



**Tuesday, September 15, 2020
6:00 PM**

**City Council
Special Called Meeting Agenda**

**Jackie Dole Community Center
220 W. Front Street**

Call to Order

Declaration of special called meeting

Agenda Items

- 1. 2020-667** Adopt a Resolution declaring a state of emergency due to Hurricane Sally on September 14, 2020.
- 2. 2020-652** Adopt Resolution adopting the budget for the City of Hattiesburg for the fiscal year beginning October 1, 2020 and ending September 30, 2021 and authorize publication of same.
- 3. 2020-655** Acknowledge receipt of request for proposals to provide consulting services related to the COVID-19 Pandemic recovery and accept proposal received from Horne, LLP; authorize Mayor to execute contract upon preparation and legal review.

Meeting Recess

RESOLUTION DECLARING A STATE OF EMERGENCY

WHEREAS, the City of Hattiesburg's governing authorities recognizes the existence of a possible local emergency occurring as a result of hazardous weather conditions caused by a Hurricane; and

WHEREAS, the governing authorities of the City of Hattiesburg recognizes that this local emergency means the existence of condition of disaster or extreme peril to the safety of persons and properties within the City limits of the City of Hattiesburg caused by this storm; and

WHEREAS, such conditions are beyond the normal control of services, personnel, equipment, and facilities; and

WHEREAS, this emergency is a result of a natural disaster resulting in substantial damage, loss of property and harm to the population; and

WHEREAS, this natural emergency was caused by a natural event, to wit: a severe storm; and

WHEREAS, this Resolution meets those requirements contained in Code Section 33-15-5 of the Mississippi Code of 1972, as annotated and amended; and

WHEREAS, in order to carry out the provisions of Code Section 33-15-17, of the Mississippi Code of 1972, as annotated and amended, the City of Hattiesburg, through its governing authorities are acting in accordance with the disaster relief as herein described;

NOW, THEREFORE BE IT RESOLVED that the Mayor and City Council of the City of Hattiesburg, Mississippi do hereby authorize the appropriate personnel to enter into contracts and incur obligations necessary to combat this disaster, protecting the health and safety of persons and property and providing emergency assistance to the victims of this disaster, and the appropriate personnel are authorized to exercise those powers vested under Mississippi law, in light of the exigencies of the extreme emergency situation, without regard to time consuming procedures and formalities prescribed by law pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary worker, the rental of equipment, the purchase of supplies and materials and the appropriation and expenditure of public funds as outlined in Mississippi Code Section 33-15-17, sub-paragraph (B), (1972, as amended).

During this emergency, the Mayor is hereby authorized to issue orders or regulations concerning the protection of life and property, including the imposition of a curfew within designated boundaries where necessary to preserve public order and safety. Such orders or regulation will be in writing and terminated in writing. Imposition of a curfew shall not be construed as restricting in any manner the existing authority to impose a curfew pursuant to police power for any other lawful purpose.

Further, the Mayor is authorized to act in accordance with Mississippi Code Section 33-15-49, a copy of which is attached hereto as Exhibit "A".

The governing authorities of the City of Hattiesburg having declared a local emergency effective 5:00 P.M. April 21, 2020, as defined in Mississippi Code Section 33-15-5 (1972 as amended).

Section 1. That public interest and necessity requiring same, this resolution shall become effective immediately.

The above and foregoing resolution, after having been first reduced to writing, was introduced by Council member_____, seconded by Council member_____, and was adopted by the following vote, to-wit:

YEAS:

NAYS:

The President thereby declared the motion carried and the resolution adopted, this the 15th day of September, 2020.

(SEAL)

ATTEST:

ADOPTED:

CLERK OF COUNCIL

PRESIDENT

The above and foregoing resolution having been submitted to and approved by the Mayor, this the 15th day of September, 2020.

ATTEST:

APPROVED:

CITY CLERK

MAYOR



Memorandum

To: Mayor Toby Barker and Members of City Council

From:

cc:

Date: Tuesday, September 15, 2020

Re: Adopt Resolution adopting the budget for the City of Hattiesburg for the fiscal year beginning October 1, 2020 and ending September 30, 2021 and authorize publication of same.
File Number: 2020-652
Minute Book #

Summary

Adopt Resolution adopting the budget for the City of Hattiesburg for the fiscal year beginning October 1, 2020 and ending September 30, 2021 and authorize publication of same.

Recommendation Statement

I recommend adoption of the budget for the City of Hattiesburg for fiscal year 2020-2021 and publication of same.

Please place this on the September 15, 2020 City Council meeting for consideration.

There came on for consideration at a duly constituted meeting of the Mayor and Members of the City Council of the City of Hattiesburg, Mississippi, held on the **15th** day of **September, 2020**, the following Resolution:

RESOLUTION

**A RESOLUTION TO ADOPT THE BUDGET
FOR THE CITY OF HATTIESBURG, MISSISSIPPI
FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020
AND ENDING SEPTEMBER 30, 2021**

WHEREAS, the governing authorities of the City of Hattiesburg, Mississippi, are required by Section 21-35-9 of the Mississippi Code of 1972, to approve and adopt the budget for the City of Hattiesburg, Mississippi, for the fiscal year beginning October 1, 2020 and ending September 30, 2021:

**NOW, THEREFORE, BE IT RESOLVED AND ORDERED BY THE MAYOR
AND COUNCIL OF THE CITY OF HATTIESBURG, MISSISSIPPI:**

Section 1. That the budget for the fiscal year 2020-2021 for the City of Hattiesburg be and the same is hereby approved and adopted.

Section 2. That public interest and necessity requiring same, this resolution shall become effective immediately from and after passage.

The above and foregoing Resolution, after having been first reduced to writing, was introduced by _____, seconded by _____, and was adopted by the following, to wit;

YEAS:

NAYS:

ABSENT:

The President thereby declared the motion carried and the Resolution adopted this the
15th day of **September, 2020**.

(S E A L)

ATTEST:

ADOPTED:

CLERK OF COUNCIL

COUNCIL PRESIDENT

The above and foregoing Resolution, having been submitted to and approved by the
Mayor, this the **15th** day of **September, 2020**.

ATTEST:

APPROVED:

CITY CLERK

MAYOR

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

GENERAL FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Taxes - Other	\$40,000	\$21,000
Licenses & Permits	4,346,000	4,298,836
Inter-governmental Revenues:		
Federal Grants	1,316,738	442,138
State Grants	267,434	99,950
State-Shared Revenues	23,010,200	22,003,084
County Shared Revenues		45,055
Charges for Services:		
Public safety	435,000	361,177
Streets	0	2,785
Sanitation	2,290,000	2,038,414
Miscellaneous	0	353,731
Fines & Forfeits	1,042,600	689,125
Miscellaneous	328,250	315,870
Transfers-In	1,024,000	758,690
Non-Revenue Receipts	117,000	1,489,431
Total From All Sources		
Other Than taxation	34,217,222	32,919,286
Beginning Cash and		
Investment Balance	7,000,000	9,394,348
Reserve for future debt service	(914,503)	(914,503)
Amount to be Raised by Tax Levy	18,745,000	18,735,000
TOTAL FROM ALL SOURCES	\$59,047,719	\$61,048,634

EXPENDITURES & ENDING CASH:

General Government:		
Personnel	4,008,275	4,304,844
Supplies & Expenses	196,114	148,424
Other services & Charges	5,138,611	4,396,121
Capital Outlays	31,000	279,388
Total - General Government	9,374,000	9,128,777
Police Dept.:		
Personnel	11,263,640	10,912,516
Supplies & Expenses	778,947	678,936
Other services & Charges	561,398	553,419
Capital Outlays	0	18,924
Total - Police Dept.	12,603,985	12,163,795

Police & Fire Training:		
Personnel	41,702	41,902
Supplies & Expenses	106,084	103,522
Other services & Charges	63,645	66,350
Capital Outlays	0	5,456
Total - Police & Fire Training	<u>211,431</u>	<u>217,230</u>

Fire Dept.:		
Personnel	8,710,568	8,031,996
Supplies & Expenses	313,343	307,901
Other services & Charges	282,109	227,465
Capital Outlays	0	0
Total - Fire Dept.	<u>9,306,020</u>	<u>8,567,362</u>

Land Development Administration:		
Personnel	629,322	584,733
Supplies & Expenses	24,855	20,195
Other services & Charges	229,150	257,597
Capital Outlays	0	0
Total - Land Dev. Admin.	<u>883,327</u>	<u>862,525</u>

Public Safety Contractual Services:		
Personnel	380,300	300,996
Supplies & Expenses	0	0
Other services & Charges	997,000	1,025,922
Capital Outlays	0	0
Total - Pub. Safety Cont. Serv.	<u>1,377,300</u>	<u>1,326,918</u>

Public Services:		
Personnel	5,977,625	5,562,177
Supplies & Expenses	1,307,005	967,933
Other services & Charges	4,881,699	5,370,905
Capital Outlays	803,850	814,952
Total - Public Services	<u>12,970,179</u>	<u>12,715,967</u>

Animal Control		
Personnel	134,019	152,027
Supplies & Expenses	13,050	12,518
Other services & Charges	185,550	179,197
Capital Outlays	0	0
Total - Animal Control	<u>332,619</u>	<u>343,742</u>

Human/Social		
Personnel	0	
Supplies & Expenses	0	
Other services & Charges	383,400	191,000
Capital Outlays	0	
Total - Human/Social	383,400	191,000
Economic Development		
Personnel	0	
Supplies & Expenses	0	
Other services & Charges	305,000	441,929
Capital Outlays	1,725,000	185,000
Total - Eco. Dev.	2,030,000	626,929
Debt Service:		
Principal Payments	717,520	2,117,953
Interest Payments	379,720	416,484
Paying Agent Fees	3,000	3,000
Total - Debt service	1,100,240	2,537,437
Airport		
Personnel	0	0
Supplies & Expenses	24,650	450
Other services & Charges	48,550	34,359
Capital Outlays	0	0
Total - Airport	73,200	34,809
Cemetery		
Personnel	831,831	733,210
Supplies & Expenses	88,650	69,071
Other services & Charges	63,001	70,447
Capital Outlays	76,200	33,272
Total - Cemetery	1,059,682	906,000
Parking Garages		
Personnel	76,178	85,621
Supplies & Expenses	2,050	317
other services & Charges	54,350	42,411
Capital Outlays	0	0
Total - Parking Garages	132,578	128,349
Operating Transfers Out	2,912,054	4,143,150
Total Expenditures & Transfers	54,750,015	53,893,990
Ending Cash Balance	4,297,704	7,154,644
TOTAL EXPENDITURES AND		
ENDING CASH BALANCE	\$59,047,719	\$61,048,634

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

PARKS & RECREATION FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Inter-governmental Revenues:		
Federal Grants	\$0	
State Grants	0	
County Shared Revenues	0	
Misc. grants	0	
Charges for Services:		
Culture & Recreation	33,800	19,500
Miscellaneous	4,000	19,900
Transfers-In	1,595,000	2,117,000
Non-Revenue Receipts		
Total From All Sources		
Other Than taxation	<u>1,632,800</u>	<u>2,156,400</u>
Beginning Cash and		
Investment Balance	1,200,000	1,077,950
Amount to be Raised by Tax Levy	<u>940,000</u>	<u>930,000</u>
TOTAL FROM ALL SOURCES	<u>\$3,772,800</u>	<u>\$4,164,350</u>

EXPENDITURES & ENDING CASH:

Culture & Recreation:		
Personnel	\$2,004,297	\$1,752,442
Supplies & Expenses	405,600	392,005
Other services & Charges	934,371	687,193
Capital Outlays	<u>190,000</u>	<u>119,201</u>
Total Expenditures	<u>3,534,268</u>	<u>2,950,841</u>
Cash balance at End of Year	<u>\$238,532</u>	<u>\$1,213,509</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$3,772,800</u>	<u>\$4,164,350</u>

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<u>MUNICIPAL FIRE PROTECTION FUND:</u>	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Inter-governmental Revenues:		
State-Shared Revenues	\$271,500	\$277,444
Charges for Services	95,652	95,652
Fines & Forfeits		
Miscellaneous	2,400	2,200
Transfers In		
Non-Revenue Receipts		
Total From All Sources		
Other Than taxation	<u>369,552</u>	<u>375,296</u>
Beginning Cash and		
Investment Balance	<u>200,000</u>	<u>346,557</u>
TOTAL FROM ALL SOURCES	<u>\$569,552</u>	<u>\$721,853</u>
 EXPENDITURES & ENDING CASH:		
Public Safety:		
Personnel	\$0	
Supplies & Expenses	69,500	50,000
Other services & Charges	61,000	50,000
Capital Outlays	185,000	175,085
Lease Debt Service - Principal	62,335	234,381
Lease Debt Service - Interest	<u>7,710</u>	<u>9,972</u>
Total Expenditures	<u>\$385,545</u>	<u>\$519,438</u>
Cash balance at End of Year	<u>184,007</u>	<u>202,415</u>
TOTAL EXPENDITURES AND		
ENDING CASH BALANCE	<u>\$569,552</u>	<u>\$721,853</u>

CHY OF HATTIESBURG, MISSISSIPPI
 A MUNICIPALITY
 BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

SPECIAL STREET

SPECIAL REVENUE FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Inter-governmental Revenues:		
Federal Grants	\$0	
State Grants	0	
State Shared Revenues	60,000	60,925
Misc. Contributions		1,098
Miscellaneous		
Non-Revenue Receipts		
Total From All Sources		
Other Than taxation	60,000	62,023
Beginning Cash and		
Investment Balance	124,000	62,500
TOTAL FROM ALL SOURCES	\$184,000	\$124,523

EXPENDITURES & ENDING CASH:

Public Services:		
Supplies & Expenses	0	
Other services & Charges	184,000	0
Capital Outlays	0	
Total Expenditures	\$184,000	\$0
Cash balance atEnd of Year	0	124,523
TOTAL EXPENDITURES AND		
 ENDING CASH BALANCE	\$184,000	\$124,523

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<u>WATER & SEWER OPERATION AND MAINTENANCE FUND:</u>	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Charges for Services	\$25,000	\$37,470
Transfers-In	12,300,000	12,200,000
Miscellaneous	0	500
Non-Revenue Receipts	0	700
Total From All Sources		
Other Than taxation	12,325,000	12,238,670
Beginning Cash and Investment Balance	1,000,000	865,572
TOTAL FROM ALL SOURCES	\$13,325,000	\$13,104,242
<i>EXPENDITURES & ENDING CASH:</i>		
Personnel	3,055,678	2,901,627
Supplies & Expenses	1,200,373	928,549
Other services & Charges	7,783,498	7,732,409
Capital Outlays	449,000	499,323
Lease Debt Service - Principal	0	
Lease Debt Service - Interest	0	
Total Expenditures	\$12,488,549	\$12,061,908
Cash balance at End of Year	836,451	1,042,334
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$13,325,000	\$13,104,242

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<i>WATER & SEWER BOND AND INTEREST FUND:</i>	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Transfers-In	\$5,616,000	\$6,516,000
Miscellaneous	60,000	151,000
Non-Revenue Receipts		
Total Revenues	5,676,000	6,667,000
Beginning Cash Balance	9,225,000	10,287,322
TOTAL FROM ALL SOURCES	\$14,901,000	\$16,954,322
<i>EXPENDITURES & ENDING CASH:</i>		
Bonds Redeemed	5,500,000	5,361,000
Interest on Bonds	2,082,071	2,224,915
Paying Agent Fees	15,000	15,000
Total Expenditures	7,597,071	7,600,915
Cash balance at End of Year	7,303,929	9,353,407
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$14,901,000	16,954,322

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<i>WATER & SEWER ENTERPRISE FUND:</i>	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Charges for Services:		
Licenses, Permits & Fees	\$2,500	\$1,320
Miscellaneous	40,000	58,650
Metered Water Sales	11,595,000	11,505,000
Taps	150,000	195,000
Water Turn-On Fees	60,000	38,000
Sewer Connections	50,000	35,000
Sewer Charges	<u>10,918,800</u>	<u>11,225,800</u>
Total Revenues	<u>22,816,300</u>	<u>23,058,770</u>
Beginning Cash Balance	<u>0</u>	<u>0</u>
TOTAL FROM ALL SOURCES	<u>\$22,816,300</u>	<u>\$23,058,770</u>
<i>EXPENDITURES & ENDING CASH:</i>		
Other Services & Charges	86,300	40,500
Principal Redeemed - Notes	0	
Interest on Notes	0	
Operating Transfers Out	<u>22,730,000</u>	<u>23,018,270</u>
Total Expenditures	<u>22,816,300</u>	<u>23,058,770</u>
Cash balance at End of Year	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$22,816,300</u>	<u>\$23,058,770</u>

