

14th Street Pump Station Grant Compliance Monitoring Services

A Proposal for the City of Galveston

December 28, 2023

Submitted by:



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Table of Contents

1.0 IEM 3

2.0 STATEMENT OF WORK..... 4

3.0 COST PROPOSAL 5

1.0 IEM



Innovative Emergency Management, Inc. (IEM) is pleased to submit Task Order #1 and the enclosed proposal for supporting the City of Galveston with compliance monitoring for a Hazard Mitigation Grant for the 14th Street Pump Station Drainage Project. For nearly four decades, IEM has supported the nation's most significant emergency management initiatives, including homeland security, disaster preparedness, mitigation, response, and recovery.

IEM has a 20+ year history of delivering successful Hazard Mitigation consulting services and is a well-established and nationally recognized industry leader in federal grant management, emergency management and disaster recovery. In serving the nation for over 38 years, IEM has

completed hundreds of projects funded by federal programs. We are industry leaders in dealing with the alphabet soup of current and emerging policies, standards, legislation, and guidelines that our clients encounter when implementing Hazard Mitigation Assistance (**HMA**) funding. These programs include Hazard Mitigation Grant Program (**404/HMGP**), Pre-Disaster Mitigation (**PDM/PDMC**), Flood Mitigation Assistance (**FMA**) Title 2 CFR part 200, and Building Resilient Infrastructure Communities (**BRIC**), among others.

Our team consists of experienced hazard mitigation, disaster recovery, and grant management experts with local government expertise. We leverage our industry-specific knowledge to provide our clients with the best solutions and current policy information. We stay current on the latest industry trends and regulations to ensure that the City is always ahead of the curve and will provide broad-based support services designed to help maximize all federal and state funding sources available to the City. We will provide advice on effectively managing federal funds to maximize reimbursement of expenditures made by the City, expedite the reporting process and funding recovery, and ensure the City complies with federal, state, and local rules and regulations. IEM's proposed team has a comprehensive understanding of and experience with the Federal Emergency Management Agency (FEMA) and hazard mitigation programs including experience serving as subject matter experts on regulations such as 44 CFR, 2 CFR 200, DRR 2018, the Sandy Recovery Improvement Act of 2013 Legislation, the Public Assistance Program Policy Guide (PAPPG), and the Stafford Act.

Our knowledge of Hazard Mitigation Assistance and flood mitigation allows us to support clients in identifying, applying, and managing federal resources to pay for projects that effectively reduce risk. Our company has provided HMA support for jurisdictions, counties, states, tribal nations, territories, and federal partners across the country. As a dedicated emergency management firm, we bring the corporate infrastructure and technical know-how to leverage seasoned disaster experts to execute projects in compliance with FEMA's stringent standards. Our decades of experience make IEM one of the best-connected and most-trusted disaster management firms in the nation. We have been entrusted to support some of the most significant response and recovery efforts of our time from Hurricane Katrina to \$1.5 billion in HMGP funds from Hurricane Sandy in New York to managing \$1.5 billion in HMGP funds in Louisiana following the Great Floods of 2016 and supporting mitigation after Hurricane Irma in Florida. One of most significant accomplishments is how we have been entrusted to support the people of Puerto Rico in utilizing their over \$3 billion in HMGP funds to build resilient communities focused on long-term sustainability following the devastating Hurricanes Irma & Maria. IEM professionals supported these projects through conducting sub-applicant meetings, providing technical assistance on grant requirements including procurement and closeout, submitting time extension requests, and developing Benefit-Cost Analysis (BCAs).

2.0 STATEMENT OF WORK

IEM's experienced technical team comprised of Project Manager **Shaun McGrath, PE**, Mitigation Specialist **Casey Garnett**, and Grant Specialist **Leslie Diaz** will assist the City of Galveston with compliance monitoring for an HMGP grant for the 14th Street Pump Station construction project. Our subject matter experts have extensive experience with HMGP, providing expertise to sub-applicants on relevant local, state, and federal grant requirements, completing site inspections, and managing budgets in accordance with grant program requirements. In addition, our team brings local experience working directly with the city and county of Galveston as well as other Texas-based partners. Our local experience and thorough understanding of the grant requirements make us an excellent choice for this grant monitoring project. **Mr. McGrath is an accomplished engineer with disaster recovery and mitigation experience who is currently supporting the City of Galveston on its Safe Room project; Ms. Garnett is an experienced mitigator who formerly worked for FEMA; and Ms. Diaz performed almost identical services for a pump station project for the New York Department of Homeland Security and Emergency Services following Hurricane Sandy and is currently assisting Galveston County with hazard mitigation grant projects.**

The team will coordinate with the City of Galveston, the Texas Division of Emergency Management (TDEM), and FEMA to support the project kickoff, submittal of required startup documentation, construction/bid/procurement process, progress meetings, compliance meetings, completion and submittal of budget amendments, Requests for Reimbursement, as needed Requests for Capital Advance Funding, and Time Extension Requests. The team will also engage with the selected construction contractor, the City of Galveston, TDEM, and FEMA as needed to successfully complete Quarterly Performance Reports as well as collect and submit all required project documentation to complete the TDEM and FEMA project closeout process.

Carefully monitoring the budget and schedule is crucial for project completion. The IEM team understands the budget and funding rules and requirements to ensure actions are planned, completed, and charged as allowed under the HMGP award. We will review the itemized budget required by FEMA, scope of work, and schedule when we are awarded this contract and base our technical assistance and guidance off of these key elements to ensure grant compliance. At times, budget changes are required. IEM's seasoned staff will work to complete all required budget amendments throughout the life of the project including one once the initial construction bid is awarded.

