environmental Scientist | 03/2020 — 07/2021**

The County proposed conducting drainage and street infrastructure improvements to facilitate proper stormwater conveyance, reduce the impact of future flooding, and maintain continued access to the area.



Austin McLemore

Environmental Review Lead

GrantWorks

Austin completed the environmental review process, including the environmental assessment. He collaborated with the project engineer and project manager to revise performance statements and ensure that correct locations were environmentally assessed. To achieve environmental compliance, he consulted with a various federal, state, and tribal agencies and entities.

Environmental Review for Street Improvements, Willacy County

Environmental Scientist | 03/2020 — 07/2020

The County proposed reconstructing streets to remove a potential threat to public safety and improve access to three locations across Willacy County. Austin completed the environmental review process, including the environmental assessment, within the allowed timeframe set by the TDA for environmental reviews. Austin worked with the County to implement TDA's COVID-19 protocol for public notices. He consulted with the Texas Historical Commission, the Apache Tribe of Oklahoma, the Coushatta Tribe of Louisiana, the Tonkawa Tribe of Indians of Oklahoma, the Wichita and Affiliated Tribes of Oklahoma, the Texas Commission on Environmental Quality, and the EPA to achieve a Finding of No Significant Impact. He analyzed each location individually and the project to ensure no cumulative impacts were associated with this project.

Environmental Review for Replacement Sewer Line, City of Pearsall

Environmental Scientist | 03/2020 — 08/2020

The City proposed to replace deteriorated sewer lines to reduce inflow and infiltration and improve service. Austin completed the environmental review process, including the environmental assessment. After receiving the authority to use grant funds, he completed an environmental reevaluation. Austin worked with the City to implement TDA's COVID-19 protocol for public notices. He utilized the programmatic agreement between TDA and the Texas Historical Commission to complete the project on time and efficiently. Due to the project's location, he consulted with FEMA, the Texas Commission on Environmental Quality, and the EPA.

Environmental Review for Lift Station Improvements, City of Yantis

Environmental Scientist | 03/2020 — 08/2020

The City proposed rehabilitating two lift stations to prevent frequent maintenance issues and improve service. Austin completed the environmental review process, including the environmental assessment, within the allowed timeframe set by the TDA for environmental reviews. Austin worked with the City to implement TDA's COVID-19 protocol for public notices. To achieve environmental compliance, he consulted with a wide range of federal, state, and tribal agencies and entities.



Austin McLemore

Environmental Review Lead

GrantWorks

Apple Via Apex, Austin, Texas

GIS Technician | 01/2019 — 02/2020

Austin analyzed, validated, and enhanced data content and assembled new content for consumer applications. He coordinated with coworkers to complete projects efficiently, helped troubleshoot any issues that arose, and ensured the quality of others' work. He reported to the team lead, utilizing effective communication skills to convey weekly and daily accomplishments, and employed strong time management and organizational skills to meet deadlines.

KLI, Sioux Falls, South Dakota

Environmental Scientist | 05/2018 — 11/2018

Austin performed fieldwork for aquatic resource delineations, northern long-eared bat habitat assessments, Phase 1 environmental assessments, and wetland mitigation monitoring assessments. He wrote several aquatic resources reports, categorical exclusions, other NEPA documents, and several Phase 1 environmental assessment reports, and he assisted with various other technical reports. Austin worked with ArcMap, making maps and running calculations. He performed environmental monitoring of bridge construction, including water sampling.

Dakota Nature Park, Brookings, South Dakota

Nature Park Specialist | 10/2016 — 05/2017

Austin presented numerous nature-based programs for groups of all ages and answered customers' questions about the park, the animals seen there, and other general nature-related inquiries.



**Jaylen Taylor,
Macc, CPA**
Compliance Manager

Areas of Expertise

- Monitoring
- QA/QC
- Vendor Invoicing
- Program Compliance
- Subrecipient Monitoring

Education

MAcc, *Louisiana State University*

BS, Accounting, *Louisiana State University*

Years of Experience

Total: 8

Certifications/Training

- Certified Public Accountant, #28390

Jalen has seven years of experience monitoring subrecipient reimbursements for FEMA and other disaster programs. She currently serves as the compliance and monitoring manager for the Texas General Land Office CDBG-DR program, where she works with subrecipients and the agency to comply with federal and state guidelines. Jalen is the team lead for HORNE's FEMA Individual Assistance Direct Housing Programs in Louisiana. She assigns and monitors caseloads and communicates with disaster case managers, local volunteer organizations, and nonprofit organizations. Jalen served as a recovery officer for HORNE's monitoring team on the Texas Division of Emergency Management's FEMA Public Assistance and HMGP. In this role, she coordinated compliant recovery efforts for over 20 subrecipients and maintained 100% compliance for all project worksheets and ongoing disaster recovery projects.

RELEVANT AND RELATED EXPERIENCE

Louisiana Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Laura Recertification of Direct Housing Program Recipients

Team Lead | 02/2021 — Present

Jalen assigns and monitors caseloads and liaises between recertification advisors and the project manager. She reviews recertification documents, approves or denies files, and updates data in Dynamics. She supports recertification advisors with field efforts and reports issues or concerns to the project manager. Jalen communicates with third parties – disaster case managers, local volunteer organizations, and nonprofit organizations – and helps locate additional resources and information for disaster case managers and recertification advisors. She assists the project manager in compiling data for monthly reports, resource allocation, and unmet needs.

Texas General Land Office, Hurricane Harvey Monitoring and Quality Assurance Program

Monitoring Lead | 09/2020 — 02/2021

Jalen worked closely with developers and organizations to evaluate and review program operations, processes, performance, and implementation to comply with HUD regulations, federal guidelines, and contract terms.



Jaylen Juwan Taylor, Macc, CPA

Compliance Manager



Texas General Land Office, Hurricane Harvey FEMA Individual Assistance Direct Housing Program

Vendor QA/QC Supervisor | 05/2018 — 10/2020

Jalen's team implemented and performed first-level reviews of a two-tier invoice review process for the accuracy of all reimbursement requests before payment by the state according to contractual obligations, 2 CFR Part 200, and the Stafford Act. She also managed timelines to comply with the Texas Prompt Payment Act.

Texas Division of Emergency Management, FEMA Public Assistance, and Hazard Mitigation Grant Programs Monitoring

Grant Coordinator | 11/2017 — 04/2018

Jalen worked closely with subrecipients and federal and state officials in the aftermath of Hurricane Harvey to develop and monitor project worksheets for compliance. Throughout the program, she monitored ongoing disaster recovery projects for regulatory compliance and proper project management oversight. Before serving as a grant coordinator, Jalen performed compliance reviews of legacy disaster project worksheets.

