

**Issue Date**

Wednesday, January 25, 2023

**Submittal Date**

Thursday, February 9, 2023

3:00 PM EST



## Charlotte County, FL

### Request for Proposals

**RFP NO. 2023000294**

*HURRICANE IAN RECOVERY  
ASSESSMENTS*

**Proposal Provided by:**

CSA Consulting Group LLC

Chris Spillman, Principal in Charge and Lead Project Manager

**Address:** 1405 Linhart Ave.

Ft. Myers, FL 33901

**Email:** [chris.spillman@csaconsultinggroup.com](mailto:chris.spillman@csaconsultinggroup.com)





February 9, 2023

Cheri J. Alexander, C.P.M., CPPB  
Acting Senior Division Manager, Purchasing  
Charlotte County Purchasing Division  
18500 Murdock Circle, Suite 344 | Port Charlotte, FL 33948  
O 941.743.1548  
E [Cheri.Alexander@CharlotteCountyFL.gov](mailto:Cheri.Alexander@CharlotteCountyFL.gov)

**Re: CSA Consulting Group LLC – Proposal Submittal  
RFP NO. 2023000294  
HURRICANE IAN RECOVERY ASSESSMENTS**

Dear Members of the Professional Services Committee,

CSA Consulting Group LLC (“CSA”), doing business in Florida as CSA Associates LLC, is pleased to submit this Proposal expressing our interest and commitment to assist Charlotte County (the “County”) by providing Hurricane Ian assessments, full designs, permitting, and construction oversight for County property in the open.

The CSA team is uniquely qualified and has the essential experience needed to expertly manage this challenging assignment. Our team has performed detailed site inspections at hundreds of water/wastewater, public safety, parks, and government facilities and has prepared detailed and accurate damage assessments in order to expertly negotiate with the Federal Emergency Management Agency (FEMA) to the benefit of our clients. Our planning and design consultants have performed professional services in multi-hundred million disaster recovery programs and are accustomed to working in time sensitive, storm recovery environments. Our construction professionals have managed and closed hundreds of construction contracts of all scope types and scales efficiently and effectively and are expert problem solvers in their own right.

Our understanding is that the County is seeking a full service technical and professional consultant (Consultant) to initiate the County’s recovery process, working from insurance reports and assessments, and building out Project Worksheet (PW) scope and cost estimates, who will then transition into recovery project delivery through the design, permitting, construction, and closeout/commissioning phases of work. All work must be performed in full compliance with all relevant laws, regulations, and policies of both FEMA and Insurance requirements, as well as the State of Florida and Charlotte County codes and standards. The Consultant will also be relied upon to provide guidance and advice on the expedient and efficient delivery of projects within infrastructure and mitigation requirements.

The CSA Team will work in collaboration with the County’s Facilities, Utilities, and Community Development teams to ensure that meticulous rebuilding and compliance processes and procedures are in place to promote equitable delivery of projects to maximize the beneficial use of the anticipated Federal funding. Our team is deeply committed to upholding program integrity and will strive to meet and exceed all expectations of compliance, expediency, and public accountability on behalf of the County’s Hurricane Ian rebuilding program.

Our team thoroughly understands the complexity of major disaster declarations, and the multiple categories of facilities impacted by windstorm, surge flooding, and rain events. The CSA team is the best qualified for this project due to the firm’s experience with Federal disaster assistance programs, including:

- ❖ Performed site inspections, programming, design, and construction management services in 4 of the 11 costliest tropical cyclones to ever impact the United States.
- ❖ Has been responsible for the obligation of \$130 million in FEMA Public Assistance and mitigation projects and \$280 million in Hazard Mitigation Grant projects in the past 3 years, and
- ❖ Forecasts to have \$330 million in FEMA projects obligated in 2023, including repair, replacement, and mitigation work on buildings, wastewater, and parks facilities.

We are confident that our experience and expertise will enable us to engage with the County's team and we anticipate that our consultants will quickly and efficiently be recognized as an extension of the Charlotte County team in the delivery of these critical Hurricane Ian projects.

## Management Team

Our firm founder, Christopher Spillman, CFM, PMP will serve as **Lead Project Manager** and is a seasoned project executive with two decades of professional experience in disaster recovery with FEMA, local and state emergency management agencies, and construction management/program management firms. Mr. Spillman has assisted clients in Maine, Connecticut, New York, Delaware, Texas, and Oregon in the cost recovery and administration of millions in Federal disaster recovery assistance and FEMA reimbursements. After Hurricane Sandy in 2012, Mr. Spillman was the leader of Hurricane Sandy FEMA Public Assistance and insurance recovery project for the Port Authority of New York and New Jersey, leading a team that developed a \$2.1B damage assessment for FEMA within 60-days of Kick-Off, coordinated a \$375M property insurance claim settlement, and developed 128 initial FEMA Project Worksheets estimated at \$750M for repair and mitigation projects. Mr. Spillman recently led a technical team to obtain successful award of \$330 million in hazard mitigation funds for the City of Houston and is currently spearheading the formulation of more than \$250 million in additional funds for building, water/wastewater, and parks infrastructure rebuilding and resiliency projects for Houston.

Long-time Fort Myers resident Charles Wasserloos will serve as our team's **Technical Advisor** and whose experience includes work in the General Contracting industry for over 30 years on projects ranging from state-of-the-art steel mills and nuclear power plants to industrial plants, commercial buildings, schools, churches, fire stations and custom homes. Mr. Wasserloos FEMA experience started in 1990 and now includes over 80 disasters during the past 32 years. Areas of expertise include PDA's, PW development, Hazard Mitigation, construction estimating, scheduling, and accounting systems, and hard bid, negotiated and design/build project delivery methods.

Our **Deputy Lead Project Manager**, Rachel Gibbs, CFM, PMP is an experienced design and project management professional, well versed in working in the architecture and engineering industry. Rachel has lead projects through full lifecycle from developing scope and budget, through permitting, into project completion. With a focus on clear and effective communication, Rachel has been responsible for the grant management, including technical assistance, procurement, and compliance with Federal and State requirements for the City of Houston Post Harvey Recovery Program (DR-4332).

## Discipline Leads

Andres (Andy) Melgoza, PE will serve as CSA's **Assessments Lead** and is an experienced and licensed civil/structural engineer, well versed in a variety of facilities engineering and site improvements including O&G, chemical, petrochemical, EPC (both static and modular) and heavy civil/specialty related development projects. Andy is a skilled engineering manager and is currently assisting the Houston Public Works (HPW) department as the technical lead in the formulation, specification, and estimate of \$200+ million in repair and reconstruction costs for

Houston's wastewater system.

Michael Sudano, RA will serve as CSA's **Planning and Design Lead** and is founding principal of Michael Sudano Architect P.C., became a registered architect in the State of New York in 2013 and has a combined 24 years of professional architectural experience, with current licenses in New York, Texas, Florida, and North Carolina. Michael Sudano Architect P.C. has recently helped Harris County in Texas rebuild after Hurricane Harvey and have worked closely with the NY Rising Housing Recovery Program, NY Build It Back program, helping dozens of clients navigate options to either lift their home, renovate, or demolish and rebuild.

Luke McKinnon, CPA will serve as **Project Controls Lead** and has 35 years' experience as a finance executive working with a variety of technical services firms, including a PE backed Engineering Firm, General Contractor company with \$270 Million in revenues, Electrical contracting company with \$240 Million in revenues, and a Consulting Engineering Company with \$1 Billion in revenues. Mr. McKinnon brings a proven history of driving superior business results and recognized for his efficient operational and leadership skills.

Ken Carluccio, CCM will serve as **Construction Lead** and has more than 11 years of progressively responsible technical project management experience working on both disaster recovery projects as well as multi- million dollar public infrastructure and facilities improvement projects. Mr. Carluccio is a professional project engineer and construction manager and has been responsible for procurement management and award processes, including RFP and ITB solicitations; pre-construction services, cost estimating, value engineering, technical inspections, building codes analysis and compliance, and A/E design management.

## **|| Contractual Considerations**

The CSA team is fully committed to providing the required time, dedication, and personnel resources to the County for the successful completion of the County's Hurricane Ian Recovery Assessments requirements and needs, with the mutual objective of maximizing the availability of funding for positive economic and public improvements for the County, both now and in the future.

### Firm's Authorized Representative for any engagement resulting from this RFP:

Chris Spillman – Principal in Charge / Lead Project Manager

Phone: (646) 831-6683 (24 hours)

Email: [chris.spillman@csaconsultinggroup.com](mailto:chris.spillman@csaconsultinggroup.com)

### Office Servicing Charlotte County

1405 Linhart Ave.

Fort Myers, FL 33901

Hours: 8:00am – 6:00pm EST (office)

Hours: 7:00am – 9:00pm EST (field)

The following pages detail our firm's years of experience with projects of similar scope and scale (including mitigation), our past and present client engagements, and client references who the County may contact for additional background on CSA and the firm founder Christopher Spillman.

CSA does not have any actual or perceived conflicts of interest in the pursuit of or award of any contract resulting from this RFP and is not involved in any current litigation or been the subject of arbitration for any claims. CSA certifies that no principal of the Firm is presently debarred, proposed for debarment, or has been declared

ineligible to bid or participate in any federal, state, or local government agency projects. By our submittal of this proposal, CSA explicitly accepts all conditions and requirements contained in the RFP. Additionally, CSA acknowledges full and complete understanding of the work to be accomplished under the term of a resulting contract and is prepared to commit sufficient resources in personnel, equipment, and time to ensure the successful execution of this project.

Furthermore, CSA is committed to providing liability insurance coverage up to minimum scope and limits specified in the RFP within five (5) business days of notice of contract award or of notice of intent to award. CSA presently maintains Professional Liability (Errors and Omissions Liability) insurance for both management consulting and/or business consulting services performed for others, as well as in the performance of services as a construction manager for others.

CSA understands no key staff member, specifically CSA's Principal in Charge / Lead Project Manager, may be substituted without the express permission of the County. **This is why I have chosen to personally lead the CSA team on this important assignment.** Unlike larger firms, if Charlotte County choses to award this RFP to CSA, the County will be receiving the personal attention and touch of the firm's owner/operator, who can make decisions and dedicate resources in real time to keep up with the County's aggressive rebuilding schedule.

Should you have any questions or require clarification of any kind, please do not hesitate to contact me directly at 646-831-6683 or [chris.spillman@csaconsultinggroup.com](mailto:chris.spillman@csaconsultinggroup.com).

Sincerely,

CSA CONSULTING GROUP LLC



Christopher Spillman  
Principal in Charge / Lead Project Manager

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## **A.**

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### **TEAM ORGANIZATION, MANAGEMENT AND GENERAL QUALIFICATIONS**

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## TEAM ORGANIZATION, MANAGEMENT AND GENERAL QUALIFICATIONS

### INTRODUCTION

CSA Consulting Group LLC ("CSA"), doing business in Florida as CSA Associates LLC, provides Owner/Operator -focused Federal funds

CSA Consulting Group LLC	
DUNS No.	805711336
Tax Identification No.	81-5234829
Cage Code	7THD2
NAICS Code	541611

administration, program management, and project delivery for clients of all type and size, who need expert project managers to step in and support their organization in the development and delivery of horizontal and vertical planning construction projects.

Through CSA's many years of program and construction management experience, the team is uniquely positioned to help Charlotte County meet their project needs and specifications and all Local, State and Federal regulatory requirements. CSA assists clients in the completion of all contemplated work while offering expert stewardship of the client's resources to ensure the efficient and effective delivery of projects.

CSA's professional services include:

- ❖ Federally funded program design and implementation.
- ❖ Grant project formulation and administration (scoping, costing, policy, and compliance).
- ❖ Owner's representation in design and construction of infrastructure projects.
- ❖ Cost reconciliation, project closeout, and audit support.
- ❖ Project management and oversight.

The combined experience of the CSA Team meets and exceeds the qualifications requested by Charlotte County in managing recovery programming with compliance with federal grants, including prior relevant consulting experience.

Through the CSA Team's many years of Federal grants management experience and FEMA Public Assistance, we are uniquely positioned to help the Charlotte County Professional Services Committee team fulfill the County's recovery process, working from insurance reports and assessments, and building out Project Worksheet (PW) scope and cost estimates, who will then transition into recovery project delivery through the design, permitting, construction, and closeout/commissioning phases of work.

### BACKGROUND WITH FEDERALLY FUNDED PROJECTS

The CSA Team's depth of knowledge and experience in the management and administration of Federal disaster assistance includes:

- ❖ The management of Federally funded recovery projects in excess of \$2B and the administration of more than \$5B in Federal grants.
- ❖ The preparation of Hazard Mitigation Grant Program applications that have led to successful awards of more than \$1B in funds for risk reduction and infrastructure improvements.
- ❖ The construction program administration and forensic auditing of CDBG funded recovery programs in excess of \$4B.
- ❖ The successful resolution of complicated grant applications and financial reconciliations involving recovery funds generated by insurance settlements, other Federal disaster assistance, contracting, and capital funding.
- ❖ Our team of professionals has been trusted by political leadership to work independently and expeditiously on critical grant administration and disaster recovery tasks.

The CSA Team brings decades of experience coordinating with State, Local, and Federal government agencies and other entities on the deployment, administration, and closeout of Federal recovery assistance. Our involvement in these efforts gives our team valuable insights into the Federal funding processes from grant initiation through closeout, and we are positioned to take on the scope of this assignment with a sense of extreme urgency while implementing proper oversight and project controls to minimize or eliminate the risks associated with grant administration, project closeout, and audits.

Furthermore, the grant management and administration experience of our consultants will add value to our ability to efficiently comprehend and process grant writing requirements to expedite the obligation of recovery funding. We blend our work processes and act as an extension staff in a way that merges best practices in Federal recovery management and grant administration client processes and organization. This will be supported with expert professional services to develop the required technical documentation necessary to prepare grants and all Federally required reporting and compliance documentation.



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## TEAM RESOURCES & ACCOUNTABILITY

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CSA Consulting Group, LLC has assembled an expert group of assessment, planning, design, and construction professionals from our own forces, and from our subconsultants, to take on this recovery services project. CSA has carefully selected only our *most qualified* professionals to staff this important assignment.

The CSA Team's Principal in Charge and Lead Project Manager Chris Spillman and our Deputy Project Manager Rachel Gibbs are poised to *immediately start* on this assignment as soon as an NTP is issued by Charlotte County. As the project tasks roll out, our Lead Project Manager will onboard CSA team members and subconsultants, scheduling their time and availability and managing all project onboarding procedures. Our Lead Project Manager will develop the necessary Standard Operating Procedures (SOP) to ensure each team member's responsibilities are executed correctly, completely, and efficiently.

CSA is 100 percent committed to staffing this project as depicted in our overall organization chart (next page) of all team members. CSA will ensure that all licenses, insurance coverage, and certifications are obtained and maintained in a forthright manner to ensure that the overall Project and Project schedule is met.

Our Teaming Partners, Management Team, Discipline Leads, Location and Availability of key team members selected for this assignment are provided below.

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## TEAM RESOURCES SUMMARY

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The proposed CSA team for the Charlotte County Hurricane Ian Recovery Assessments program is composed of a high caliber team with experienced licensed professionals in the following disciplines:

- ❖ **4 Professional Engineers (PE)**
- ❖ **3 Certified Construction Managers (CCM)**
- ❖ **2 Certified Floodplain Managers (CFM)**
- ❖ **1 Registered Architect (RA)**
- ❖ **1 Certified Public Accountant (CPA)**
- ❖ **1 Certified Fraud Examiner (CFE)**

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## TEAMING PARTNERS

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Our CSA team is teaming with Michael Sudano Architect P.C. to provide the County with the design expertise necessary for the completion of the recovery planning and design process. Michael Sudano Architect P.C. became a registered architect in the State of New York in 2013 and has a combined 24 years of professional architectural experience, with current licenses in Florida, New York, Texas, and North Carolina. Michael Sudano Architect P.C. has recently helped Harris County in Texas rebuild after Hurricane Harvey and have worked closely with the NY Rising Housing Recovery Program, NY Build It Back program, helping dozens of clients navigate options to either lift their home, renovate, or demolish and rebuild. Michael Sudano Architect P.C. specializes in FEMA and local building code requirements, energy conservation code, flood mitigation and building lifts. Michael Sudano Architect P.C. will be a key player throughout the programming and planning, site analysis, schematic design (SD), design development (DD), and construction documentation (CD) phases of the project. Michael Sudano Architect P.C. is an expert in Building Information Modeling (BIM) technology and will coordinate with all subconsultants for fully integrated design plans, and models.

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## MANAGEMENT TEAM

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Our firm founder, Christopher Spillman, CFM, PMP will serve as **Lead Project Manager** and is a seasoned project executive with two decades of professional experience in disaster recovery with FEMA, local and state emergency management agencies, and construction management/program management firms. Mr. Spillman has assisted clients in Maine, Connecticut, New York, Delaware, Texas, and Oregon in the cost recovery and administration of millions in Federal disaster recovery assistance and FEMA reimbursements. After Hurricane Sandy in 2012, Mr. Spillman was the leader of Hurricane Sandy FEMA Public Assistance and insurance recovery project for the Port Authority of New York and New Jersey, leading a team that developed a \$2.1B damage assessment for FEMA within 60-days of Kick-Off, coordinated a \$375M property insurance claim



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## DISCIPLINE LEADS

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## LOCATION

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### Project Office for the Charlotte County Project:

**1405 Linhart Ave.**

**Ft. Myers, FL 33901**

Hours: 8:00am – 6:00pm EST (office)

Hours: 7:00am – 9:00pm EST (field)



*CSA Team Project Office Location*

The CSA team is committed to providing the required time, dedication, and personal resources to Charlotte County for the successful completion of the County's Hurricane Ian Recovery Assessment requirements and needs, with the mutual objective of maximizing the use and availability of funding for positive economic and public infrastructure improvements for the Charlotte County, both now and in the future. Our project office is located in Southwest Florida, a short distance away from the Charlotte County Professional Services Committee Headquarters.

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## ACCESSIBILITY

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Our Principal in Charge and Lead Project Manager Chris Spillman will prepare a thorough, detailed, and milestone driven engagement plan for presentation and feedback from the County's professional services committee. As part of this process, Chris' current project responsibilities will be reprioritized to ensure that the Charlotte County Hurricane Ian Recovery Assessments project is Chris' top priority. Chris will be the main point of contact throughout the FEMA PA program through completion and closeout, and will be fully responsible for all project deliverables, client requests and taskings, and building relationships with key Country Professional Services Committee staff and establishing communication preferences and expectations. As Principal in Charge and Lead Project

Manager, and integral to the Hurricane Ian Recovery Assessments program, Chris will not be substituted without the express permission of the County.

Concurrently, our Deputy Lead Project Manager, Rachel Gibbs, CFM, PMP is a highly experienced project management and grant administrative professional, well versed in working with architecture and engineering industry professionals and construction contractors in the delivery of FEMA PA projects. Rachel has led projects through the full lifecycle from developing scope and budget, through permitting, into project completion. With a focus on clear and effective communication, Rachel has been responsible for the grant management, including technical assistance, procurement, and compliance with Federal and State requirements for multiple clients.

These public works projects directly align with the County's Hurricane Ian Recovery Assessments program and the scope of responsibilities performed by Rachel on these projects correlates well with the FEMA Public Assistance recovery work contemplated in this RFP.

Upon receipt of our Notice to Proceed (NTP), our Project Manager is poised to immediately start on this assignment. As the project tasks roll out, our Project Manager will onboard CSA team members, scheduling their time and availability and managing all project onboarding procedures. Our Project Manager will develop necessary Standard Operating Procedures (SOP) to ensure each team member's responsibilities are executed correctly, completely, and efficiently.

As a relatively small professional services firm, CSA is fully committed and capable of prioritizing the Charlotte County project to ensure the successful completion of the FEMA PA program. CSA is 100 percent committed to staffing this project as depicted in our overall Firm Management Staff plan included in Section C. Individual Qualifications. Our Lead Project Manager and Deputy Lead Project Manager will not be substituted without the express written permission of the County.

**B.**

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**WORK PLAN**

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### PROJECT UNDERSTANDING

Charlotte County is seeking a team to manage the Hurricane Ian assessments, full designs, permitting, and construction oversight for property in the open.

Our team members have extensive experience conducting FEMA recovery services. The strategy behind our organizational management team is to set priorities, focus energy and resources, strengthen operations so that all personnel and stakeholders are working toward common goals, establish agreement around intended outcomes and results, and assess and adjust the Project's direction in response to any changes that may occur. Continuity of management and continuity of improvements in process is another key to our success.

The CSA team understands that the work undertaken by this contract requires working closely with the Charlotte County Professional Services Team in the management and administration of the project throughout the assessment, planning and design, pre-construction, construction, and close-out phases for this important disaster recovery project. Our team has been formed to take the best skills of each of professionals—supporting each other while providing a superior depth of service to the Charlotte County Professional Services Committee.

### METHODOLOGY

#### KEY PROJECT CHALLENGES

Based on our study of the RFP documents, and our familiarity with this kind of work from our prior experiences, we have already identified several key challenges that will likely affect the success of this project if not thoroughly and expertly managed. These challenges include:

#### ❖ COORDINATION WITH AGENCIES, UTILITIES, AND COUNTY PERSONNEL

A key aspect for the success of this project must begin as soon as we receive notice to proceed – coordinating with each of several entities. Our experienced team members know the routines of establishing such coordination; we know the people representing the various agencies and understand

how to assure our clients' needs are best positioned to achieve success. In addition to the agencies and utilities, we will need to establish a relationship with impacted County staff, whose place of employment will be compromised during phases of construction. We will work closely together with the County – both corporate and operations management – to find to avoid any conflicts while assuring the work moves forward smoothly.