Thorough documentation and clear summaries of how grant requirements have been met help communities demonstrate project completion and compliance. IEM will work with the City of Galveston and the selected construction firm throughout the lifecycle of this grant. We will record all relevant information, including significant activities and developments, actual completion date and work schedule, status of costs, and strategic funds management for Quarterly Performance Reports. Our staff will be available for onsite for the kickoff meeting and closeout and effectively use virtual methods to complete all other necessary meetings and coordination.

The grant cannot be closed out until FEMA has determined that all work as outlined in the scope of work has been completed and that all reimbursed costs were eligible. This determination is achieved through close collaboration between FEMA and the grant Recipient, TDEM. The IEM team is prepared to support the City of Galveston submitting to TDEM as required no later than 90 calendar days after the end date of the subaward period of performance, or earlier if requested, all financial, performance, environmental, and other reports required for project closeout. If any are necessary, we will assist with all edits and ensure all documentation meets the requirements for TDEM and FEMA grant closeout.

As a part of our work across the country, our team has managed over \$277 billion mitigation dollars for our clients and is highly qualified and prepared to assist the City of Galveston with this project from kickoff to closeout.

3.0 COST PROPOSAL

Tasks and Activities	Position Title	Mitigation Specialist	Travel Status	Grant Specialist	Travel Status	Project Manager	Travel Status	Total Estimated Costs	Total Estimated Hours
	Hourly Rate	\$100	\$130	\$122	\$152	\$150	\$180		
404 HMGP Implementation Kick-off meeting and startup documentation			5		10		5	\$3,070	20
Bid/procurement/contracting activities		10		10		5		\$2,970	25
Project Status Meetings		80		80		40		\$23,760	200
Advance of Funds Request - Bi-Monthly		40		40				\$8,880	80
Requests for Reimbursement		40		40				\$8,880	80
Quarterly Reports		40		40		15		\$11,130	95
Time Extensions		15		15				\$3,330	30
Project Closeout - Audits - RFI's			75		75		10	\$22,950	160
Total		225	80	225	85	60	15	\$84,970	690



Shaun McGrath Project Manager

Mr. McGrath has extensive structural engineering, construction management & Public Assistance/Disaster Recovery experience.

20+ YEARS

EXPERIENCE IN STRUCTURAL
ENGINEERING & CONSTRUCTION
MANAGEMENT

EXPERTISE

- ▶ Structural Engineering
- ▶ Construction Management
- ▶ Disaster Recovery
- ▶ Public Assistance
- ▶ Grants Management

EDUCATION

- ▶ Master of Engineering, Structural Engineering | Cornell University, 2005
- ▶ Bachelor of Science, Mathematical Physics | St. John's University, 2001

CERTIFICATION & TRAINING

- ▶ Professional Engineer (P.E.)
- ▶ Certified Construction Manager (CCM)
- ▶ ICC Special Inspector certifications (steel & concrete)

PROFESSIONAL QUALIFICATIONS

Experienced structural engineer and construction manager with a background in municipal, commercial and residential design, construction and disaster recovery work. Mr. McGrath has worked on projects ranging from single-family residential to multi-billion-dollar multi-use complexes. Mr. McGrath has worked on FEMA PA projects in multiple jurisdictions, including New York, Florida and Virginia.

EXPERIENCE

Project Manager, IEM | 2020-Present

City of Galveston (TX) – Safe Room/Emergency Operations Center

- Conduct weekly meetings between the City of Galveston, UTMB (University of Texas Medical Branch), BRW (architect/site planner) and IEM to coordinate Safe Room/EOC occupancy, footprint and functions
- Coordinate Typical Design Requirements document for submission to the City, UTMB & BRW for review and use in initial building planning.
- Coordinate initial cost estimate spreadsheet with IEM for submission to the City, UTMB and BRW for budgeting purposes.

Westchester County (NY) – Recovery and Mitigation Services

- Conduct bi-weekly meetings with the County to discuss open FEMA PA disasters requiring support
- Coordinate proposal for FEMA PA support on Category Z reimbursement for Tropical Storm Isaias which impacted the County in August 2020
- Coordinate hazard mitigation support for County and local municipalities as required by new FEMA/NYS DHSES provisions

Florida Division of Emergency Management (FDEM) – Hurricane Michael DR-4399 Response and Recovery

- Performed site visits to disaster area in Florida panhandle to review post-disaster conditions and work with Applicants to adhere to all local, state and federal mandates during reconstruction and rehabilitation
- Responsible for coordination of hazard mitigation design, proper usage of FEMA funds for Public Assistance projects and day-to-day communication with Applicants to ensure restoration of structures and sites to pre-disaster conditions
- Reviewed FEMA-based Grants Portal and FDEM-based FloridaPA for Applicants' project status and action items needed to progress Public Assistance projects
- Provided client with bi-weekly project status reports and monthly financial status reports and monthly invoicing report
- Managed over \$190 million in obligated FEMA PA funds for 428 and hazard mitigation projects throughout the state of Florida as a result of Hurricane Michael damages

COVID-19 Response in multiple jurisdictions

- Responsible for coordination of FEMA funding per local, state and federal mandates in Virginia and Florida in response to COVID-19 pandemic
- Daily communication with Applicants to assist with reimbursement for COVID-19 related expenses
- Provide client with bi-weekly project status reports and monthly financial status reports and monthly invoicing report
- Manage over \$125 million in FEMA PA emergency funds reimbursed to applicants in Virginia and Florida as a result of the COVID-19 pandemic

American Rescue Plan Act (ARPA) – Grant Writing & Management

- Responsible for researching and reviewing potential ARPA funding opportunities for Prince William County (PWC), VA and Stafford County, VA agencies
- Daily communication with county departments and agencies to review the eligibility of potential funding projects
- Review US Treasury-issued documentation to provide clients with eligibility determinations for potential funding projects
- Compile quarterly reports for submission to US Treasury for all eligible ARPA-funded projects
- Manage over \$91 million in ARPA-funded projects for PWC

Owner/Structural Engineer, MachineWorks Engineering | 2013-2020

- Responsible for day-to-day operations of this single-person structural engineering and consulting firm which performed work throughout the Metropolitan NYC region.
- Projects included residential, retail and commercial projects and range in complexity from small repairs and rehabilitations to full extensions and ground-up construction.
- Performed inspections and design workout throughout NYC & Long Island following Superstorm Sandy related to NY Rising, Build-it-Back and the FIMI (Fire Island to Moriches Inlet) projects.