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

2020 TAX INCREMENT BOND & INTEREST

FUND (Planet Fitness TIF Bonds):

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Interest		\$150
County-Shared Revenues	107,659	34,387
Total From All Sources		
Other Than taxation	107,659	34,537
Beginning Cash and Investment Balance	0	0
Amount to be Raised by Tax Levy	87,768	28,575
TOTAL FROM ALL SOURCES	\$195,427	\$63,112
<i>EXPENDITURES & ENDING CASH:</i>		
General Issues:		
Bonds Redeemed	28,333	9,282
Interest on Bonds	34,629	3,840
Other Services & Charges	0	49,850
Total Expenditures	62,962	62,972
Cash balance at End of Year	132,465	140
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$195,427	\$63,112

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<u>CITY BOND & INTEREST</u>		
<i>FUND (DEBT SERVICE FUND):</i>	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
County-Shared Revenues	\$0	
Rents		
Interest	67,000	125,000
Non-Revenue Receipts	0	
Transfers-In	0	546,980
Total From All Sources		
Other Than taxation	67,000	671,980
Beginning Cash and Investment Balance	7,550,000	7,552,651
Amount to be Raised by Tax Levy	2,115,000	1,912,500
TOTAL FROM ALL SOURCES	\$9,732,000	\$10,137,131
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	1,737,254	935,000
Interest on Bonds	2,048,728	1,532,982
Other Services & Charges	32,000	18,600
Transfers Out		15,439
Paying Agent Fees	20,000	7,600
Total Expenditures	3,837,982	2,509,621
Cash balance at End of Year	5,894,018	7,627,510
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$9,732,000	\$10,137,131

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

FINES & FORFEITURES FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
State grants	\$0	
Federal Grants	\$0	
Charges for Services	0	2,500
Fines & Forfeits	0	35,500
Miscellaneous	0	120
Non-Revenue Receipts	0	
Total From All Sources		
Other Than taxation	0	38,120
Beginning Cash and		
Investment Balance	200,000	232,562
TOTAL FROM ALL SOURCES	\$200,000	\$270,682

EXPENDITURES & ENDING CASH:

Public Safety:		
Personnel	0	
Supplies & Expenses		23,500
Other services & Charges		2,500
Capital Outlays		24,000
Transfers to Other Funds		
Total Expenditures	0	50,000
Cash balance at End of Year	200,000	220,682
TOTAL EXPENDITURES AND		
ENDING CASH BALANCE	\$200,000	\$270,682

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<i>Series 2002 TIF Bond & Interest Fund (Southern Pointe Project):</i>	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest		\$2,340
County Shared Revenues	144,695	125,000
Total From All Sources		
Other Than taxation	144,695	127,340
Beginning Cash and Investment Balance	289,000	283,615
Property Taxes	133,565	125,000
TOTAL FROM ALL SOURCES	\$567,260	\$535,955
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	\$160,000	\$155,000
Interest on Bonds	81,967	89,604
Other Services & Charges	2,000	1,250
Total Expenditures	\$243,967	\$245,854
Cash balance at End of Year	323,293	290,101
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$567,260	\$535,955

CITY Of HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET Of ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<i>SERIES 2003 TIFBOND & INTEREST FUND (Chauvet Square Project):</i>	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
<i>REVENUES & BEG. CASH:</i>		
Interest	\$0	\$3,825
Transfer from Other Funds	0	
Total From All Sources		
Other Than taxation	0	3,825
Beginning Cash and Investment Balance	200,000	194,297
Amount to be Raised by Tax Levy	200,000	200,000
TOTAL FROM ALL SOURCES	\$400,000	\$398,122
<i>EXPENDITURES & ENDING CASH:</i>		
TIF Bond Issues:		
Bonds Redeemed	140,000	135,000
Interest on Bonds	52,935	59,610
Other Services & Charges	2,500	2,000
Transfers to other funds	0	
Total Expenditures	\$195,435	\$196,610
Cash balance at End of Year	204,565	201,512
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$400,000	\$398,122

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
For the Fiscal Year Ending September 30, 2021

<i>SERIES 2003 TIF BOND & INTEREST FUND (Turtle Creek Crossing):</i>	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
<i>REVENUES & BEG. CASH:</i>		
Interest	\$0	\$4,850
Transfer In	\$0	
County shared revenue	168,866	167,466
Total From All Sources		
Other Than taxation	168,866	172,316
Beginning Cash and		
Investment Balance	192,300	136,137
Amount to be Raised by Tax Levy	400,000	450,000
TOTAL FROM ALL SOURCES	\$761,166	\$758,453
<i>EXPENDITURES & ENDING CASH:</i>		
TIF Bond Issues:		
Bonds Redeemed	490,000	475,000
Interest on Bonds	61,750	83,616
Other Services & Charges	5,000	4,750
Transfers to other funds		
Total Expenditures	\$556,750	\$563,366
Cash balance at End of Year	204,416	195,087
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$761,166	\$758,453

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
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*2008 TIF BOND AND INTEREST FUND
FUND (Lincoln Center):*

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$600	\$1,195
County Shared Revenue	\$0	
Transfer From Other Funds	0	
Total From All Sources		
Other Than taxation	600	1,195
Beginning Cash and Investment Balance	73,100	70,815
Amount to be Raised by Tax Levy	58,000	60,000
TOTAL FROM ALL SOURCES	\$131,700	\$132,010
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	50,000	50,000
Interest on Bonds	6,000	8,000
Other Services & Charges	1,000	850
Total Expenditures	\$57,000	58,850
Cash balance at End of Year	74,700	73,160
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$131,700	\$132,010

CITY OF HATTIESBURG, MISSISSIPPI
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2011 TIF BOND AND INTEREST FUND
FUND (Turtle Creek Crossing/Kohl's):

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
<i>REVENUES & BEG. CASH:</i>		
Interest	\$0	\$720
County Shared Revenue	\$31,238	\$30,888
Transfer From Other Funds	<u>0</u>	<u> </u>
Total From All Sources		
Other Than taxation	<u>31,238</u>	<u>31,608</u>
Beginning Cash and		
Investment Balance	32,850	26,487
Amount to be Raised by Tax Levy	<u>25,088</u>	<u>65,000</u>
TOTAL FROM ALL SOURCES	<u>\$89,176</u>	<u>\$123,095</u>
 <i>EXPENDITURES & ENDING CASH:</i>		
General Issues:		
Bonds Redeemed	85,000	80,000
Interest on Bonds	2,125	8,250
Other Services & Charges	<u>2,000</u>	<u>1,940</u>
Total Expenditures	\$89,125	90,190
Cash balance at End of Year	<u>51</u>	<u>32,905</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$89,176</u>	<u>\$123,095</u>

CITY OF HATTIESBURG, MISSISSIPPI
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*2016 TIF BOND AND INTEREST
FUND (Whispering Pines):*

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$0	\$6,100
County Shared Revenue	\$234,249	\$185,880
Transfer From Other Funds	<u>0</u>	<u>0</u>
Total From All Sources		
Other Than taxation	<u>234,249</u>	<u>191,980</u>
Beginning Cash and		
Investment Balance	385,000	308,716
Amount to be Raised by Tax Levy	<u>167,383</u>	<u>166,772</u>
TOTAL FROM ALL SOURCES	<u>\$786,632</u>	<u>\$667,468</u>
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	175,000	169,000
Interest on Bonds	104,383	111,143
Other Services & Charges	<u>2,000</u>	<u>1,940</u>
Total Expenditures	\$281,383	282,083
Cash balance at End of Year	<u>505,249</u>	<u>385,385</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$786,632</u>	<u>\$667,468</u>

CITY OF HATTIESBURG, MISSISSIPPI
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2016 TIF BOND AND INTEREST FUND
FUND (Hattiesburg Clinic Midtown):

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$0	\$520
County Shared Revenue	\$41,583	\$37,743
Transfer From Other Funds	0	
Total From All Sources		
Other Than taxation	41,583	38,263
Beginning Cash and Investment Balance	53,500	53,068
Amount to be Raised by Tax Levy	34,022	37,743
TOTAL FROM ALL SOURCES	\$129,105	\$129,074
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	49,000	47,000
Interest on Bonds	26,605	28,485
Other Services & Charges	0	0
Total Expenditures	\$75,605	75,485
Cash balance at End of Year	53,500	53,589
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$129,105	\$129,074

CITY OF HATTIESBURG, MISSISSIPPI
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BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
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**AIRPORT IMPROVEMENT
SPECIAL REVENUE FUND:**

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Federal Grants	\$761,259	\$2,042,314
State Grants	99,671	170,000
Miscellaneous	42,000	36,000
Transfers In	250,000	250,000
Non-Revenue Receipts		
Total From All Sources		
Other Than taxation	1,152,930	2,498,314
Beginning Cash and Investment Balance	(195,000}	{37,422}
TOTAL FROM ALL SOURCES	\$957,930	\$2,460,892

EXPENDITURES & ENDING CASH:

Public Services:		
Other services & Charges	92,000	0
Capital Outlays	842,510	2,657,775
Total Expenditures	934,510	2,657,775
Cash balance at End of Year	23,420	{196,883}
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$957,930	\$2,460,892

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
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2015A TIF BOND AND INTEREST FUND

FUND (The Ridge at Turtle Creek):

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$0	\$500
County Shared Revenue	\$29,806	\$29,956
Transfer From Other Funds	0	0
Total From All Sources		
Other Than taxation	29,806	30,456
Beginning Cash and Investment Balance	123,920	98,769
Amount to be Raised by Tax Levy	90,457	116,500
TOTAL FROM ALL SOURCES	\$244,183	\$245,725
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	67,000	64,000
Interest on Bonds	52,223	55,825
Other Services & Charges	2,000	1,940
Total Expenditures	\$121,223	121,765
Cash balance at End of Year	122,960	123,960
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$244,183	\$245,725

CITY OF HATTIESBURG,
MISSISSIPPI A MUNICIPALITY
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For the Fiscal Year Ending September 30, 2021

2015 TIF BOND AND INTEREST FUND

FUND (Midtown Market):

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$0	\$210
County Shared Revenue	\$12,837	\$11,450
Transfer From Other Funds	<u>0</u>	<u>0</u>
Total From All Sources Other Than taxation	<u>12,837</u>	<u>11,660</u>
Beginning Cash and Investment Balance	11,000	10,482
Amount to be Raised by Tax Levy	<u>10,503</u>	<u>11,450</u>
TOTAL FROM ALL SOURCES	<u>\$34,340</u>	<u>\$33,592</u>
EXPENDITURES & ENDING CASH:		
General Issues:		
Bonds Redeemed	11,000	11,000
Interest on Bonds	8,993	9,598
Other Services & Charges	<u>2,020</u>	<u>1,951</u>
Total Expenditures	\$22,013	22,549
Cash balance at End of Year	<u>12,327</u>	<u>11,043</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$34,340</u>	<u>\$33,592</u>

CITY OF HATTIESBURG, MISSISSIPPI
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2019 TIF BOND AND INTEREST FUND

FUND (Elam Arms):

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Interest	\$0	\$1,550
County Shared Revenue	\$166,026	\$186,620
Transfer From Other Funds	<u>81,259</u>	<u>146,433</u>
Total From All Sources		
Other Than taxation	<u>247,285</u>	<u>334,603</u>
Beginning Cash and Investment Balance	548,830	62,168
Amount to be Raised by Tax Levy	<u>136,001</u>	<u>152,652</u>
TOTAL FROM ALL SOURCES	<u>\$932,116</u>	<u>\$549,423</u>

EXPENDITURES & ENDING CASH:

General Issues:

Bonds Redeemed	159,000	
Interest on Bonds	124,157	
Other Services & Charges	<u>2,500</u>	
Total Expenditures	\$285,657	0
Cash balance at End of Year	<u>646,459</u>	<u>549,423</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$932,116</u>	<u>\$549,423</u>

CITY OF HATTIESBURG, MISSISSIPPI
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***MUNICIPAL ROAD & BRIDGE
SPECIAL REVENUE FUND:***

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Inter-governmental Revenues:		
State Grants	\$2,471,611	\$165,000
Federal Grants	\$2,062,275	0
County Shared Revenues	1,816,670	1,625,000
Miscellaneous	0	178,500
Transfers In	0	393,000
Non-Revenue Receipts	<u>0</u>	<u> </u>
Total From All Sources		
Other Than taxation	<u>6,350,556</u>	<u>2,361,500</u>
Beginning Cash and		
Investment Balance	<u>1,500,000</u>	<u>2,399,133</u>
TOTAL FROM ALL SOURCES	<u>\$7,850,556</u>	<u>\$4,760,633</u>

EXPENDITURES & ENDING CASH:

Public Services:		
Supplies & Expenses	0	
Other services & Charges	1,775,432	1,400,000
Capital Outlays	6,074,857	1,850,000
Principal payments	0	
Interest payments	<u>0</u>	<u> </u>
Total Expenditures	<u>7,850,289</u>	<u>3,250,000</u>
Cash balance at End of Year	<u>267</u>	<u>1,510,633</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$7,850,556</u>	<u>\$4,760,633</u>

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
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**MASS TRANSIT OPERATING
SPECIAL REVENUE FUND:**

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Inter-governmental Revenues:		
Federal Grants	\$3,569,610	\$1,360,000
State Grant	0	0
Miscellaneous	150,500	153,500
Transfers-In	300,000	400,000
Non Revenue Receipts	0	0
Total From All Sources	<u>4,020,110</u>	<u>1,913,500</u>
Other Than taxation	<u>4,020,110</u>	<u>1,913,500</u>
Beginning Cash and Investment Balance	0	(470,934)
Amount to be Raised by Tax Levy	<u>227,000</u>	<u>225,000</u>
TOTAL FROM ALL SOURCES	<u>4,247,110</u>	<u>1,667,566</u>
EXPENDITURES & ENDING CASH:		
Personnel	1,264,994	1,055,965
Supplies & Expenses	236,410	174,309
Other services & Charges	391,194	280,600
Capital Outlays	<u>2,059,364</u>	<u>159,094</u>
Total Expenditures	<u>3,951,962</u>	<u>1,669,968</u>
Cash balance at End of Year	<u>295,148</u>	<u>(2,402)</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$4,247,110</u>	<u>\$1,667,566</u>

CITY OF HATTIESBURG, MISSISSIPPI
A MUNICIPALITY
BUDGET OF ESTIMATED REVENUES AND EXPENDITURES
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WATER & SEWER CONSTRUCTION

ENTERPRISE FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Inter-governmental Revenues:		
Federal Grants	\$0	\$0
Miscellaneous	85,000	105,000
Transfers-In	4,091,000	3,550,000
Non-Revenue Receipts	<u>0</u>	<u>0</u>
Total From All Sources		
Other Than taxation	<u>4,176,000</u>	<u>3,655,000</u>
Beginning Cash and		
Investment Balance	<u>3,000,000</u>	<u>2,614,750</u>
TOTAL FROM ALL SOURCES	<u>\$7,176,000</u>	<u>\$6,269,750</u>
EXPENDITURES & ENDING CASH:		
Other services & Charges	\$540,110	\$987,500
Transfers Out	\$0	0
Capital Outlays	<u>6,585,577</u>	<u>2,199,436</u>
Total Expenditures	\$7,125,687	\$3,186,936
Cash balance at End of Year	<u>50,313</u>	<u>3,082,814</u>
TOTAL EXPENDITURES AND		
ENDING CASH BALANCE	<u>\$7,176,000</u>	<u>\$6,269,750</u>

CITY OF HATTIESBURG, MISSISSIPPI
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SAENGER & COMMUNITY CENTERS

SPECIAL REVENUE FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Charges for services:		
Culture & Recreation	\$30,000	\$19,500
Miscellaneous	3,000	8,500
Transfers-In	650,000	575,000
Non-Revenue Receipts	<u>0</u>	<u> </u>
Total From All Sources		
Other Than taxation	<u>683,000</u>	<u>603,000</u>
Beginning Cash and		
Investment Balance	<u>200,000</u>	<u>419,864</u>
TOTAL FROM ALL SOURCES	<u>\$883,000</u>	<u>\$1,022,864</u>

EXPENDITURES & ENDING CASH:

Personnel	612,905	595,750
Supplies & Expenses	38,750	28,245
Other services & Charges	173,910	145,411
Capital Outlays	<u>51,000</u>	<u>49,816</u>
Total Expenditures	<u>876,565</u>	<u>819,222</u>
Cash balance at End of Year	<u>6,435</u>	<u>203,642</u>
TOTAL EXPENDITURES AND		
ENDING CASH BALANCE	<u>\$883,000</u>	<u>\$1,022,864</u>

CITY OF HATTIESBURG, MISSISSIPPI
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COMMUNITY DEVELOPMENT BLOCK GRANT

SPECIAL REVENUE FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
Transfers In	\$35,795	\$0
Federal Grants	2,544,987	425,000
Total From All Sources		
Other Than taxation	2,580,782	425,000
Beginning Cash and		
Investment Balance	{150,000}	{176,472}
TOTAL FROM ALL SOURCES	\$2,430,782	\$248,528

EXPENDITURES & ENDING CASH:

Personnel	239,430	190,863
Supplies & Expenses	8,200	2,669
Other services & Charges	240,580	5,531
Capital Outlays	1,895,457	205,894
Transfers	0	
Total Expenditures	2,383,667	404,957
Cash balance at End of Year	47,115	{156,429}
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$2,430,782	\$248,528

CITY OF HATTIESBURG, MISSISSIPPI
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*SPECIAL SALES TAX/PARKS/RECREATION/USM IMPROVEMENTS
FUND*

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Intergovernmental Revenues:		
Federal Grants	120,000	
State Grants	\$0	\$10,000
State Shared Revenues	\$2,798,000	2,449,900
Interest Earnings	0	0
Total Revenues	<u>2,918,000</u>	<u>2,459,900</u>
Beginning Cash and Investment Balance	<u>700,000</u>	<u>267,512</u>
TOTAL FROM ALL SOURCES	<u>3,618,000</u>	<u>2,727,412</u>
<i>EXPENDITURES & ENDING CASH:</i>		
Personal Services	40,020	3,002
Other services & Charges	1,399,000	1,224,500
Capital Outlays	2,178,980	725,000
Transfers to Other Funds		
Total Expenditures	<u>3,618,000</u>	<u>1,949,500</u>
Cash balance at End of Year		<u>777,912</u>
TOTAL EXPENDITURES AND	<u>3,618,000</u>	<u>2,727,412</u>
ENDING CASH BALANCE		

CITY OF HATTIESBURG, MISSISSIPPI
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<i>Public Safety Complex/Recreation Construction Fund:</i>	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
REVENUES & BEG. CASH:		
Proceeds from borrowing	0	17,780,151
Interest Earnings	<u>0</u>	<u>16,500</u>
Total Revenues	<u>0</u>	<u>17,796,651</u>
Beginning Cash and Investment Balance	<u>33,610,346</u>	<u>27,042,322</u>
TOTAL FROM ALL SOURCES	<u>\$33,610,346</u>	<u>\$44,838,973</u>
 EXPENDITURES & ENDING CASH:		
Other services & Charges	0	622,825
Transfers to Other Funds		546,980
Capital Outlays	<u>33,610,346</u>	<u>10,839,096</u>
Total Expenditures	<u>\$33,610,346</u>	<u>\$11,461,921</u>
Cash balance at End of Year	<u>0</u>	<u>33,377,052</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$33,610,346</u>	<u>\$44,838,973</u>

CITY OF HATTIESBURG, MISSISSIPPI
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<i>SERIES 2016 WATER & SEWER REVENUE BOND CONSTRUCTION FUND:</i>	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
<i>REVENUES & BEG. CASH:</i>		
Interest Earnings	0	\$87,000
Non Revenue Receipts	0	0
Total Revenues	0	87,000
Beginning Cash and Investment Balance	4,500,000	11,551,073
TOTAL FROM ALL SOURCES	\$4,500,000	\$11,638,073
 <i>EXPENDITURES & ENDING CASH:</i>		
Supplies & Expenses	0	
Other services & Charges	0	4,531
Capital Outlays	4,500,000	7,126,076
Total Expenditures	\$4,500,000	\$7,130,607
Cash balance at End of Year	0	4,507,466
TOTAL EXPENDITURES AND ENDING CASH BALANCE	\$4,500,000	\$11,638,073

CITY OF HATTIESBURG, MISSISSIPPI
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2019 FIRE STATION

CONSTRUCTION FUND:

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
<i>REVENUES & BEG. CASH:</i>		
Interest Earnings		\$52,300
Grant revenues	<u>\$0</u>	<u></u>
Total Revenues	<u>0</u>	<u>52,300</u>
Beginning Cash and Investment Balance	<u>3,175,000</u>	<u>4,100,000</u>
TOTAL FROM ALL SOURCES	<u>\$3,175,000</u>	<u>\$4,152,300</u>
 <i>EXPENDITURES & ENDING CASH:</i>		
Capital Outlays	<u>3,175,000</u>	<u>991,552</u>
Total Expenditures	<u>3,175,000</u>	<u>991,552</u>
Cash balance at End of Year	<u>0</u>	<u>3,160,748</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$3,175,000</u>	<u>\$4,152,300</u>

CITY OF HATTIESBURG, MISSISSIPPI
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Budget for Fiscal Year Ending September 30, 2021

INFRASTRUCTURE IMPROVEMENTS INTERNET SALES TAX FUND:

	<i>FINAL BUDGET FOR NEXT FISCAL YEAR</i>	<i>ESTIMATED TOTAL FOR CURRENT FISCAL YEAR</i>
<i>REVENUES & BEG. CASH:</i>		
Intergovernmental Revenue	\$970,000	\$540,200
Transfers In	0	0
Miscellaneous	0	1,950
Non-Revenue Receipts		
Total Revenues	<u>970,000</u>	<u>542,150</u>
Beginning Cash and Investment Balance	<u>0</u>	<u>0</u>
TOTAL FROM ALL SOURCES	<u>\$970,000</u>	<u>\$542,150</u>
<i>EXPENDITURES & ENDING CASH:</i>		
Other services & Charges	0	0
Transfers Out	0	0
Capital Outlays	<u>970,000</u>	<u>542,150</u>
Total Expenditures	<u>\$970,000</u>	<u>\$542,150</u>
Cash Balance at End of Year	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$970,000</u>	<u>\$542,150</u>

CITY OF HATTIESBURG, MISSISSIPPI
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**KAMPER PARK ZOO CAPITAL
IMPROVEMENTS FUND:**

	FINAL BUDGET FOR NEXT FISCAL YEAR	ESTIMATED TOTAL FOR CURRENT FISCAL YEAR
REVENUES & BEG. CASH:		
State Grants		
Miscellaneous Revenues		42
Culture & Recreation		
Transfer from Other Funds		
Total Revenues	<u>0</u>	<u>42</u>
Beginning Cash and Investment Balance	<u>2,302</u>	<u>2,260</u>
TOTAL FROM ALL SOURCES	<u>\$2,302</u>	<u>\$2,302</u>
EXPENDITURES & ENDING CASH:		
Supplies		0
Other services & Charges		0
Capital Outlays	<u>2,302</u>	<u>0</u>
Total Expenditures	<u>2,302</u>	<u>0</u>
Cash balance at End of Year		<u>2,302</u>
TOTAL EXPENDITURES AND ENDING CASH BALANCE	<u>\$2,302</u>	<u>\$2,302</u>

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME	QUALIFICATIONS AND EXPERIENCE	PROPOSED STRATEGY AND TEHCNICAL APPROACH	AUDITING HISTORY	SOCIOECONOMIC CONTRACTOR	PROPOSED PRICING	TOTAL
Schaus Professional services	185	77	102	15	25	404
Horne	255	120	145	14	20	554
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC	225	104	124	12	8	473

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: HORNE, LLP

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
50	25	30	2	4	111

SIGNATURE OF RATER: James H. H. H. PRINT NAME: James H. H. H. DATE: 9/9/2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: HORNE, LLP

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
55	25	27	3	4	114

SIGNATURE OF RATER:  PRINT NAME: Kermas Eaton DATE: 9/9/20

CITY OF HATTIESBURG
CRITERIA RANKING
COVID-19 DISASTER RECOVERY CONSULTING SERVICES
SEPTEMBER 9, 2020

RESPONDENT NAME: HORNE, LLP

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
40	25	30	3	4	102

SIGNATURE OF RATER: Dawn Burns PRINT NAME: Dawn Burns DATE: 9-9-20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: HORNE, LLP

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
55	20	28	3	4	110

SIGNATURE OF RATER: Sharon Hensarling PRINT NAME: Sharon Hensarling DATE: 9/9/2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: HORNE, LLP

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
55	25	30	3	4	117

SIGNATURE OF RATER: *Manly* PRINT NAME: Kenneth DATE: 9-9-2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	TOTAL 0-120 POINTS
40 30	25	25	0	1	91

SIGNATURE OF RATER: *Laura McHale* PRINT NAME: Laura McHale DATE: 9/9/2020

CITY OF HATTIESBURG
CRITERIA RANKING
COVID-19 DISASTER RECOVERY CONSULTING SERVICES
SEPTEMBER 9, 2020

RESPONDENT NAME: BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
55	25	30	3	2	115

SIGNATURE OF RATER: 

PRINT NAME: Kerma Lofon

DATE: 9/9/20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	TOTAL 0-120 POINTS
25	15	15	3	1	59

SIGNATURE OF RATER: Dawn Burns PRINT NAME: Dawn Burns DATE: 9-9-20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	TOTAL 0-120 POINTS
50	15	25	3	2	95

SIGNATURE OF RATER: Sharon Hensadling PRINT NAME: Sharon Hensadling DATE: 9/9/2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ

A Qualifications & Experience 0-55 Points	B Proposed Strategy & Technical Approach 0-25 Points	C Auditing History 0-30 Points	D Socioeconomic Contractor 0-5 Points	E Proposed Pricing 0-5 Points	TOTAL 0-120 POINTS
55	24	29	3	2	113

SIGNATURE OF RATER: Maurya PRINT NAME: Maurya DATE: 9-9-2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: SHAUS

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	TOTAL 0-120 POINTS
10	10	10	1	5	36

SIGNATURE OF RATER: Dawn Burns PRINT NAME: Dawn Burns DATE: 9-9-20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: SHAUS

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	TOTAL 0-120 POINTS
50	20	20	3	5	100 98

SIGNATURE OF RATER: Mandy PRINT NAME: Ann Shaus DATE: 9-9-20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: SHAUS

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
50	15	25	3	5	98

SIGNATURE OF RATER: Shenading PRINT NAME: Sharon Hensarling DATE: 9/9/2020

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: SHAUS

A Qualifications & Experience 0-55 Points	B Proposed Strategy & Technical Approach 0-25 Points	C Auditing History 0-30 Points	D Socioeconomic Contractor 0-5 Points	E Proposed Pricing 0-5 Points	TOTAL 0-120 POINTS
45	17	27	3	5	97

SIGNATURE OF RATER: 

PRINT NAME: Dennis Eaton

DATE: 9/9/20

CITY OF HATTIESBURG
 CRITERIA RANKING
 COVID-19 DISASTER RECOVERY CONSULTING SERVICES
 SEPTEMBER 9, 2020

RESPONDENT NAME: SHAUS

A Qualifications & Experience	B Proposed Strategy & Technical Approach	C Auditing History	D Socioeconomic Contractor	E Proposed Pricing	TOTAL 0-120 POINTS
0-55 Points	0-25 Points	0-30 Points	0-5 Points	0-5 Points	
30	15	20	5	5	75

SIGNATURE OF RATER: James McMillan PRINT NAME: James McMillan DATE: 9/9/2020



September 3, 2020

Kermas Eaton
City Clerk
City of Hattiesburg
200 Forrest Street
Hattiesburg, MS 39401

Subject: Cover Letter- **"Section 2"** Response to COVID-19 Disaster Recovery Consulting Services RFP.

Kermas,
SCHAUS LLC is pleased to respond to the COVID Recovery Disaster Recovery Consulting Services RFP. Items as specified by the RFP under Section IV: Request for Proposals Submittal Requirements Section 2 "Cover Letter" is as follows:

1. Respondent's Information:

SCHAUS LLC
Danny Shows
211 South Front Street or PO Box 331
Ellisville, MS 39437
601-270-7723 office
601-477-4023 fax
danny@schausllc.com

2. Responsible Officer: Danny Shows, President

3. Statement of Understanding: SCHAUS is a FEMA Consulting Group and has responded to multiple Federal Declarations and Projects from 2009 to present in Mississippi, Tennessee, and Alabama. SCHAUS is a seasoned Federal Consulting Group currently specializing in FEMA Category Z Reimbursements, CARES Act Management, Mississippi Emergency Management COVID-19 Emergency Relief Program, Tennessee Cares Act Management System (TNCAM), Office of Homeland Security Grants, Hazard Mitigation Grants, Declaration Project Management, Damage Assessments, Grant Management, Grant Capture, etc. The Intent of our Services for this RFP will be to assist the City of Hattiesburg with multiple avenues including FEMA DR-4528 COVID Declaration, the CARES Act, the Mississippi Emergency Management Agency COVID-19 Relief Program, and ESSER (Elementary and Secondary School Emergency Relief) Fund for the City of Hattiesburg Schools if requested. FEMA is now allowing all City Departments including Schools to apply as one entity. SCHAUS will seek the Maximum

Dollar amounts available through any possible Federal Source either for reimbursements or allotments for the City.

4. **Company Background:** SCHAUS was registered with the Mississippi Secretary of State in February of 2009 and has remained in good standing now for the past twelve years as a Limited Liability Company. We have completed over 28 successful Federal Declaration Projects in three states. Over the past twelve years SCHAUS has gained respect with the MS Emergency Management Agency, the TN Emergency Management Agency, and FEMA to successfully complete and deliver within the required time frames for each project. SCHAUS is currently contracted with multiple Municipalities, Counties, School Districts, Electric Utility Systems, and Healthcare Providers for COVID, Tornadoes/Flooding, Tropical Storms, and Derecho Wind Declarations.
5. **Appropriate Information:**
Current Projects include:
City of Tupelo MS DR-4528 COVID, MEMA COVID Relief Program
Covington County MS DR-4528 COVID, DR-4536 Easter Tornadoes, DR-4551 Straight Line Winds/Flooding.
Lee County MS DR-4528 COVID, MEMA COVID Relief Program, DR-4471 Olga
Lee County Schools DR-4528 COVID, CARES, ESSER
Madison County TN DR-4514 COVID, TN COVID Relief Program (TNCAM), DR-4550 Derecho
City of Jackson TN DR-4514 COVID, TN COVID Relief Program (TNCAM)
West TN Healthcare (15 Sites) DR-4514 COVID, TN COVID Relief Program
Benton County TN DR-4514 COVID, TN COVID Relief Program (TNCAM), DR-4471 Olga, DR-4550 Derecho
Decatur County TN DR-4514 COVID, TN COVID Relief Program (TNCAM), DR-4471 Olga, DR-4550 Derecho
City of Decaturville DR-4471 Olga, DR-4551 Derecho
Lexington Electric System DR-4514 COVID, TN COVID Relief Program (TNCAM), DR-4471 Olga, DR-4550 Derecho

SCHAUS will comply with all guidelines including the Federal Office of Management and Budget Super Circular, the FEMA PAPPG (Public Assistance Program and Policy Guide) Version 4 June 1, 2020, MEMA's COVID -19 Relief Program, the Mississippi Development Authority Community Development Block Grant (CDBG), and FEMA Hazard Mitigation.

By Submitting this response SCHAUS LLC has not been Debarred by any State or Federal Entity since inception in 2009.

Sincerely,

Danny Shows
President & CEO
END SECTION 2



SECTION 3

QUALIFICATIONS and EXPERIENCE



SECTION 3: Qualifications and Experience

SCHAUS was established in 2009 with the main business objective on assisting Municipalities, Counties, State Entities, Healthcare Facilities, and State Agencies with FEMA Consulting for Reimbursements, Hazard Mitigation Project Applications/Project Management, FEMA Management Plans, White Paper Developments, Medical Record Research/Solutions, and Document Management Research/Solutions. Since conception SCHAUS has successfully completed 28 FEMA related projects. SCHAUS and sister company 4D Solutions, Inc. possess the Financial, Technical, and Experience as required by FEMA Scoring to complete this Project for the City of Hattiesburg. SCHAUS is seasoned in FEMA Public Assistance (PA), CARES Act, and Hazard Mitigation Grant Assistance/Hazard Mitigation Project Management.