We will need to work together with each of these stakeholders to define our project activities clearly and concisely to assure a coordinated and orchestrated approach: move in, take deliberate choreographed actions, and clear up. Having little room for error means holding regular and special workshops to assure that whatever is needed from each party is understood and committed to, to assure the contract's success.

#### ❖ COORDINATION TO ASSURE TIMELY APPROVALS

The CSA team will conduct project coordination meetings when needed including all stakeholders together in one room, reviewing each issue as a group to avoid losing time stemming from misunderstood comments and responses, unreasonable or misunderstood constraints or solutions. The Facilities, Utilities, Community Development, and Charlotte County Program and Project Management – anyone and everyone needed to reach a solution towards FORWARD ACTION.

Delays stemming from issues surrounding infrastructure and mitigation requirements, FEMA and Insurance requirements, or existing space and site requirements is one of the biggest RISKS to this project. This kind of fastidious attention to anticipating the project's challenges is the strength of our hand selected Planning and Design Lead, who has years of experience, taking on and meeting the most demanding recovery project schedules.

#### ❖ WORKING CAPITAL PUBLIC WORKS PROJECTS, AND FEMA AND INSURANCE REQUIREMENTS

The project is required to meet all FEMA and Insurance requirements, codes, and standards. The Team must assure the improvements to be constructed by the contractor meet all the required

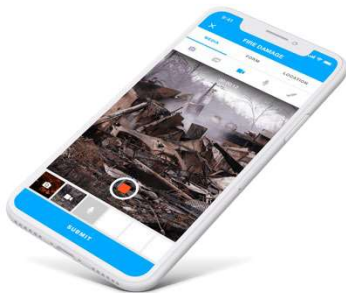
standards including compliance with Charlotte County guidelines. The County's Professional Services Committee has decades of experience maintaining water and sewer process infrastructure and facilities, street paving, government facilities, and parks amenities and have developed specific requirements and policies to support them – it is not a simple job. The CSA team's experience with interdepartmental coordination assures our understanding of the County's expectations toward anticipating approaches and solutions that will satisfy them. Our familiarity with FEMA driven recovery methods and routines will assure no missteps that could delay signoffs and the successful completion of the project. This is the kind of expertise our team will bring to the project.

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### ASSESSMENTS

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Using cloud enabled software tools, our Team will build custom inspection forms that mirror FEMA's Site Inspection process to ensure that all eligible damages are captured and properly documented, dimensioned, and geocoded the right way, on the first inspection. This will enable our management team to view data in real-time and shorten the process of creating the Site Inspection Reports (SIR), therefore enabling more time to focus on complex or specialized inspections for critical infrastructures.



This technology will also allow us to notate photos, create field sketches, and capture video to ensure key information is captured for future reference in project formulation and eligibility determinations. Utilizing this process, our team has been able to increase by 30-50% the eligible damages captured by inexperienced and often unprepared FEMA site inspectors, thereby enabling our client's the full cost recovery that they are entitled to.

Our **Work Breakdown Structure (WBS)** for the Assessment phase is as follows.



ASSESSMENTS PHASE PROCESS STEPS		
PHASE I - INITIAL SCOPING		
Phase I - Site Assessments	Est. Effort	Resource Type
Field Data Collection	8	Inspector
In-Office Data Processing, Compile Notes	4	Inspector
Site Inspection Report (SIR) Production	16	Inspector, Engineer
Report QA/QC	3	Senior Engineer
Phase II - Post Processing	Est. Effort	Resource Type
Review & Compare Data (Insurance Auditors report, FMIT reports, other damage reports)	4	Inspector
Development of Composite (Blended) Damage Assessment	8	Inspector, Engineer
Update/Finalize SIR w/ Composite Damage Assessment	4	Inspector, Engineer
Final Report QA/QC	3	Senior Engineer

General level of effort per site. Site size/complexity will vary.

Large sites (i.e., WWTP, Buildings >50,000 SF, long horizontal instructure such as Roads) will be multi-day field efforts.

Small sites will be < 1 day field efforts. All corresponding efforts will scale accordingly

PHASE II - PROJECT DEVELOPMENT		
Process Step	Est. Effort	Resource Type
Conduct Programming & Planning; Site Analysis	Multi-Site	Architectural and Discipline Leads
Project Coordination Meetings	Multi-Site	Architectural Lead
Cost Estimate Reports (CER) Production	Per Site	Architectural and Discipline Leads, Cost Estimator
Addendum with phasing plan for replacement, repair, or upgraded systems	Per Site	Architectural and Discipline Leads, Cost Estimator
Regulatory and permitting requirements analysis	Per Site	Discipline Leads, Inspector
Building Information Modeling (BIM)	Per Site	Senior Engineer
Project Reviews and Approvals to Proceed	Per Site	Architectural Lead

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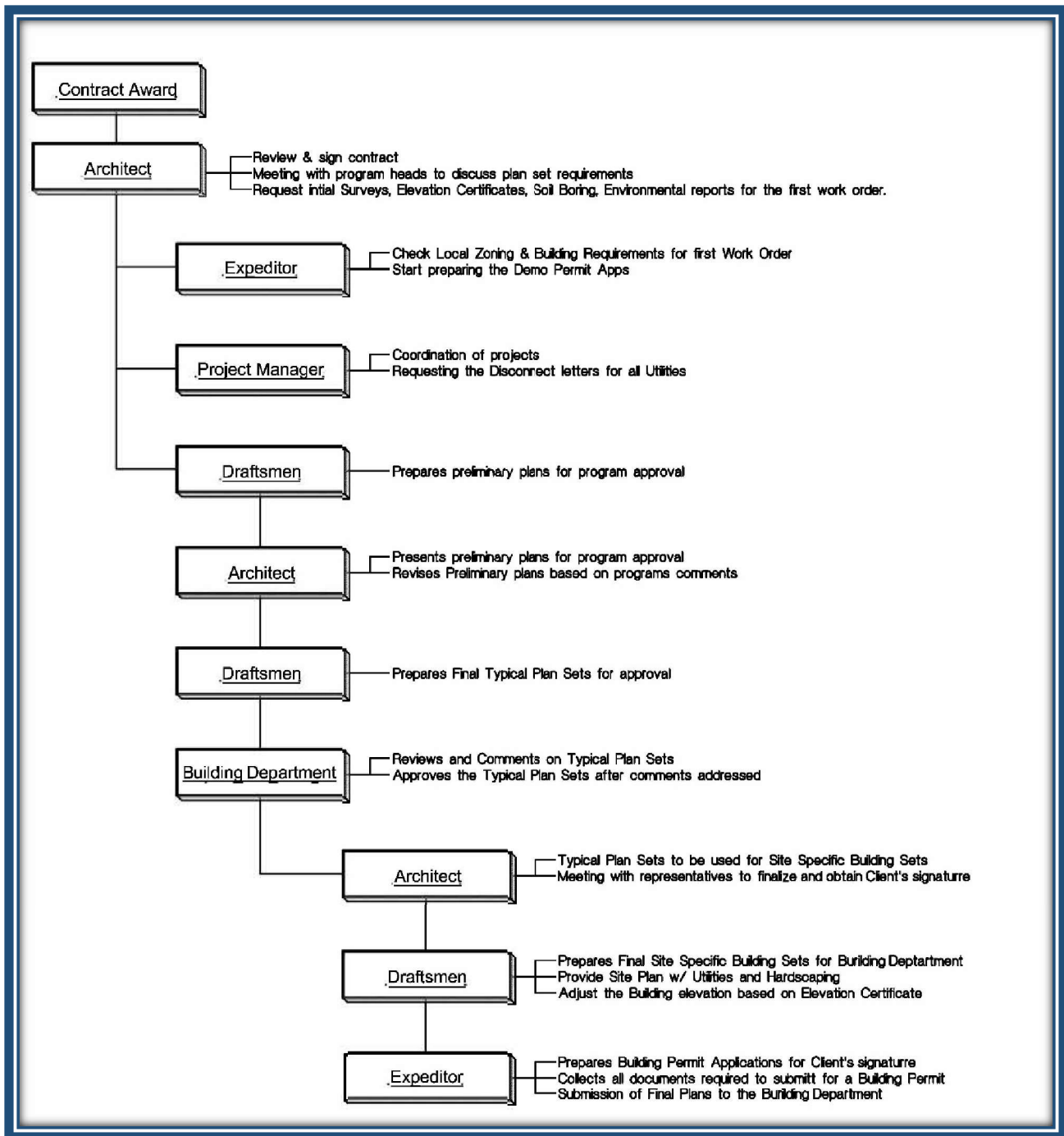
### DESIGN PHASE

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The CSA team understands that the consultant will complete the following tasks during the Design Phase of work:

- ❖ The Schematic Design Phase – Develop design based on programming information, county space standards, and the basis of design with staff and the respective advisory personnel resulting in preliminary studies and sketches of the project to arrive at an acceptable solution.
- ❖ The Design Development Phase – Refinement of schematic design with staff, CM, and the respective advisory personnel resulting in selection of materials and building systems including layout mechanical, electrical, plumbing, structural, and architectural details.
  - ✓ Provide 50% progress plans, Progress BIM model with full coordination between all subcontractors and a clash detection report to the project team.
  - ✓ Provide 100% final set of plans with specification volume documents at both sets.
  - ✓ Provide 3D rendering with the final plans set and revised BIM model level of development with full coordination and report.
- ❖ The Construction Document Phase – Preparation of final working drawings, final specification volume document, large scale details and specifications meeting standard codes for obtaining bids and permits and letting a contract for construction.

Our Workflow process for the Design phase is as follows.



*Workflow Process for the Design Phase*

### CONSTRUCTION OBSERVATION PHASE

#### THE PRE-CONSTRUCTION PHASE

Our Construction Lead will study the design and permitting documentation to develop a keen understanding of the project. We understand that a formal constructability review is not currently contemplated by the RFP, but as our professional Construction Management team familiarizes itself with the construction documents — highlighting, digesting, and summarizing the possible approaches — the challenging areas will be identified, and due consideration will be paid to prepare us for the actualities of the project as it unfolds.

Based on familiarity gained, we will then develop an independent phasing and staging plan, a summary schedule outlining the duration of the primary activities and an order-of-magnitude estimate. As the bidding begins, we will review the contractor's questions and work closely with the designers, operating departments, and the County's management team to assure a timely response that clearly provides the information sought by the bidder. We will work with the County to determine if the question may suggest any aspect of the documents which should be expanded or changed to assure that the project's goals are met. We will then work to assure that documentation is implemented via addendum.

As the Construction Manager we will organize and conduct site tours to familiarize the bidders with the actual site conditions; directing their questions to flow through procurement and then developing responses as described above. We will also attend any environmental site tours (as hazardous material / asbestos inspections) that are determined to be needed.

#### CONSTRUCTION MANAGEMENT ADMINISTRATION

We will work closely with the County to cost-effectively manage the project during both construction and closeout by ALWAYS providing three critical components:

**Teamwork** | The successful delivery of any project is dependent upon the efforts of the individuals responsible for the specific project tasks. We encourage all project participants to follow our staff's lead in placing the project's goals at the forefront of their individual efforts. We are sensitive to Charlotte County processes and procedures and by doing so we can achieve the project's goals and objectives.

**Communication** | Timely, effective communication is essential to any construction project. The CSA Construction Management team will utilize our proven methods to establish a system of communication and formal reporting so that important facts are identified and conveyed to decision-makers clearly, concisely, and quickly.

**Supervision** | We will provide full-time on-site management to coordinate and supervise the contractors and to monitor perform all laboratory testing and on-site inspections required by CSA and the contractor's contract. Through fair but firm day-to-day supervision of all parties we will fully represent Charlotte County interests always.

#### THE CONSTRUCTION PHASE

The CSA team understands that all of the activities listed in the RFP fall under the Consultant's responsibilities. We are deeply familiar with the additional requirements set forth by FEMA and Insurance. However, due to the page limit, we will only feature some highlights, as follows:

#### SAFETY AND ENVIRONMENTAL ISSUES



The CSA team considers **SAFETY FIRST**. We have the Construction Management tools needed to assure safety is considered in planning each activity. Safety Audits and the careful review of Site-Specific Work Plans (SSWPs) are just examples of how we assure a safe environment. For example, we will ascertain that the contractor's safety plan provides safeguards for working in active roadways. The plan should provide for personal protective clothing and equipment as required. We will review it for traffic control requirements, night work provisions, lighting, first aid and more. We will monitor the daily safety activities performed by the contractor to make certain they adhere to all applicable safety standards and requirements and attend safety meetings conducted by the construction contractor. Our Inspectors will direct the construction contractor to take immediate corrective action for any unsafe structures, operating

conditions, or danger to the construction contractor or County employees immediately upon becoming aware of the unsafe condition. We will immediately report all accidents to the Police and/or Fire Departments or to other County or State agencies as required as well as following through on all forms required to satisfy OHSA, State, and County requirements.

### INSPECTION SERVICES



Our experienced Inspectors understand and communicate technical issues to allow potential problems to be solved at the earliest moment, thereby minimizing unnecessary RFIs and correspondence which often exacerbate minor problems. The CSA team will perform active surveillance and inspections to verify that the work is being completed in accordance with the requirements of the Construction Contract Documents. We will prepare daily inspection reports showing the construction contractor's labor force, the location of the construction activities and the actual work being performed and submit it to the County. We will reject work that does not conform to the requirements of the Construction Contract Documents and immediately provide written notification to the County and the construction contractor of such rejection and provide updates to the monthly Charlotte County Recovery Program Status Reports. In addition, the CSA team will immediately report to the County any field conditions that deviate from the contract drawings and make clear recommendations for corrective action.

### QUALITY CONTROL



By supervising the work of all trades, monitoring compliance to the drawings and specifications, and coordinating the requisite controlled inspections, and independent laboratory testing, our team's field staff will enforce our Quality Assurance / Quality Control Policy and the contractor's quality assurance processes. The CSA team's Quality Assurance / Quality Control Policy will identify procedures for inspection, testing, noncompliance notification, change orders, requests for information, and associated documentation. The Policy will delineate quality assurance actions that control and measure the characteristics of the materials, components,

systems, and processes. It will not only consider inspections but will also control the overall activities affecting quality. The CSA team will review, comment, and make written recommendations concerning the construction contractor's quality control and assurance programs regarding coverage, adequacy, and conformance to contract requirements. We will prepare written reports for the County indicating status of programs and any nonconformance and/or deficiencies noted. The CSA team will perform quarterly audits (or more frequently when necessary) of the contractor's quality management and keep the County closely advised of all findings. We will perform daily surveillance and inspections of the construction contractor to verify that the work is being completed in accordance with the requirements of the Contract Documents. Our Construction Lead will oversee the daily quality control activities performed by the contractor for quality assurance through precise testing, timely reporting of results, and monitoring of all placed materials. Our Inspectors will make certain quality hold points are being observed and will conduct materials sampling to conduct all applicable testing.

### CPM SCHEDULING



The CSA team will review the baseline schedule, Distribution of Cost Breakdown (DCB), and monthly CPM schedule updates to verify the work completed by the construction contractor. We will review, monitor, and revise the scheduled activities for each monthly schedule update and provide monthly critical path analyses, as well as preparing summary level bar chart schedules of key activities. As part of our monthly reporting, we will provide written narratives highlighting monthly accomplishments, problem areas, and recommended recovery plans and corrective actions. The CSA team will update the summary level bar charts monthly, showing the actual progress against planned progress. Should a revised CPM schedule be required, as in the case of a change order, delay, or stop work order, we will provide the County with comments on the revised CPM schedule based on data furnished by the construction contractor. In addition, we will prepare written reports for the County, fully documenting the schedule and cost impact of any revisions. Should the other adjacent projects' timelines begin to shift, we

## WORK PLAN

will work actively with the County to assure the project's timely recovery.

### REPORTING

The CSA team will prepare a monthly report for an executive level understanding of the program describing recent activities and issues, outlining the status of the current progress of projects, and looking ahead to the goals for the upcoming months. More detailed reports and logs will be appended to the executive summary and a summary PowerPoint presentation will be issued providing a high-level update of the monthly report's content.

### SUBMITAL REVIEWS



The CSA team will establish and implement procedures to expedite and track the processing and approval of the construction contractors' shop drawings, catalog cuts, and samples. We will monitor and coordinate all shop drawings, working drawings, and catalog cuts submitted by the construction contractor and obtain approval from the County for all construction contractor submissions and coordinate any County internal approvals as are required. An ongoing log of the status of all submissions will be maintained which will identify any submissions requiring expedited review as well as any submittals which are slow to progress. Our team conducts workshop style meetings to bring together stakeholders from all sides face-to-face to assure end-of-meeting clarity of action to attain an Approved status. This includes the contractor with the subcontractors and suppliers, the design reviewers, and the County approvers. We will also develop and implement a program to make certain no work starts without approved shop drawings and that the most current revision of every submittal is in use by contractor personnel.

### CHANGE ORDERS/CLAIMS AVOIDANCE



The CSA team will function as an "early warning system" identifying conditions which could lead to a contract change order or claim. We will maintain an up-to-date log of change orders and the status of each change order and submit the log monthly to the County. In addition, we will maintain detailed files on any claims

and / or potential delays along with our estimated associated costs and causes. At the County's request, we will assist and support the County in negotiating additional work orders (AWOs) process the AWO documents for County signatures in strict accordance with the agency's and 2 CFR 200 procurement and contracting regulations and procedures and analyze the schedule and cost impacts of all AWOs or claims. We will also make recommendations regarding extensions of time, evaluate if delays have an adverse impact and, if so, estimate impact costs. We will submit our final recommendations to the County for approval. The CSA team will maintain cost and schedule records on authorized work performed, including actual costs for labor and materials and all records will be delivered to the County prior to Final Completion of the construction contract.

### COMMISSIONING

The CSA team will plan and coordinate with the contractor and assist the County with the implementation of the Testing and Acceptance program from the beginning of the job with no surprises.

The highlights of our commissioning checklist include:

- ✓ All materials testing including integration with the existing site.
- ✓ All acceptance inspections and tests to be properly recorded.
- ✓ All Maintenance until acceptance sign-off by Charlotte County is achieved.
- ✓ All operation and maintenance warranties and manuals are received, reviewed, and accepted.
- ✓ All as-built drawings are complete, correct, and accepted.

### PAYMENTS



The CSA team will review all requests for payment by the construction contractors including the submittal of invoices. We will make a recommendation to the County for approval or disapproval of these invoices. If payment is disapproved, our team will advise the County and the construction contractor(s) in writing. If the payment is approved by the County's program



manager, we will process payment documents for the County's signature in a timely manner.

### *SUBSTANTIAL COMPLETION/FINAL COMPLETION*



The CSA team will receive, coordinate, and process construction contractors' requests for inspection and acceptance of work by the County. We will maintain systematic, retrievable records of all testing, inspections, acceptances, and any outstanding punch lists and documents, and properly file data required for substantial completion, final completion, and closeout as it becomes available during the contract.

### *THE CLOSE-OUT PHASE*

#### *INSPECTIONS*

The CSA team will inspect in detail all the areas of the work that are completed by the construction contractors and become ready for beneficial use or substantial completion. We will prepare a comprehensive list of items that must be completed by the construction contractors prior to final inspection by County representatives and we will conduct final inspections together with the County.

#### *SUBSTANTIAL COMPLETION AND PUNCHLIST*



The CSA team will make certain that all of the work requiring a beneficial use certification under the construction contract(s) is finished prior to substantial completion. We will make a recommendation to the County as to whether substantial completion of the work or a designated portion of it has been accomplished. If work has not been completed, we will identify all remaining work and punch list items that are either incomplete and/or unsatisfactory, with a schedule for their completion. The CSA team will make recommendations to the County when the work is ready for final inspections. We will also direct the checkout of utilities, operating systems, and equipment and assist start-up and testing by the contractor. The CSA Construction Management team will arrange for all tests to be performed in the presence of designated County personnel and in conjunction with the County we will determine the

extent of all tests. In addition, the pre-final and final inspections will include all testing for acceptance.

### *FINAL PAYMENT*



The CSA team will secure, review, and transmit to the County all guarantees, specific warranties, affidavits, releases, bonds, and waivers required under the construction contracts as well as all utility permits and records required by County and State codes and Contract Documents. We will obtain letters signed by the contractor certifying that all pertinent drawings and documents have received the approval of all utility companies and County agencies. Our team will prepare final estimates in accordance with the County Project Management Procedures, Guidelines, and the Construction Contract Documents. We will recommend to County the issuance of the Certificates of Final Acceptance.

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### *QUALITY ASSURANCE / QUALITY CONTROL POLICY*

As the Consultant, CSA understands that Contractor's must provide a third-party warranty for one (1) year on all materials and workmanship; two (2) years on mechanical systems; ten (10) years on structural defects; manuals on all originally installed equipment covered under manufacturer warranty; and is liable for all completed operations defects as required by Texas state law during the warranty period. As a seasoned Construction Manager, CSA is familiar with these contract conditions, and as such, treats Quality Control as a priority business matter.

#### *Quality Assurance*

CSA's first and most important aspect of Quality Control is careful vetting of Contractors prior to the award of contracts and work orders. This comes from following up with references; a vendor verification check through State and local databases (such as state licensing board, Better Business Bureau and industry groups); a competitive evaluation (availability for timelines proposed, adequate facilities and resources, prior experience, quality assurance); a review of any claims made against the

## WORK PLAN

Contractor; verification of acceptable insurance(s) and licenses; and if desired, an interview process with senior management. Once approved, Contractors will be enrolled on Houston's Contractor roster.

As each work order package or subcontract is completed, Contractors will be evaluated for their completed scope of work according to **CSA's 5-point performance evaluation criteria**:

- (✓) Adherence to specifications
- (✓) Adherence to schedule
- (✓) Quality of workmanship
- (✓) Promptness & accuracy of submittals
- (✓) Safety and professionalism at jobsite

Contractors who fail to maintain a minimum performance score will be reassessed and/or removed from the Contractor roster and the Contractor will not receive future work under Houston's FMA program.