Director of Structural Engineering, D&B Engineers and Architects | 2010-2012, 2015-2019

Managed day-to-day operations for structural engineering and inspection team performing work throughout the Metropolitan NYC region on wastewater, stormwater, solid waste, industrial, commercial and multi-family residential projects.

Project Manager/Lead Engineer – Long Beach Housing Authority (LBHA) – FEMA Building Flood Remediation – Long Beach, NY

- Managed the coordination of design, bidding and construction oversight for four (4) high-rise projects and two (2) low-rise projects for the LBHA.
- These projects involve mitigation measures to protect the buildings and sites against future storm events by raising MEP equipment above local Design Flood Elevations, construction of flood barrier systems and utilizing wet & dry floodproofing measures to protect other critical equipment.

Master Inspector – New York City Housing Authority (NYCHA) – Hurricane Sandy Restoration Program – New York, NY

- Managed all special inspection work as part of a multi-site restoration, mitigation and resiliency program aimed at protecting NYCHA housing sites from future flood events.
- Coordinated regularly with NYCHA, project oversight consultants, designers, construction managers and contractors to ensure New York City Department of Buildings (NYCDOB) special inspection work was carried out properly and in a timely manner.
- Performed on-site special inspections, including reinforced concrete, structural steel bolting and welding, deep foundation elements, masonry, flood zone compliance and energy code compliance.

Structural Engineer, Long Beach Housing Authority (LBHA)

FEMA Project Worksheet Assistance, Long Beach, NY | 2015-2019

- Performed a feasibility study for the Long Beach Housing Authority for the installation of back-up generators on the roofs of four high-rise senior centers throughout the City of Long Beach.
- Managed the site inspections at all four high-rises, reviewed the existing conditions and drawings, performed the feasibility study and schematic structural design of the generator supports and enclosures and assembled a cost estimate for FEMA/New York State. Coordinated monthly project progress updates with LBHA and FEMA.

**Structural Engineer, Bergen Point Wastewater Treatment Plant
Expansion Project and Grit Improvements Project Long Island, NY | 2015-2018**

- Provided structural engineering and project management services during the pre-construction process and construction of the upgrades to the Bergen Point Wastewater Treatment Plant.
- These services included reviewing all structural shop drawings, reviewing and responding to RFIs and RFCs, providing sketches and as-built drawings for proposed changes to the contract documents, attending bi-monthly project meetings and making site visits to review construction operations.

**Structural Engineer/Inspector, Clarkstown Transfer Station
Improvements Project, Nyack, NY | 2015-2018**

- Managed the inspection of all phases of construction during the improvements project at the Clarkstown Transfer Station in West Nyack, NY. This work included interior demolition of a two-story office structure; build-out of the office structure; removal of existing exterior metal panels at the 25,000 square foot transfer station; installation of 15,000 square feet of new insulated exterior metal panels at the transfer station and attached office; all electrical, plumbing and HVAC work associated with the office build-out; and improvements to the transfer station and geomembrane repairs to the existing landfill cap.

Structural Engineer, North Side Critical Infrastructure Flood Protection Program, Long Beach, NY | 2015-2019

- As part of a multi-disciplinary technical team, managed the conception, coordination, and implementation of structural solutions for the City of Long Beach's waterfront revitalization program. This includes developing new strategies for bulkhead realignment at an existing rip-rap system, evaluation of feasible bulkhead and barrier wall systems, designing an array of passive ("green" solutions) and active (pumping) on-site drainage solutions and identifying flood protection concerns and the potential for installation of a shoreline pedestrian walkway.
- Reviewed structural conditions of the transfer station and office and providing remedial recommendations and sketches to correct substandard or non-conforming conditions.

Structural Engineer, Village of Great Neck, Allenwood Park Prefabricated Metal Garage, Great Neck, NY | 2011-2012

- Performed the structural design of the foundation system for a 30-foot x 50-foot prefabricated metal garage currently being erected at Allenwood Park in the Village of Great Neck.
- Assembled the contract documents for bidding purposes and assisting the Village in selecting a suitable contractor.
- During construction, assisted the contractor with clarifications on field-related issues and has performed steel reinforcement and concrete inspection

Structural Engineer, Clarkstown Transfer Station, Tipping Floor Improvements, Nyack, NY | 2010-2012

- Managed the repair work and structural engineering review of issues arising during construction at the Clarkstown Transfer Station Tipping Floor.
- Performed weekly site visits to observe major concrete, steel and asphalt installation, as well as to assist the contractor with site conditions that differed from the contract documents.
- Attended weekly coordination meetings and provided design sketches and product data research and consultation.

Various Roles, Tutor Perini Building Company | 2008-2010; 2012-2014

Superintendent, High-Rise Residential Tower | 2012-2014

- Managed supervision of union trades for the exterior enclosure of this 36-story high-rise residential tower on the West Side of Manhattan. The enclosure work included precast concrete panels with factory-installed punch windows and decorative metal, fabricated in Ontario, Canada and shipped daily to the construction site.
- Managed and coordinated all shop drawings between the precast, window and metal manufacturers, coordinating schedule and delivery of components to the site and on-site installation of the precast panels by union ironworkers.
- Managed supervision of all building caulking and sealant work, roofing, waterproofing, site concrete, landscaping and post-construction work.
- Coordinated construction activities with NYC Cranes & Derricks, NYC Departments of Buildings and other local, state and federal agencies for compliance with codes and regulations.
- Post-construction responsibilities included attendance at weekly Owner's meetings to ensure all on-going post-construction activities were being performed in a timely and organized manner as residents began occupying the building.