SCHAUS LLC and 4D Solutions, Inc are backed by Hortman Harlow Bassi Robinson & McDaniel for Federal Legal advise and support.

Current Experience includes:

1. CARES ACT
2. MEMA COVID-19 Emergency Relief Fund
3. Tennessee CARES Act Management System (TNCAM)
4. FEMA DR-4528 MS COVID Declaration
5. FEMA DR-4514 TN COVID Declaration
6. HEALS Act (Health, Economic Assistance, Liability Protection)
7. ESSER (Elementary and Secondary School Emergency Relief) Fund
8. EPSLA (Emergency Paid Sick Leave Act)
9. Pay Roll Tax Relief

Our Staff Consist of the following FEMA specialist:

Danny Shows, Professional Liaison, FEMA Consultant, Project Manager, Planner, Emergency Management Law, Public Assistance Documentation and Reimbursement, Emergency Logistics Specialist. See Resume'

Norma Lomenick Eaton, Senior FEMA Consultant, Project Manager, Planner, MS Certified Emergency Manager. See Resume'

Sonya Shows, Senior FEMA Consultant, Project Manager, Planner, Emergency Logistics Specialist. See Resume'

Firm Qualifications Reflecting Completed Projects:

- ~ 2010 Cumberland River Flood for Cheatham County TN.
- ~ 2011 Mississippi River Flood for the Yazoo MS Delta Levee Board.
- ~ 2011 Washington County MS Mississippi River Flood.
- ~ 2011 Madison County TN Straight Line Wind/Flooding.
- ~ 2011 Alabama Tornado Outbreak for Hale and Marengo Counties.

- ~ 2012 Hurricane Isaac for Jones County MS.
- ~ 2013/2017 Hattiesburg Tornado's.
- ~ 2014 Mississippi Tornado Outbreak City of Pearl MS.
- ~ 2015 Madison County TN FEMA Debris Management Plan, Debris Removal RFP Template and Contract Templates.
- ~ 2016 Simpson County MS FEMA Debris Management Plan, Debris Removal RFP Template and Contract Templates.
- ~ 2016 Madison County TN Tornado Safe Room Hazard Mitigation Project Management.
- ~ 2017 City of Hattiesburg FEMA Debris Management Plan, RFP Templates, Tornado Debris Removal and Monitoring RFP's, Debris Removal and Monitoring Contracts.
- ~ 2017 Jackson County MS FEMA Debris Management Plan, Debris Removal/Monitoring RFP Templates, Debris Removal and Monitoring Contract Templates.
- ~ 2017 Lee County MS FEMA Debris Management Plan, Debris Removal/Monitoring RFP Templates, Debris Removal and Monitoring Contract Templates.
- ~ 2017 Lee County Schools Tornado Safe Room Hazard Mitigation Project Management.
- ~ 2017 City of Tupelo MS FEMA Debris Management Plan, RFP Templates, Debris Removal and Monitoring Contract Templates.
- ~ 2018 City of Hattiesburg DR-4101 FEMA Reimbursements (4D Solutions).
- ~ 2018 Benton County MS Tornado Safe Rooms Hazard Mitigation Projects for all Schools.
- ~ 2019 Lee County Tropical Storm Olga FEMA County Project Management/Category Z, Debris Removal/Monitoring RFP's, and Debris Removal/Monitoring Contracts.
- ~ 2019 Decatur County TN Tropical Storm Olga FEMA County Project Management/Category Z.
- ~ 2020 City of Decaturville TN Tropical Storm Olga FEMA County Project Management/Category Z.
- 2020 Benton County TN Tropical Storm Olga FEMA County Project Management/Category Z.

Provided Copies:

1. See attached Mississippi Secretary of State Good Standing Document.
2. Professional Regulation License is **Not Applicable** for this type Project.
3. Certifications: Mississippi Emergency Management Business Law Certification Attached.
4. MS Certified Emergency Manager (Norma Lomonick Eaton)



Michael Watson

SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name	Name Type
Schaus LLC	Legal

Business Information

Business Type:	Limited Liability Company
Business ID:	945000
Status:	Good Standing
Effective Date:	02/16/2009
State of Incorporation:	Mississippi
Principal Office Address:	

Registered Agent

Name
Laird, Randy P. 415 N. Magnolia Street, Suite 400;P.O. Box 106 Laurel, MS 39441-0106

Officers & Directors

Name	Title
Danny R Shows 211 FRONT STREET ELLISVILLE, MS 39437	Member
Danny R Shows 523 East Hickory Street Ellisville, MS 39437	
Darlene Shows 523 East Hickory Street Ellisville, MS 39437	
Danny Shows 211 FRONT STREET ELLISVILLE, MS 39437	President
Darlene Shows 211 FRONT STREET ELLISVILLE, MS 39437	Vice President

Mississippi Emergency Management Agency



This certifies that

Danny Shows

Has successfully completed the training program requirements for

Emergency Management Law

May 25, 2016

And in recognition thereof is awarded this Certificate of Completion by the
Mississippi Emergency Management Agency

Lee W. Smithson, Executive Director

Loretta S. Thorpe, State Training Officer

Mississippi Emergency Management Agency



This certifies that

Danny Shous

Has successfully completed the training program requirements for

Public Assistance Documentation

and Reimbursement

May 25th 2016

And in recognition thereof is awarded this Certificate of Completion by the
Mississippi Emergency Management Agency

Lee W. Smithson, Executive Director

Loretta S. Thorpe, State Training Officer

MISSISSIPPI CIVIL DEFENSE / EMERGENCY MANAGEMENT ASSOCIATION



Certificate of Achievement

Awarded to

Norma Lomenick

For Completion of Requirements as a Mississippi Certified Emergency Manager

MCEM

Mississippi Certified Emergency Manager Program

Awarded this date: April 2009

Tommy Malone
President Tommy Malone

Signature

Chairman - EMM



SECTION 4
PROPOSED STRATEGY and TECHNICAL APPROACH



SECTION 4: Proposed Strategy and Technical Approach.

SCHAUS will be the liaison between the City of Hattiesburg and MEMA for the MS COVID Relief Program and also be the liaison between the City of Hattiesburg and FEMA for Public Assistance funding. SCHAUS will advise the City of Hattiesburg on which type of funding is covered for each line item for reimbursement and document to prevent double funding to minimize auditing issues. Our current COVID experience including document management has proven successful with multiple municipalities governmental entities, this proven strategy will be utilized for the City of Hattiesburg and will be consistently shared with the City for day to day monitoring if needed. SCHAUS will request the City provide a single point of contact for this project and will meet with the City for updates every two to three weeks. SCHAUS has extensive knowledge in filing expense working capabilities for quarantined individuals, payroll expenses for mitigating Covid-19, improvements for teleworking capabilities, expenditures for paid sick/medical leave and payroll support programs, all expenses related to sanitation and social distancing for all departments including courts, jails, police department, fire department, parks and recreation, and other departments. SCHAUS will guide the city through the MEMA and FEMA portal process on applying for reimbursement. SCHAUS will assist the City in collection of support documentation and uploading documentation into portals. SCHAUS will request a kick off meeting immediately if awarded to verify current applications and applications that are required within qualifying time frames. Should the City of Hattiesburg award SCHAUS this Project we will require the City of Hattiesburg send a Letter stating SCHAUS will have the authority to interact with MEMA and FEMA on behalf of the City. SCHAUS will also notify the City of any Legal Requirements and require the City of Hattiesburg to provide Legal Council on an as need basis.



SECTION 5 AUDITING HISTORY



SECTION 5: Auditing History:

SCHAUS has successfully completed over thirty (30) FEMA related projects including Declaration Reimbursements, Hazard Mitigation Project Management/Grant Retrieval Projects, and FEMA Debris Plans (Including the City of Hattiesburg) since 2009. All of our Consulting Projects have had overwhelming approvals from FEMA Legal and Audit.

Auditing will be a consistent and ongoing process throughout the Project. Utilizing the proven Document Management available through the FEMA Portal will cause overlapping issues to be a minimum.

FEMA consistently will audit all Categories and will notify the City/SCHAUS of any irregularities that will be addressed and corrected prior to any submittals.



SECTION 6 PROPOSED PRICING



SECTION 6: Proposed Pricing:
See Attachment A "Hourly Rate Form"

ATTACHMENT A
HOURLY RATE FORM

Key Program Management Personnel: The Proposer shall identify Key Program Management Personnel for the Project. Provide detailed resumes (limited to two pages) of Key Program Management showing related experience.

PROGRAM MANAGEMENT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Program Manager	DANNY R. SHOWS	ELLISVILLE, MS	\$95.00/HR
Deputy Program Manager	NORMA EATON	DENNIS, MS	\$95.00/HR
Program Administrator	NORMA EATON	DENNIS, MS	\$95.00/HR
Project Coordinator	SONYA SHOWS	ELLISVILLE, MS	\$95.00/HR

Other Program Staff: The Proposer shall identify Other Program Staff's hourly rate. The Proposer may add additional lines if necessary.

CONSTRUCTION & OPERATIONS

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Cost Estimating			
On Site Inspector	IF REQ'D DANNY SHOWS	ELLISVILLE MS	\$95.00/HR
Construction Manager			
Resident Engineer	N/A		

PROGRAM & ADMINISTRATIVE SUPPORT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Financial Lead			
Project Manager	NORMA EATON	DENNIS, MS	\$95.00/HR
FEMA Coordination			
Subject Matter Expert Funding Assistance Database Manager	NORMA EATON	DENNIS, MS	\$95.00/HR
Procurement and Contracting Scheduling Administrative Assistance Senior Adviser	SONYA SHOWS	ELLISVILLE, MS	\$95.00/HR

All hourly rates provided shall be inclusive of all expenses incurred. Submitted by:

Authorized Signature, Title

Danny R. Shows

Date 8-25-20

Consultant Firm Business

SCHLAUS LLC



SECTION 7
SOCIOECONOMIC CONTRACTORS



SECTION 7: Socioeconomic Contractor:

SCHAUS LLC and 4D Solutions, Inc. are Small Business Enterprises.



SECTION 8 ADMINISTRATIVE INFORMATION



SECTION 8: Administrative Information:

See Attached required Documents Including:

1. Proof of Liability Insurance with Limits.
2. Drug Free Work Place Form.
3. RFP Affidavit.
4. RFP Affidavit of Solvency.
5. Conflict of Interest Disclosure Form.
6. Acknowledged Addenda.

NOTE: SCHAUSLLC/4D Solutions, Inc. currently carries the required Insurance with the City of Hattiesburg.



4-DSOLU-01

CHUTSON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/31/2020

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

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

PRODUCER Fisher Brown Bottrell Insurance, Inc. P. O. Box 1490 Jackson, MS 39215		CONTACT NAME: Cindy Hutson PHONE (A/C, No, Ext): (601) 960-8203 FAX (A/C, No): (601) 208-3071 E-MAIL ADDRESS: chutson@fbbins.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Landmark American Insurance Company	
		INSURER B: Liberty Mutual Insurance Company	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

INSURED
4-D Solutions, Inc./Schaus, LLC
523 Hickory Street
Ellisville, MS 39437

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY			LHC763126	6/23/2020	6/23/2021	EACH OCCURRENCE \$ 1,000,000
	☒ CLAIMS-MADE ☐ OCCUR		DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000				
	☒ Professional Liability		MED EXP (Any one person) \$ 50,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
	☒ POLICY ☐ PROJECT ☐ LOC						PRODUCTS - COMP/OP AGG \$ 1,000,000
	OTHER:						\$
	AUTOMOBILE LIABILITY			BAS2156186352	6/23/2020	6/23/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	☒ ANY AUTO OWNED AUTOS ONLY	☐ SCHEDULED AUTOS	BODILY INJURY (Per person) \$				
	☒ HIRED AUTOS ONLY	☒ NON-OWNED AUTOS ONLY	BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
						\$	
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
							\$
	DED	RETENTION \$					
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC539S722611020	6/23/2020	6/23/2021	☒ PER STATUTE ☐ OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in N/A)	☐ Y/N	N/A				E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Leased/Rented			BMO2158757457	6/23/2020	6/23/2021	\$500 Ded. 600,000

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

CERTIFICATE HOLDER

CANCELLATION

City of Hattiesburg Engineer
P.O.Box 1898
Hattiesburg, MS 39403

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

Company Name: SCHLUS LLC

City of Hattiesburg Drug-Free Workplace Form

The undersigned firm hereby certifies that

does:

Name of Firm

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 danger of drug abuse in the workplace, the business' policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services that are described in the City's request for proposals to provide bond underwriter services a copy of the statement specified in paragraph 1.
4. In the statement specified in paragraph 1, notify the employees that, as a condition of working on the contractual services described in paragraph 3, 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 the State of Mississippi, 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 or plea.
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. Consistent with applicable provisions with State or Federal law, rule, or regulation, make a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1 through 5.

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

Signature



Date

8-25-20

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

AFFIDAVIT

TO: CITY OF HATTIESBURG
HATTIESBURG, MISSISSIPPI

At the time the proposal is submitted, the Respondent shall attach to his proposal a sworn statement.

The sworn statement shall be an affidavit in the following form, executed by an officer of the firm, association or corporation submitting the proposal and shall be sworn to before a person who is authorized by law to administer oaths.

STATE OF MISSISSIPPI CITY OF Ellisville. Before me, the undersigned authority, personally appeared President who, being duly sworn, deposes and says he is (Title) of Schaus LLC (Firm) the respondent submitting the attached proposal for the services covered by the RFP documents for COVID-19 DISASTER RECOVERY CONSULTING SERVICES.

The affiant further states that no more than one proposal for the above referenced project will be submitted from the individual, his firm or corporation under the same or different name and that such respondent has no financial interest in the firm of another respondent for the same work, that neither he, his firm, association nor corporation has either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this firm's proposal on the above described project. Furthermore, neither the firm nor any of its officers are debarred from participating in public contract lettings in any other state.

(Proposer)

By Danny R. Shaws

(Title) PRESIDENT

STATE OF MS

COUNTY OF Jones

Subscribed and sworn to before me this 1 day of Sept, 2020, by Danny R Shaws who personally appeared before me at the time of notarization, and who is personally known to me or who has produced MS Drivers License as identification.

Notary Public

Vickie L McLaurin

My commission expires: 10-27-22



VENDOR ON ALL CITY PROJECTS MUST EXECUTE AND ATTACH THIS AFFIDAVIT TO EACH PROPOSAL.

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

AFFIDAVIT OF SOLVENCY

PERTAINING TO THE SOLVENCY OF Schaus, LLC, being of lawful age and being duly sworn I, Tonya A. Delancy, CPA (ex.CEO, officer, president, duly authorized representative, etc.) hereby certify under penalty of perjury that:

1. I have reviewed and am familiar with the financial status of above stated entity.
2. The above stated entity possesses adequate capital in relation to its business operations or any contemplated or undertaken transaction to timely pay its debts and liabilities (including, but not limited to, unliquidated liabilities, unmatured liabilities and contingent liabilities) as they become absolute and due.
3. The above stated entity has not, nor intends to, incur any debts and/or liabilities beyond its ability to timely pay such debts and/or liabilities as they become due.
4. I fully understand failure to make truthful disclosure of any fact or item of information contained herein may result in denial of the application, revocation of the Certificate of Public Necessity if granted and/or other action authorized by law.

The undersigned has executed this Affidavit of Solvency, in his/her capacity as a duly authorized representative of the above stated entity, and not individually, as of this 28th day of August, 2020.

STATE OF MS)
COUNTY OF Lamar)

Signature of Affiant

Tonya A. Delancy

Subscribed and sworn to before me this 28th day of August, 2020, by Tonya A. Delancy who personally appeared before me at the time of notarization, and who is personally known to me or who has produced _____ as identification.

Marsha Lynn Lott
Notary Public

My commission expires:



**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

City of Hattiesburg Conflict of Interest Disclosure Form

Project (RFQ, RFP, BID) Number/Description: COVID-19 DISASTER RECOVERY CONSULTING SERVICE

The term "conflict of interest" refers to situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting a consultant's/contractor's professional judgment in completing work for the benefit of the City of Hattiesburg ("City"). The bias such conflicts could conceivably impart may inappropriately affect the goals, processes, methods of analysis or outcomes desired by the City.

Consultants/Contractors are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the benefit of the City. Consultants/Contractors, therefore must avoid situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting the consultant's/contractor's professional judgement when completing work for the benefit of the City.