### Field Quality Control

The overall Field Quality Control Plan will be designed to address compliance common to all project aspects, yet have enough flexibility to address the unique issues of the individual scope of work items.

The quality control plan will be structured to comply with all applicable building, traffic design, accessibility, and utility design codes, standards and specifications including, but not limited to:

- ❖ The International Construction Code (ICC), Florida Revisions to the International Residential Code & the International Building Code (IBC), and the Florida Windstorm Inspection Program.
- ❖ National Flood Insurance Program (NFIP) and FEMA Guidelines.
- ❖ Florida Department of Transportation design standards
- ❖ Florida Department of Environmental Protection standards and specifications
- ❖ ADA standards for accessible design
- ❖ Initial material design specifications
- ❖ Initial manufacturer material quality and installation specifications

The plan will address quality assurance through initial reviews of: component specifications; inspection of

delivered/installed components against specification; and change orders (as applicable). Quality control will be exercised during a project through a series of benchmarks including:

- ❖ Inspection of work at pre-determined stages for installed component specification compliance and/or manufacturer warranty specifications by CSA Inspectors and Quality Managers.
- ❖ Inspection of work at pre-determined stages for overall design specification compliance by the Authority Having Jurisdiction (AHJ) (as required).
- ❖ Inspection of work at pre-determined stages for overall design specification compliance by County appointed third-party inspectors.
- ❖ Asbestos, LBP, and/or Mold Inspection from an agreed upon, licensed professional (as needed).

Final quality control will be exercised at the end of each component installation through:

- ❖ A final inspection of work for overall design specification compliance by CSA Managers.
- ❖ A final inspection of work for overall design specification compliance by the Authority Having Jurisdiction (AHJ) (as required).
- ❖ Obtaining certification of Asbestos, LBP, and/or Mold abatement from an agreed upon, licensed professional (as needed).

Quality control progress and compliance will be tracked and documented through a series of: periodic program reports; periodic inspection reports; photographs; logs; and other documents as required.

The Field Quality Control Plan will be executed by our Senior Construction Manager, who has 20 years of technical and field experience in quality management in construction assembly and project delivery production environments.

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### PROCUREMENT PROCESS AUDIT

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The CSA Team will work with the County to review of all procurement processes in relation to Public Assistance activity. Applicants for federal disaster grants are required to comply with federal

procurement regulations and FDEM policies in order to obtain and maintain federal funding. Non-compliance can result in the denial of an application for funding or, often years later, the de-obligation of funds already paid by FEMA after an audit by the Office of Inspector General (OIG). Indeed, in recent years OIG and FEMA have taken stricter positions than they had historically with respect to procurement compliance with the adoption of 2 C.F.R. Part 200 (sometimes referred to as the “Super Circular”).

- (1) Review of current procurement policy and procedures, including review of any standard solicitation/RFP/contract documents typically used to identify risks points. Deliverables include a Compliance Memorandum summarizing any concerns with recommendations to mitigate any identified risks. This Memorandum also includes a summary and explanation of FEMA requirements that govern procurements and a discussion of how each is incorporated into the Procurement Toolkit provided with the Memorandum.
- (2) A Procurement Toolkit which includes templates and generic documents that can be tailored for a client’s use in conducting FEMA-eligible procurements. CSA recommends these documents include:
  - a. Written procurement procedures as required by 2 C.F.R. § 200.318(a).
  - b. Written standards of conduct covering conflicts of interest as required by 2 C.F.R. § 200.318(c)(1) and covering organizational conflicts of interest as required by 2 C.F.R. § 200.318(c)(2).
  - c. Template Request for Proposal(s) to procure contracts for emergency debris removal, emergency power restoration, and permanent work, as applicable to the specific client.

- d. Template contract(s) and work authorization(s) for emergency debris removal, emergency power restoration, and permanent work, as applicable to the specific client, which will include all contract provisions required under FEMA regulations and guidance.
- (3) Provision of a variety of compliance aids to help clients document and track compliance, including:
    - a. Quick Reference Guide on permitted methods of procurement.
    - b. A Project Documentation Checklist for completion for each project.
    - c. Checklist/template justification for use of time and materials contracts.
    - d. Cost or Price Analysis Worksheet to aid in compliance with this necessary but often missed requirement.
    - e. Procurement File Checklist to help keep documentation organized and ensure procurement files include all necessary components.
    - f. A disaster information sheet to document basic information about each disaster that occurs and keep in the procurement file.
  - (4) A discussion of procurement involving purchasing cooperatives or purchasing alliances. This draws not only from the public guidance issued by FEMA or FDEM on this subject, but also from the group’s specific experience implementing it, including written and oral communications CSA has had with representatives of FEMA’s Office of Chief Counsel.
  - (5) A list of DOs and DON’Ts for FEMA procurements based on the plain language of the regulations, guidance, and policy, but also informed by CSA’s unique experience in representing applicants in appeals of FEMA denials.

**C.**

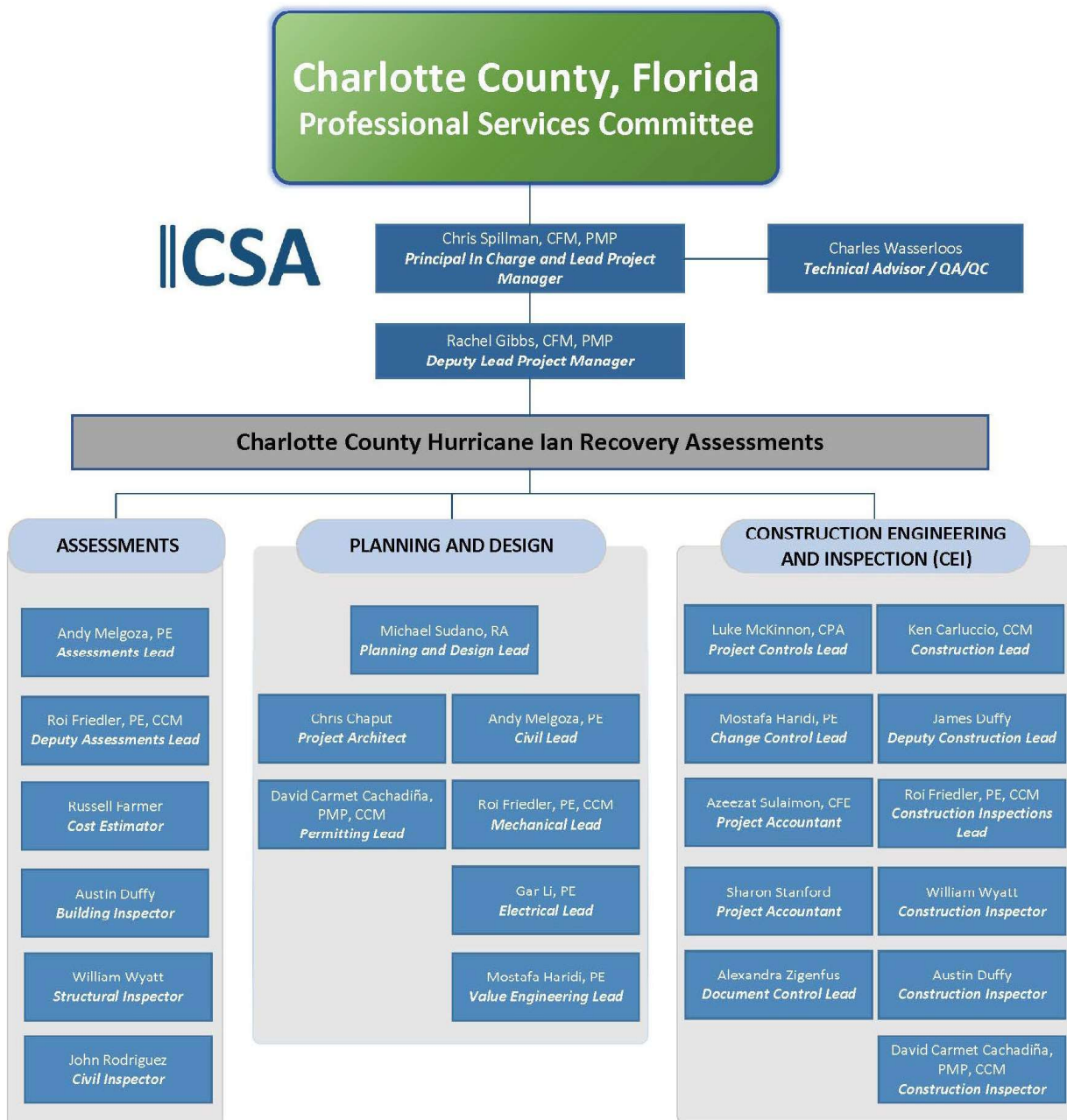
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**INDIVIDUAL QUALIFICATIONS**

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## PROJECT TEAM ORGANIZATION CHART

The following proposed organizational chart depicts the key staff for the project and their assigned roles. The project will be divided into three separate teams lead by Principal in Charge and **Lead Project Manager** Chris Spillman and **Deputy Lead Project Manager** Rachel Gibbs. The initial Assessments phase is the first process step, being led by professional engineer Andy Melgoza. The next process is the Planning and Design phase led by registered architect Michael Sudano. The third process is the Construction, Engineering, and Inspection (CEI) phase co-lead by certified public accountant Luke McKinnon and construction professional Ken Carluccio. Resumes for each individual team member have been included at the end of this section.



## INDIVIDUAL QUALIFICATIONS

### KEY STAFF SUMMARY

Our dedicated project team consists of disaster recovery and design professionals who are uniquely familiar with the policies, procedures, and requirements associated with providing disaster assessment, planning, design, and construction, engineering, and inspection services. Our team has dedicated professionals that will be assigned to each component of the assessments program, for a seamless delivery.

Name	Summary of Qualifications
Chris Spillman, CFM, PMP <i>Principal In Charge and Lead Project Manager</i>	<ul style="list-style-type: none"> <li>21 years' experience working in Federal programs management, 15 in government and 6 in consulting.</li> <li>Multi-billion-dollar program experience.</li> <li>Expert knowledge of Federal disaster assistance laws and regulations, including FEMA PA, CARES Act, ARPA, CDBG, and Stafford Act.</li> </ul>
Charles Wasserloos <i>Technical Advisor / QA/QC</i>	<ul style="list-style-type: none"> <li>General contracting professional with over 32 years' experience coordinating, planning, and implementing public assistance projects around the county.</li> <li>Local resident living in Cape Coral, FL</li> <li>Over 30 years' experience on the construction of public and private projects. Project types are hard bid, negotiated, and design/build.</li> </ul>
Rachel Gibbs, CFM, PMP <i>Deputy Lead Project Manager</i>	<ul style="list-style-type: none"> <li>Project Management Professional and Certified Floodplain Manager with 9 years' experience working in the AEC industry.</li> <li>Expert knowledge of design/build project delivery and grant administration services.</li> <li>Multi-million flood risk reduction project experience.</li> </ul>
Andres Melgoza, PE <i>Assessments and Civil Lead</i>	<ul style="list-style-type: none"> <li>Professional Engineer with over 13 years' experience as a civil/structural engineer.</li> <li>Worked on capital improvement projects in O&amp;G, petrochemical, EPC, and heavy civil industries.</li> <li>Experience as technical lead for FEMA PA Program.</li> </ul>
Roi Friedler, PE, CCM <i>Mechanical, Construction Inspections, and Deputy Assessments Lead</i>	<ul style="list-style-type: none"> <li>Professional Engineer with over 20 years' experience in the construction and real estate industries.</li> <li>Since 2017, has worked on the delivery of millions in Federally funded disaster recovery projects.</li> </ul>
Russell S. Farmer <i>Cost Estimator</i>	<ul style="list-style-type: none"> <li>25 years' experience in cost estimating, pre-construction, construction engineering, and project management.</li> <li>Expert in preparing budget and project level cost estimating.</li> </ul>
Austin Duffy <i>Building and Construction Inspector</i>	<ul style="list-style-type: none"> <li>Construction professional with over 32 years' experience in the construction industry.</li> <li>Experienced building inspector and plans examiner in Florida.</li> <li>Licensed Florida General Contractor</li> </ul>
William Wyatt <i>Structural and Construction Inspector</i>	<ul style="list-style-type: none"> <li>Licensed Construction professional with over 20 years' field experience with municipalities enforcing local and state building code.</li> <li>Florida Certified General Contractor.</li> <li>Florida Structural and 1&amp;2 Family Dwelling (all trades) Inspector.</li> </ul>
John Rodriguez <i>Civil Inspector</i>	<ul style="list-style-type: none"> <li>Expert in use of RS Means and Cost Estimating Format (CEF).</li> <li>Over 5 years' experience performing physical site inspections, documenting damages, scope of repair and replacement, and developing detail damage cost estimates.</li> </ul>
David Carmet Cachadiña, PMP, CCM <i>Permitting Lead and Construction Inspector</i>	<ul style="list-style-type: none"> <li>Design and construction professional with over 13 years' experience working in the architecture, engineering, construction industry.</li> </ul>



## INDIVIDUAL QUALIFICATIONS

Gar Li, PE

*Electrical Lead*

- Experienced in construction project management for construction projects for housing recovery programs.
- Experienced utilizing Building Information Modeling (BIM) software.
- LEED AP BD+C, Green Business Certification

Mostafa Haridi, PE

*Value Engineering and Change Control Lead*

- Professional Engineer with over 20 years' experience in electrical and instrumentation engineering in both commercial and oil and gas industry.
- Knowledgeable in electrical power and control system, building design, and relevant codes and standards.
- Familiar with NEC, IBC, NFPA, API standard and codes.
- Professional Engineer with over 8 years' experience in heavy civil, transportation, water/wastewater, and vertical construction.
- Specialized in project and program management, construction management, value engineering, stormwater and sewer separation, flood wall design, and pump stations.

Luke McKinnon, CPA

*Project Controls Lead*

- Highly experienced at Process Improvement for efficiency and effectiveness of budgeting.
- Financial Analysis expertise with experience developing action plans to improve profitability.

Azeezat Sulaimon, CFE

*Project Accountant*

- 15 years' experience working in government budgeting and financial accounting.
- 5 years' experience working in Federal disaster assistance programs.
- Certified Fraud Examiner.

Sharon Stanford

*Project Accountant*

- 5 years' experience working in Federal disaster assistance programs.
- Experience as a supervisory specialist with both Federal agencies and consulting organizations.

Alexandra Zigenfus

*Document Control Lead*

- Qualified and detail oriented Public Assistance Specialist and Program Delivery Manager (PDMG) with over 4 years' experience in the FEMA Public Assistance delivery process.
- Served as Site Inspector for multiple FEMA Disasters, dealing directly with Applicants throughout the FEMA Site Inspection process.

Ken Carluccio, CCM

*Construction Lead*

- Certified Construction Manager with 10 years' experience working in multi-billion public infrastructure and facility improvement projects.
- Multi-billion-dollar program experience.
- Expert in preparation of quantity surveys and construction cost estimates.

James Duffy

*Deputy Construction Lead*

- Over 33 years' experience working in the construction industry on multi-million-dollar public infrastructure projects.
- Specializes in subcontractor management, construction scheduling, building codes analysis and compliance, construction management, and final project audits and close out.

Michael Sudano, RA

*Planning and Design Lead*

- Registered architect with over 18 years' professional architectural experience.
- State of Florida licensed architect.
- Responsible for all phases of design, including: preliminary feasibility studies, programming, schematic design, design development, contract documents, and construction administration.

Chris Chaput

*Project Architect*

- Experienced design professional with over 10 years' experience in AutoCAD production and architecture.
- Experienced with reconstruction and repair of storm damaged homes.
- Expertise in field measuring and site documentation, preparation of construction document packages, and coordination with engineering, design, and construction professionals.

## INDIVIDUAL QUALIFICATIONS

### AVAILABILITY TABLE

The CSA team is fully committed to providing the required time, dedication, and personnel resources to the County for the successful completion of the County's Hurricane Ian Recovery Assessments requirements and needs. The team is composed of key local professionals to blend our work processes and act as an extension staff in a way that merges best practices in Federal recovery management and grant administration client processes and organization.



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## **RESUMES**

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## CHRIS SPILLMAN, CFM, PMP

### *Principal in Charge and Lead Project Manager*

Chris is a seasoned project executive with two decades of professional experience in disaster recovery with local, state, and federal agencies, and construction management/project management consulting. Chris is an expert in Stafford Act disaster recovery programs (FEMA,

HUD, USDOT) and floodplain management regulations and standards and has provided program management of disaster claims from \$25M to \$2.2B. He has formulated and implemented more than \$3 billion in disaster recovery projects and has managed project teams of more than 30 full-time employees of various technical and general disciplines.

Chris' experience in Federal grants program management and administration includes damage assessments, grant project formulation, procurement of professional, technical, and construction services, contract negotiation, contract management, project oversight, audit, and closeout.

### **Relevant Experience**

#### **Kent County SLFRF Grant Administration**

##### **Principal**

CSA is providing client compliance assessment, strategic planning and grant management, eligibility, community meetings, reporting, site visits, and general advice. Services also include development of subrecipient application process, creation of applicant evaluation tool and risk assessment criteria, evaluation of applicants, formulation of policies and procedures, and monitoring activities including labor standards monitoring.

#### **Coronavirus (COVID-19) Pandemic**

##### **Subject Matter Expert**

CSA is working with Private Non-Profit (PNP) health providers and universities in Maine, Connecticut, and Oregon on the recovery of eligible costs in accordance with CARES Act, ARPA, and FEMA's Interim Medical Care Policy (V2) for the COVID-19 Pandemic. Currently formulating and administering approximately \$50 million in Public Assistance projects.

#### **City of Houston, Texas Hurricane Harvey (DR-4332)**

##### **Disaster Recovery Specialist IV**

Chris served as mitigation team manager, leading a technical team of up to 25 engineers and scientists in preparation of mitigation project cost estimates, pre-award technical analysis, and planning and implementing (design/construction planning) approximately \$550 million in building, water/wastewater, and regional flood control and infrastructure mitigation projects.

Chris also provided technical assistance to the COH Finance Director on insurance management issues and assisted with settlement of \$2.5M wind driven rain claim; and developed the insurance allocation strategy for \$100M flood claim as part of the City's cost recovery program.

#### **Education:**

MA, Public Policy, State University of New York at Stony Brook  
BA, Criminal Justice (Business minor), Long Island University

#### **Training & Certifications:**

Project Management Professional (PMP)  
Certified Floodplain Manager (CFM)  
10-hour OSHA Construction

#### **Relevant Skills:**

Federal Grant Consulting  
FEMA Public Assistance and HMGP  
ARPA SLFRF Compliance & Reporting  
FEMA Floodplain Regulations  
CDBG-DR Regulations  
Program Management  
Project Formulation  
Technical Cost Estimating  
Mitigation Planning  
Construction Administration  
Financial and Quarterly Reporting

## **City of Lynn Haven, City of Callaway, Florida Hurricane Michael (DR-4339)**

### **Recovery Consultant**

Chris provided technical assistance and project management support for the City's financial recovery of property and contents damages and losses, including assisting the City Engineer and City Manager to develop damage inspection reports, engineer's estimates for repair and mitigation projects, and professional services and construction procurement documents. Total Public Assistance cost recovery was approximately \$45 million.

## **NYC Mayor's Office of Housing Recovery Operations (HRO)**

### **NYC Build It Back – Choose Your Own Contractor (CYOC)**

#### **Project Executive**

Served as program management consultant to a medium sized General Contracting firm, secured \$15 million in construction contracts for single-family repair and elevation scopes. Acted as company liaison to HRO executives and managers; established field office, hired project staff, and established construction supply chain, workflows, and work in progress reporting and billing processes. Negotiated purchase orders with subcontractors and established project controls, quality assurance standards, and payment terms.

## **New York City Office of Management and Budget (OMB), Hurricane Sandy (DR-4085),**

### **Recovery Manager**

Perform contract and expenditure reviews, conduct final scope and cost reconciliation, prepare progress reporting, and perform project closeout for 38 Public Assistance funded projects in the amount of \$249M.

## **Chatham County and Brantley County, GA, Georgia Hurricane Matthew (DR-4284),**

### **Georgia Recovery Program Manager**

Provided project advisory services and assisted the County Managers and Board of Commissioners to develop and pass a Hurricane Fund budget appropriation and implement fund management structure to facilitate and expedite recovery contract services and payments. Implemented the Public Assistance cost recovery program for Hurricane Matthew related repair and mitigation projects, formulated project scope and cost estimates, resolved policy and eligibility issues, and coordinated with Federal and State agencies on Federal grant conformance. Total recovery exceeded \$30 million.

## **NY State Governor's Office of Storm Recovery**

### **CDBG-DR Advisory & Project Management Support Services, Long Island, NY**

#### **Senior Project Director**

Designed a public works program to deliver CDBG-DR funded residential design and construction services on behalf of homeowners on Long Island, NY. Led the team that completed the program implementation and awarded and executed more than \$32M in contracts with 9 design and construction vendors to deliver 130 housing projects. To date, program has awarded more than \$100 million in construction and design contracts for State-managed home elevation projects. Managed a team of 17 technical and general professionals.

## **NY State Governor's Office of Storm Recovery**

### **CDBG-DR Construction Management Support Services, Long Island, NY,**

#### **Project Director**

Developed and obtained client approval on standard operating procedures and policy adjustments to streamline production of CDBG-DR housing elevation/mitigation grants. Team reviewed and processed more than 2,000

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housing grant applications and adjusted grant amounts per Program and HUD eligibility rules for an \$320 million in house elevation grants. Managed a team of 13 construction cost estimators.