Field Structural Engineer, Tappan Zee Bridge Deck Replacement | 2009-2010

- Responsible for the procurement, delivery and installation of six miles of security fence for Tappan Zee Bridge.
- Assisted in the layout of the fence posts and security fence and developed field fixes for various interferences of new fence posts with existing guardrails and bridge structural supports.
- Attended project meetings to coordinate the scheduling of bridge work with lane closures on the bridge, as well as working through field issues with representatives of the New York State Thruway Authority (NYSTA), the resident structural engineers and project inspectors.

Field Structural Engineer, World Trade Center | 2009-2010

- Responsible for the procurement, delivery and installation of structural steel to support piles during excavation of soil and rock beneath the Greenwich Street Corridor at the World Trade Center construction site.
- Reviewed steel shop drawings for accuracy and coordinated the delivery of the material with the steel fabricators.
- Attended project meetings with the members of the Port Authority of NY/NJ (PANYNJ), resident structural engineers and inspectors to review schedule and coordinate installation of steel with removal of existing material to ensure structural stability of the 1&9 subway lines running above the excavation site.

Project/Structural Engineer, Project City Center | 2008-2009

- Responsible for the coordination and construction of exterior enclosure of 320,000 square foot, \$1.2 billion podium for MGM's \$8.5 billion Project City Center.
- Reviewed and submitted shop drawings to the architect, wrote RFIs to clarify contract documents and field conflicts
- Attended weekly coordination meetings with the owner's representatives, lead architects and design architects
- Managed the exterior enclosure construction schedule according to field progress, delivery schedule and delays, and scheduled.
- Coordinated third-party and Clark County inspection of all structural members supporting the exterior façade of the podium
- The project was delivered on-time for MGM's December 16, 2009 opening date.

Structural Engineer, Walter P Moore, Las Vegas, NV | 2005-2008

Casino Podium Project, Las Vegas, NV | 2006-2008

- Responsible for the structural analysis and design work in schematic design through construction documents on this \$5 billion resort and casino project on the Las Vegas Strip including, but not limited to, composite beam design, lateral analysis, column design, foundation design and coordination throughout the podium structure
- Attended architect/designer coordination meetings every six weeks in Philadelphia at the architect's home office.
- Performed the construction administration duties, including review of shop drawing submittals and handling RFIs.

Hospital Rehabilitation, Tucson, AZ | 2006-2007

- Responsible for all analysis, design and detailing of a neurosurgery expansion to an existing hospital structure. The structure consisted of steel moment-frame members with composite slabs. Lateral analysis of this structure included effects of the existing hospital structure, as well as vibration analysis of rooftop air-handling units on the delicate neurosurgery equipment being installed in the new wing. The foundation design consisted of concrete spread footings supporting new steel columns.
- Performed construction administration responsibilities, including shop drawing review, writing of RFIs and meeting with project architects to ensure compliance with current building code.
- Coordinated with hospital directors to ensure safety standards and machine tolerances were being satisfied with the design.

Casino Expansion, Scottsdale, AZ | 2006-2008

- Responsible for steel and concrete design during the schematic design phase, as well as preliminary foundation design for this multi-use residential and commercial district. Foundation design included spread footings, strip footings, concrete piers and concrete slabs-on-grade. Steel design included column and beam analysis for dead and live load, as well as for wind and seismic considerations. Concrete design included composite slab analysis and concrete shear wall analysis and design.

Educational Facility, Tampa FL | 2005-2006

- Responsible for all analysis, design and detailing of this two-story steel, concrete and CMU educational facility constructed in Tampa, FL from schematic design through construction document.

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- Performed coordination with the architect throughout the project. The foundation design consisted of concrete strip footings, spread footings and slab-on-grade construction. An integrated design of steel columns and beams, concrete shear walls and CMU exterior walls was utilized. This type of construction was typical for hurricane-prone regions of Florida.

Elementary School, Tampa, FL | 2005-2006

- Responsible for all analysis, design and detailing of this two-story steel, concrete and CMU educational facility constructed in Tampa, FL from schematic design through construction documents>
- Performed coordination with the architect throughout the project. The foundation design consisted of concrete strip footings, spread footings and slab-on-grade construction. An integrated design of steel columns and beams, concrete shear walls and CMU exterior walls was utilized. This type of construction was typical for hurricane-prone regions of Florida.

Hospital Construction, West Virginia | 2005-2006

- Responsible for analysis and design of the cast-in-place concrete beam system for the multi-story hospital project in West Virginia.

High School Construction, Tampa, FL | 2005-2006

- Responsible for construction administration on this project, including reviewing all shop drawings, answering RFIs, and performing threshold inspection during concrete pours, steel erection and CMU construction.
- Coordinated with the construction management team to ensure form work and steel reinforcement was properly located and sized throughout the construction process

Multi-level Parking Garages, Tampa, FL | 2005-2006

- Responsible for the design and inspection of structural elements for various pre-stressed concrete parking garages throughout the metropolitan Tampa region.
- Performed conceptual through final design drawings and worked closely with the construction management team to ensure the proper installation of all structural elements, including pre-stressed, precast concrete beams.

Concrete Testing Laboratory Supervisor, B. Bowne & Son, Mineola, NY | 2000-2003

- Managed day-to-day operation of civil engineering materials laboratory.
- Collected and organized field samples for laboratory analysis.
- Performed laboratory analysis and prepared reports for distribution to in-house engineers and clients.
- Inspected various sites for compliance with engineer's specifications.
- Assisted on Global Positioning System (GPS), survey and topographical field work.
- Performed designed, editing and review of civil drainage and stormwater road projects using AutoCAD.