The mere appearance of a conflict may be as serious and potentially damaging as an actual distortion of goals, processes, methods of analysis or outcomes. Reports of conflicts based upon appearances can undermine public trust in ways that may not be adequately restored even when the mitigating facts of a situation are brought to light. Apparent conflicts, therefore, should be disclosed and evaluated with the same vigor as actual conflicts.

It is expressly understood that failure to disclose conflicts of interest as described herein may result in immediate disqualification from evaluation or immediate termination from work for the City.

Please check the appropriate statement:

I hereby attest that the undersigned Respondent has no actual or potential conflict of interest due to any other clients, contracts, or property interests for completing work on the above referenced project.

The undersigned Respondent, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts or property interests for completing work on the above referenced project.

Legal Name of Respondent:

SCHADS LLC

Authorized Representative(s) :

Danny R. Stokis

Signature

DANNY R. STOKIS, PRESIDENT

Print Name/Title

Signature

Print Name/Title



MAYOR
Toby Barker

COUNCIL - WARD ONE
Jeffrey George

COUNCIL - WARD TWO
Deborah Denard Delgado

COUNCIL - WARD THREE
Carter Carroll

COUNCIL - WARD FOUR
Mary Dryden

COUNCIL - WARD FIVE
Nicholas Brown

August 1, 2020

ADDENDUM #1

SPECIFICATIONS FOR: Professional Services related to disaster and pandemic response cost recovery and related grant projects.

SPECIFICATIONS ISSUED ON THE AFOREMENTIONED ITEM READ AS FOLLOWS:

Proposals will be open on August 27, 2020.

SPECIFICATIONS ARE HEREBY AMENDED TO READ AS FOLLOWS:

Proposals will be opened on September 3, 2020.

Kermas Eaton, City Clerk

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

COVER PAGE

**SUBMIT ONE (1) ORIGINAL AND ONE (1) ELECTRONIC DISC OR ONE (1) USB FLASH DRIVE
CONTAINING ONE (1) COLOR PDF OF THE ORIGINAL DOCUMENTS:**

**CITY OF HATTIESBURG
200 FORREST STREET
HATTIESBURG, MS 39401**

ATTN: Kermas Eaton, City Clerk

COMPANY NAME: Baker, Donelson, Bearman, Caldwell and Berkowitz, PC

DATE: September 1, 2020

JOHN S. HICKS, GENERAL COUNSEL
Direct Dial: 615.726.7337
Direct Fax: 615.744.7337
E-Mail Address: jhicks@bakerdonelson.com

September 1, 2020

Mr. Kermas Eaton
City of Hattiesburg City Clerk
200 Forrest Street
Hattiesburg, Mississippi 39401

Dear Mr. Eaton:

Thank you for the opportunity to provide the City of Hattiesburg a proposal to perform COVID-19 – Disaster Recovery Consulting Services. As you will see from the enclosed materials, Baker Donelson is uniquely qualified to provide the requested services to the City, as we have one of the largest and most experienced teams of disaster recovery professionals in the nation dedicated to the practice of disaster recovery policy and compliance.

The Firm's primary contact and individual with responsibility for this response, and the person who should receive any related correspondence, is Shareholder Wendy Huff Ellard. Her address is One Eastover Center, 100 Vision Drive, Suite 400, Jackson, Mississippi, 39211. Her phone number is 601.969.4681; her fax is 601.592.2405 and her email is wellard@bakerdonelson.com.

Since 1888, Baker Donelson has built a reputation for achieving results for our clients, both nationally and internationally, on a wide range of matters. As the 64th largest law firm in the U.S., Baker Donelson gives clients access to a team of more than 650 attorneys and public policy advisors representing more than 30 practice areas, all seamlessly connected across 21 offices to serve virtually any legal and policy need. Baker Donelson's team of lawyers and paralegals provides the City of Hattiesburg with a unique resource for programmatic and policy advice, procurement guidance and process development, and dispute resolution. Baker Donelson would serve the City's needs from its office in Jackson, Mississippi, established nearly 25 years ago, and home to both the Co-leader of our Disaster Recovery Team and our Chief Client Solutions Group Officer. Indeed, our Jackson office is where our Disaster Recovery practice began, 15 years ago when Hurricane Katrina impacted our State, and we continue to serve many affected entities as we work together to recover from past events and current ones to move our State and our communities forward.

Mr. Kermas Eaton
September 1, 2020
Page 2

Baker Donelson has solidified its place as one of the nation's leaders in disaster recovery law with a team that includes the first general counsel of the Department of Homeland Security, a former general counsel of the Federal Emergency Management Agency (FEMA), the lead attorneys for our 10+ years of work with the Mississippi Emergency Management Agency (MEMA), and a former executive counsel of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). Our team has a deep understanding of FEMA's Public Assistance (PA) Program and Hazard Mitigation Grant Program (HMGP), including:

- Expertise with the federal grant administrative requirements of 2 C.F.R. Part 200, including the procurement standards for contracts funded by federal grants;
- Expertise with Section 705(c) of the Stafford Act (protecting against retroactive deobligation);
- Financial oversight, document management, legal, and compliance services under FEMA's PA Program and HMGP;
- Development of program procedures for eligibility, duplication of benefits, private insurance, disaster mitigation, and environmental and historic preservation consistent with FEMA regulations;
- Preparation of more than 350 administrative appeal responses for grantee/recipient clients;
- Filing of more than 100 appeals on behalf of applicants/sub-grantees under FEMA programs such as PA and HMGP;
- Expertise in filing (for applicants) and supporting (for grantee/recipients) arbitrations with FEMA before the CBCA; and
- Support to applicant/sub-recipient and grantee/recipient clients for more than 65 Department of Homeland Security – Office of Inspector General (DHS–OIG) audits.

As the COVID-19 pandemic continues to present unforeseen and unprecedented threats and challenges, our team has been working closely with clients across the country, including state and local government entities, the health care industry and private non-profit entities providing critical services, to navigate response efforts, identify eligibility issues, and help design documentation protocols to support eventual reimbursement of incurred eligible costs. We are supporting clients to address the financial challenges presented by pandemic, including assistance in securing and administering nearly \$1 billion in COVID-19 relief funding from the CARES Act, Coronavirus Relief Fund, HHS, CDC, and FEMA (to date).

The enclosed proposal is intended to introduce you to our very capable team. I hope it answers any questions you may have, but should you need more information, please do not hesitate to contact me. We hope to have the opportunity to work with you and to continue our work to help the City of Hattiesburg.

Sincerely,



John S. Hicks

**BAKER DONELSON RESPONSE TO
CITY OF HATTIESBURG
COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

Section 3: Qualifications and Experience

Baker Donelson became a leader in critical programs to restore impacted communities following the catastrophic damage of Hurricane Katrina. Shortly following this unprecedented disaster, several Baker Donelson attorneys were appointed to leadership positions within special committees and agencies established to assist with the development and implementation of short- and long-term recovery plans across the Gulf states. Since then, Baker Donelson's lawyers and policy advisors have been providing grant administration and compliance, regulatory guidance, audit, and documentation support services to numerous state agencies and large subrecipients, many assisting those agencies with their responsibilities as grantee under FEMA's Public Assistance and Hazard Mitigation Grant Programs for over a decade. During this time, Baker Donelson attorneys have provided regulatory and policy advice for **over 13,000 Project Worksheets**, developed procedures to aid in managing these expansive programs, and assisted with the preparation and submission of responses to **more than 500 administrative appeals**. This demonstrates the volume of eligibility and funding issues the Baker Donelson team has dealt with and translates to greater familiarity with the processes, prior interpretations, and key personnel that will be critical to the City's recovery.

Baker Donelson also has significant experience with the **Uniform Rules of 2 C.F.R. Part 200**, including the procurement requirements now applicable to all federally-funded work. Procurement compliance is by far the largest risk factor associated with funding provided by FEMA, HUD-CDBG and other federal entities. Our team frequently works with clients to identify areas of non-compliance and recommend necessary adjustments to mitigate risks. Their experience includes individual compliance reviews of proposed contracts and requests for proposals, templates, and checklists for contracts and solicitations, and detailed legal memoranda on significant and unusual risks presented in individual client and disaster scenarios. Baker Donelson currently provides compliance services for numerous state and local governments and non-profits impacted by Hurricane Matthew (2016); Hurricanes Harvey, Irma, and Maria (2017); and Hurricane Michael (2018). These representations include one of the largest subrecipients impacted by Hurricane Harvey in Texas, an engagement by the Office of Contract and Procurement Compliance within the Puerto Rico Electric Power Authority (PREPA) for the review of well over **\$2 billion** in contracts (to date) and procurement actions for FEMA compliance following Hurricanes Maria and Irma, and multiple public entities and public power and electric cooperatives impacted by Hurricane Michael in Florida.

Our team focuses on high-stakes dispute resolution and appeals, and provides a national perspective on FEMA approvals and resolutions. Baker Donelson has the unique status as the only law firm with a demonstrated focus and long-term devotion to disaster recovery. Our attorneys have **filed over 100 appeals** on behalf of applicants/subrecipients under programs managed by FEMA under the Stafford Act (PA, HMGP, and Fire Management Assistance Grant Programs).

The total funding obtained or restored in the appeals handled by Baker Donelson team members to date is **more than \$150 million**.

In addition, Baker Donelson has **filed 17 arbitrations in lieu of appeals** under the process established in 2009 for PA Program disputes from Hurricanes Katrina and Rita, and more recently the process established in 2018 through the Disaster Recovery Reform Act, whereby applicant/sub-recipients are allowed to present claims to the Civilian Board of Contract Appeals (CBCA). Issues have included Section 406 Hazard Mitigation, the interplay of Section 312 and insurance proceeds received for eligible and ineligible costs, eligibility of force account regular time for emergency work, eligibility of costs to comply with ADA requirements and other codes and standards, private property demolition, infrastructure replacement (wastewater and drainage), and many others. Baker Donelson also **assisted with 32 of these actions** on behalf of a single client that was the grantee/recipient, resulting in **restoration of over \$75 million following Hurricane Katrina**.

Baker Donelson attorneys have also assisted with responses to **74 DHS–OIG audits** of applicant/sub-recipient funding on behalf of the grantee/recipient. Work included support of the applicant/sub-recipient through the field work portion of the audit by assisting with response to the OIG auditors' data requests, coordination of meetings and help with necessary documentation support, and review of the initial OIG Discussion Report and preparation of response(s). Finally, Baker Donelson attorneys and staff handled review and response to the final Audit Report and any necessary follow-up to ensure timely and effective resolution of a majority of the issues raised. **Under these audits alone, the Baker Donelson team successfully defended over \$100 million in costs questioned by the OIG, and successfully defended applicants and contractors threatened with suspension or debarment from federal funding based on alleged violation of federal requirements.** Baker Donelson has also handled multiple audits directly on behalf of client applicant/sub-recipients. These engagements are almost always initiated after the field work is complete and usually after the OIG has issued a negative report. Our team is engaged to then respond to FEMA and appeal any deobligations eventually made as a result of the audit. The success of these actions is included in the overall appeals count and values above.

Our team of **government investigations** attorneys is composed of more than 30 lawyers, including a former acting associate attorney general, a former general counsel for the Department of Homeland Security, former U.S. attorneys in multiple districts, a former FBI agent, appointed special attorneys general for several states and many former state and federal prosecutors. Team members **have handled dozens of investigations** – as prosecutors and as defense counsel – **involving federal criminal investigations in the aftermath of federally-declared emergencies**, including Hurricanes Katrina, Francis, Jean, Ivan, and Charley. Our team members also have handled special investigations into alleged disaster recovery fraud at the request of state attorneys general and the OIG.

Baker Donelson attorneys' experience includes prosecuting and defending individuals and/or businesses for defrauding the federal government, the Small Business Association, the American Red Cross, the Louisiana Road Home program, the Florida Office of Insurance Regulation, the Florida Hurricane Catastrophe (CAT) Fund, the State Board of Administration, Paragon Strategic Solutions, Inc., and other government programs in place to provide funds to victims of disasters.

Following Hurricane Katrina, one of Baker Donelson's shareholders was appointed by Mississippi Governor Haley Barbour as Special Counsel to the Governor's Commission for Recovery, Rebuilding and Renewal. He served on the Firm's team that represented MEMA following Hurricane Katrina, conducting financial management oversight and fraud prevention efforts involving approximately \$6 billion in FEMA and HUD programs, and worked closely with the U.S. Attorney's Office and Mississippi State Auditor as they investigated and prosecuted hundreds of fraud cases. Another team member was awarded the Department of Justice's Award for Superior Performance in Litigation in 2015 for his work in connection with a high-profile public corruption prosecution in New Orleans concerning disaster recovery fraud following Hurricane Katrina.

Baker Donelson's team has also **designed, implemented, and managed multiple large grant programs on behalf of grantee/recipients** and advised numerous applicant/subrecipient clients on the multiple funding sources available following a large event. In this work, the team has developed programs to coordinate assistance from FEMA, private insurance, private donations, and tax credits, as well as other federal programs, including HUD-CDBG, to ensure maximum recovery and limit risks regarding duplication of benefits.

Baker Donelson attorneys and program managers also have extensive experience in the **administration of HUD's CDBG programs**, including:

- Supervision of implementation and compliance strategies for large-scale infrastructure, housing, and commercial development projects;
- Administration of more than 15,000 federal loan assistance grants;
- Design and implementation of housing assistance programs for homeowners and residential rental properties which included both loan and construction components;
- Counseling to state disaster recovery teams throughout the life of a program on design, implementation, grant calculation, disbursement, securing compliance, policy development, appeal resolution and response to HUD and OIG audits and monitoring; and
- Design of compliance monitoring protocols and default resolution strategies for grants requiring a period of applicant compliance.

Our team also includes attorneys with specific experience in matters concerning **environmental laws and regulations** in hurricane response actions, primarily dealing with restoration of electric power, waste collection, remediation of environmental harm, agricultural and business damages, and emergency declarations.

Baker Donelson is frequently asked to **conduct formal training sessions** as well as informal seminars on compliance with government regulations and other issues of interest to state governments, municipalities, and non-profits. Our recent training sessions for clients and industry trade organizations have focused on compliance with FEMA grant programs, emergency management, disaster contracting, and FEMA audits and appeals. Information on related resources that may be of value and which we would be glad to provide the City's team, including recordings of our recent webinars on hurricane preparedness and guidance on new FEMA appeals process and arbitration rules, the Baker Donelson FEMA Procurement Checklist, and our one-page Baker Donelson Procurement File Checklist, are available at www.bakerdonelson.com/disaster-recovery.

Representative Experience – Comprehensive Disaster Recovery Legal Engagements

Mississippi Emergency Management Agency (MEMA) – Following the destruction left by Hurricane Katrina, our team members have worked hand-in-hand with MEMA, FEMA, and public and PNP subrecipient entities to move Mississippi forward. Baker Donelson, as a subcontractor on MEMA's Recovery Accounting Oversight contract, has been an integral part of the MEMA PA management team for over 14 years, using our extraordinary understanding of the PA Program to develop procedures to respond to requests for documentation related to eligibility reviews, closeout reconciliations, and audits by federal and state agencies. Our team worked closely with subrecipients and State and federal officials to address potential issues that could negatively affect funding.

The procedures developed by our team implemented a more efficient review of expenditures and source documentation, which facilitated expedient resolution of the grant administration process. Our proactive approach includes review of expenditures and scope for each project to help identify risks at an early stage to help mitigate later deobligations. We also work directly with subrecipients to identify opportunities to add resilience through application of codes and standards and incorporation of § 406 mitigation funding. As part of this team, Baker Donelson attorneys and staff have served in a variety of roles, assisting MEMA in its responsibilities as Grantee for Hurricane Katrina, encompassing 822 applicants and over 11,091 Project Worksheets.

Collectively, we have provided more than \$3 billion in policy and eligibility oversight. In our service to MEMA, we follow complex issues from beginning to end. Appeals prepared by our team have involved virtually every aspect of the PA Program, including initial eligibility (hidden damages, applicable codes and standards of numerous types, repair versus replacement based on 50 percent rule or on engineering feasibility or repair), National Flood Insurance Program deductions, insurance deductions under Stafford Act §312 and §406 and insurance requirements under Stafford Act §311, debris removal contracting, oversight, monitoring, and validation of all types of debris (C&D, white goods, vegetative, tree work, sand, vessels, etc.), regular time versus overtime for emergency work, procurement defects, reasonable cost, cost and price analysis, reasonableness of force account work, legal responsibility for costs, and eligible applicant.