**Port Authority of New York and New Jersey, Office of Emergency Management  
NY/NJ Hurricane Sandy (DR-4085/4086); NY/NJ Hurricane Irene (DR-4020/4021)**

**Manager of Special Projects**

Project Manager of post-Hurricane Sandy FEMA Public Assistance and insurance recovery project for the Authority. Assembled the project team and created the information and communication requirements to coordinate activities between project team, FEMA and FTA personnel and contractors, insurance adjusters, and technical consultants to generate accurate project scopes of work and cost estimates for Federal disaster assistance grants, insurance recoveries, and capital projects. Directed a multi-disciplinary consultant team of 30 technical and professional staff. Team developed a \$2.1B damage assessment for FEMA Public Assistance and FTA Emergency Relief (ER) programs within 60-days of Kick-Off, coordinated a \$375M property insurance claim settlement, prepared \$1.3B in approved FTA-Emergency Relief grant projects, and developed 128 initial FEMA Project Worksheets estimated at \$750M for repair and mitigation projects.

***Other Disaster Experience***

New York Hurricane Irene (DR-4020)

New York Terrorist Attack (DR-1391)

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## CHARLES WASSERLOOS

### *Technical Advisor / QA/QC*

Charles is a general contracting professional living in Cape Coral, FL with over 32 years of experience coordinating, planning, and implementing public assistance projects around the country. He has served multiple positions as Public Assistance Officer, Deputy Public Assistance Officer, PAC, Project Officer, and Team Lead in over 80 Federally declared Disasters.

In addition to public assistance project experience, Charles has over 30 years of experience on the construction of public and private projects ranging from state-of-the-art steel mills and nuclear power plants to industrial plants, commercial buildings, schools, churches, fire stations and custom homes. Positions held include field engineer, project engineer, estimator, project manager and company owner of a medium sized, bonded general contracting firm in New Hampshire. Project types were hard bid, negotiated and design/build. A General's Contractor License (now inactive) is held in the State of Florida)

#### Education:

BS, Civil Engineering, Newark College of Engineering (NJIT)

#### Licenses:

Florida General Contractor (inactive)

#### Relevant Skills:

Federal Grant Consulting  
FEMA Public Assistance and HMGP  
FEMA Floodplain Regulations  
CDBG-DR Regulations  
Program Management  
Project Formulation  
Construction Management  
Mitigation Planning  
Construction Administration

## ***Project Experience***

FEMA experience started in 1990 as a reservist for Region 1 and continues to this day through CDR Maguire's contract with Massachusetts Emergency Management Agency (MEMA). Areas of FEMA training and actual experience includes PDA's, PW development, Hazard Mitigation, Debris Management and CEF. Disaster experience also includes state PAC and applicant representative roles in New Jersey, Colorado, North Carolina, and Louisiana acting as liaison between Applicants and FEMA. As a State or Applicant representative some of the duties included assisting with project (PW) development, assuring accuracy of project scopes developed by the FEMA PO and assisting in eligibility interpretation.

## **Deployments in this role were as follows:**

- **2021 – CDR Maguire for MEMA – Assisting applicants through the FEMA process on complex coastal protection structures**
- **2014 – Arizona DEM for State of Colorado – Flooding**
- **2013 – Witt/O'Brien's for State of New Jersey – Hurricane Sandy**
- **2013 – Witt Associates for Town of Lavallette – Hurricane Sandy**
- **2005 – The Shaw Co for City of New Orleans – Hurricane Katrina**
- **1996 – PBS&J for State of North Carolina – Hurricane Fran**

Assignments included responsibility for reviewing thousands of projects and personally formulating over 800 projects of various categories, participating in PDAs, organizing and leading kickoff meetings, managing teams of Project Officers, researching and recommending policy issues, and producing reports to track progress. Worked as a Closeout Specialist covering disasters in Iowa and Missouri.

**Other significant FEMA assignments included:**

- Selected to participate in the Reengineering of the Public Assistance Program, an 8-month assignment in Washington, and subsequently assigned to the PA Pilot Program in Kentucky as one of the first FEMA PAC's.
  - DPAO for the 1994/1995 flooding disasters in Southern California supervising the work of 40 engineers preparing disaster reports.
  - Coordinated and supervised the monitoring of debris removal operations for Hurricanes Bob, Andrew, Opal, Fran, Georges and Floyd.
  - Prepared damage reports for building losses as a result of disasters in Puerto Rico and Texas.
  - Re-inspected over 200 miles of ditch damages resulting from flooding in Roseau, Minnesota, disaster #1419. Prepared damage reports for ditch damages in Minnesota disasters #1334 and #1370.
  - Served as lead TAC on 8 disasters.
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**RACHEL GIBBS, CFM, PMP**  
*Deputy Lead Project Manager*

Rachel is an accomplished and detail-oriented architecture, design, and project management professional with more than 9 years experience working in both the residential and commercial architecture and planning industry. Rachel has extensive Grant Management experience with specific focus on City and County Grant Program

Management and Administration. Rachel has lead building and hardscape design projects (including detention basin and canal realignment projects) through full lifecycle from gathering requirements and developing scope, budget, environmental reviews and permitting, and timelines and performing construction administration with frequent, effective communication with firm principals and client representatives on project progress and closeout. Rachel has demonstrated construction administration experience and environmental permitting and compliance guidance and has been responsible for procurement management and award processes, including subcontractor procurement, bid evaluation, permitting, and design/build management.

**Professional Experience**

**Kent County, DE SLFRF Grant Administration**  
**Grant Manager**

Program coordination for the Kent County COVID-19 Response and Recovery Program for At-Risk Nonprofit Service Providers. Collaborated and produced program documents, including FAQ's, Contact Lists, Application Supplemental, and Funding Disbursement Process Guidelines for distribution to the County for the local programs. Organized a high-level tracking system for the budget, deliverable, and compliance tracking of the applicants for Client reporting. Worked together with local nonprofit points of contact to finalize and submit applications and supporting documents as per ARPA compliance and available guidelines.

**City of Houston, Post Harvey Recovery Program (DR-4332)**  
**Grant Manager**

Oversee Phase I Design implementation for a portfolio of \$280 million in flood risk reduction projects for the City of Houston. Worked hand-in-hand with the City Project Managers to ensure grant compliance and coordination of timely and accurate requests for reimbursement. Provide technical assistance to client representatives on design team procurement, compliance with Federal and State requirements, environmental and historic preservation reviews, and implementation of programmatic scheduling and milestone compliance. Perform advisory services on Environmental Site Assessment (ESA) Phase I, II, and III review and documentation. Responsible for coordination with engineering and environmental firms to finalize the Environmental Assessments (EA) with Principles, Requirements, and Guidelines (PRG) as necessary for Federal and State program requirements, which resulted in successful publication of the Draft Environmental Assessment for public comment, ultimately leading to a Finding of No Significant Impact (FONSI) for all HMGP projects to date. Assist client

**Education:**

BA, Architecture, Rice University

**Certifications:**

Project Management Professional (PMP)  
 Certified Floodplain Manager (CFM)  
 10-hour OSHA Construction

**Relevant Skills:**

Hazard Mitigation Grant Program (HMGP - 404)  
 Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Program  
 FEMA Floodplain Regulations  
 National Environmental Protection Act (NEPA)  
 CDBG-MIT  
 Program Management  
 Grant Management  
 Design/Build Management  
 Construction Bid Documents  
 Permitting  
 Project Planning  
 Integrated Master Schedule (IMS)  
 Project Closeout  
 Agile Project Management

**Construction Applications Knowledge:**

AutoCAD  
 MS Project  
 Bluebeam  
 Sketch-Up  
 Adobe Creative Suite

project managers in the execution and oversight of design contracts and responsible for compliance review of all earned value statements, progress reporting, and payment requisitions, ultimately developing fully documented requests for reimbursement for submission to the Texas Department of Emergency Management (TDEM). Prepare and submit reporting (weekly, monthly, quarterly) as required by grant terms & conditions and client specifications. Provide technical oversight and management for the development of Hazard Mitigation Proposals (HMP) for buildings and water/wastewater projects, preparing or reviewing scope statements, policy justification, environmental and historical preservation (EHP) compliance, and detailed cost estimates and CEF reports for submission to FEMA for approval.

### **Lanson B. Jones & Co., Inc, Houston, TX**

#### **Head of Design-Build Department**

Promoted from Project Manager to Head of Design Department based on contributions to company growth, culture, and profitability for high-end landscape design/build firm specializing in residential projects. Prepared and coordinated project reports and reviews at conceptual, schematic, construction drawing, permitting, and installation phases of projects. Directly managed design/build contracts, including subcontractor and subcontract management, invoicing, warranty, and on-site quality control. Coordinated with environmentally conscious suppliers for quality product purchasing and sourcing, with a focus on minimal impact to environmental resources and historic properties. Addressed environmental and safety considerations for each landscape project property site. Specific focus on erosion control requirements, including vegetative matting, for properties located next to bayous and water bodies. Responsible for all permitting required by federal, state, and local regulations. Coordinated with civil engineering teams for demolition and drainage plan construction drawings, including the layout and design for the installation of engineered silt fencing as erosion control measures, in alignment with EPA stormwater best management practices. Provided strategic, operational, and fiscal leadership to the department in alignment with company vision and financial objectives. Identified project resources needed and assigned individual responsibilities to team members for design/build projects. Analyzed project profitability, revenue, margin, quality, and customer satisfaction through all project phases. Served as the client's single point of contact throughout project lifecycle. Set and established deadlines for operations through use of Gantt charts and milestone management.

### **Atticus Architecture and Design, Houston, TX**

#### **Architectural Project Intern**

Provided support to Principal Architect by creating client presentations, attending on-site meetings, performing incremental billing. Assisted in creative projects and performed 3D sketch-up work for roofing studies, measurements, model building, and façade design.

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## ANDRES MELGOZA, PE

### *Assessments and Civil Lead*

Andres (Andy) is a highly experienced and licensed civil/structural engineer, well versed in a variety of facilities engineering and site improvements including O&G, chemical, petrochemical, EPC (both static and modular) and heavy civil/specialty related development projects. Andy is a skilled engineering manager and his capability to coordinate and manage diverse field-related efforts have been demonstrated in a variety of progressively responsible positions including Structural Engineer, Project Engineer, Lead Civil / Structural / Architectural Professional, Engineering Manager, and Project Manager. Andy is a strategic thinker with exceptional analytical and organizational skills, demonstrates diligence in every instance where favorable outcomes are required, and ensures all work product and resulting actions are in compliance with safety, local, state, and federal rules, regulations, and laws. Andy is a fluent speaker and writer of the Spanish language.

### *Professional Experience*

#### **City of Houston, Texas Hurricane Harvey (DR-4332)**

##### **Technical Lead**

Andy serves as a technical lead assisting the Houston Public Works (HPW) department in the formulation, specification, and estimate of \$200+ million in repair and reconstruction costs for Houston's wastewater system, which is one of the largest and most complex in the nation. Andy is also a subject expert ensuring that all applicable and eligible improvements to comply with statutory or generally accepted and consensus codes & standards in the formulation and development of projects. Responsible for overseeing the work product and processes of a team of engineers and cost estimators.

#### **Morris Shea Bridge Co., Inc., Angleton TX**

##### **Project Manager**

Managed, directed, and ensured the total delivery of heavy construction/specialty foundation project deliverables met quality expectations, schedule, performance budgets, and were aligned with occupational and process safety guidelines while managing and interfacing with internal and external stakeholders. Served as project representative and consulted with client constructors, subcontractors, and vendors at kick-off meetings, job walks, project reviews, and other meetings and correspondence. Consistently reduced project costs by 10%-15% by analyzing estimates and negotiating improved rates for equipment, material, and sub-contractors. Developed and administered schedules, budgets, RFIs, MOC, change orders, and all contract requirements while consulting closely with engineering, operational crews, local regulatory bodies, and clients. Successful and profitable management of projects in various locations throughout the US and Mexico for clients such as Phillips 66, Praxair, Enterprise, Saipem, and Pemex.

##### **Education:**

BS, Civil Engineering, Texas A&M University

##### **Licenses:**

Texas Board of Professional Engineers  
Registered Professional Engineer - #120360

##### **Relevant Skills:**

Civil Engineering  
Project Engineering  
Construction Management  
Cost Estimating Format (CEF)  
Project Leadership  
Land Development  
Budgeting  
Procurement  
Federal, State, and Local Permits and Approvals

##### **Engineering Applications**

##### **Knowledge:**

AutoCAD Civil Series  
Microsoft Project  
RISA-3D  
Sage Construction Estimating Software

**Wanhua Chemical, Houston TX****Lead Civil / Structural / Architectural Engineer**

Led all client related engineering design (i.e. site prep, drainage and stormwater, roads and infrastructure, tank foundation, modular pipe rack and process unit designs and foundations, buildings) and technical/regulatory support for a proposed greenfield \$1.25B MDI Chemical Facility slated for Convent, LA. Directed, reviewed and approved EPC firm personnel and deliverables to ensure quality, schedule, and performance budget expectations were met and aligned with occupational and process safety guidelines. Led the EPC firm and third-party contracts for civil cost optimizations through negotiations and design redevelopment and was able to reduce estimated budgets, on average, by 15%. Provided expertise in contract development/negotiation (both lump sum and T&M) for various EPC packages, and provided technical support to the Operations, HSE, QC and Purchasing departments. Interfaced with regulatory and governmental agencies, such as Louisiana Dept. of Transportation, Louisiana Department of Natural Resources, Army Corps of Engineers, amongst others, to provide expertise and ensure proper design and integration of the facility.

**Nabors Drilling, Houston TX****Engineering Manager**

Managed supervision and technical support staff for all Rig New Construction, Refurbishing and Maintenance activities. Interfaced with China on CAPEX requirements for new build and negotiated, developed, and reviewed fabricator bid proposals. Initiated and led capital improvement efforts to increase profitability of the rig fleet by interfacing regularly with the Operations, Marketing, Projects, QC and Purchasing departments.

**Melgoza Engineering, Pearland TX****Principal Engineer/Owner**

Sole-Proprietor of an engineering firm serving consumer and commercial clientele specializing in O&G sector, single & multi-family residential, and light commercial buildings in addition to structural design and project engineering services.

**Parker Drilling, Houston TX****Structural Engineer III**

Managed, directed, and mentored a team of junior engineers on the development of proprietary, high spec, modular capital equipment. Developed preliminary budgeting and EPC schedules and provided reports to high-level and primary stakeholders. Created, authored, reviewed, assessed, analyzed Technical Service Requests, Cost/Time/Resource matrices and Request for Inquiries, serving as Project Engineer for global rig fleet/portfolio including Latin America, Russia (Sakhalin Island), Alaska (North Slope) and Papua New Guinea, ensuring TSR scope, compliance and safety directives attained

**Rowan Companies, Inc., Houston TX****Structural Engineer**

Consulted, collaborated, and coordinated with maintenance managers employing AutoCAD revising, updating, and completely overhauling operation manuals.

**EDG, Inc., Houston TX****Structural Engineer**

Worked as a consulting engineer analyzing and designing structural elements for offshore production platforms. Provided onsite support and QA/QC for construction and loadout efforts.

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## ROI FRIEDLER, PE, CCM

*Mechanical, Construction Inspections, and Deputy Assessments Lead*

Roi has over 20 years of experience in the construction and real estate industries and has specialized in disaster recovery, project management, engineering, cost estimation, property management, and construction. For the past 7 years, Roi's responsibilities on disaster recovery programs included managing contracts and site conditions for single and multi family projects in construction and developing detailed cost estimates and scopes for buildings stormwater, and wastewater infrastructure projects. Roi is a Certified Floodplain Manager (CFM), Project Management Professional (PMP), Certified Construction Manager (CCM), and is a Licensed Professional Engineer (PE) in the States of Texas and New York.

### Kent County, Delaware COVID-19 Response and Recovery Program Senior Engineer

Review COVID Capital Improvement Program application and supporting documentation for American Rescue Plan Act (ARPA), and State and Local Financial Recovery Fund (SLFRF) funded Nonprofit Service Providers assistance initiative by Kent County, Delaware. Analyzed capital projects financial records to confirm founding sources are sufficient for completion. Confirmed construction schedule for completion within program guideline. Established eligibility status for Kent County approval.

### Metropolitan Transportation Authority (MTA)

#### Accessibility Improvement at 8 Stations

#### Commercial Manager

Developed project budget, schedule, and risk tracking tools in order to generate project status reporting to owner for elevator installation at 8 underground and elevated subway stations throughout the 5 boroughs of New York City, \$350M overall budget. Provided regular project status updates to owner's leadership and legal teams. Lead project controls team inclusive of estimating, scheduling, risk, and documents control. Administered all aspects of change orders evaluation, from estimating cost and schedule impact, to negotiating and settlement with design build contractor.

### City of Houston, Texas Hurricane Harvey (DR-4332)

#### Senior Engineer

Used RS Means data online system and other unit cost sources and methods to develop detailed cost estimates for FEMA funded projects over \$150 million in aggregate. Provided cost estimate reports by collecting, analyzing, and summarizing information. Developed Cost Estimate Format (CEF) for final project estimates. Prepared detailed analysis of building code and standards improvements to be implemented in repair/replacement projects scope of work.

#### Education:

BS, Mechanical Engineering, City  
University of New York, City College

#### Registrations:

Licensed Professional Engineer (PE), TX  
License #131816

Licensed Professional Engineer (PE), NY  
License #103357

#### Certifications:

Certified Construction Manager (CCM)  
Project Management Professional (PMP)  
Certified Floodplain Manager (CFM)

#### Relevant Skills:

FEMA Floodplain Regulations  
CDBG Construction Regulations  
Structure Elevation Construction &  
Design Standards  
Cost Estimating  
Design/Construction Management  
Contractor/Subcontractor Field  
Coordination  
Project Planning and Execution

#### Construction Applications Knowledge:

RS Means  
Xactimate  
AutoCAD  
SolidWorks

## **New Jersey Department of Environmental Protection**

### **Rebuild By Design - East Riser Ditch Channel Improvement and Pump Station**

#### **Senior Estimator**

Provide pre-construction and design review services for channel improvement and pump station development to implement flood reduction measures in the New Jersey Hackensack Meadowland District. Review design progression submissions (30%, 60%, 95%, and final design) and provide completeness, errors, improvements, and value engineering feedback to design team and owner. Estimate construction cost for budget development and procurement evaluation. Review project schedule for planning, constructability, and coordination with different stakeholders.

## **New York Governor's Office of State Recovery (GOSR)**

### **NY Rising Housing Recovery Program, Long Island, NY**

#### **Construction Manager**

Lead construction and design management services as an owner's representative for multiple public housing resiliency and improvement projects with budget over \$10M. Direct project-related communication, submittal and approval process, and requests for information. Serve as a single point of contact for all contract and construction matters, among all stakeholders: agency, municipality, housing authority, design team, and contractors. Manage scope, schedule, budget, site conditions, and change orders for various floodplain house-elevation and general construction projects. Generate construction cost estimates for all types of program's projects. Evaluate construction change requests, viability, cost, and schedule impacts. Perform site investigations to determine extent of damage and possible repair methods. Create policies, procedures, and guidelines for GOSR house-elevation construction program. Conduct eligibility reviews for scope of work, consistent with program criteria. Assist program applicants with local municipalities' building department permit application process. Examine floodplain construction projects for compliance with NFIP floodplain management requirements.

## **IAC Acoustics, New York, NY**

### **Project Manager, Architectural Product Line**

Managed schedule, scope, budget, and execution of multiple projects (over \$6 million annually). Budgeted and estimated costs for new projects' bids, as well as scope changes of existing projects. Designed and engineered specialty acoustical products in line with clients' requirements. Oversaw process of procurement, fabrication, delivery, and installation.

## **GMK Renovations, Inc., New York, NY**

### **Project Manager | Superintendent**

Oversaw on-site activity in 4-5 major construction projects simultaneously. Supervised crews of 2-10 construction workers, including organizing daily, weekly, and monthly tasks with the objective of completing projects successfully and efficiently led bidding process, including estimating, presenting proposals, and negotiating. Planned and monitored the budget for individual projects, negotiated, proposed, and approved change orders.

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## **RUSSELL S. FARMER**

### *Cost Estimator*

Russell is a highly experienced project manager and cost estimator with a demonstrated history of working in the architecture, engineering and construction industry. Russell has over 25 years of experience in cost estimating, pre-construction management, construction engineering, and project management.

Various project experience includes roadway and water/wastewater facilities and systems, flatwork, underground utilities and site work, flood control works and site development involving detention and drainage work, and commercial properties. Russell has experience working directly with local municipalities and State departments.

### **Professional Experience**

#### **City of Houston, Texas Hurricane Harvey**

##### **Senior Cost Estimator [Engineer III]**

Use RS Means online data system historical cost databases to develop detailed costs estimate for multiple repair projects from \$50,000 to \$60 million. Provide cost estimate reports by collecting, analyzing, and summarizing information. Developed Cost Estimate Format (CEF) for FEMA validation of eligible estimated project costs. Provided FEMA Project Worksheets (PWs) to determine project eligibility, scopes of work and cost estimates to repair or replace a facility to restore it to its pre-disaster condition.