Casey Garnett Mitigation Specialist

Ms. Garnett is an experienced hazard mitigation professional with a background in hazard mitigation policy development and review, training, planning, and floodplain management.

5+ YEARS

EXPERIENCE IN HAZARD
MITIGATION & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Hazard Mitigation Planning
- ▶ FEMA Programs
- ▶ Disaster Recovery

EDUCATION

- ▶ B.A., Psychology, University of Maryland, 2017
- ▶ Associates, General Studies, Harford Community College, 2015

PROFESSIONAL QUALIFICATIONS

Ms. Garnett is a former FEMA Floodplain Management Specialist and Hazard Mitigation Task Force Leader driven to improve community resilience through mitigation. She has multiple years of experience serving as the primary point of contact between local, state, and federal agencies, including facilitating meetings, delivering presentations, and compiling reports. She is best known for her communication skills and capacity-building efforts, including delivering training at venues like the Emergency Management Institute (EMI). Ms. Garnett has experience spearheading an initiative to connect local mitigation plans to projects for states with little HMGP project oversubscription, reviewing BRIC and HMGP applications for policy compliance, completing substantial damage site inspections, and providing bilingual assistance to disaster survivors in English and Spanish. Further, she has supported direct technical assistance to communities developing mitigation grant applications and developing multiple new federal and state mitigation grant programs.

EXPERIENCE

Hazard Mitigation Specialist, IEM | 2023-Present

- Helped write local and state hazard mitigation plans, including promoting planning process best practices and drafting risk assessment, capabilities assessment, and mitigation strategy plan sections.
- Facilitated meetings and workshops with clients and stakeholders.
- Responsible for assisting local jurisdictions with developing mitigation strategies and viable, cost-effective mitigation projects for grants such as BRIC.
- Developed and presented presentations and trainings to clients and stakeholders.

Project: Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan, Santa Clara County, California | 2023

- Supported an expedited update of the MJHMP to ensure grant eligibility.
- Updated the MJHMP in accordance with the new 2023 FEMA Local Mitigation Planning Policy Guide.
- Wrote portions of the planning process, risk assessment, mitigation strategy, and jurisdictional annexes utilizing the best available data, including local and state input.
- Liaised with community stakeholders, special districts, and Cal OES to incorporate local input and required state revisions.

Project: Tennessee State Hazard Mitigation Plan, State of Tennessee | 2023

- Actively collaborated with state partners, including planning, NFIP, Dam Safety, mitigation staff, and university stakeholders to update the plan quickly.
- Led hybrid capability assessment workshop, which successfully solicited feedback from both virtual and in-person participants.

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- Drafted portions of the planning process, capability assessment, and mitigation strategy section of the plan.
 - Received positive feedback from FEMA, in particular on the thorough state capability assessment and collaboration with state dam safety personnel.

Project: Utah Direct Technical Assistance, State of Utah | 2023

- Contracted to provide direct technical assistance on behalf of the State over the next couple of years for communities interested in mitigation, particularly in pursuing BRIC funding.
- Reviewed BRIC application and developed RFI on behalf of the State.
- Served as the POC with assigned counties, working on answering their questions, compiling necessary documents for BRIC and FMA applications, and drafting language for BRIC grant applications.
- Actively developing BRIC grant applications on behalf of local jurisdictions.

Project: Glenn County Multi-Jurisdiction Hazard Mitigation Plan Update, Glenn County, California | 2023

- Led the team responsible for developing the Glenn County MJHMP on an extremely expedited schedule to ensure compliance with Cal FIRE grant.
- Primary point of contact with Glenn County responsible for leading meetings with the county and its stakeholders.
- Independently developing the draft plan as requested by the client due to limited county staff availability.
- Working closely with the IEM Team to ensure the client's vision for this plan is incorporated into IEM's work, and the timeline is met as requested.

Project: Montana Mitigation Consulting, State of Montana | 2023

- Hired to support the development of the new Montana Disaster Mitigation & Resiliency Program Guidance and new regional Hazard Mitigation Plans.
- Edited and delivered new Resiliency Program Guidance, which incorporated equity and required few edits by the client.
- Responsible for drafting an implementation plan which reflects the goal of the state to maximize the amount of mitigation funding available.
- Reviewed regional hazard mitigation plan on behalf of the state and developed 13 Plan Review Tools for local and tribal communities, indicating what revisions were required.

Project: City of Philadelphia Mitigation Consulting, Philadelphia, Pennsylvania | 2023

- Met frequently with clients to identify ongoing capacity and capability-building needs.
- Developed training on various customizable topics, such as nature-based solutions and FEMA's hazard mitigation assistance grant programs.
- Facilitated engaging workshops with city stakeholders on hazard mitigation grants, including an overview of current mitigation grant programs, IEM's Funding Matrix, and how to write a grant application.

Project: City of Grand Prairie Hazard Mitigation Plan, Grand Prairie, Texas | 2023

- Reviewed the plan and provided concrete solutions for steps to take to be in compliance with FEMA's new Local Mitigation Planning Policy Guide.
- Identified opportunities to expand public outreach and engage representatives of underserved and socially vulnerable populations.

Various Roles, Federal Emergency Management Agency (FEMA) | 2018-2023

STORM Act Training Program Specialist (detailee) | 2022-2023

- Performed various administrative duties related to developing training materials for the newly created Safeguarding Tomorrow through Ongoing Risk Mitigation (STORM) Revolving Loan Fund, including drafting briefs for Regional HMA leadership to present.
- Actively engaged with contractors, leadership at FEMA HQ, Regional staff, and State partners to identify training and technical assistance needs.