As part of this team, Baker Donelson has also assisted with virtually all aspects of the DHS–OIG audit review process, working through over 60 audits on behalf of MEMA, as Grantee. This work has included review of initial and final audit reports and preparation of substantive responses to the OIG and/or FEMA in support of assistance provided to sub-grantees.

Mississippi Development Authority – Since Hurricane Katrina, the Mississippi Development Authority (MDA) has sought to ensure its ongoing CDBG-sourced direct housing recovery initiatives are fully funded to meet homeowner assistance demand as continuously defined by eligibility determinations. The programs were designed to address a variety of housing needs such as:

- Construction of affordable rental housing (single and multi-family);
- Construction of affordable non-rental single-family housing;
- Repair/rehabilitation of existing housing;
- Public housing; and
- Homebuyer assistance.

In addition to direct housing assistance, Baker Donelson worked with MDA to establish programs that provided an indirect benefit to the homeowners in the disaster area. These programs helped to cover the cost to ensure housing structures were built to new codes; to assist in the investigation of contractor fraud; and to defray excessive costs associated with damaged infrastructure and providing emergency response services which would have been passed on to the ratepayer.

Program Involvement

- Project Management Office;
- National Design Resiliency Competition Application;
- Small Rental Assistance Program (SRAP) Round 1;
- Small Rental Assistance Program (SRAP) Round 2;
- Neighborhood Rental Restoration Project (NRRP); and
- Neighborhood Home Program (NHP).

Oversight of Administration of Hurricane Katrina Grant Programs for the State of Mississippi (2008 – Present)

- Creation of eligibility criteria (Identity, Flood Zone, etc.);
- Development of applicant title evaluation and loan closings processes;
- Coordination of title review for approximately 8,000 applicants and identification of necessary curative work which involved heirship and other vesting issues;
- Evaluation of corporate, limited liability company, partnership and trust creation and authorization for execution of documents;
- Preparation of form loan documentation for a forgivable loan closing;
- Development of award approval and fraud evaluation procedures;
- Supervision of eight attorneys and 22 paralegals on the Grant Title, Legal and Closing team which provided closing services for the execution and recording of more than 2,000 covenant and deed of trust agreements, and the preparation of subordinations, modifications and releases to these covenants;
- Subordination of Liens to Grant Covenants (HAP only);
- Update Title to Confirm Subordination;
- Duplication of Benefits Analysis (SBA, FEMA, Insurance);
- Determination of amounts owed to State of Mississippi (Ad Valorem, Mississippi State Tax Commission, Mississippi Department of Employment Security);
- Calculation of Grants; and
- Request Disbursement from the Department of Finance.

Development of Policies and Procedures for Compliance for the State of Mississippi (2008 – Present)

- Development of program design, policies and procedures;
- Development of program documentation and procedures for loan application processing;
- Development of a compliance monitoring policy to confirm that applicants were complying with the terms of the grant program;
- Requirements for compliance verification, payments and completion of program requirements;

- Response to Applicant questions and inquiries regarding compliance responsibilities;
- Management of construction deadline extensions;
- Development of tenant income verification procedures;
- Development of a process for appeals of eligibility and loan award determinations and recommended determinations related to title, corporate and legal and recommended decisions to MDA calculation of loan forgiveness under program requirements;
- Procedures for sales, transfers and withdrawals;
- Procedures for modifications, refinances and subordinations; and
- Processing of and responses to defaults, including evaluation and implementation of remedies and application of charge-offs for uncollectible defaults.

Consulting for the National Design Resilience Application for the State of Mississippi (2015)

- Assistance with the design of the response for the Phase 2 application to address both housing and infrastructure projects;
- Development of project scope, requirements and delivery timelines;
- Development of housing criteria for applicable projects and a buyout component for applicants in disaster prone areas of the state; and
- Development of partner scope and procurement guidelines.

Project Manager, Mississippi Development Authority, Disaster Recovery Division, Small Rental Assistance Program (2008 – May 2017)

- Program Manager for \$252.5 million Hurricane Katrina recovery project which focused on the repair and construction of affordable rental housing units on the Mississippi Gulf Coast. The project focused on the repair and reconstruction of affordable single-family rental units;
- Provided project design assistance to MDA which resulted in a significant streamlining of the duplication of benefits and compliance procedures while increasing accountability and accuracy;
- Served as the project liaison between the engineering and environmental contractors and the processing team. In this role, ensured that all of the projects' stakeholders were working on the same applications so that the applications could be approved in a timely manner; and
- Managed a team of approximately 70 analysts, engineers and attorneys.

Project Manager, Mississippi Development Authority, Disaster Recovery Division, Neighborhood Rental Restoration Project (2009 – May 2017)

- Worked closely with the MDA to design and implement the Neighborhood Rental Restoration Project (NRRP), the flagship rental restoration program in the State of Mississippi. These efforts led to the rollout of a streamlined and cost-effective program which assisted the lowest income residents living in "blighted" neighborhoods along the Mississippi Gulf Coast; and
- Program assisted approximately 1,000 applicants and was considered the third and final phase of Small Rental for Hurricane Katrina recovery.

Project Manager, Mississippi Development Authority, Neighborhood Home Program (2010 – 2017)

- Worked closely with the MDA to create, develop and manage this \$181 million CDBG-DR program incorporating multiple components, such as home repair and reconstruction; rental assistance; and mobile home and cottage placement. These efforts contributed to the intake of 17,000+ applications; the NHP served 4,317 homes; and
- Direct involvement in the NHP included participation in the creation of the Project Charter and Scope of Work, development of program processes and associated automation of the project's workflow, and execution of compliance procedures. Extensive applicant poverty and disability required coordination with local non-profit case managers to facilitate applicant processing, document collection, and barrier resolution. As such, NHP was able to:
 - Establish 11 intake centers across nine counties in less than 30 days;
 - Determine eligibility on more than 500 applicants per month for over a year;
 - Recommend and implement policies for flood insurance compliance, duplication of benefit gaps, and repair/reconstruct solutions;
 - Coordinate with the state to draft and publish a construction contractor RFP;
 - Participate with the state in the selection of qualified construction contractors;
 - Oversee the performance of more than 4,500 environmental assessments and repair estimates; and
 - Repair or reconstruct more than 3,000 homes in less than two years and nearly 5,000 total.

City of Houston, Texas – Baker Donelson has been an integral part of the program management team enlisted by the City of Houston to aid it in obtaining and maintaining disaster recovery grant funds under FEMA's PA and HMGP programs and HUD CDBG following Hurricane Harvey in 2017. Baker Donelson was asked to report to the City almost immediately following impact and continues to support the City as part of its pursuit of a most efficient and effective recovery. Primary tasks have included review of the City's emergency purchase orders, requests for proposals, contracts, procurement policies and written standards of conduct for compliance with FEMA procurement regulations. Our team also provided critical support during an initial Compliance Audit conducted by the DHS–OIG, resulting in a report of no findings, and we continue to assist with eligibility reviews and development of strategies to support emergency work and permanent work claims.

Puerto Rico Electric Power Authority (PREPA) – Baker Donelson was retained by PREPA, through its Office of Contract and Procurement Compliance, in February 2018 to provide legal review and procurement compliance risk assessments of all significant PREPA procurements for which the Authority was seeking FEMA PA program funding. This included review of major power restoration contract amendments, evaluation of proposed Requests for Proposal for power restoration work and the selection of winning bidders under these RFPs, and numerous related procurement issues. Baker Donelson assisted PREPA and its co-counsel in responding to an audit of its contracts by the DHS–OIG and the potential impact of the OIG's audit reports on reimbursement of costs incurred under contracts. In July 2019, Baker Donelson was retained directly by PREPA to provide legal services related to FEMA and OIG, including preparation of a Request for Arbitration of FEMA's refusal to fund PREPA's acquisition of the cost of purchasing

turbine generators for hurricane-related work. Baker Donelson is currently engaged under a contract for professional services to provide federal regulatory compliance services in connection with PREPA grants or sub-grants from FEMA, including providing legal analysis, advice, and opinions, as requested by PREPA, in relation to investigations and audits by the OIG, and on all FEMA-related matters.

Puerto Rico Central Office of Resilience, Recovery, and Reconstruction (COR3) – Baker Donelson has been retained by COR3 since 2018 to work with COR3 personnel and other consultant staff to evaluate special eligibility, policy and compliance issues including providing recommendations for additional practices to support funding and mitigate risks of later disallowance. This engagement also includes advocacy services addressing factual, legal, and policy issues, including, but not limited to, disagreements and disputes arising between the COR3 and FEMA, HUD, and any other federal agencies providing financial assistance to Puerto Rico entities arising from Hurricanes Irma and Maria. Our team also assists by providing fact investigation, procedural consulting, and advocacy as required in connection with audits and investigations of the OIG of federal disaster assistance agencies; evaluation of success of administrative appeals and arbitrations and federal court litigation; evaluation of language for legislative proposals by the Authority; preparation and review of administrative appeals; and preparation and conduct of arbitrations before the United States Civilian Board of Contract Appeals (CBCA). We also assist with COR3's response to various regulatory and policy initiatives of FEMA regarding applicability of Section 428 of the Stafford Act to all permanent work in Puerto Rico.

History of any litigation within the past five (5) years arising out of the firm's performance as it relates to the scope of services being solicited

There has been no such litigation.

Provide copies of the following, if applicable:

- **Proper and valid licensing to conduct business in the State of Mississippi**
- **Current Applicable Department of Professional Regulation License(s)**
- **Current Applicable Certification(s)**
- **A list of Sub-Contractors with credentials and related experience**

Following this page, please find copies of our business Certificate of Existence from the State of Mississippi, as well as professional licenses for all attorney team members.

We do not plan to subcontract any of the work associated with this engagement.



Michael Watson
SECRETARY OF STATE

I, MICHAEL WATSON, Secretary of State of the State of Mississippi, and as such, the legal custodian of the records as required by the laws of Mississippi, to be filed in my office, do hereby certify:

That on the 29th day of December, 1995, the State of Mississippi issued a Charter/Certificate of Authority to:

**BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ,
PROFESSIONAL CORPORATION**

That the state of incorporation is Tennessee.

That the period of duration is perpetual.

That according to the records of this office, Articles of Dissolution or a Certificate of Withdrawal have not been filed.

That according to the records of this office, a current Annual Report has been delivered to the Office of the Secretary of State.

I further certify that all fees, taxes and penalties owed to this state, as reflected in the records of the Secretary of State, have been paid and that the corporation is in existence or has authority to transact business in Mississippi.

That insofar as the records of this office are concerned, the said BAKER, DONELSON, BEARMAN, CALDWELL & BERKOWITZ, PROFESSIONAL CORPORATION is in good standing at this time.

Given under my hand and seal of office
the 28th day of April, 2020

A handwritten signature in black ink that reads "Michael Watson".

Certificate Number: CN20081983

Verify this certificate online at <http://corp.sos.ms.gov/corpcnv/verifycertificate.aspx>

State of Mississippi



License To Practice Law

We It Known, That pursuant to a decree of the Chancery Court
of THE FIRST JUDICIAL DISTRICT OF HINDS COUNTY, Mississippi, rendered
on the 10th day of October, 20 07.

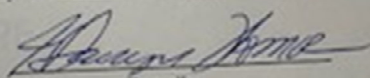
WENDY SUZANNE HUFF

having presented to said Court a certificate from the Mississippi Board of Bar Admissions
that he (she) is well versed in the law and its practice, and in things duly qualified under the
laws of the State of Mississippi; having proven his (her) moral character, and all other
requisite qualifications, and having taken oath prescribed by law, is hereby

Licensed

to practice law as an attorney and counselor in all Courts of Law and Equity in said State.

Witness my signature this the 10th day of October, 20 07.


Chancellor



State of Mississippi

DAVID A. RUEFF JR.

has met the requirements of Section 73-3-2, Mississippi Code of 1972, and complied with applicable rules and regulations governing admission to the Bar on examination, is hereby certified as being duly qualified for admission to practice law in all courts of this state.

This the 12TH day of SEPTEMBER, in the year of our Lord, one thousand nine hundred and NINETY-SEVEN.

Mississippi Board Of Bar Admissions



John Z. Hafter
Chairman

Charlotte B. Williams
Secretary



THE MISSISSIPPI BAR

MEMBER

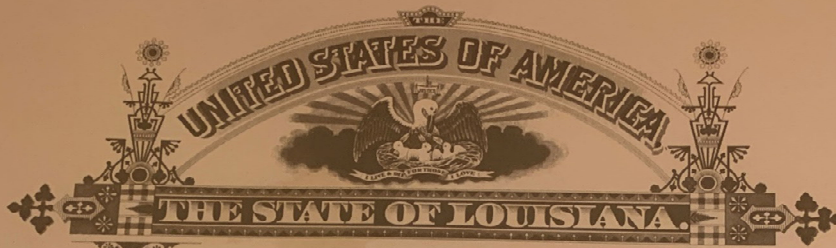
Name: Parker Young Wiseman

Status: Active

Bar Number: 102863

Valid through 10/31/2020. New bar member cards are issued each year upon payment of annual enrollment fees.

P.O. Box 2168 • Jackson, MS 39225
Phone: 601-948-4471 Fax: 601-355-8635
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By
the Honorable Catherine D. Kimball Chief Justice,
the Honorable Greg Gerard Guidry Fifth District
the Honorable Jeffrey L. Victory Justice, First District
the Honorable Jeannette Theriot Knoll Justice, Second District
the Honorable Marcus R. Clark Justice, Third District
the Honorable John L. Weiner Justice, Fourth District
the Honorable Bernette J. Johnson Justice, Sixth District
Justice, Seventh District

of the Supreme Court

It Is Hereby Certified That

Danielle Lorraine Mayer

Esquire, after examination by the Examining Committee, was found well and sufficiently qualified to practice as Attorney and Counselor at Law, in the several Courts of this State, and was admitted, licensed and sworn accordingly.

Given under our Hands and Seals at the City of New Orleans, on this fifth day of May in the year of our Lord two thousand and eleven and in the two hundred and thirty-fifth year of the Independence of the United States of America.



Catherine D. Kimball L.S.
Greg Gerard Guidry L.S.
Jeffrey L. Victory L.S.
Jeannette J. Knoll L.S.
Marcus R. Clark L.S.
John L. Weiner L.S.
Bernette J. Johnson L.S.

Supreme Court of the State of Louisiana

I, **Danielle Lorraine Mayer**, do solemnly swear or affirm I will support the Constitution of the United States and the Constitution of the State of Louisiana; I will maintain the respect due to courts of justice and judicial officers; I will not counsel or maintain any suit or proceeding which shall appear to me to be unjust, nor any defense except such as I believe to be honestly debatable under the law of the land; I will employ for the purpose of maintaining the causes confided to me such means only as are consistent with truth and honor, and will never seek to mislead the judge or jury by any artifice or false statement of fact or law; I will maintain the confidence and preserve inviolate the secrets of my client, and will accept no compensation in connection with a client's business except from the client or with the client's knowledge and approval; I will abstain from all offensive personality, and advance no fact prejudicial to the honor or reputation of a party or witness, unless required by the justice of the cause with which I am charged; I will never reject, from any consideration personal to myself, the cause of the defenseless or oppressed, or delay any person's cause for love or malice.

Danielle Lorraine Mayer

Sworn to or affirmed in open court, at the City of New Orleans on the fifth day of May, 2011.

John Farlton Olivier
Clerk of Court

Mississippi State University

Carey Lambert

Of

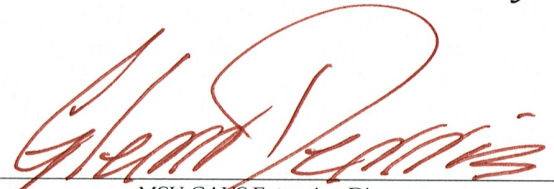
Baker Donelson

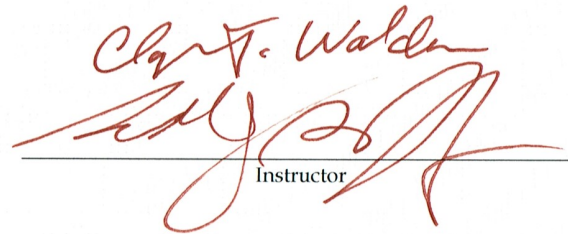
*Has satisfactorily fulfilled the requirements established by CAVS Extension
for professional attainment in*

Six Sigma Black Belt

And is therefore certified

August 2017


MSU CAVS Extension Director


Instructor



MISSISSIPPI STATE UNIVERSITY™
CENTER FOR ADVANCED
VEHICULAR SYSTEMS EXTENSION



Lean Certificate Program

Certificate of Completion

Presented to

Carey Lambert

of

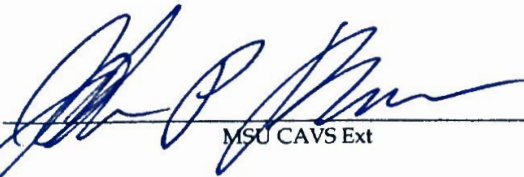
Baker Donelson, Bearman, Caldwell, and Berkowitz, PC

For successfully completing

Lean Training

Conducted by Mississippi State University, Center for Advanced Vehicular Systems, Extension

December 2014



MSU CAVS Ext



Baker Donelson



Project Management Institute

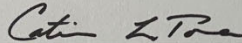
THIS IS TO CERTIFY THAT

Marshall Carey Lambert Jr.