#### **ACP Equipment and Services, Cypress, TX**

##### **Director of Sales**

Review estimating work in progress, ensuring accuracy and completeness of water, sewer, sanitary and concrete specifications for commercial and industrial projects. Verify that risk is accurately addressed and calculated. Collaborate with Superintendents in resource utilization, and schedule and procurement development, permitting and constructability issues, and subcontract buyouts. Provide bid work and counsel on large, complex projects. Establish annual budgets and cost forecasts for the company. Provide ownership with performance information, including variances and proposed solutions for addressing schedule concerns. Plan, prioritize, and organize work assignments for the department, delegating tasks appropriately to staff members

#### **Texas Underground Utilities, Houston, TX**

##### **Project Manager**

Responsible for setting up the estimate, estimate binder / digital file, invited subcontractors list, and solicitation invitation. Review design documents and complete an accurate quantity take-off for assigned scopes of work. Review design documents and identify scope items with cost implications. Combine quantity take-off information and scope information into a completed Comparison of Bid (COB) sheet and use the completed COB to analyze subcontractor pricing, ensure a complete scope of work. Identify and resolve design conflicts and missing information by preparing, tracking, submitting, and distributing preconstruction Requests for Information (RFI's). Review design iterations, addendum, updates, etc. and identify changes in scope that may result in cost changes. Update internal documents (COB and estimate) to reflect the

#### **Education:**

BS, Construction Engineering  
Technology, Texas Tech University,  
Lubbock, TX

#### **Certifications:**

OSHA 30-Hour Training -  
Construction

#### **Relevant Skills:**

Construction Estimating  
Project Planning  
Project Cost Development  
Value Engineering  
Project Engineering  
Contract Management  
Project Leadership  
Risk Management  
Scheduling

#### **Applications Knowledge:**

Timberline Software  
Bluebeam  
Primavera P6  
Microsoft Project  
AutoCAD  
Pro Contractor MX

changes and communicate changes to subcontractors. Coordinated with Architects/Engineers and design consultants. Projects included water, sewer, and sanitary systems for commercial and industrial projects.

#### **Millis Equipment, Missouri City, TX**

##### **Senior Estimator**

Maintain current/historical cost data in order to develop various needed analysis of the data. Review project plans and specifications and coordinates with design professionals to confirm complete scope. Identify risk issues and order of magnitude to inform firm owners. Solicit subcontractor and/or supplier information & pricing. Prepare instructions to bidders, bid form and other bid solicitation information as required. Perform quantity survey and pricing effort for internal budgets. Reviews general conditions, schedule, scopes of work, hoisting plans, site logistics and other exhibits as prepared by design professionals. Projects included road, highway, and commercial projects including demolition and flatwork, underground utilities, and site work.

#### **4-C Construction Services, Spring, TX**

##### **Estimator / Project Manager**

Manage ongoing work with subcontractors on schedules, change orders, and submittals. Review project plans and specifications and coordinates with design professionals to confirm complete scope. Identify risk issues and order of magnitude to inform firm owners. Solicit subcontractor and/or supplier information & pricing. Prepare instructions to bidders, bid form and other bid solicitation information as required. Perform quantity survey and pricing effort for internal budgets. Prepare conceptual budgets based on minimal information. Reviews general conditions, schedule, scopes of work, hoisting plans, site logistics and other exhibits as prepared by design professionals. Projects included road, highway, and commercial projects including demolition and flatwork, underground utilities, and site work.

#### **Hubco, Inc., Houston, TX**

##### **Vice President, Estimating**

Developed Design/Build estimates for road/highway and commercial projects. Performed building assessments for capital improvements. Developed budgets to align with client budgets. Developed construction schedules with Primavera P6 or Timberline software. Performed value engineering to work within client budget constraints. Work closely with Architects to ensure quality control. Responsible for monthly billing and budget tracking. Analyze contractors' plans, processes, and systems to review and evaluate safety, maintenance, and operating practices. Recommend the formulation or revision to policies, procedures, rules, regulations, and standards used in production; prepare written evaluations and reports; and make oral and written presentations to clients.

#### **McCarthy Building Companies, Inc., Houston, TX**

##### **Resident Engineer**

Produce and maintain Primavera schedules for multiple TxDOT and Port of Houston projects. Schedule materials for projects and oversee quality control measures. Prepare and track contract change orders from initiation to execution. Review and approve submittals and shop drawings. Prepare daily reports to client on job cost and production quantities. Prepare pay applications/requisitions for owners and subcontractors.

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## AUSTIN DUFFY

### *Building and Construction Inspector*

Austin has a proven track record of completing difficult projects on schedule and within budget irrespective of difficult work environment or other challenges, environmental issues or labor concerns. As a building inspector, Austin orchestrates meetings with engineers, architects, and city planners to prepare for presentations with planning boards and local City Councils. Has experience assisting engineers and architects in site and development preparation, such as preliminary floor site plans, site marking, establishing slab elevations and control lines. Austin has extensive experience managing work forces upwards of 150 people.

### **Village of Wellington, FL**

#### **Building Inspector / Plans Examiner**

Austin Possesses an ability to work in tight urban locations with limited communications and scant logistical support. Requires minimal supervision and demonstrates qualities of self-reliance and lateral thinking when necessary. Excellent interpersonal skills, always carries a professional attitude, and firm personality to see tough jobs through independently or as a team member.

### **PA Twin Management, Loxahatchee, FL**

#### **General Contractor**

Managed completion of residential and commercial construction projects valued in excess of \$20M dollars. Supervised crews of up to 150 master carpenters, journeymen drywall hangers, concrete, plumbers, electricians, mechanical contractors and general laborer and safety personnel. Estimated project costs performed take-offs and developed project proposals working directly with owners, developers, and subcontractors. Cooperated with local building, safety, and code officials to obtain all approvals necessary to always maintain forward progress.

### **C Street Café, West Palm Beach, FL**

#### **General Contractor and Owner**

Built Company from small residential business to thriving enterprise running residential and commercial projects: At its height company had nearly 20 residential and several large commercial jobs under management, employing approximately 150 people. In this role, Austin implemented and completed multiple projects ranging from subdivisions, spot lots, and high rise buildings. Specialized in retail fit-outs for boutique and chain stores, subdividing parcels of property to convert to residential detached homes. Worked directly with property owners and subcontractors to estimate projects and develop proposals. Managed project managers, trades, and office personnel.

#### **Education:**

IICP – 3 Year Course, Dublin, Ireland  
Computer Technician, Computer Processing Institute, Paramus, NJ

#### **Licensing:**

Licensed Florida General Contractor (Unrestricted)  
Licensed Florida Real Estate Associate  
Building Inspector  
Plans Examiner  
Plumbing Inspector  
1 and 2 Family  
Damage Assessment  
FEMA IS-100, IS-200, and IS-700

#### **Relevant Skills:**

Cost Estimating  
Project Management  
Site Supervision  
Subcontractor Management  
Data and Reports Management  
Project Controls  
Quality Assurance  
OSHA Safety  
Construction Site Management  
Inspections  
Plan Examiner



## WILLIAM WYATT

### *Structural and Construction Inspector*

William is a passionate, licensed construction professional with over 20 years of field experience with municipalities enforcing local and state building codes. Competant in applying technical knowledge and techniques to examine workmanship and materials, and detect deviations from plans. Familiar in recognizing faulty construction or hazardous conditions pertaining to building construction.

### **Village of Wellington, FL**

#### **State Building Code Official**

In this role William worked as a state building code official for the Village of Wellington. William has experience for the Village in the following inspector roles: Commercial Structural Inspector, 1-2 Family Dwelling Inspector. He worked on the damage assessment team for public works to evaluate the physical damage caused by disaster events and its impact on the village.

### **Others Construction, Inc., West Palm Beach, FL**

#### **Co-Owner**

Worked on wide range of projects from tenant improvement projects to large scale renovations. Specialized in shell construction, heavy demolition, shoring work, and structural steel construction. Completed work for public and private projects including Home Depot, Sprouts, Palm Beach outlets, Target, TD Bank, Bank of America, Palm Beach County, City of Riviera Beach, City of West Palm Beach, City Place , Palm Beach Country Club. Responsible for scheduling and production and submittal of project schedules and milestones for client approval. Supervised tradesmen, including electricians, plumbers, HVAC technicians, general laborers, and masons.

### **Winter Construction, Chamblee, GA**

#### **Assistant Superintendent**

Supported the superintendent and project managers in the successful completion of assigned projects. Managed job site quality, safety, and schedule from pre-construction through closeout. As assistant superintendent, William managed and directed a team of foremen, engineers, subcontractors, and administrators. Worked on commercial project renovations, specifically malls and storefronts. Performed strategic schedule optimization to allow businesses to be open throughout the construction phase. Lead manager on exterior framing and cladding packages. Participated in the review of all project documents for constructability. Coordinated with building inspections, subcontractor inspections, and permitting officials.

#### **Education:**

Northwood University, Midland MI

#### **State of Florida Licensures:**

Structural and 1&2 Family Dwelling (all trades) Inspector BN#8431

Certified General Contractor #1520759

#### **Relevant Skills:**

FEMA ICS 100-800 Accreditation

Commercial Structural Inspector

State Building Code Official

Budget Management

Project Management

Construction Phasing

Subcontractor Management

Data and Reports Management

Project Controls

Quality Assurance

Inspections

Value Engineering





## JOHN RODRIGUEZ

### *Civil Inspector*

John has spent the past five years preparing detailed documentation on damages, scope of repair and replacement, and unit cost estimates for buildings and infrastructure damaged from Hurricane Harvey. John has performed senior analyst roles and demonstrated technical aptitude and experience in cost records preparation and management, cost recovery solutions, vendor management and documentation, inspections and validation of completed work, and team management. John is a fully fluent speaker and writer in Spanish and Portuguese.

#### Education:

BA, International Affairs and Economics,  
Sao Paulo University, Brazil

#### Relevant Skills:

Federal Grant Consulting  
Project Cost Estimating  
Damage Assessments  
RSMMeans Online Data  
Cost Estimating Format (CEF)  
Technical Management  
Vendor Management  
Database Administration

### *Professional Experience*

#### City of Houston, Texas Hurricane Harvey

##### Cost Estimator

Performed Quality Assurance/Quality Control on cost estimates prepared by third party estimators. Used RS Means data online system to develop detailed costs estimate for multiple repair projects from \$50,000 to \$60 million. Provided cost estimate reports by collecting, analyzing, and summarizing information. Developed Cost Estimate Format (CEF) for FEMA validation of eligible estimated project costs. Provided FEMA Project Worksheets (PWs) to determine project eligibility, scopes of work and cost estimates to repair or replace a facility to restore it to its pre-disaster condition. Prepare codes, specifications, and standards reviews on project scopes of work to identify additional project requirements and rehabilitation methods.

#### City of Houston, Texas Hurricane Harvey

##### Damage Inspector

Assist project managers to compose cost estimates spreadsheets using RS Means data online system. Audit force account labor for multiple client departments. Analyzed supporting documents, force account labor documentation, invoices and contracts for accuracy and completeness. Use survey instruments, metering devices, and test equipment to perform inspections in water treatment plants, lift stations and public buildings. Provided RFIs regarding project data management into FEMA Grants Portal project tracking system.

#### Outreach Strategists LLC , Houston TX

##### Data Manager

Coordinated, planned, and executed canvassing data reporting for the largest consumer product recall in U.S. history related to the Takata airbag safety campaign in Houston and Dallas. Provide data training to canvassers on data reports and analytics. Compiled and reviewed data according to federal monitoring guidelines tracking.

#### EBR – Toyo Setal Oil & Gas, Sao Paulo, Brazil

##### Inspection Coordinator & Shop Expediter

Coordinated contractual documents, tests procedures, and purchase orders (PO). Perform Pre-Inspection Meetings (PIM) and Kick off Meetings (KOM) with vendors. Weekly phone call meetings with international vendors (Italy,

Korea, Japan, Canada, Germany, Brazil, USA and China) to schedule fabrication, tests and delivery dates. Experience in coordinating visits of inspectors and expeditors in Brazil and overseas factories. Experience in control registration of materials through after purchase orders (APO) maps.

#### **Costa Rican Consulate, Sao Paulo, Brazil**

##### **Consular Assistant**

Received and processed consulate documentation such as invoices, memos, letters and payments for consideration and presentation to executives and directors. Leading a team of a 4 consulate staff group in issuing passports, banknotes, tourist and student visas, monthly and annual reports in order to control the consulate activities.



**David Carmet Cachadiña, PMP, CCM**  
*Permitting Lead and Construction Inspector*

David is a design and construction professional with over 13 years of experience working in the architecture, engineering, construction industry. Versatile and collaborative project coordinator with experience directing teams, communicating with global partners, and ensuring timely delivery of results for clients. Demonstrated history of engaging customers and contractors from diverse cultural backgrounds to drive consistent projects that meet quality control standards.

### **Professional Experience**

#### **Lemartec Corporation, Miami, FL**

##### **Senior Project Manager**

Analyzed Request for Proposal packages and manage communications between Project Operations and Business Development departments as required for the preparation of Go/No Go Bid Decision Matrix. Reviewed project Scope of Work, prepare Work Breakdown Structure and performed detailed take-offs and cost estimates. Assembled Scope Bid Packages and assist Procurement Department in reviewing subcontractors' bids. Created bid tabulation tables and bid comparison reports. Created Project Schedules and Critical Path Reports. Prepared Rough Order of Magnitude (ROM) and Lump Sum Proposals for clients. Reviewed Contract Documentation and directed negotiations with clients. Collaborated with Project Management Operations Department in the creation and implementation of SOPs. Coordinated LEED Certification Process for company projects, reviewed LEED related documentation and engaged in communications with USGBC as required to fulfil targeted credits. Organized and managed construction works, supervised subcontractors and generated work progress reports. Controlled project finances and authorized payments. Directed permitting process and engaged with Building Departments and other public agencies to ensure compliance with all applicable laws and regulations. Managed Design-Build Project Lockhart Stadium (Inter Miami CF) with project budget of \$145M.

#### **Hill International, New York, NY**

##### **New York Rising, Governor's Office of Storm Recovery (GOSR)**

##### **Construction Project Manager**

#### **Education:**

B.Arch. Tech., Technical Architecture,  
 University of Granada  
 B.Eng. Architectural Engineering, European  
 University of Madrid

#### **Registrations and Certifications:**

Project Management Professional (PMP)  
 Certified Construction Manager (CCM)  
 LEED AP BD+C, Green Business  
 Certification  
 Florida Independent Adjuster License – in  
 progress

#### **Relevant Skills:**

Construction Project Management  
 Global Collaboration  
 Team Supervision and Coordination  
 Compliance  
 Budget Administration  
 Financial Reporting  
 Progress Monitoring  
 Improvement Measures  
 Design Reviews  
 Project Delivery and Planning  
 Project Leadership  
 Engineering Coordination  
 Construction Bid Documents  
 Fluent in Spanish

#### **Construction Applications Knowledge:**

MS Project  
 AutoCAD  
 Xactimate  
 Revit Architecture  
 Building Information Modeling (BIM)

Performed integrated construction project management of residential projects. Reviewed project documentation, coordinated design change requests and assembled cost estimate packages. Conducted technical and financial analyses, change order estimates, comparisons, and negotiations. Oversaw building permit application process to ensure compliance with local ordinances. Coordinated and supervised contractors and work teams throughout construction phase. Authorized payments and managed phase and project closeouts. Managed several residential construction projects for the New York Governor's Office of Storm Recovery (GOSR), NY Rising Housing Recovery Program. Directed the renovation and elevation of houses, including pre-award, post-award and closeout activities.

### **We Company, Montego Bay, Jamaica**

#### **Construction Project Manager**

Directed construction projects and field engineering, including performance evaluation to ensure compliance with strategic plan, client specification, and agency regulations. Analyzed contract documents, coordinated subcontractors, and managed RFI's throughout cost proposal submission process. Performed quantity surveys and estimated construction costs for internal budgets. Organized and participated in meetings with project stakeholders to guarantee the distribution and logging of all project clarifications. Conducted site visits and facilitated meetings with Project Architects, Engineers, and Superintendents to monitor progress. Tracked client expectations and developed satisfaction surveys to drive improvement measures. Drafted technical documents and prepared scaled presentations to support and coach subcontractor teams. Administered project budgets, as well as generated comprehensive financial reports. Reviewed and approved subcontractor payments and invoices. Maintained files, including correspondence, contracts, and drawings.

Projects include:

- Oversaw construction and renovation project for Grand Palladium Hotel, including 500 rooms, restaurants, exteriors, and common areas with a budget of \$8 million.
- Directed \$12 million Hospiten Group Hospital project from ground up, including construction of 40 rooms, a surgery theater and laboratory, critical care facilities, diagnosis centers, consultation offices, and other interior/exterior areas, such as a parking structure.
- Supervised renovation project in collaboration with Copa Airlines to improve sales and administration offices, ensuring timely completion and adherence to \$1 million budget.
- Led two hotel resort renovation projects (Karisma Sensatori and El Braco), with 120-220 rooms, restaurants, and common areas, including swimming pools, administering budgets of between \$2 and \$6.5 million.

### **Seawind Key Investments, LTC, Montego Bay, Jamaica**

#### **Finishing Work Lead Coordinator**

Led finishing work for Wild Orchid and St. James Hotel Resorts, consisting of 700 rooms, six restaurants, diverse common and exterior areas, parking, beaches, swimming pools, administrative offices, technical rooms, and storage facilities. Recruited, hired, and managed teams of up to 100 personnel, ensuring compliance with project standards. Supervised installation and finishing work, ensuring successful handover to operators upon completion.

### **JM & Proyectectos Studio of Architecture, Granada Spain**

#### **Intern Architect**

Developed 3D graphics utilizing BIM software to support marketing strategy and programs. Monitored materials delivery, ensuring client approval of all materials. Processed purchase orders in adherence with company standards.

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**Gar Li, PE**  
*Electrical Lead*

Mr. Li has over 20 years of electrical and instrumentation engineering experience in both oil and gas and commercial industry. He is knowledgeable in a diverse spectrum of electrical power and control system, building design and

relevant codes and standards. Mr. Li is familiar with NEC, IBC, ANSI, NFPA, API standard and codes.

### **Professional Experience**

#### **Consulting Engineer**

Mr. Li is the Principal Engineer of registered TX engineering firm (BJGA Designs LLC (TX Eng. Firm 12766)). BJGA projects include project and permits management as well as designing mechanical, electrical and plumbing for various commercial projects (dental office, RV Parks, Animal Hospital, Multifamily, Restaurants, etc).

#### **Education:**

B.S., Electrical Engineering, University of Oklahoma

#### **Registrations:**

Registered Professional Engineer in Texas  
Registered Professional Engineer in Louisiana  
Registered Professional Engineer in Georgia

#### **Relevant Skills:**

General Engineering  
Project Engineering  
Construction Management  
Cost Estimating Format (CEF)  
Project Leadership  
Federal, State, and Local Permits and Approvals  
Electrical Engineer  
Consulting

### **Universal Pegasus International, Houston TX**

#### **Senior Elec Engineer II**

Leading E&I team on designing pipeline projects on many type of refined products (natural gas, ethylene, Propylene, NGL, LPG) size range from 36" to 8" for oil major (confidential client). Designed, MRQ, MQP, procured, and FAT witnessed on multiple "Bus Stop".

Specified and generated datasheets on instrumentation equipment such as PIT, PI, PDIT, LIT, SDV, TE.

Developed, checked and PE stamped I&E one-lines and other IFB and IFC drawings. Field survey and walk down with client and general contractor during pre-bid.

### **Keystone Engineering Inc, Houston TX**

#### **Lead Electrical Engineer**

Worked on mid-stream projects in Permian basin, west Texas. Projects include oil/water separator skid, tank farm, interconnect pipeline, gas compressor facilities, etc. responsible for oneline diagram, area classification, conduit routing and grounding plans. Power and instrument cable schedule, grounding details and installation details. Bid tabulation and construction scope of work write up. Instrumentation specifications and datasheet. (Turbine meter, pressure transmitter) PLC instrument junction box (IJB) design and specification. Acted as senior engineer responsible for review and design Enterprises Products projects in west Texas such as Lynch Meter Station, Midland tank farm, and Conan C-133 pump station.

### **Parker Drilling Inc, Houston TX**

#### **Electrical Manager / Principal Electrical Engineer**

Electrical Manager/ Principal Electrical Engineer Design power generation, power distribution (69kV, 13.8kV, 4160V, 600V, 480V), motor control center (MCC), VFD's and protection systems (protective relays, battery systems and UPS). Permits support to State fire marshal and other federal and state agencies.

Specified process control system equipment, programmable logic controller (PLC), monitor & control system, human machine interface (HMI), distribution control system (DCS) and supervisory control and data acquisition (SCADA), fire alarm and PA/GA system. Review and approve Contractor's electrical engineering deliverables, general specifications, equipment specifications, data sheets, calculations, studies, drawings. Interface with management and contractor to clarify the requirements for the project. Support HAZOP and provide guidance on area classifications per API 505 recommendations and monitor and audit performances of contractors. Working side by side with ship yard fabricator, Keppel Amfels Brownsville, to design, construct and commissioning a fit-for-purpose arctic and seismic class land based drilling rig for Exxon Mobile for the Sakhalin Island operation.

### **Oil Field Development Engineering, LLC (OFD), Houston TX**

#### **Senior Consulting Engineer**

Bushwood Deepwater project. Responsible for EC381 E&I design. Responsible for overall electrical one-line design, PEC building layouts, and equipment procurement. The project is a 22 tank farm for Enterprise Products Partners in Port Arthur. Major equipment included 5kV switchgear with main time main transfer scheme, 20MVA power transformers, 480V MCCs and power factor correction capacitor banks. Assisted in review of 69kV substation design subcontract and coordinated with utility tie in. Responsible for one line, motor starting, short circuit, cable sizing, and relay coordination studies, electrical equipment specification, bid evaluation and vendor drawings approval.

### **Commonwealth Engineering & Construction (Bought by Zachry Group), Houston TX**

#### **Senior Electrical Engineer**

Senior engineer on the Calumet refinery expansion project located in Shreveport, Louisiana and Hunt refinery in Tuscaloosa, Alabama. Duties included P&ID development, attended design review meeting with client and equipment vendor, generated PLC I/O list and Cause and Effect logic. Detailed engineering design of station control panel and wiring diagram, specified instrument specifications, emergency safety shutdown system for hardware selections, wiring interconnection diagrams, and panel layouts. Reviewed and provided inputs and resolved issues to P&I diagrams, electrical/instrument interconnect design wiring diagrams, instrument layout plans, and MCC one-line drawings; selected and specified instrumentation data. Reviewed and revised the control philosophy and SAFE chart for final PLC software integration with existing facility control and safety system. Perform FAT of PLC panels and control system.