Hazard Mitigation Community Planner | 2021-2023

- Provided substantive input and guidance to plan owners and plan developers to meet minimum requirements and incorporate best practices into local hazard mitigation plans (HMPs) and a State HMP in FEMA Region 3.

- Delivered technical assistance and training that supported State and local hazard mitigation planning through presenting multiple pieces of training on topics.
- including the planning process, risk assessment, mitigation strategy, and plan implementation and at regular touchpoints with new state staff.
- Reviewed over a dozen single and multi-jurisdictional plans, including plans in Pennsylvania for compliance with FEMA minimum requirements and optional HHPD elements as outlined in the Local Plan Review Guide and Local Planning Policy Guide.
- Worked collaboratively with state, local, and Federal partners on outreach and partnership initiatives, including two Plan Implementation and Grants Development
- Workshops (one of which was the largest in Region 3), two annual Risk Reduction Consultations, and the interagency WV Silver Jackets team.
- Presented guidance to State Directors and senior Region 3 leadership on climate change planning and Region 3 best practices, including data from Pennsylvania.
- Served as a mitigation planning subject matter expert on coordination calls and training with State, local, and academic partners to improve and incorporate the best available flood risk data into local and State hazard mitigation planning efforts.

Hazard Mitigation Grants & Planning Task Force Lead (Planning) | 2021–2022

- Deployed as a Supervisory Community Planner for Region 3’s HMGP COVID initiative across six states, including Pennsylvania.
- Served as the technical advisor to the Regional Mitigation Division on planning and reported on all hazard mitigation activities and programs related to mitigation planning for the Region 3 COVID-19 disasters.
- Represented Planning on meetings with internal and external stakeholders.
- Led weekly team meetings with staff, met with new staff to answer their administrative and technical questions, and facilitated training opportunities for new planners.
- Monitored and evaluated community plan status and staff work through a novel work tracker.
- Made staffing recommendations and documented staff performance, including incorporating the suggestions of disaster leadership and State Team Leads.
- Facilitated, drafted, and received approval for the Region 3 FY22 Coffee Break webinar schedule, which detailed public presentations on planning that reflect the current priorities of the Region.
- Supported the development of projects by initiating lists of mitigation actions found in the local hazard mitigation plans for states with minimal HMGP project oversubscription and shared them with State partners.

Hazard Mitigation Group Supervisor | 2021–2022

- Deployed as a Hazard Mitigation Group Supervisor to DR-4605-WV and DR-4603-WV in charge of leading meetings with staff, coordinating mitigation grant efforts, and reporting to senior staff.
- Directed meetings and correspondence with State partners, including the State Hazard Mitigation Officer.
- Monitored 406 mitigation projects and State progress with the HMGP program and provided regular updates to regional and disaster leadership.
- Provided timely and effective performance evaluations to staff, which resulted in noticeable progress in an identified area for improvement.
- Presented a summary and described the next steps for mitigating these disasters to regional senior leadership, including the Regional Administrator.

Hazard Mitigation Community Planner | 2021–2022

- Assisted in developing two Admin Plans and two Mitigation Strategies necessary for the State to receive HMGP funding.
- Coordinated with State staff to promote and document adopting hazard mitigation plans.
- Successfully balanced steady-state and disaster responsibilities and informed supervisors of ongoing duties and availability.

Vaccination Center Deputy Task Force Lead, Pod Leader, Eligibility Checker | 2021–2021

- Served as a team lead and assisted with eligibility determinations at a community vaccination center in Pennsylvania that delivered over 300,000 COVID-19 vaccines.
- Led and trained a team of local hires responsible for setting up and running a community vaccination center in an underserved area of Philadelphia to improve equity in COVID-19 vaccine distribution.

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- Provided direction for program activities, including assigning staff tasks, coordinating with health care professionals and interpreters, and outdoor vaccine area logistics.
 - Facilitated the logistics of delivering vaccines in a vaccination pod through clear directions to staff and interagency coordination with groups such as the National Guard, Red Cross, and Team Rubicon.

Hazard Mitigation Floodplain Management Specialist | 2018-2021

- Led floodplain management mapping team responsible for making flood zone determinations for FEMA Public Assistance (PA), Environmental & Historic Protection (EHP), and Consolidated Resource Center (CRC) personnel.
- Produced over 500 FIRMette maps required for PA and 406 Hazard Mitigation grant applications in Oklahoma, Arkansas, Louisiana, and Texas.
- Developed and maintained working relationships with FEMA staff, State stakeholders, and management at various levels.
- Monitored performance and program delivery through the use of Microsoft Excel.
- Translated and effectively communicated the rules when reviewing floodplain management ordinances for post-disaster requirements.
- Responsible for assessing damaged houses as a result of Hurricane Florence in North Carolina.
- Determined which houses were substantially damaged using FEMA's SDE tool.
- Met with communities to discuss floodplain management subjects.
- Demonstrated the ability to communicate with internal and external partners.

FEMA Corps Member, AmeriCorps NCCC | 2017-2018

- Deployed as a Hazard Mitigation Floodplain Management Specialist working with Hazard and Performance Analysis to analyze and summarize open-source data relevant to increasing the effectiveness of FEMA and local programs intended to reduce the loss of life and property in Texas.
- Collaborated with an AmeriCorps team and FEMA HPA supervisor on how to conduct a watershed study based on the lessons learned from the Texas and Louisiana watershed studies.
- Handpicked by FEMA to conduct outreach as a Disaster Survivor Assistance Specialist on a Spanish-speaking composite team due to working Spanish fluency.
- Registered survivors, performed case updates, provided survivors with tailored responses to their questions regarding their case and programs FEMA offers and referred survivors to vital resources.
- Completed over 100 registrations through canvassing streets and at fixed locations in the municipalities of San Juan, Carolina, Rio Grande, and Humacao.
- Employed Spanish speaking, reading, and writing skills daily while also translating for another FEMA Corps team in the field and local hires during onboarding.
- Performed DSA outreach in response to Hurricane Irma, aiding all survivors and communities professionally and in an applicant-centric manner.