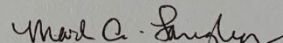
HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE



Caterina La Tona • Chair, Board of Directors



Mark A. Langley • President and Chief Executive Officer



PMP® Number 1290600
PMP® Original Grant Date 24 August 2009
PMP® Expiration Date 23 August 2021





Virginia State Bar

1111 East Main Street, Suite 700
Richmond, VA 23219-3565

Ernest Bennett Abbott

Status: Active

ID Number: 92718

Issued: 01/16/2018

This card is evidence of good standing with the Virginia State Bar as of the date of issuance. To verify a member's good standing, please visit www.vsb.org or contact the Membership Dept. at (804) 775-0530; membership@vsb.org.

Massachusetts Board of Bar Overseers Of the Supreme Judicial Court

Admittance Date: 01/10/1977

Expiration: 09/01/2019

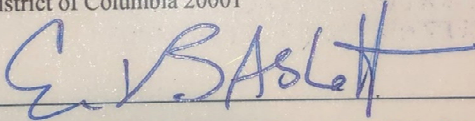
BBO #: 010220

Ernest B Abbott

Baker Donelson Bearman Caldwell & Berkowitz

901 K St NW, Suite 900

Washington, District of Columbia 20001

Signature: 

Certificate valid for 45 days after expiration date.

State Bar of Texas



00799050

ERNEST B. ABBOTT

Licensed on:

09/06/85

State of Mississippi



License To Practice Law

Be It Known, That pursuant to a decree of the Chancery Court
of **THE FIRST JUDICIAL DISTRICT OF HINDS COUNTY, Mississippi**, rendered
on the 10th day of October, 20 07.

SARAH MEGAN MCGREW

having presented to said Court a certificate from the Mississippi Board of Bar Admissions that he (she) is well versed in the law and its practice, and in things duly qualified under the laws of the State of Mississippi, having proven his (her) moral character, and all other requisite qualifications, and having taken oath prescribed by law, is hereby

Licensed

to practice law as an attorney and counselor in all Courts of Law and Equity in said State.

Witness my signature this the 10th day of October, 20 07



[Signature]
Chancellor



On behalf of JULIO A. CASTILLO, Clerk of the District of Columbia Court of Appeals,
the District of Columbia Bar does hereby certify that

Elizabeth Jane Cappiello

was duly qualified and admitted on January 10, 2014 as an attorney and counselor entitled to
practice before this Court; and is, on the date indicated below, a(n)
ACTIVE member in good standing of this Bar.

In Testimony Whereof,
I have hereunto subscribed my
name and affixed the seal of this
Court at the City of
Washington, D.C., on August
26, 2020.

Julio A. Castillo

JULIO A. CASTILLO
Clerk of the Court

Issued By:

District of Columbia Bar Membership

For questions or concerns, please contact the D.C. Bar Membership Office at 202-626-3475 or email
memberservices@dcbar.org.



THE MISSISSIPPI BAR

MEMBER

Name: Torri Torrence Armstrong
Status: Active
Bar Number: 105082

*Valid through 10/31/2020. New bar member cards are
issued each year upon payment of annual enrollment fees.*

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Phone: 601-948-4471 Fax: 601-355-8635
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The Florida Bar



Member Since

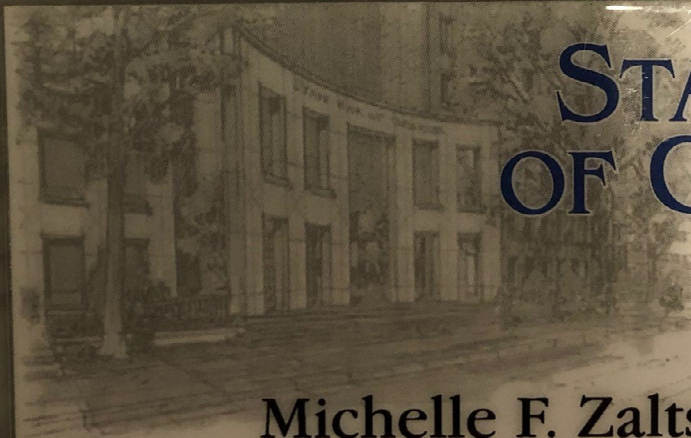
10/21/2009

Michelle F Zaltsberg



0072908

STATE BAR OF GEORGIA



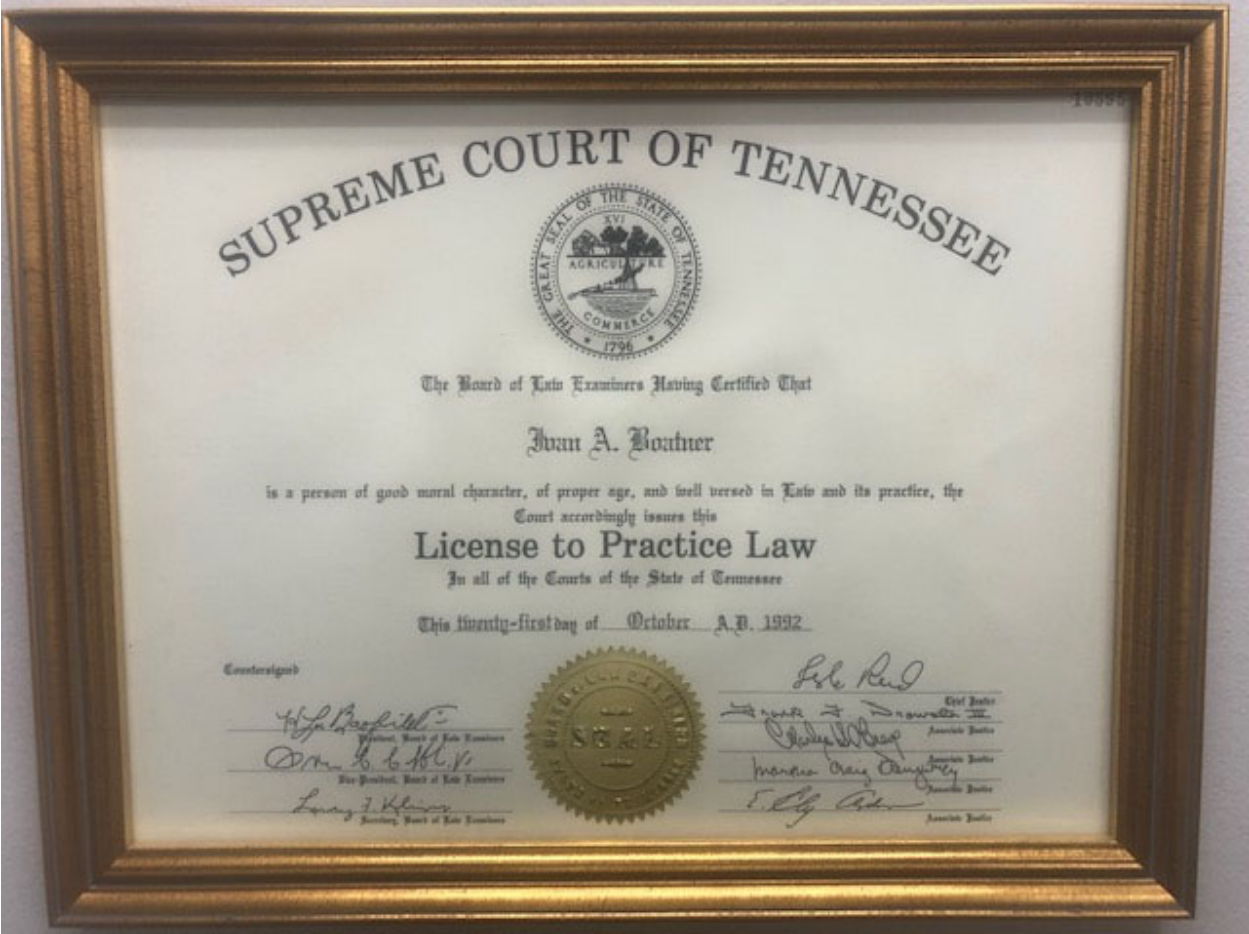
Michelle F. Zaltsberg

Membership Number

402089

Year Admitted

2009



District of Columbia



Court of Appeals

This is to certify that

Ivan Boatner

was duly admitted and qualified as a member of the Bar of the District of Columbia Court of Appeals on the 13th day of January 2020.

In Testimony Whereof I, Julio A. Castillo, Clerk of said Court, have hereunto set my name and affixed the Seal of said Court this 13th day of January 2020.



Julio A. Castillo
Clerk, District of Columbia Court of Appeals



THE SUPREME COURT OF TEXAS

This is to certify that

Jordan Tyler Corbitt

having fulfilled all of the requirements of law
and having subscribed to the official oath,
is upon the motion of the Board of Law Examiners
hereby duly admitted and licensed as an

ATTORNEY AND COUNSELOR AT LAW

to practice in all courts of the State of Texas

In testimony whereof, we hereby set our hands and have ordered to be
affixed the seal of the Supreme Court of Texas

Nathan L. Hecht
Nathan L. Hecht, Chief Justice

Paul W. Green
Paul W. Green, Justice

Phil Johnson
Phil Johnson, Justice

Don R. Willett
Don R. Willett, Justice

Eva M. Guzman
Eva M. Guzman, Justice

Debra H. Lehmann
Debra H. Lehmann, Justice

Jeffrey S. Boyd
Jeffrey S. Boyd, Justice

John P. Devine
John P. Devine, Justice

Jeffrey V. Brown
Jeffrey V. Brown, Justice



Duly admitted to the practice of law on the 4th day of November A.D., 2016

Blake A. Hawthorne
Blake A. Hawthorne, Clerk of the Supreme Court

Board of Bar Admissions State of Mississippi

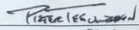


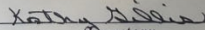
Howard Lee Hill, III

having met the requirements of Section 73-3-2, Mississippi Code of 1972, and having complied with applicable rules and regulations governing admission to the Bar on motion, is hereby certified as being duly qualified for admission to practice law in all courts of this state, this the 16th day of September, 2010.

Witness our hands and seal this the 16th day of September, 2010.




Chairman


Secretary

MISSISSIPPI

Here is your Mississippi Bar Membership Card for the current fiscal year. This card identifies you as a member of The Mississippi Bar and contains your permanent Bar ID number. Please sign it immediately for identification purposes.

All members enjoy access to a wealth of information and services. Please visit the Bar's website at www.msbar.org for information on Bar programs and services. The Mississippi Bar is *your* association. To gain the maximum benefit from your membership, join a Section, volunteer for a Committee, attend Bar-sponsored programs and/or utilize the many membership services offered by the Bar.

Howard Lee Hill II
Baker Donelson
PO Box 14167
Jackson, MS 39236

MEMBERSHIP BAR CARD

 THE MISSISSIPPI BAR	MEMBER
Name: Howard Lee Hill, II Status: Active Bar Number: 103546 <i>Valid through 10/31/2020. New bar member cards are issued each year upon payment of annual enrollment fees.</i>	
P.O. Box 2168 • Jackson, MS 39225 Phone: 601-948-4471 Fax: 601-355-8635 www.msbar.org	

Section 4: Proposed Strategy and Technical Approach

Baker Donelson COVID-19 Task Force

As the COVID-19 pandemic continues to present unforeseen and unprecedented threats and challenges, our team has been working closely with clients, including local and state governments, health care providers and universities, to navigate response efforts, identifying eligibility issues, and helping to design documentation protocols to support eventual reimbursement of incurred eligible costs. Baker Donelson's Disaster Recovery Team is supporting more than 40 local governments and health care providers across the country to address the financial challenges presented by pandemic, including assistance in securing and administering nearly \$1 billion in COVID-19 relief funding from the CARES Act, Coronavirus Relief Fund, HHS, CDC, and FEMA (to date). We are also working with these clients to address a myriad of other issues resulting from the pandemic such as surge capacity and staffing concerns, including working with clients on the set-up and implementation of multiple field hospitals.

More broadly, Baker Donelson established a multi-disciplinary, Firm-wide Coronavirus Task Force focused on providing essential counsel to clients navigating the growing impact of the outbreak so that we are well-prepared to support our clients and collectively pull through this crisis. This team, which in January began monitoring the impact of the coronavirus outbreak, brings together leading professionals from multiple practice areas with a range of experience in the many operational, legal, regulatory and governmental issues that are vital to ensuring a comprehensive, coordinated approach to preparing for and responding to the COVID-19 outbreak. The team includes a unique combination of representatives from our Disaster Recovery Team and government relations practice, as well as professionals from our health care, global business, labor and employment, construction, insurance, and business practices, to ensure a comprehensive resource to entities working to combat the outbreak.

An effective response to this outbreak necessarily requires knowledge of the changing climate of the health care industry and response efforts. Baker Donelson has one of the leading health law and policy practices in the United States, with more than 200 dedicated attorneys and advisors in ten states and the District of Columbia. Given the vast scope and complexity of the nation's largest industry, our size, scale and collective experience give our clients a competitive advantage. They benefit from a dedicated, multi-disciplinary team that not only has experience in and detailed knowledge of health law and policy, but also understands the complicated ways in which the industry operates. This team brings significant knowledge and resources to our Disaster Recovery and Government Services team and supports a more comprehensive response.

Our Washington, D.C.-based public policy team is closely monitoring all policy developments related to the pandemic, so that we can advise you as quickly as possible regarding any changes that will impact you. This team includes policy leaders who have served in Congress, in the White House and in the U.S. Department of Health and Human Services, who are well-equipped to assist with any policy need regarding the current events. This team is an invaluable resource in support of the work being performed by our Disaster Recovery and Government Services team and will be at your disposal should a specific need arise.

Our work plan would include the below tasks in addition to working to address any additional specific needs or requests of the City:

- **Documentation:** advise on documentation requirements to support eligibility of each category of costs for FEMA funding;
- **Policy review:** review of policies and procedures relevant to FEMA reimbursement (e.g., labor, payroll, purchasing) to ensure compliance with FEMA cost eligibility and to provide recommendations to conform policies to FEMA program requirements;
- **Spot questions:** field programmatic and policy questions on all aspects of FEMA PA funding for COVID-19, including, e.g., cost and work eligibility for force account labor, contract labor, materials, equipment, and supplies, procurement compliance, and documentation requirements;
- **Project application submission and process:** assistance with FEMA's Project Application process, including strategy for the division of projects, characterization of costs, and interfacing with FEMA and state agencies as required, to maximize reimbursement; and
- **Strategic coordination of funding:** assistance with the development and support of overall funding plan, including review of all funding received or potentially available to ensure highest and best use of all resources and mitigate risks of impermissible duplication of benefits.

Procurement Process Audit

Baker Donelson attorneys advise clients on every aspect of FEMA's PA program, including advising on applicant, work, or cost eligibility and offering strategies for maximizing eligibility and reimbursement; issues related to prohibited duplication of benefits, including proper allocation of insurance proceeds and analyses of eligibility for funding under competing federal programs; review of documentation for adequacy in the substantiation of claims; and many other areas. Our team often advises clients on these issues as they arise in project formulation or preparation of a request for reimbursement, but also advocates for clients on these programmatic and policy issues in appeals and arbitrations.

Applicants for federal grants under the FEMA PA Program are required to comply with federal procurement regulations and FEMA policy in order to obtain 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 OIG. Indeed, in recent years OIG and FEMA have taken stricter positions than they had historically with respect to procurement compliance.