### **Bechtel Corporation, Houston TX**

#### **Electrical Engineer**

Worked on the Reliance Jamnagar Export Refinery Project in India, responsible for major equipment quotation, data sheet, and area classification. Worked as an electrical engineer on Shell's Ultra Low Sulfur Diesel and ConocoPhillips's Vacuum Delayed Coker Project located in Borger, TX. Responsible for area classification and motor technical evaluation using IEEE 841, API 541, API 546. System one line diagram, medium voltage switchgear, transformer layout and motor selection. Responsible for major electrical equipment requisition (transformer, switchgear, MCC, UPS) Load flow, load analysis, and motor starting analysis using SKM/ETAP System wide harmonics, short circuit, underground cable pull and ampacities calculation.

### **Redding Linden Burr Consultant Engineers, Houston TX**

#### **Electrical Engineer**

Electrical engineer on variety commercial and K-12 projects. Ran Comcheck and Rescheck energy compliance program City of Houston OneStop permitting submittal Wrote Division 16 electrical specifications and Division 15 mechanical specification .

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**Day Brown Rice Engineering Consultants Inc, Houston TX****Electrical Designer**

Designed projects including schools, retail, and industrial warehouse under direct supervision of a professional electrical engineer. Performed electrical load analysis per NEC guideline, short circuit and voltage drop calculation, protective device coordination using SKM power tools. Specified & sized conduit, wire, fuses, circuit breaker, enclosures, motor control center, emergency power generator, VFD, and transfer switch, UPS, fire alarm, security, and data cabling system layout. Additional responsibilities included specification writing, code review, and coordination. Additional tasks also included reviewed contractor's proposed "value engineering" revisions, prepared written response to contractor's "Request for Information", reviewed contractor submittals and worked with vendors in selection of electrical equipment.

**U.S. Army Corps of Engineers, Alaska District, Anchorage, AK****Engineer in Training**

Worked on military related projects such as barracks, family housing, fire station, and hospital. Etc. Performed cost estimating on Army's multi-million dollar family housing revitalization project and also prepared annual budget request reports for upcoming fiscal year.

**U.S. Army, First Cavalry Division, Fort Hood, TX****Honorable Discharged (1990-1993)**

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## **MOSTAFA HARIDI, PE**

### *Value Engineering and Change Control Lead*

Mostafa has 8 years of experience in heavy civil, transportation, water/wastewater, and vertical construction. Mostafa is a strategic engineering professional with demonstrated success assessing project scope and adhering to deadlines. Well-versed in team leadership and task delegation to drive project progress and foster client satisfaction. Mostafa has specialized in project and program management, change order management, construction management, stormwater and sewer separation, flood wall design, and pump stations.

### **Douglaston Water Pumpstation Upgrade, JFK Airport 12 Water Meter Vaults Replacement, Queens, NY**

#### **Resident Engineer**

Mostafa is working on two projects concurrently with NYC Department of Environmental Protection ensuring that the construction work is being performed in accordance with the contract documents, specifications, and applicable codes and standards. Reviewing and approving of quantities of work for payment purposes. Coordinating construction work with facility operations, maintenance, project owners, and other stakeholders. Identifying change orders, drafting scopes of work, performing estimates, and negotiating with the contractors for approval and execution of the change orders in a timely manner.

### **Rebuild by Design, Hudson River Coastal Defense, Hoboken, NJ**

#### **Construction Manager**

Led a team of inspectors and engineers to effectively manage all aspects of the construction project which included the installation of sewer mains, manholes and inlets, and utility relocations. Served as a liaison between the contractor, the owner, and stakeholders to coordinate the work in accordance with the design and construction documents. Maintained detailed tracking of daily progress and productivity, and analyzed data to identify and mitigate any possible delays. Managed the budget, schedule, quality assurance, and safety compliance of the contractor. Prepared and negotiated change orders, including preparing the scope of work, the justification for the change order, executing all the required forms, and providing an estimate. Performed value engineering on the total \$300 million project. Divided the project into early works and later works packages for program and implementation efficiency.

### **Rebuild by Design, Meadowlands, NJ**

#### **Pre-Construction Manager**

Managed the design phase of the Meadowlands project, consisting of the design of two pump stations and a water channel enlargement in collaboration with a team of engineers and project managers. Utilized cost estimation systems to document project information, performed accurate cost estimates of each design phase, and enhanced the bid specifications by making changes as required. Provided recommendations and design comments to the design drawing sets and specifications. Ensured the cost effective and timely completion of the design phase to meet and exceed the client's expectations and goals.

#### **Education:**

MS, Civil Engineering, New York University

BS, Civil Engineering, The City College of New York

#### **Licenses**

New York State Office of Professions  
Licensed Professional Engineer -  
#104151

#### **Certifications:**

LEED Green Associate

30-Hour OSHA Construction

#### **Relevant Skills:**

Change Order Procedures

Federal Construction Standards

Cost Estimating and Project Controls

Design/Construction Management

Contractor Field Coordination

Procurement

#### **Construction Applications**

##### **Knowledge:**

RS Means

Project Solve

Bluebeam

Primavera P6

AutoCAD

E-Builder

### **Staten Island Rail Replacement, Staten Island, NY, New York City Transit, Field Engineer**

Replacement of approximately 30,000 Track Feet of Staten Island track rail, value approximately \$30 Million. Analysed survey reports, drawings, and maps to direct construction layouts, monitored the contractor's QC/QA programs to ensure that execution of the work follows project quality standards, as well as regulatory and contract requirements, created and negotiated change order estimates as requested by the New York City Transit Project Manager.

### **Brooklyn & Bronx Supreme Courts, Brooklyn & Bronx, NY, NYC Department of Design and Construction, Pre-construction Manager**

The Brooklyn and Bronx supreme court projects required fire alarm upgrades to accommodate mechanical and electrical changes to comply with the latest NYC DOB Codes, value approximately \$85 Million. Conducted initial design reviews of drawings and specifications to verify the documentation is complete and ready to proceed to the next design phase and eventually construction, created a phasing plan to ensure that construction can occur while the courts are operations. This required coordination with the judges to provide feedback on what their daily basis needs, Led pre-construction meetings, and design meetings with the designer, DDC and judges from the court houses to address their concerns, developed cost estimates that facilitates owner's needs for information using company selected software.

### **Grassmere Playground, Bowne Playground, & Henry Hudson Entrance, Queens, NY, NYC Department of Parks & Recreation Resident Engineer**

Reconstruction of multiple parks and playgrounds in Queens, NYC, each project valued from \$4-\$6 Million. Managed the construction of these projects and served as a liaison between the client and the contractor to coordinate work in accordance with design and construction documents, confirmed that construction is progressing as scheduled and in compliance with contract specifications, led progress, site, and coordination meetings between the contractor, NYC DPR, NYC DEP, and other stakeholders, maintained daily, weekly, and monthly reports and logs, identified significant issues that could occur and provided solutions for these problems in the form of RFIs responses and redesigns.

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## LUKE MCKINNON, CPA

### *Project Controls Lead*

A highly experienced finance executive with a proven track record of driving superior business results. Recognized for results-driven operational and leadership skills and for developing finance and accounting staff members and departments that significantly contribute to operational and strategic goals. Demonstrates exceptional process and people skills and the ability to partner with all functions within the business.

### Key Results

- **Process Improvement:** Improved the efficiency and effectiveness of the budgeting and close process through the implementation of budgeting software. Improved cycle time of planning process from 60 to 30 days.
- **Financial Analysis:** Developed financial analysis team to drill in to the details and develop action plans to work with Management to improve margins and profitability. Improved margin by 4 percentage points.
- **Staff Development:** Evaluated and restructured accounting and finance departments to focus on strategic planning, improving responsiveness to other functions and reducing cost by 12%.
- **Management Reporting:** Developed operational and managerial reporting to improve results. Resulted in reduction of DSO by 30 days, increased profit margins and reduction in overhead costs by \$4 million.
- **Acquisitions/Sale:** Lead due diligence and successfully merged over \$300 million of revenues. Sold several companies.
- **System Implementation:** Successfully implemented several software solutions in the areas of ERP Accounting (JD Edwards, Deltek Costpoint and Oracle), consolidation (Hyperion FM and Cognos Controller), Budgeting and planning (Hyperion planning and Cognos TM1), workflow for SOX and purchasing (Microsoft Sharepoint and Workflow) and Timesheet and Expense reporting system (Deltek).

#### Education:

MBA in Professional Accounting,  
Graduate School of Management,  
Rutgers University

BA in Mathematics, Rutgers University

#### Expertise:

Strategic Planning  
Financial Analysis  
Accounting/Administration  
Systems Implementation  
Staff Development  
Management Reporting  
Financial Controls and Compliance  
Due Diligence  
Mergers/Acquisitions/Sale  
Process (Continuous) Improvement

### Professional Experience

#### Anser Advisory LLC

##### Chief Financial Officer/ Executive VP

PE backed Engineering Firm

- Oversee and manage accounting, tax, payroll and IT departments.
- Developed comprehensive process for both the annual budget and monthly forecasts.
- Improved ERP system to consolidate all operations on one technology platform.
- Worked with key stakeholders to develop weekly, monthly reporting packages.
- Managed banking relationships and debt agreements to meet the company's growth.

#### CNY Group LLC

##### Chief Financial Officer/ Executive VP – New York, New York

General Contractor company with \$270 Million in revenues.

- Led and managed Accounting, IT, risk management and Administrative staff to work closely with Operations resulting in increased project performance.
- Developed comprehensive process for both the annual budget and monthly forecasts improved gross margin by 3%.
- Implemented technology improvements to enable the company to expand through acquisitions.
- Worked closely with the owners key reporting, project results, and cash flow.
- Collaborated with outside consultants on tax strategies and audit.
- Managed banking relationships and debt agreements to meet the company's growth.

## **Hylan Datacom & Electrical LLC**

### **Chief Financial Officer/ Executive VP – Holmdel, New Jersey**

Electrical contracting company with \$240 Million in revenues.

- Led and managed Accounting, IT and Administrative staff to work closely with Operations resulting in increased revenues by 15% and enhanced overall value of company.
- Developed comprehensive process for both the annual budget and monthly forecasts improved gross margin by 3%.
- Implemented process and technology improvements to enable the company to expand through acquisitions.
- Continuously working closely with the Private Equity investors on key reporting, target acquisitions and capital.
- Collaborated with outside consultants on tax strategies and audit.
- Managed banking relationships and debt agreements to meet the company's growth.

## **Berger Group Holdings/ Louis Berger Group**

### **Chief Financial Officer/ Executive VP – Morristown, New Jersey**

Consulting Engineering Company with \$1 Billion in revenues.

- Evaluated and restructured the 100 staff members in Finance and Accounting, IT and Administration departments, eliminating redundant functions and positions.
- Collaborated with senior leadership team and ensured the development of the annual strategic plan and budget.
- Executive in charge of implementing new process and technology improvements which lead to reduction of overhead.
- Key leader of the implementation of Deltek ERP Costpoint, Cognos Controller and TM1 for accounting, budgeting and consolidation which allowed for organic and acquisition growth.
- Implemented a cash flow improvement program, with the COO, which reduced the company's DSOs by 30 days.
- Developed with BOD and Senior Executives the recapitalization plan, raising a \$275 million credit facility with a bank syndicate, raising \$100MM from private equity and implementing ESOP.
- Developed with the CEO the acquisition plan which resulted in integration of over \$200 million of revenue.
- Created and led cost-saving committee and initiative that produced bottom line results of \$15 million.
- Championed the creation of an Internal Audit department and led implementation of new internal control program.

## **AECOM|DMJM Harris**

### **Chief Financial Officer Senior VP – New York City, New York**

Consulting Engineering Company with \$750 million in revenues.

- Restructured 75 staff member departments in Finance and Accounting, IT and Administration to meet the needs of a growing company.
  - Collaborated with senior leadership team and ensured the development of the annual strategic plan and budget.
  - Directly contributed to revenue increases from \$400 to \$750 million.
  - Contributed as an executive leader to the design and rollout of Oracle Financial system for project management.
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- Worked with Operations managers to develop and implement cash flow program, improved DSO below industry averages by 30 days.
- Oversaw the due diligence and integration of \$75 million of revenue through acquisitions.
- Oversaw cost-saving initiative that produced bottom line results of \$4 million.
- Initiated and directed implementation of SOX program for the company's IPO, from documenting controls to testing.

## **URS Corporation**

### **Controller – Paramus, New Jersey**

Consulting Engineering company with \$2.5 billion in revenues. The world's largest consulting engineering firm.

- Led organization of 250 staff in Accounts Payable, Accounts Receivables/Collections, General Ledger/Financial Reporting and Budgeting. Developed and implemented consolidation plan for two shared service centers. Produced cost savings of \$3 million.
- Monitored with senior management the financial performance of regional results to budget to achieve targets.
- Directed project for the design and implementation for JD Edwards ERP system. Implementation included electronic timecard system for 16,000 employees, budgeting and payroll systems resulting in more accurate records and results.
- Reduced the budget cycle by 60 days by installing and managing budgeting software package for 185 profit centers.

## **Edwards & Kelcey, Inc**

### **Controller – Morristown – New Jersey**

Consulting Engineering company with \$120 million of revenue.

- Implemented new project accounting software system.
- Developed procedures and policies for daily transaction processing.
- Developed monthly reporting package and management operational reports in the accounting software.
- Managed mergers of \$35 million of revenue into the consolidation, provided training and accounting software implementation.
- Analyzed \$120 million in project revenue. Improved the margin by 5%.
- Managed company audits for financial statements and state/governmental FAR audits.

## **Diversified Systems, Inc**

### **Controller/General Manager – Hackettstown, New Jersey**

Subcontractor in home systems to the residential building industry.

## **Allerion Inc**

### **Treasurer – E. Hanover, New Jersey**

\$50 million computer hardware provider. Company went bankrupt in October 1994.

## **Securities Courier Corporation**

### **Accounting Manager – South Hackensack, New Jersey**

\$35 million courier company in the banking industry. Sold to publicly traded company.

## **Kemmerer Resources Corp**

### **Special Projects Manager – Chatham, New Jersey**

## **KPMG Peat Marwick**

### **Supervising Senior Accountant – Short Hills, New Jersey**

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## **AZEEZAT SULAIMON, CFE**

### *Project Accountant*

Azeezat has 15 years of project and program budget and fiscal analysis and grant cost reconciliation experience and has worked on multi-million and multi-billion dollar Federally and State funded disaster cost recovery programs. Azeezat's cost recovery knowledge and skills include application preparation, reimbursement payment and A/P processing, management and reporting; cost reconciliation; documentation standards and preparation; and contract closeout. Azeezat is a certified fraud examiner and is also an expert in establishing or working within internal controls and policies of agency and governmental entities.

### **Professional Experience**

#### **Kent County SLFRF Grant Administration**

##### **Grant Manager**

Perform compliance assessments, grant management, eligibility reviews, Applicant relations, and grant application coordination for COVID-19 Response and Recovery Programs for Nonprofit Service Providers.

#### **New York Covid-19 Pandemic (DR-4480-NY)**

#### **Oregon Covid-19 Pandemic (DR-4499-OR)**

##### **Recovery Consultant**

Write, review, and amend scopes of work; perform detailed cost reconciliations for \$20+ million of pandemic response related projects; apply the Stafford Act and FEMA policies and procedures to facets of program delivery, project formulation, and documentation requirements. Lead and perform financial analytics needed for various decision-making including project grant applications for assets management and disaster recovery clients.

#### **City of Houston, Finance Department, Financial Reporting and Operations**

##### **Senior Financial Analyst, Cost Allocation and Grants Management**

Set up internal systems for data gathering; conduct file and documentation reviews including but not limited to project budgets, bidding procedures, contracts, invoices, proof of payment and other project documentation needed for payment, reimbursement, and reconciliation. Manage the data collection and dissemination of Labor, Equipment, and Capital cost data. Act as a liaison between Federal and State representatives and City departments to resolve programmatic and procurement issues for compliance with Federal regulations and policies. Established and managed special fund in city accounting system to provide ease and transparency in managing reimbursement funds received from Federal entities. Manage City of Houston uploads of over 600 plus project applications to Federal and State systems of record (SOR). Prepare/Query SAP reports including interfacing with city departments to compete various analysis. Prepare Financial Monthly Operational Report (MFOR) for City Executive Management and City Council.

#### **Illinois State Board of Education**

##### **Budget/Grant Manager**

#### **Education:**

MBA, Accounting, University of Illinois  
BS, Accounting, University of Illinois

#### **Training & Certifications:**

Disaster Operations and Recovery Curriculum  
Certified Fraud Examiner, Association of Certified Fraud Examiners

#### **Relevant Skills:**

Grant Administration  
Cost Reconciliation  
Fraud Investigation  
Data Mining and Manipulation  
Financial Reporting  
Forensic Accounting  
Internal Controls  
Project Cost Accounting  
Contract Monitoring  
EMMIE



Managed a \$9 billion dollar state and federal appropriation on an annual basis for the department of education. Managed a team of 26 (15 direct) accounting analysts responsible for month/quarterly/annual reporting.

## **Illinois State Treasurer**

### **Staff Accountant**

Reconciled over twenty different Money Market Funds and Trust Accounts. Analyzed financial data and interpreted them for use in making investment decisions.

## **Illinois Department of Healthcare and Family Services, Budget/Fiscal Analyst**

Prepared financial statements & compliance audit for non-profit and governmental clients. Completed audit fieldwork which includes visual examination of records and preparation of work papers.

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## SHARON STANFORD

### *Project Accountant*

Sharon is a skillful and dedicated Public Assistance Specialist and Program Delivery Manager with extensive experience in delivery and support of the FEMA Public Assistance process. Sharon's responsibilities have included the preparation, development, and review of FEMA Project Worksheets for

Category A–Z disaster-related activities and Project Closeout. Additionally, Sharon has served as a housing buyout specialist, dealing directly with program staff and homeowners in the complex and time consuming process of negotiating and closing on residential property acquisitions.

### ***Disaster Recovery Experience***

#### **DR-4332 Hurricane Harvey, DR-4267 & 4272 Severe Storm & Flood**

##### **CDBG-DR Buyout and FMA Buyout Program Manager**

Performed applicant intake/eligibility screening, strategizing for use of CDBG-DR buyout funds with additional funding streams, FEMA program funds. Performed analysis and calculation of duplication of benefits and adjusted gross income; inspected properties and utilize Xactimate to validate applicant self-certification of property repairs; conducted program management, grants and financial management, data analysis, planning, documentation, policy and procedure review, administrative tasking, and/or construction management services. Utilized TIGR and FEMA GO to manage grant process and ensure monitoring and compliance.

#### **DR-4442 Minnesota Winter Flooding**

##### **FEMA Consultant II**

Grants Manager used to manage applicants and projects from exploratory call to closing. Wrote and reviewed Damage Description and Dimensions, and Scope of Work, and cost validation work sheets. Lead, trained, and mentored a group of PDMG's to process applicant management cost claims and close out projects; tracked progress of PDMG's and assigned work in accordance with performance and progress.

#### **DR-4332 Hurricane Harvey**

##### **Public Assistance Consultant I**

Performed Grants Portal data management; responsible for document management, Damage Description, and Dimension (DDD), and Scope and Costing Reporting. Collected and prepared necessary documentation to support development of FEMA Project Worksheets (PW). Audited timesheets and employee work logs for Force Account Labor, Force Account Material and Equipment and organized labor policies, pay rates, and fringe benefit information.

#### **DR-1791 Hurricane Ike**

##### **Public Assistance Project Assistant**

Collected, organized, and audited timesheets for department force account labor, materials, and equipment. Performed data preparation used to formulate PW's. Collected and prepared necessary documentation such as invoices, procurement, and labor policies to support development of FEMA Project Worksheets.

#### **Education:**

BS, Nutritional Science, University of Houston

#### **Certifications:**

Texas All Lines Public Adjuster's License  
#2419166

State Farm Fire Property Certification

#### **Relevant Skills:**

Federal Grant Consulting

Grant Project Formulation

PA Project Management

Site Inspections

Buyouts & Acquisitions

Financial and Quarterly Reporting

Scope and Cost Development

Xactimate 28 Estimating Program



## ALEXANDRA ZIGENFUS

### *Document Control Lead*

Alexandra (Alexa) is a qualified and detail-oriented Public Assistance Specialist and Program Delivery Manager (PDMG) with more than four years of direct experience in the FEMA Public Assistance delivery process. Alexandra's responsibilities have included full Applicant guidance of the grant delivery process on Declared Disasters in multiple states, performing supervisory responsibilities as a Task Force Leader (TFL), and serving as a Peer Reviewer for other PDMG within her group.

Additionally, Alexa has served as a Site Inspector for multiple FEMA Disasters, dealing directly with Applicants throughout the FEMA Site Inspection Process. Alexandra has been cross-trained in both Site Inspection and Cost Estimating at the Consolidated Resource Center (CR) in Denton, TX.

### ***Disaster Recovery Experience***

#### **Harris County, Texas Covid-19 Pandemic (DR-4485)**

##### **Disaster Recovery Consultant**

Served as a consulting team lead on project specific tasks such as risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performed detailed tests and prepared procedures for other consulting team members. Supported the County with support services for current and future available funding sources from state and federal agencies. Tasks included Project Worksheet Formulation and Versioning, DDD, SOW, and Cost Estimate development, data collection, documentation, and grants management services and systems, cost reconciliation and closeout, and technical project conformance reviews for grant eligibility and applicability.