Intern, Office of Congressman Phil Roe, U.S. House of Representatives | 2017-2017

- Represented the Congressman professionally by answering phone calls, emails, and letters from constituents, ensuring timely correspondence with community stakeholders.
- Provided exemplary customer service by leading constituents and congressional guests on tours around the U.S. Capitol Building.
- Contacted other Congressional Offices to help staffers complete legislative projects in a timely manner.

Research Assistant, The Culture Lab, University of Maryland | 2016-2017

- Assisted a postdoctoral researcher studying the psychological and neural mechanisms of stigma and social norms between different cultures worldwide.
- Displayed flexibility and problem-solving skills by using a wide range of analytical and evaluative methods to analyze scientific articles.
- Wrote and edited a significant portion of a cross-cultural neuroscience research article.
- Participated in weekly meetings with supervisor to discuss goals and new pathways for research.

CERTIFICATIONS AND TRAINING

- E0207 & E0272
- L0212, L0273, & L0386
- X0272 & X0285
- 276: Benefit-Cost Analysis Fundamentals (FEMA HQ led, noncredited)
- G318 & G329
- IS-100.B, 162, 200.B, 212.b, 230.D, 253.a, 276.a, 318, 329, 320, 323, 328, 329, 393.b, 546.a, 559, 632.A, 634, 650.A, 700.b, 727, 800.B, 822, 922, 1000, 1014



Leslie Diaz

Grant Specialist

Ms. Diaz' work experiences include Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HMGP) and Community Development Block Grant –Disaster Recovery (DR & MIT) programs.

17+ YEARS

EXPERIENCE IN DISASTER
RECOVERY & PROGRAM
MANGEMENT

EXPERTISE

- ▶ Public Assistance
- ▶ Individual Assistance
- ▶ Hazard Mitigation
- ▶ Cost Analysis

EDUCATION

- ▶ B.S., Psychology | Tulane University, 1990

CERTIFICATION & TRAINING

- ▶ Flood Mitigation Basics for Mitigation Staff IS-00322 07/2019
- ▶ Public Assistance and Program Eligibility IS- 01000 05/2019
- ▶ Public Assistance Alternative Procedures IS- 01005 05/2019
- ▶ Integrating 406 Mitigation Considerations into Public Assistance Grant IS-01014 07/2019
- ▶ Benefit Cost Analysis 07/2016
- ▶ Improving Preparedness and Resilience through Public-Private Partnerships IS-662 07/2015
- ▶ Hurricane Mitigation IS- 00321 07/2015

PROFESSIONAL QUALIFICATIONS

With 17 years of specialized disaster recovery program experience with federal, state, and local governments, Ms. Diaz' core competencies include program development and management; continuity of operations; policy development; and creating and implementing standards of practice. Ms. Diaz has supported several organizations in recovering from substantial emergencies, including Hurricane Katrina, Hurricane Harvey, Superstorm Sandy and COVID-19. These work experiences include Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HMGP) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs where she spearheaded teams, providing subject matter expertise and innovative program solutions. Lastly, Ms. Diaz maintains a high standard of ethics that is consistent with Federal Emergency Management Agency's (FEMA) core values.

EXPERIENCE

Various Roles IEM, | 2013-Present

Hazard Mitigation Grant Specialist | 2021-Present

Public Assistance Task Lead | 2018-2020

Hazard Mitigation Grant Program (HMGP) Specialist | 2015-2018

QA/QC Specialist | 2013-2014

- Provide technical guidance regarding HMA programmatic compliance to seven (7) applicants and the client (COR3) for HMGP, CDBG-DR, and CDBD-MIT respectively.
- Lead project scoping and develop project methodologies for 47 projects, totaling over \$110M, providing resilient approaches for each jurisdiction's vulnerabilities. Worked collaboratively with peers to bring a pioneering coral reef restoration project (\$9.75 million) to fruition. This pilot project will serve as a model to strengthen and develop resilient coasts and beaches not only across Puerto Rico but also other islands experiencing similar conditions.
- Managed a team of four Subject Matter Experts and 16 Data Analysts. Provided direction on recovery grant processes in accordance with the Stafford Disaster Recovery (DR) and Emergency Assistance Acts (EAA) and PA Regulations, Laws and Policies through coordination with City of Houston. This work included providing guidance and training regarding PA policies and procedures to staff; preparing project management reports and invoices monthly to the client; developing and reviewing project worksheets (PW), SOW, and DDD for Categories A-G projects; creating a PW review process and checklist tool for staff.
- Developed HMGP 404 applications (\$2B) through coordination with New York State Division of Homeland Security & Emergency Services for Superstorm Sandy. Managed Sewer/Coastal Resiliency Initiative projects (\$388M), NYS DOT Bridge replacement project (\$518M).

- Developed and managed acquisition/demolition project implementation of Long Island/Staten Island Properties (\$37.7M) to be utilized as Global Match Credits. Assisted with the development of NYC Housing Authority 404 HMGP and 428 PAAP projects (PA & HMGP) to ensure compliance for both programs; and utilized aggregated damages to quantify benefits to prove cost effectiveness for a “universal” solution impacting multiple communities (\$200M for both 404 & 428).
- Accomplished the finalization of complete applicant packages that were submitted to FEMA. This work also included application eligibility evaluations; initial completeness reviews of contents in FEMA checklists; reviews of all documentation, forms and supporting information to assure compliance with all procedures; and creating RFI letters to obtain necessary information for applications to progress through the grant course.