#### **FEMA, Field CORE, IC-11**

##### **Emergency Management Specialist**

#### **DR-4614-NJ New Jersey Remnants of Hurricane Ida**

#### **DR-4597-NJ New Jersey Severe Winter Storm and Snowstorm DR-4574-NJ New Jersey Tropical Storm Isaías**

#### **DR-4394-SC South Carolina Hurricane Florence**

##### ***Program Delivery Manager***

Functioned as the main point of contact for multiple towns and counties regarding disaster-related damage and Federal reimbursement for both completed work and work to be completed. Filled in as needed as Delegate Task

#### **Education:**

MS, Applied Psychology, University of Southern California

BS, Psychology (Biology Minor), University of Alabama

#### **Certifications / Trainings:**

Qualified Site Inspector

0869: Public Assistance Program Delivery Management

0865: Public Assistance Site Inspection

0604: Emergency Manager Orientation

(EMO)/FEMA Incident Workforce

Academy (FIWA) Tier IV Specialist Series

FOD00014: Grants Manager PACL/TFL

(Public Assistance Crew Leader/Task Force Leader)

0381: Project Specialist Training

Records Management

#### **Relevant Skills:**

Site Inspections

FEMA Grants Manager System

Statistical Data Analysis

Grant Project Formulation

PA Project Management

Financial and Quarterly Reporting

Scope and Cost Development

CRC Cost Estimation

DDD Creation

GoogleEarthPro (GPS Coordinates)

Force Leader for the group. Guided Applicants through the steps of the Grant Delivery Process – this process including, but not limited to: Exploratory Call, Recovery Scoping Meeting, Damage Inventory, Project Formulation, Site Inspections, Project Scoping and Costing, Project EHP, Mitigation, RFIs, and Review and Signature). Performed administrative practices and procedures in collecting documentation from applicants and uploading through Grants Manager system. Maintained routine correspondence with applicants to improve organizational efficiency on both the FEMA and Applicant side of the process.

## **FEMA**

### **Reservist (Public Assistance)**

#### **DR-4394-SC South Carolina Hurricane Florence**

#### **DR-4440-SD South Dakota Severe Winter Storm, Snowstorm, and Flooding**

#### **Lewisville Consolidated Resources Center (CRC)**

##### ***Program Delivery Manager, Site Inspector***

Performed as a qualified Public Assistance Site Inspector for multiple disasters. Communicated and coordinated with Applicant throughout the Site Inspection process step. Responsible the site inspection process, including collecting data (photographs, site sketches/drawings, measurements) and creation of Damage Description and Dimensions (DDD). Utilized 3d technology, including GoogleEarthPro to ensure GPS coordinates were accurate for creation of location maps.

#### **DR-4339-PR Puerto Rico Hurricane Maria, San Juan, Puerto Rico**

##### ***Program and Management Analyst***

Responsible for collecting and analyzing data to produce forecasts, assessments, recommendations, and reports for the Community Services Directorate. Supported requirements and metrics development, definition, data quality assessment, and strategic analysis. Coordinated with lead staff and COR3 (Central Office for Recovery, Reconstruction, and Resiliency) daily in efforts to support the Grant Delivery Process throughout the island of Puerto Rico. Formulated and reported out on weekly reports for six individual sectors, as well as the directorate as a whole, in order to efficiently track and compare data. Instrumental in the conversion of DR-4339-PR from FEMA's old system to the new Grants Manager System.

#### **New Jersey Office of Emergency Management (OEM)**

##### **Disaster Public Assistance Closeout Specialist**

Specialized in small disaster closeouts in the state of New Jersey. Conducted Site Visits to Applicants to validate costs and ensure accuracy. Responded to Applicant complaints and requests for information (RFI). Formulated and filed P4 documents and Final Inspection Reports (FIRs) for specific disaster projects across each county. Confirmed job progress with town officials by conducting and documenting on-site inspections. Communicated with Applicants about the status of requested grants and grants in progress.



## **KEN CARLUCCIO, CCM**

### *Construction Lead*

Ken has 11 years of technical project management experience working on both disaster recovery projects as well as multi- million dollar public infrastructure and facilities improvement projects. Ken is a professional project engineer and construction manager and has been responsible for procurement management and award processes, including RFP and ITB solicitations; construction administration, cost estimating, value engineering, technical inspections, building codes analysis and compliance, and A/E design management.

### **City of Houston, Texas Hurricane Harvey (DR-4332)**

#### **Senior Engineer**

Used RS Means data online system and other unit cost sources and methods to develop detailed cost estimates for FEMA funded projects of over \$150 million in aggregate, including Wastewater facilities and the Municipal Courthouse. Provided cost estimate reports by collecting, analyzing, and summarizing damage descriptions and developing technical scope information. Developed Cost Estimate Format (CEF) for final project estimates. Prepared detailed analysis of building code and standards improvements to be implemented in Repair, Replacement, or Mitigation projects.

### **New Jersey Department of Environmental Protection**

#### **Rebuild By Design, Hudson River Coastal Defense Flood Wall, Hoboken, NJ**

#### **Construction Manager**

Provide pre-construction and design review services for flood mitigation prevention including multiple mile long flood wall throughout Hoboken, Weehawken, and Jersey City. Review design progression submissions (30%, 60%, 95%, and final design) and provide completeness, errors, improvements, and value engineering feedback to design team and owner. Estimate construction cost for budget development and procurement evaluation. Review project schedule for planning, constructability, and coordination with different stakeholders.

### **New Jersey Department of Environmental Protection**

#### **Rebuild By Design, Hudson River Coastal Defense, Hoboken, NJ**

#### **Construction Manager**

Manage all field and office responsibilities of sewer separation project including utility relocations, existing connections, contractor management, reporting, weekly meetings, client communications, payment requests, RFI and RFC coordination, field supervision, community and municipal meetings and engagement. Coordination with other city project including water main replacements and ADA compliance. Performed value engineering on project design, splitting the project into two phases allowing work to begin earlier resulting in cost and schedule savings.

#### **Education:**

BS, Civil Engineering, New Jersey  
Institute of Technology

#### **Certifications:**

Certified Construction Manager (CCM)

#### **Relevant Skills:**

FEMA Floodplain Regulations  
CDBG Construction Regulations  
Structure Elevation Construction &  
Design Standards  
Cost Estimating  
Cost Estimating Format (CEF)  
Design Management  
Value Engineering  
Data and Reports Management  
Project Controls  
Quality Assurance  
Construction Procurement

#### **Applications Knowledge:**

RS Means  
Xactimate  
Primavera P6  
AutoCAD  
Sketchup  
Procore  
On-Screen Takeoff

Coordinate all regulatory compliance including: NJDEP guidelines for soil disposal, HUD requirements including utilization, NJ DOT road requirements and safety, water authorities, domestic purchasing requirements, and permitting/project conditions from Federal Emergency Management Agency, Region 2 (FEMA), Federal Transit Administration (FTA), National Marine Fisheries Service (NMFS), National Railroad Passenger Corporation, New Jersey Transit, Port Authority of NY & NJ, US Army Corps of Engineers, US EPA.

### **New York Governor's Office of State Recovery (GOSR)**

#### **Community Reconstruction Program, Long Island, NY**

##### **Project Manager**

Vendor management for a 125 million-dollar infrastructure project consisting of storm water retention improvements, water quality enhancements, educational and social aspects, bulkhead replacement, road raising, drainage and check valve upgrades, and wastewater upgrades throughout the Long Island area. Prepare, review, respond, and recommend design vendor change orders and RFI's. 2nd tier reviewer for the Governor's Office of Storm Recover payment system of record for all vendors associated with the Living with the Bay project. Coordinate and conduct stake holder meetings with client, municipalities, DEC, USACE. Municipal and governing agency coordination with respect to permits and requirements. Generate, maintain, and distribute weekly vendor reports through Primavera Construction Manager including payment requisitions, contract status, RFI logs, change management, drawings logs, and submittal reviews.

### **New York Governor's Office of State Recovery (GOSR)**

#### **NY Rising Housing Recovery Program, Long Island, NY**

##### **Estimator, Project Manager**

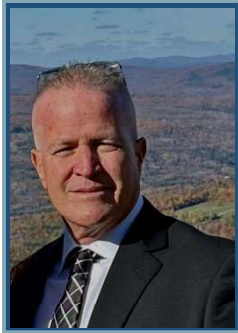
Managed and directed a team of 12 comprised of estimators, resident engineers, field engineers, change order analyst, office engineers, and administrators. Provided monthly reports, M/WBE reports and requirements, utilization plans, and monthly invoice to client. Scoped, value engineered, procured, and awarded over 250 residential projects valued at more than \$100 million dollars, through ITB solicitations, to a panel of pre-vetted contractors. Scoped, value engineered, procured, and awarded over 100 residential design projects valued at \$4 million dollars through RFP solicitations to a panel of pre-vetted design professionals. Permitted and expedited over 200 residential projects throughout various building departments in New York. Created and published construction and design program specifications including standards, specifications, materials, and maximum design criteria. Chaired weekly meetings regarding project schedules and performance with client, contractor(s), and design professional(s). Worked directly with design professionals, building departments, and utility companies to revise construction documents to reflect the program requirements as well as local, state, and FEMA code specifications. Managed all contractors, project administration, construction schedules, proposed change orders, RFI's, payment requisitions, daily and weekly reports, and utilization and safety plans for over 250 residential projects.

### **City of New York, Department of Parks and Recreation, Street Trees Program**

#### **Resident Engineer**

Managed daily construction for two contracts simultaneously throughout the boroughs of New York City. Supervised contractor in all fields from site work and utility coordination to concrete placement and layout. Composed and submitted monthly payment requisitions for two construction contracts valued over \$2.5 million dollars to client(s). Process all RFI's, change orders, and payment requisitions for contractor. Worked directly with client(s) to confirm construction meets standards and code specifications. Approve and document As-Built's in accordance with both contractors, design professional, and client(s).

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## JAMES DUFFY

### *Deputy Construction Lead*

James has over 33 years of experience working in the construction industry on multi-million dollar public infrastructure and improvement projects. James has been responsible for leading projects through their full lifecycle, including RFP solicitations, value engineering, technical and safety inspections, subcontractor management, construction services procurement, construction scheduling, building codes analysis and compliance, and construction management, and final project audits and closeout.

### **Molba Construction, Little Ferry, NJ**

#### **Project Manager**

Worked on tenant improvement projects valued up to \$20M with multiple clients. Worked on public and private projects including NJ Public Works, Montclair University, Morris County Jail, and various medical facilities. Responsible for scheduling and production and submittal of project schedules and milestones for client approval. Negotiated change orders with clients, construction management, and subcontractors. Generated and submitted RFI's to design professional of record for clarification and direction as needed. Provided monthly reporting and deliverables, utilization plans, and monthly payment requisitions to clients. Worked directly with building departments to coordinate inspections and obtain certificates of occupancy. As project manager, James facilitated daily site inspections over multiple projects to assure quality and meet client's expectations. With a focus on safety, performed daily safety inspections to ensure compliance with all of OSHA standards. Supervised tradesmen, including electricians, plumbers, HVAC technicians, general laborers, and masons.

### **Duffy Contracting, Elmwood Park, NJ**

#### **Owner / Director of Operations**

As Owner and Director of Operations, James managed and directed a team of estimators, project managers, superintendents, foremen, engineers, and administrators. Worked on public and private projects including the Port Authority, residential developers, and shopping center developers. Estimated, prepared, and negotiated cost proposals with clients and owners. Procured and awarded subcontractor agreements for awarded projects. Value engineered scopes of work for cost containment strategies to maximize project dollars spent. Created a processing system for RFIs and change order requests for multiple ongoing projects. Maintained ongoing communication with construction field team throughout all stages of construction to create a collaborative working environment fundamental to the success of the job. Coordinated pre- and post-construction meetings with subcontractors, field team, designers, and clients. Responsible for project close-outs, including punch lists, signoffs, and final project audits.

#### **Education:**

Commercial Construction Estimating,  
Bergen Community College

#### **Certifications:**

OSHA 30 Hour

NPLC 35 Hour Project Management

NJ Licensed Mortgage Broker – NMLS  
#249921

#### **Relevant Skills:**

Cost Estimating

Project Management

Site Supervision

Subcontractor Management

Data and Reports Management

Project Controls

Quality Assurance

OSHA Safety

RFI Submittals

Inspections

Value Engineering



# Michael Sudano, RA

## | Planning and Design Lead |

### SUMMARY

Michael Sudano, RA, founding principal of Michael Sudano Architect P.C., became a registered architect in the State of New York in 2013 and has a combined 24 years of professional architectural experience, with current licenses in New York, Texas, Florida, and North Carolina. Our firm has the expertise and capability to provide a full range of services to our clients. These services include preliminary feasibility studies, programming, schematic design, design development, contract documents and construction administration. Our diversified practice includes work ranging from small-scale residential projects to large commercial projects.

### ASSISTING FEDERALLY FUNDED PROGRAMS:

Harris County Community Services Department (CSD) Houston, TX

NY Rising Housing Recovery Program

NYC Build It Back program

The Governor's Office of Storm Recovery ("GOSR") of the Housing Trust Fund Corporation (HTFC)

U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR)

### RELEVANT PROJECT EXPERIENCE

Michael Sudano Architect P.C. has recently helped Harris County in Houston Texas rebuild after Hurricane Harvey. We were contracted by Harris County to develop a portfolio of at least thirty (30) single family residential plan sets. The typical plan sets consist of 2BR 1Bath with and without a garage Approx 1275sf, 3BR 2Bath with and without a garage Approx 1400sf, 4BR 2Bath with and without a garage Approx 1500sf.

Prior we helped numerous homeowners in NY rebuild after the Super storm Sandy and have worked closely with the NY Rising Housing Recovery Program, NY Build It Back program, we have helped the client navigate options to either lift their home, renovate or demolish and rebuild a completely new house.

My clientele isn't isolated to one area; we have completed projects throughout country. Our experience includes helping advice clients on ways to economically face this unexpected hardship and try to mitigate the damage to their homes and lives. With personalized service, and a caring knowledgeable hand, our firm seeks to help the community and return to normal life as quickly as possible by building an environmentally responsible, resilient, sustainable dwelling which will be better and more prepared for future events.

- Over 250 completed and current projects consisting of single-family dwelling repairs, elevations and new construction.
- Worked closely with the Construction management team to determine the most cost-effective way to construction the dwelling and to expedite the construction process.
- Obtaining all necessary building permits from the local jurisdictions.
- Familiarity with:
  - ✓ International Building Code, FEMA and local building code requirements
  - ✓ Energy Conservation code
  - ✓ Flood Mitigation & Building Lifts
  - ✓ Obtaining necessary permits from local municipalities and fire marshals having jurisdiction for houses that require fire protection
- Assisting the Owner in reviewing design options and material selections for their home.
- Providing site evaluations of the work, review certificates for payments to the contractor, review the contractor's submittals, prepare change orders and construction change directives, issue certificates of substantial completion, forward written warranties and related documents assembled by the contractor, and issue final certificate for payment to the contractor.

# Chris Chaput

| Project Architect |

## SUMMARY OF EXPERIENCE

Chris Chaput has over ten years of experience in CAD production and architecture.

Mr. Chaput has been working on numerous residential NY Rising & Build it Back projects which consist of reconstruction, repair, and elevation of storm damaged homes due to super storm Sandy. His job description includes field measuring, preparation of construction documents and coordination with consultants.

## EDUCATION

BACHELOR'S IN TECHNOLOGY  
STUDIES (MAY, 2012)  
FARMINGDALE STATE COLLEGE

Major: Engineering/Construction  
Technology (degreed)

Minor: Electrical Engineering, Math  
and Business (degreed)

ASSOCIATES | MAY, 2010 |  
SUFFOLK COMMUNITY COLLEGE

## RELEVANT PROJECT EXPERIENCE

### SENIOR DESIGNER AND GRAPHIC DESIGNER | EBI CONSULTING INC |

At EBI my duties include working with project management to design commercial building projects and cellular equipment compounds (water tank, rawland, and rooftop). Job includes computer designing, reviewing the work of Jr. Cad Designers for quality and accuracy, and meeting with clients to discuss design concepts and implementation. Site Investigation reports, field measurements, photo simulations, QSR framing inspections, ADA analysis, 3rd party peer review of architectural/civil construction documents for ADA compliance, and associated reports.

### PROJECT ENGINEER | ELEGANT WOODWORKING INC. |

At Elegant Woodworking my duties included design/build/installation of interior woodworking/millwork elements, CNC programming and operation, AutoCAD shop drawings, ordering materials, meeting clients to discuss design concepts, pricing, and scheduling, shop and field supervision of employees, computer system maintenance, and coordinating deliveries and installations both in house and to the client.

### JR. PROJECT MANAGER | WFC AIA ARCHITECTS LLC |

WFC AIA Architects, Setauket, New York, At WFC my responsibilities included: Mild project management, developing construction documents (on AutoCAD) for cellular equipment sites on water tanks, rooftops and rawlands, new construction LEED drawings for various USPS locations, site surveys of existing conditions and as built conditions, training new employees and computer system maintenance. I was also responsible for creating zoning drawings in accordance with zoning feasibility analysis and photo simulations.

### JR. PROJECT MANAGER | GILBERT DISPLAYS |

At Gilbert Displays my responsibilities included: Converting 3D renderings to working shop AutoCAD drawings, mild employee training, developing construction and electrical plans based on general design ideas, and client interaction.

### INSTRUMENT OPERATOR | BBS ARCHITECTS PLANNERS SURVEYORS |

At BBS my responsibilities included: Setting stakes/monuments, operating the total station to perform surveys, set clearing limits for new construction, setting curb and drainage heights, etc.

**D.**

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**EXPERIENCE AND REFERENCES**

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### BACKGROUND WITH FEDERALLY FUNDED PROJECTS

The CSA Team brings decades of experience coordinating with state, local, and federal government agencies and other entities on the deployment, administration, and closeout of Federal recovery assistance. Our involvement in these efforts gives our team valuable insights into the Federal funding processes from grant initiation through closeout, and we are positioned to take on the scope of this assignment with a sense of extreme urgency while implementing proper oversight and project controls to minimize or eliminate the risks associated with grant administration, project closeout, and audits.

Furthermore, the program management and administration experience of our team will add value to our ability to efficiently comprehend and process grant writing requirements to expedite the obligation of public assistance funding. We will blend our work processes and act as an extension of the Charlotte County's staff in a way that merges best practices in Federal recovery management and grant administration with Charlotte County Professional Services Committee processes and organization. This will be supported with expert professional services to develop the required technical documentation necessary to prepare the PA grants and all Federally required reporting and compliance documentation.

The following tables summarize the CSA Team's depth of experience and capability to manage key disaster recovery tasks required by this assignment.

DISASTER DECLARATION	AREAS OF EXPERTISE																			
	Preliminary Damage Assessments	Debris Operations	Emergency & Permanent Work Grant Formulation & Eligibility Determinations	Mitigation Grant Formulation & Eligibility Determinations	Benefit Cost Analysis (BCA)	Coordination with Engineer, Contractor, Funding Agency	Detailed Unit Cost Estimates	Operate System of Record (Grants Portal)	Insurance Reconciliations	Monthly & Quarterly Reports	Project Activity Draws & Funds Release	Labor & Procurement Compliance	Prepare & Submit Required Reports	Appeals Support	Program Compliance & Oversight	Fraud Prevention	Grant Closeout	Contract Management / Revision Support	Construction Bid & Award	Construction Administration
New York Remnants of Hurricane Ida (DR-4615)	•		•	•			•	•	•		•	•			•					•
Coronavirus (COVID-19) Pandemic (Nationwide)			•				•	•	•	•	•		•		•		•			•
Florida Hurricane Michael (DR-4339)	•		•	•		•	•	•	•	•		•				•				
South Carolina Hurricane Florence (DR-4394)	•	•																		
Texas Hurricane Harvey (DR-4332)	•		•	•	•	•	•	•	•	•	•	•	•				•	•	•	•
Virgin Islands Hurricane Maria (DR-4340)	•		•	•	•	•	•	•												
Puerto Rico Hurricane Maria (DR-4339)										•		•		•	•			•	•	
Florida Hurricane Irma (DR-4337)	•	•																		
Georgia Hurricane Matthew (DR-4284)	•	•	•	•		•	•		•	•	•	•						•	•	•
Florida Hurricane Matthew (DR-4283)	•	•																		
New York Hurricane Sandy (DR-4085)	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
New Jersey Hurricane Sandy (DR-4086)	•		•	•	•	•	•		•	•	•	•	•	•	•	•	•	•		•
New York Hurricane Irene (DR-4020)						•			•	•	•						•			
Texas Hurricane Ike (DR-1791)	•		•	•		•		•	•	•	•	•	•	•	•	•	•	•	•	•
Texas Hurricane Dolly (DR-1780)								•												•
Mississippi Hurricane Katrina (DR-1604)	•		•	•						•			•	•	•			•	•	•
Louisiana Hurricane Katrina (DR-1603)																				•
New York Terrorist Attack (DR-1391)	•		•	•	•				•			•				•				

*Demonstrated Experience and Capabilities*

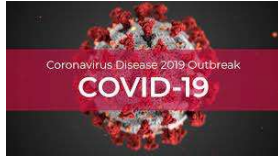
## INDIVIDUAL QUALIFICATIONS

Grant Program	Team Member	Description	Timeframe
<b>FEMA ARPA</b>	CSA	Consulting & Grant Administration Services St. John's University, New York	<b>2021 – Ongoing</b>
<b>FEMA</b>	CSA	FEMA General Consulting & Grant Administration Services Scituate, MA	<b>2020 – Ongoing</b>
<b>FEMA CARES Act ARPA</b>	CSA	COVID-19 Disaster Recovery Administrative Services ME, CT, OR	<b>2020 – Ongoing</b>
<b>FEMA</b>	CSA Baker Donelson	Disaster Recovery and Consulting Services City of Houston	<b>2017 – Ongoing</b>
<b>CDBG-DR</b>	CSA	Construction Management Support Services NYS Governor's Office of Storm Recovery	<b>2015 – Ongoing</b>
<b>CDBG-DR</b>	CSA	Advisory and Project Management Support (Construction Management, Environmental Services) NYS Governor's Office of Storm Recovery	<b>2015 – 2017</b>
<b>FEMA</b>	Baker Donelson	Contract Procurement and Compliance Oversight Puerto Rico Power Authority	<b>2017 – Ongoing</b>
<b>FEMA</b>	CSA	Grant Closeout, Compliance Support City of New York, Office of Management and Budget	<b>2017 – Ongoing</b>
<b>FEMA</b>	CSA	Recovery Program Management Chatham & Brantley Counties, GA	<b>2016 – 2017</b>
<b>FEMA</b>	CSA	Disaster Recovery & Hazard Mitigation Services Port Authority of New York & New Jersey	<b>2012 – 2017</b>
<b>FEMA CDBG-DR</b>	CSA	Grant Management Port of Galveston, City of Galveston, Fort Bend County	<b>2008-2017</b>
<b>FEMA PA</b>	Baker Donelson	Recovery Accounting Oversight Mississippi Emergency Management Agency	<b>2005 – 2012</b>

*Federal Disaster Recovery Program Experience of the CSA Team*

### CSA RELATED PROJECT EXPERIENCE

#### Coronavirus (COVID-19) Pandemic (Nationwide)



Under multiple COVID-19 Disaster Recovery Administrative Services agreements, CSA is providing Federal grants programs subject matter expertise and program management. To date, CSA has spearheaded the efforts for the application, award, and grant management of \$50 million in Federal grants while navigating the complex process of managing multiple Federal grant and insurance funding streams stemming from health care services and Federal and State grant sources.