Various Roles, Leslie Diaz (Consultant) | 2019-2021

Quality Control Manager | 2021

Senior Recovery Manager | 2020-2021

Internal Auditor | 2019-2021

- Provided technical assistance regarding FEMA PA COVID-19 program rules, policies, and procedures to local government representatives.
- Assisted with the project application process, to include completing eligibility reviews, creating expense summary records, and preparing damage descriptions (DDD) and scopes of work (SOW).
- Managed a team responsible for emergency housing assistance application eligibility review, QA/QC and payment processing. Responsible for oversight, development, and training of staff and for ensuring the team’s quality and professional delivery of services.
- Assisted with creating a training manual regarding COVID-19 applications for disaster recovery professionals.
- Tasked to lead a team of Accountants to perform an audit and assessment of City of New Orleans’ (City) Internal Control Systems for all departments that utilize HUD funding.
- This work included assessing processes and controls employed for the protection of the City’s assets; ensuring the accuracy of financial records; maintaining operational efficiency; identifying risks and weaknesses; and performing testing to assess whether City programs are carrying out the required fiscal operations intended and authorized by the City.

Public Assistance Project Executive, AER | 2018

- Provided subject matter expertise for Public Assistance Alternative Projects (PAAP) 428 projects, due to Hurricanes Maria and Irma, through coordination with various municipalities and PNP organizations.
- Represented sub- grantees in meetings with the State, FEMA, and local officials.
- Managed operations and coordination between all functional areas and teams (15 Project Specialists and three Subject Matter Experts, both on-site and remote).
- This work also included developing and reviewing PWs, SOWs, DDDs, and cost estimates; facilitating applications for PA funds; establishing and conducting site visits; and reviewing Consultant’s timesheets and expenses for accuracy (e.g., ensuring time was billed to the appropriate project).

Eligibility Manager, Cohnreznick | 2014-2015

- Provided direction on the recovery grant processes in accordance with Robert T. Stafford DR and EAA, CDBG regulations and PA Program guidelines through coordination with Governor’s Office of Storm Recovery (“GOSR”).
- Demonstrated a clear understanding of how CDBG national objectives intersect with the FEMA-PA PW’s, HMGP, and other federal DR sources while ensuring eligibility to meet program requirements concurrently.
- Evaluated storm recovery projects that may have been eligible to utilize CDBG-DR funds to pay the required non-federal match for FEMA PA, HMGP Programs 406, in addition to recovery programs funded by the EPA, FHA, FTA, and USAC which NYS utilized because of Hurricane Sandy (4085) and Irene (4020) and Tropical Storm Lee (4031).

Project Specialist, DSI | 2014

- Interfaced daily with Jackson County, Florida officials to manage Disaster 4177, PA applications. Worked in partnership with Applicants providing comprehensive information, explanation, and technical assistance.
- Served as liaison between the Applicant and FEMA during grant application development.
- This work also included assisting the Public Assistance Coordinator with project reviews; assisting Applicants with small project development; conducting site visits to inspect for damage and mitigation opportunities, obtain GPS coordinates and photos; developing scope of work, description of damages, and cost estimates for eligible repair work.

HMGP Regional Specialist, Hammerman & Gainer | 2013

- Oversaw recovery grant processes in accordance with the Robert T. Stafford DR, EAA and HMA Unified Guidance regulations through coordination with The State of New Jersey Department of Community Affairs (DCA).
- Supported nine Housing Recovery Centers, acting as liaison between the program and DCA. Managed CDBG-DR implementation for reNew Jersey Stronger HMGP Elevation Program and delivered leadership in the development and coordination of the program.
- This effort also included creating HMGP Elevation Program policies for implementation; designing standard operating procedure, talking points, checklists, etc. as tools for staff; enacting various official program documents to notify applicants of status/ determinations; developing and presenting training to Center Managers, Intake and Scan Specialists, and Call Center staff.

Grant Administration Consultant, Franklin Associates | 2013

- Provided guidance on CDBG-DR implementation for the NY Rising Program. Performed a leadership role in the formulation, advancement, and synchronization of the program. Worked with senior staff to establish procedures to implement program rules; expanded the resourcefulness of the program; devised and executed customer service training to staff; produced manuals and checklists and gathered resource materials for staff.

Group Lead/Interim Deputy Director, Shaw Group | 2009-2012

- Provided oversight of the recovery grant processes in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act regulations for the 404 HMGP through coordination with Office of Community Development ("OCD") for DR-1603 and DR-1607.
- Served as Group Lead of 4 Team Leads and 24 Mitigation Analysts (both on and offsite).
- Responsibilities included interface with OCD to manage Elevation, Pilot Reconstruction, and Individual Mitigation Measures applications; establishment of a new grant processing office; creating and maintaining tracking tools to produce daily reports for distribution to senior staff and OCD; and confirming progress of caseloads to submit to OCD for approval by GOHSEP and FEMA to a quality closeout.

Debris Removal Project Foreman, Shaw Group | 2008-2009

- Monitored debris removal and disposal in disaster declared areas, in the aftermath of Hurricanes Gustave and Ike, ensuring that project safety standards were met.
- Additionally, verified subcontractors use of prescribed safety equipment and inspected debris to determine acceptability; provided support to Project Managers by maintaining filing for invoices and payroll records, completing Truck Certification Logs and Load Ticket Summaries; and prepared reports for submission to FEMA and Jefferson Parish Office.

Housing Advisor Team Lead, Quadel Housing Services | 2006-2008

- Interfaced daily with management and OCD regarding the Louisiana Road Home Program (funded through CDBG- DR).
- Supervised Housing Advisors and Housing Specialists and served as interim Center Manager.
- Responsibilities also included tracking grants; working with Regional Office/SHMO to resolve issues; conducting meetings with staff regarding policy/ procedural changes; performing QA/ QC to ensure accuracy of files and compliance of policies; advising applicants regarding CDBG and acquisitions; conducting reviews of applicant's files to determine eligibility and duplication of benefits; and conducting training in Housing Assistance Centers.