CSA's services include Federal grant compliance; strategic funds management; eligibility reviews, project formulation, progress reporting, and vendor cost reconciliation for approved grant costs.

#### Texas Hurricane Harvey (DR-4332)



Under a Disaster Recovery and Consulting Services agreement, CSA is providing FEMA mitigation grant programs subject matter expertise and program management. To date, CSA has spearheaded the efforts for the application, award, and grant management of \$225 million in regional Flood Risk Reduction Projects and the preparation of \$120 million in scope and cost estimates for infrastructure mitigation projects.

CSA's services include Federal grant compliance; recovery program strategic funds management strategic planning; eligibility reviews, and Benefit Cost Analysis (BCA). CSA is leading the mitigation program task orders and a team of 40 technical and professional staff. Grant administration tasks include advisory services for contract scope development, progress reporting, and vendor cost reconciliation for approved grant costs as part of a multi-billion dollar recovery program.

#### Florida Hurricane Michael (DR-4339)



Under a Disaster Recovery and Consulting Services agreement, CSA is providing FEMA Public Assistance subject matter expertise. CSA is coordinating with insurance adjusting entities to apportion damages and cost recoveries in accordance with property insurance coverages and FEMA program guidelines. CSA also provided technical assistance to the City Engineer to develop damage assessments and project construction cost estimates for certification and validation by FEMA.

#### New York State Governor's Office of Storm Recovery (CDBG-DR)



Operating under Construction Management Support Services and Advisory and Project Management Support services contracts, CSA professionals have provided a variety of services including grant cost estimating; construction program design and implementation; construction contractor oversight and management; vendor payment authorization; design management; value engineering; and pre- and post-construction administration. Our professionals were responsible for the program design and implementation of program-managed design and construction, in compliance with HUD, State, and local building codes and standards and floodplain regulations.

Our team developed bidding and contract execution procedures and documents, prepared workflows to operationalize execution, coordinated change management and quality assurance measures, and standardized project controls. Our professionals have also performed change order management services for the New York Rising Housing Program, which included establishing review and change order procedures for housing rehabilitation and reconstruction grants.



## INDIVIDUAL QUALIFICATIONS

### New York City Mayor's Office of Housing Recovery (CDBG-DR)



CSA provided project executive services to oversee a \$15 million portfolio of construction contracts in the City of New York, through the Build it Back (BIB) program. Services include project management, compliance with Federal programs standards for completed works, and client relations/contract management with BIB program management staff to ensure documentation of completed works and project substantial completion and closeout with regulatory entities.

### New York Hurricane Sandy (DR-4085)



Operating under a Financial and Grant Management Consulting Services contract, CSA provided management consulting services including financial analysis, grant management, program, policy, and data analysis, and organizational and process improvement. Conducted final reviews for projects, reconciled expenditures, resolved negative audit findings, obtained final reports, and reconciled closeout activities with all grant requirements (environmental, insurance, hazard mitigation stipulations).

### Georgia Hurricane Matthew (DR-4284)



Under a Professional Emergency Management Support Services agreement, CSA's Principal implemented a \$30M recovery program for Hurricane Matthew related repair and mitigation projects. Services performed included damage inspections, project scope formulation and cost estimating, policy and eligibility coordination and grant conformance with Federal and State agencies, advisor to County leadership (County Chairman, County Manager, Finance Director, Emergency

Management and Public Works Directors), assisted in the procurement of contractors and assisted with the planning and preliminary design of infrastructure improvement programs; and helped the each County's respective management team develop and win Board approval for a Hurricane Recovery Fund revolving fund model. Established processes and procedures to management reimbursement of the revolving fund through grant obligations and drawdowns based on payments to vendors.

### New York and New Jersey Hurricane Sandy (DR-4085/4086)



CSA's Principal directed the development of \$2.1B in damage assessments of public transportation facilities and infrastructure to establish the need for Disaster Recovery assistance from FEMA and FTA. Coordinated with other service providers and Federal entities to prepare \$1.3B in FTA-Emergency Relief program approved grant projects for infrastructure repair and resiliency and coordinated with other service providers and Federal entities to formulate 128 initial FEMA Project Worksheets for approximately \$750M.

## MSA BACKGROUND EXPERIENCE

CSA's teaming partner, Michael Sudano Architect PC ("MSA") brings a wealth of additional experience and background with Federally Funded design projects. MSC has experience with the following Federally funded programs:

- Harris County Community Services Department (CSD) – Houston, TX
- NY Rising Housing Recovery Program
- NYC Build it Back Program
- The Governor's Office of Storm Recovery ("GOSR") of the Housing Trust Fund Corporation ("HTFC")



## INDIVIDUAL QUALIFICATIONS

- **U.S. Department of Housing and Urban Development (“HUD”) Community Development Block Grant-Disaster Recovery (“CDBG-DR”)**

MSA has over 250 completed and current projects with the above programs, consisting of repairs, elevations, and new construction.

## REFERENCES

### Texas Hurricane Harvey (DR-4332)



Providing Disaster Recovery and Consulting Services to the City of Houston, Texas. Scope of services includes technical assistance for mitigation grant application development and response to Federal agency requests for information, grant administration including budget and resource planning and reporting; manage Federal grant guidelines for record keeping and reporting and quarterly project updates; working with finance directors to create project budgets and cash flow projections; submitting grant amendments; and all other tasks necessary for administering vendor contracts and payments in accordance with Federal grant requirements.

John Buri, Director  
Post-Disaster Programs - Tetra Tech Disaster Recovery  
1500 CityWest Blvd., 10th Floor  
Houston, TX 77042  
Tel: (713) 737-5763  
Email: [john.buri@tetrattech.com](mailto:john.buri@tetrattech.com)

### COVID-19 Pandemic (DR-4500-CT)



Operating under a Grant Management professional services agreement, CSA (under subcontract to Tetra Tech, Inc.) has been providing grant management and administration services to the Bristol Hospital and Health Care Group

under the COVID-19 Disaster Declaration for the State of Connecticut. Scope of services includes formulation of more than \$3m in cost recovery claims for Federal assistance, coordination with Federal and State representatives on eligibility reviews and reporting, and financial tracking and management.

Tim Ajayi, CPA  
Assistant Chief Financial Officer  
Bristol Hospital and Health Care Group  
41 Brewster Road  
Bristol, Connecticut 06010  
Tel: (860) 585-3024  
Email: [tajayi@bristolhospital.org](mailto:tajayi@bristolhospital.org)

### COVID-19 Pandemic (DR-4522-ME)



Operating under a Disaster Recovery Administrative Services professional services agreement, CSA (under subcontract to Hagerty Consulting, Inc.) has been providing grant management and administration services to the Northern Light Health healthcare system under the COVID-19 Disaster Declaration for the State of Maine. Scope of services includes formulation of more than \$10m in cost recovery claims for Federal assistance, coordination with Federal and State representatives on eligibility reviews and reporting, and financial tracking and management.

John J Doyle CPA, FACHE, FHFMA  
Vice President, Finance  
Northern Light Health  
The Cianchette Building  
43 Whiting Hill Road  
Brewer, ME 04412  
Tel.: (207) 973-9081  
Email: [jdoyle@northernlight.org](mailto:jdoyle@northernlight.org)

### New York Hurricane Sandy (CDBG-DR)

#### New York State Governor's Office of Storm Recovery



Our team of professionals have staffed key positions providing Construction Management Support Services and Advisory and Support services in the Project Management

## INDIVIDUAL QUALIFICATIONS

administration of CDBG-DR allocation resulting from Hurricane Sandy. Our team supported the implementation and administration of a broad range of programs including damage assessments, environmental assessments, grant administration, inspection services and construction management, and our professionals have been particularly focused on establishing procedures to confirm HUD Green Building Retrofit Checklist requirements, permitting needs, clearance procedures, safety coordination and reporting.

Michael Murphy, Program Manager  
25 Beaver Street  
New York, NY 10004  
Tel: (917) 881-8040  
Email: [michael.murphy@nysandyhelp.ny.gov](mailto:michael.murphy@nysandyhelp.ny.gov)

### Georgia Hurricane Matthew (DR-4284)



Provided Post-Disaster Consulting Services to Chatham County, GA immediately following Hurricane Matthew. Total scope of project was \$30.5

million in Federally reimbursable emergency and permanent work through the FEMA Public Assistance (PA) program. Scope of services included damage assessments, project formulation, project documentation, and grant administration for reimbursements. Project responsibilities included managing cash flow from Recipient including all necessary record keeping and reporting; managing payouts to debris removal/management and repair contractors in keeping with FEMA guidelines including all necessary record keeping and reporting; and presenting project updates quarterly.

Mark Bucalo  
Assistant Budget Officer  
Chatham County Finance Department  
124 Bull Street, Suite 340  
Savannah, Georgia 31401  
Tel: (912) 652-7915  
Email: [mwbucalo@chathamcounty.org](mailto:mwbucalo@chathamcounty.org)

### New York/New Jersey Hurricane Sandy (DR-4085/4086)



CSA's and TMG principals coordinated and interfaced with the insuring entities and FEMA to establish proper protocols to make certain that consistent and uniform procedures were established and maintained for processing official claim submissions. Ongoing work included the coordination of damage assessments and project formulation for storm recovery grants for transportation infrastructure; consolidation, review, and preparation of vendor contracts, invoices, and payment records for work complete to draw down on grants; tracking storm recovery funds from request to disbursement; and ensuring compliance with Federal requirements in the procurement and administration of vendor contracts for goods and services.

Gerard McCarty, Director  
Office of Emergency Management  
Port Authority of New York & New Jersey  
241 Erie Street, Room 202  
Jersey City, NJ 07310  
Tel: (201) 595-4673  
Email: [gmccarty@panynj.gov](mailto:gmccarty@panynj.gov)

# Houston Post Harvey Recovery Program



## KEY FEATURES

- Program management and recovery services for \$1.2 billion in rebuilding projects.
- Grant formulation, obligation, administration of \$280 million in mitigation awards.
- Technical services to administer and monitor approximately 300 physical asset repair and reconstruction project submitted to date, including development of detailed work scope packages, design and construction cost estimates, progress reporting, and scope and cost reconciliation.
- Technical Assistance on complex project procurement, constructability, and code compliance issues.

## PROJECT DESCRIPTION

Working under a series of task order agreements with the City of Houston, CSA team members have held senior roles undertaking all actions necessary to provide proper monitoring of post event reconstruction and reimbursement activities across the City's portfolio of buildings, roads, water/wastewater facilities, downtown parking amenities, and parks and recreation facilities impacted by Hurricane Harvey.

CSA works directly with City Departments such as Houston Public Works, General Services Department, Houston First Corporation, and the Mayor's Office to provide program management services, including developing project scope, schedule, and cost estimates, technical assistance on the procurement of design and construction services, project financial reconciliation and reporting, and pre and post-construction services including contracts and cost monitoring and monitoring adherence to code compliance requirements.

## CLIENT

City of Houston  
Tetra Tech, Inc. (Prime)

## REFERENCES

Stephen Costello, PE  
Chief Recovery Officer  
Mayor's Office  
City Hall, 901 Bagby, Mezzanine  
Houston, TX 77002  
Phone: (832) 393-0811  
[stephen.costello@houstontx.gov](mailto:stephen.costello@houstontx.gov)

David Wurdlow  
Assistant Director  
Houston Public Works  
611 Walker Street  
Houston, TX 77002  
Phone: (832) 395-2054  
[david.wurdlow@houstontx.gov](mailto:david.wurdlow@houstontx.gov)

## Advisory and Project Management Support



### CLIENT

Governor's Office of Storm Recovery (GOSR)

### LOCATION

New York State

### REFERENCE

Michael Murphy  
Program Manager  
Governor's Office of Storm Recovery (GOSR)  
25 Beaver Street  
New York, NY 10004  
Phone: (917) 881-8040  
[michael.murphy@nysandyhelp.ny.gov](mailto:michael.murphy@nysandyhelp.ny.gov)

### KEY FEATURES

- Professional Services for \$35 million in SLFRF Grant Administration.
- Design and implementation of the NY Rising Construction Program; program awarded \$123 million in construction services contracts and \$8 million in design services contracts.
- Processed 2,000 individual Scope of Work Change requests resulting in the award of \$320 million in additional program funds to Applicants.
- Technical Assistance on complex eligibility issues such as Bulkhead Repair and guidance to design professionals on Structural Design in Floodplains.

### PROJECT DESCRIPTION

Working under various advisory and project management and construction management and support services task order agreements with the Governor's Office of Storm Recovery (GOSR), CSA team members held senior roles in the stewardship and deployment of program resources in the NY Rising Housing Recovery Program to facilitate home repairs, rehabilitation, mitigation, and elevation for the owners of single-family homes, two-family owner occupied properties, and manufactured homes and the implementation of various community flood control works. CSA team members were directly responsible for the design, rollout, and implementation of program-managed design and construction contracts. This program led to the accelerated construction of more than 500 additional projects in upstate New York and Long Island, NY.

CSA worked directly with homeowner design professionals to appropriately scope grant awards to provide funding to meet the Initiatives objective. The team of construction professionals was able to generate 2,000 such award adjustments in a little under one year to ensure rapid distribution of funds, empower individuals in their own recoveries, and incorporate opportunities to greatly enhance resilience, and served as a bridge between the applicant and the contractor to move projects from inception to completion.

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## **REQUIRED FORMS AND LICENSES**

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**PART V - SUBMITTAL FORMS**  
**PROPOSAL SUBMITTAL SIGNATURE FORM**

1.	Project Team Name and Title	Years' experience	City of office individual will work out of for this project	City individual's office is normally located	City of individual's residence
	Chris Spillman, CFM, PMP, Lead Project Manager	21	Fort Myers	Wayne, NJ	Wayne, NJ
	Charles Wasserloos, Technical Advisor	32	Fort Myers	Fort Myers	Fort Myers
	Rachel Gibbs, CFM, PMP, Deputy Lead Project Manager	9	Fort Myers	Houston, TX	Houston, TX
	Andres Melgoza, PE, Assessments Lead	16	Fort Myers	Houston, TX	Houston, TX
	Michael Sudano, RA, Planning and Design Lead	24	Fort Myers	Center Moriches, NY	Center Moriches, NY
	Luke McKinnon, CPA, Project Controls Lead	35	Wayne, NJ	Wayne, NJ	Madison, NJ
	Kenneth Carluccio, CCM, Construction Lead	11	Fort Myers	Wayne, NJ	Little Falls, NJ
2.	<b>Magnitude of Company Operations</b>				
	A) Total professional services fees received within last 24 months:			\$ 2,585,893.75	
	B) Number of similar projects started within last 24 months:			5	
	C) Largest single project to date:			\$ 2,299,963.42	
3.	<b>Magnitude of Charlotte County Projects</b>				
	A) Number of current or scheduled County Projects			0	
	B) Payments received from the County over the past 24 months (based upon executed contracts with the County).			\$ 0.00	
4.	<b>Sub-Consultant(s)</b> (if applicable)	<b>Location</b>	<b>% of Work to be Provided</b>	<b>Services to be Provided</b>	
	MICHAEL SUDANO, ARCHITECT PC.	Center Moriches, NY	45	Planning, Design, Permitting	
5.	<b>Disclosure of interest or involvement:</b> List below all private sector clients with whom you have an active pending contract and who have an interest within the areas affected by this project. Also, include any properties or interests held by your firm, or officers of your firm, within the areas affected by this project.				
	Firm	Address			
	Phone #	Contact Name			
	Start Date	Ending Date			
	Project Name/Description				

**NAME OF FIRM** CSA Consulting Group LLC d/b/a CSA Associates LLC  
 (This form must be completed and returned)

**6. Minority Business:**Yes ☐ No ☒

The County will consider the firm's status as an MBE or a certified MBE, and also the status of any sub-contractors or sub-consultants proposed to be utilized by the firm, within the evaluation process.

**Comments or Additional Information:**

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_ Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_ Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_

Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_ Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_ Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_

Type of Organization (please check one):

INDIVIDUAL  
PARTNERSHIP  
CORPORATION  
JOINT VENTURE



CSA Consulting Group LLC

Firm Name

(973) 406-7342

Telephone

(973) 860-2411

Fax

CSA Associates LLC

Fictitious or d/b/a Name

81-5234829

Federal Employer Identification Number (FEIN)

600 Valley Road, Ste. 206A

Home Office Address

Wayne, NJ 07470

City, State, Zip

6

Number of Years in Business

1405 Linhart Ave. Fort Myers, FL 33901

Address: Office Servicing Charlotte County, other than above

Christopher Spillman, Lead Project Manager

Name/Title of your Charlotte County Rep.

(646) 831-6683

Telephone

Fax

Christopher Spillman, Managing Member

Name/Title of Individual Binding Firm (Please Print)

Christopher Spillman

Digitally signed by Christopher Spillman  
Date: 2023.02.08 07:54:58 -05'00'

Signature of Individual Binding Firm

February 9, 2023

Date

chris.spillman@csaconsultinggroup.com

Email Address

(This form must be completed & returned)



## DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that CSA Consulting Group LLC d/b/a CSA Associates LLC does:  
(name of business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Christopher Spillman

Digitally signed by Christopher  
Spillman  
Date: 2023.02.08 07:56:40 -05'00'

Proposer's Signature

February 9, 2023

Date

END OF PART IV

(This form must be completed & returned)

## BYRD ANTI-LOBBYING CERTIFICATION

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

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of an Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

**February 9, 2023**

Date

**Christopher Spillman**

Type or Print Name

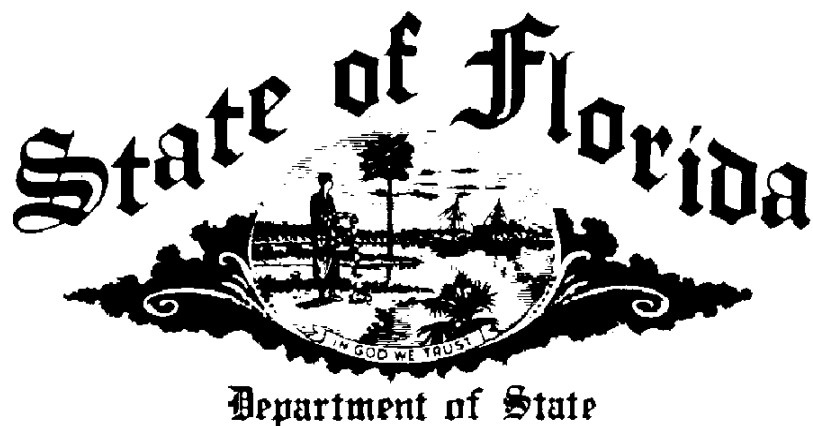
Christopher Spillman

Digitally signed by Christopher  
Spillman  
Date: 2023.02.08 07:57:07 -05'00'

Signature

**Managing Member**

Title



I certify the attached is a true and correct copy of the application by CSA CONSULTING GROUP LLC doing business in Florida as CSA ASSOCIATES LLC, a New Jersey limited liability company, authorized to transact business within the state of Florida on May 27, 2020, as shown by the records of this office.


I further certify the document was electronically received under FAX audit number H20000157860. This certificate is issued in accordance with section 15.16, Florida Statutes, and authenticated by the code noted below.

The document number of this limited liability company is M20000004791.

Authentication Code: 420A00010601-052820-M20000004791-1/1



Given under my hand and the  
Great Seal of the State of Florida,  
at Tallahassee, the Capital, this the  
Twenty-eighth day of May, 2020

  
Secretary of State

# *State of Florida*

## *Department of State*

I certify from the records of this office that CSA ASSOCIATES LLC is a New Jersey limited liability company authorized to transact business in the State of Florida, qualified on May 27, 2020.

The document number of this limited liability company is M20000004791.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on February 7, 2023, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Seventh day of February, 2023*



  
*Secretary of State*

Tracking Number: 1185702684CC

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

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





Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**  
**BOARD OF ARCHITECTURE & INTERIOR DESIGN**

THE ARCHITECT HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

**SUDANO, MICHAEL SCOTT**

90 SENIX  
CENTER MORICHES NY 11934

**LICENSE NUMBER: AR99051**

**EXPIRATION DATE: FEBRUARY 28, 2025**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



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