Compliance with applicable procurement requirements is absolutely critical. Previously, FEMA released copious guidance and policy documents regarding the regulations for state and local governments (44 C.F.R. Part 13) and non-profits (2 C.F.R. Part 215). Because these regulations were consolidated and replaced by 2 C.F.R. Part 200 (sometimes referred to as the "Super Circular" or "Uniform Rules"), FEMA has updated its guidance documents and archived most of its previous publications. FEMA's 'old' and new guidance, however, are not always clear on how to properly interpret the applicable regulatory requirements, generating ambiguity about what each regulation

means and how an Applicant can ensure its compliance. The ability to apply legal reasoning and past experience with FEMA and the OIG to the regulations and guidance documents is critical.

Baker Donelson works with clients to complete Procurement Process Audits which include review of all procurement processes in relation to FEMA activity. The team completes adjustments throughout the process as needed to ensure full compliance with the applicable requirements and also best practices identified through the group's many years of prior compliance work.

Procurement non-compliance is consistently the largest risk area for FEMA program funding. Baker Donelson is uniquely situated to handle this work because of its extensive experience in advising clients about the FEMA PA Program. Not only has Baker Donelson provided similar compliance reviews to numerous clients in the past, but it has also advised dozens of clients with respect to actual procurements, including reviewing contracts, RFPs, internal policies and even real-time advice through solicitation, evaluation, and contractor selection. Moreover, Baker Donelson's extensive work on FEMA appeals provides invaluable insight into the issues about which clients should be especially concerned and provides greater insight into likely areas of special focus.

Procurement Process Audits include:

- (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 that Baker Donelson provides with the Memorandum. This explanation will briefly touch on the history of the regulations and the utility of various current and archived policy and guidance.
- (2) A **Procurement Toolkit** which includes templates and generic documents that can be tailored for a client's use in conducting FEMA-eligible procurements. Baker Donelson 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; and
 - 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 FEMA project worksheet;
 - 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; and
 - f. A **disaster information sheet** to document basic information about each disaster that occurs and to 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 on this subject, but also from the group's specific experience implementing it, including additional written and oral communications Baker Donelson has had with representatives of FEMA's Procurement Disaster Assistance Team (PDAT) and 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 Baker Donelson's unique experience in representing applicants in appeals of FEMA de-obligations.

FEMA Appeals and Arbitrations: Our Approach

We have prepared administrative appeals from FEMA disallowances and deobligations across the country, in a number of Regions, in a number of States, before FEMA Headquarters, as well as preparing a number of FEMA arbitration filings before the CBCA. Although there is great variety in the nature of and difficulty of issues presented by a particular matter, and in how much involvement the client wants in drafting of appeal documents, we have found that our approach to each matter is similar:

- **Initial consultation with the client and evaluation and gathering of background information and documents.** Review communications between the client and FEMA. Review all versions of the Project Worksheets, including drafts that may have been supplied to the applicant though never obligated, from project initiation to the decision being appealed. Review all of the documents about the relevant project.
- **Identify baseline arguments and support strategies.** Based on this review, determine the nature of the fundamental issues or disputes with FEMA and identify potential arguments and documentation available to the applicant to address them. Advise the applicant on the cost and probability of success of challenging FEMA's disallowance(s).
- **Compile supporting information and research.** Review/update research on FEMA second appeal decisions and policies that relate to the issues raised by the appeal, such as reasonable cost and procurement, duplication of benefits/insurance, documentation of eligibility of debris work, applicability of codes and standards, environmental compliance, and other issues. This not only includes research of the FEMA appeals determination

database but also our review of FEMA determinations in prior cases we have handled for helpful insight into how best to refute FEMA's denial.

- **Draft the appeal.** We prepare appeals to be thorough – including a summary of the background of each situation, the applicable authorities, and the rationale supporting the eligibility of the costs in question. Appeals are often reviewed by FEMA staff who are not at all familiar with the specific project or issues being appealed.
- **Follow up on additional needs/issues.** Invariably as part of the appeal drafting process, we will identify missing information and documentation, and will work with the applicant and contractors of the applicant (if applicable) to find the missing information and, if not in a form that can be provided to FEMA, develop affidavits or other information that will give FEMA a basis to grant the appeal.
- **Circulate initial draft to client for comment.** Revise as appropriate.
- **Prepare and execute the appeal filing.** Create an appeal binder (either a physical binder or organized electronic binder) with the appeal brief and all attachments, so that along with the appeal itself, the FEMA appeal reviewer can easily find all of the documentation required to understand the appeal and see that it should be granted. As a safeguard, we also submit all appeals electronically to both the State and to FEMA.

Our approach to arbitration is as follows:

- **Consultation with client as to the pros and cons of arbitration.** At this stage, a first appeal has been filed and denied or is pending beyond 180 days, so much of the factual investigation and policy research has been completed. The cost-benefit analysis will depend on the amount of funding in dispute, the number of issues upon which FEMA's denial was based, and the strength of the client's position.
- **Prepare and file a Request for Arbitration.** While the first appeal is likely to serve as a basis for the request, it may be beneficial to expand the discussion and analysis with additional facts or legal research.
- **Initial conference.** Prepare for and attend the initial conference of the parties by telephone at which an arbitration schedule will be discussed.
- **Motion practice/response.** Respond to any Motion to Dismiss or other filings. The CBCA's rules discourage motion practice, but FEMA has on more than one occasion filed Motions to Dismiss on jurisdictional grounds. It is unclear if FEMA will continue this practice under Section 432 arbitration.
- **Identify and prepare fact and expert witnesses, including expert reports.** Depending on the nature of the case, it may be appropriate to present fact or expert witnesses at the live hearing and to submit expert reports. The time and cost associated with this task can vary.
- **Prepare trial brief or any other paper requested by the panel.**
- **Prepare opening and closing arguments and witness examinations for arbitration hearing.**
- **Conduct hearing.**
- **Prepare post-hearing brief or proposed orders, as directed by the panel.**

Value Adds

Innovation at Baker Donelson – Based upon our experience assisting governmental agencies with disaster recovery programs, we recognize that expedited and successful recovery requires substantial expertise, well-defined processes and the efficient use of technology. Baker Donelson has made a significant investment in subject matter experts who provide support for our attorneys in the areas of legal project management (LPM), process improvement, pricing, knowledge management, data capture/analytics, case management support, and research. Several of our in-house professionals are nationally recognized as thought leaders in their areas of specialization. Unlike other firms that charge for these services, our professionals assist our lawyers at no additional charge to our clients. Based upon our longstanding support of disaster recovery programs, these professionals also have experience designing and optimizing repeatable workflows for program management ensuring the efficient use of resources, as well as experience implementing supporting disaster recovery technology solutions such as TIGR, Egrants, Intelligrants, OnBase, and the deployment of customized reporting solutions.

Client-Focused Solutions – In order to provide more holistic and client-focused solutions, Baker Donelson combined several functions (LPM, process improvement, pricing, knowledge management, data analytics and research) into a single Client Solutions Group (CSG). Each Baker Donelson practice area has a dedicated CSG attorney – or Legal Process Engineer – to assist them with designing process and technology solutions that promote an enhanced client experience. Our team includes professionals with direct experience in disaster recovery program design and implementation, drawing upon both process improvement methodologies and technology. As explained in more detail below, these specialists work with our lawyers to develop customized project management solutions and workflows, realistic or "intelligent" budgets, alternative pricing models, resource libraries, collaboration portals, and technology solutions such as machine learning and artificial intelligence to reduce cost and improve the quality of our legal services.

Client Solutions – LPM and Budgeting – Baker Donelson has drawn from several non-legal methodologies to create a legal process excellence program that includes proprietary models for LPM (BakerManage®), budget development (Budget Designer), and legal process improvement (BakerLean). Our dedicated in-house CSG team, composed of lawyers who are also certified as Project Management Professionals (PMPs) and Lean/Six Sigma specialists, technologists, data analysts and research experts, implements these approaches. This team assists our legal professionals with plan and budget development, implementation of case management technology solutions, and provision of other value-added services such as training and process improvement evaluations, all at no cost to our clients. These services will provide significant value to the City of Hattiesburg by ensuring that our legal services incorporate efficient workflows, cost controls, transparency and unmatched communication and reporting. Baker Donelson has been a pioneer in the proactive development of solutions that improve our service delivery. In 2010, we created BakerManage, a patent-pending LPM toolset designed to encourage enhanced planning, greater team collaboration, proactive monitoring, and real-time reporting in any type of legal engagement, whether business or litigation. BakerManage also draws upon cutting-edge technology to share information internally with our legal teams and externally, through secure Internet access, with our clients.

Baker Donelson recognized the need for improved budgeting techniques as a component of project management and developed a consistent and intelligent budgeting process as a result. By "intelligent," we mean a thoughtful budget analysis that uses BakerManage to evaluate the scope of work, identify tasks for all timekeepers, identify optimal resource allocations, and provide an estimated time to complete tasks. These intelligent budgets provide more realistic estimates of the legal spend for matters and provide Baker Donelson with a tool to manage all timekeepers supporting an engagement. This solution provides a mechanism to control the costs of an engagement and can also promote the opportunity for alternative billing approaches such as fixed fees.

In order to promote improved budgeting by our legal professionals, we drew upon our in-house resources to create our proprietary budgeting tool, Budget Designer, which guides lawyers through a consistent development process, resulting in budgets that are immediately portable to BakerManage for monitoring. Budget Designer includes a database of more than 500 previously created budgets that provide lawyers with templates to streamline new budget development. These templates include intake forms, task lists, standardized statements of work, budget templates with time estimates, recommended resource allocations, typical assumptions, and potential risks. Budget Designer is supplemented with budget-to-actual reports and automated alerts to help our legal professionals monitor and proactively control matter budgets.

Commitment to Diversity & Inclusion

Baker Donelson's commitment to inclusion in the workplace and the communities we serve is primarily implemented through our Diversity and Inclusion Committee and Women's Initiative, which are comprised of our ethnic, gender, LGBTQ and racial initiatives that provide strategic direction and counsel to help the Firm achieve meaningful, measurable, and lasting progress toward gender and racial parity at all ranks. Their chairs are members of the compensation committee, which also evaluates equity shareholders, and they participate in the promotion of associates to shareholders and other internal leadership roles.

We are proud of the national recognition we have received for our diversity efforts, including:

- High rankings in several categories in Vault, Inc's 2020 national survey of law firm associates, including 27th in overall best law firms for diversity, 11th in diversity for women, and 30th in diversity for LGBTQ individuals.
- A score of 90 on the Human Rights Campaign Corporate Equality Index (CEI), which serves as the national benchmarking tool on corporate policies and practices related to LGBTQ employees. The HRC survey is an objective benchmark of important employer benefits and protections for lesbian, gay, bisexual and transgender (LGBTQ) employees and their families and robust requirements of corporate responsibility to our community. We are also listed as one of the Top Law Firms for Equality in the U.S.
- Certification by the Women in Law Empowerment Forum US as a Gold Standard Firm for six years.
- Inclusion in *Working Mother* magazine's Best Law Firms for Women (2019) list.

Recruitment and Retention

We are committed to build a meaningful pipeline of minority and female attorneys through our recruitment and retention efforts.

Pre-Law Programs

- Baker Donelson is expanding its diversity internship program, which offers paid internships through local bar associations to diverse high school students interested in the law.
- In 2020, we set a goal to create a 501(c)(3) fund to provide resources and support to Black college students pursuing law school education.

Law School Programs

- We annually award three recipients the Baker Donelson Diversity Scholarship, which provides diverse law students a salaried 2L Summer Associate position and \$10,000 to help defray tuition costs of the third year of law school.
- Baker Donelson is expanding its participation in minority job fairs, the Lavender Law Career Fair sponsored by the National LGBT Bar Association, and the Leadership Council on Legal Diversity (LCLD) Scholars Program, as well as partnering with and actively recruiting at historically Black colleges and universities (HBCU) and Hispanic-serving institutions (HSI).

Retention and Promotion

- In 2019, Baker Donelson signed on to participate in the Mansfield Rule, which measures whether law firms have affirmatively considered at least 30 percent women, lawyers of color and LGBTQ+ lawyers for leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions. Firms are audited bi-annually and certified annually as they follow, comply with and achieve the requirements.
- We updated our Alternative Work Arrangement Policy to ensure that any attorney, including a shareholder, may request an AWA and remain eligible for an annual raise and bonuses and consideration for election to income and equity shareholder, and may maintain their status as a shareholder or equity shareholder.
- Our Parental Leave Policy enables work-life balance by providing 16 weeks of paid leave that male and female full-time and regular part-time employees are eligible to take as primary caregivers surrounding the birth, adoption, or foster placement of a child under the age of six. We recently updated the policy to allow for non-primary caregivers to take three weeks of parental leave in the 40 weeks surrounding the birth of the child, increasing the period from 20 weeks; and for non-primary caregivers to take one week of parental leave in the 20 weeks surrounding the adoption or foster of a child over the age of six, an increase from 12 weeks.
- Baker Donelson positions diverse associates and junior shareholders for secondment opportunities within corporate legal departments in order to raise their visibility with clients, help them gain valuable in-house experience and perspectives, and build long-term client relationships that support their business generation and advancement.

- We continue to build our mentoring and sponsorship programs for our diverse and women attorneys and are preparing them for leadership positions throughout the Firm:
 - o BakerNextGen – Our CEO sponsorship program is designed to empower diverse attorneys, provide resources to help them navigate and grow their practices, and position them for leadership. Participants receive business development coaching from GrowthPlay consultants, meet quarterly to discuss their challenges and successes, and have individual calls with our CEO monthly to discuss potential leadership opportunities and barriers he can help remove.
 - o Women to Equity (W2E) – Our internal group coaching program for women income shareholders who want to advance to equity in the next three to five years. Participants receive business development training, accountability partners and equity shareholder sponsors, among other resources. In its first two years, four members advanced to equity.

Community Engagement

In cultivating different ideas and perspectives, we strive to exceed expectations by encouraging and supporting our attorneys in activities that promote diversity. Our involvement in these organizations and activities ranges from sponsorships, to hosting events, board involvement and much more.

Diverse Businesses

- We support minority- and female-owned businesses through our Supplier Diversity Policy. To date, we have partnered with approximately 400 certified diverse suppliers.
- We are in the process of creating a 501(c)(3) fund to provide resources and support to Black-owned emerging companies, including legal start-up work with internal firm credit for work performed.
- Baker Donelson partners with numerous organizations that provide a forum to discuss the growth and development of minority business enterprises.

Education: Baker Donelson is working to expand its implicit bias training and curriculum to local businesses, organizations and schools.

Pro Bono and Legal Industry: We welcome the opportunity to collaborate with clients to devote additional pro bono services to and expand attorney participation with organizations that support minorities and LGBTQ community. We recently joined the Law Firm Antiracism Alliance (LFAA), a coalition of more than 200 of the nation's leading law firms focused on utilizing private bar resources to assist legal services organizations in furtherance of their missions to dismantle barriers to opportunity in communities of color. Some other organizations and projects in which we are involved include:

- LGBTQ Youth Homelessness Project;
- Leadership Council on Legal Diversity;
- ABA Racial Equity in the Justice System;
- Stonewall Bar Associations;
- ABA Task Force on Building Public Trust; and
- ABA Veterans Legal Services Initiative.

Section 5: Auditing History

Baker Donelson's team of Disaster Recovery professionals was engaged by the grantee/recipient to support 64 DHS - OIG audits of applicant/sub-recipient funding provided following Hurricane Katrina. Work included support of the applicant/sub-recipient through the field work portion of the audit by assisting with response to the OIG auditors' data requests, coordination of meetings and help with necessary documentation support, and review of the initial OIG Discussion Report and preparation of response(s). Finally, Baker Donelson attorneys and staff handled review and response to the final Audit Report and any necessary follow-up to ensure timely and effective resolution of a majority of the issues raised. Under these audits alone, our team successfully defended over \$100 million in costs questioned by the OIG.

Additionally, the OIG audited the grantee/recipient's management of the PA program while our team was engaged to assist. The focus of this audit was review of the grantee/recipient's processes for cash management; payment processing; financial reporting; procurement procedures; grant management contract costs; and subgrantee monitoring. The OIG made five findings and issued six recommendations to FEMA for total recommended funding adjustment of nearly \$18 million. Our team utilized the audit response process and administrative appeals process to fully resolve the audit with no negative financial impact to the grantee/recipient.

Baker Donelson has also been involved with multiple audits directly on behalf of client applicant/sub-recipients. As noted earlier in our response, these engagements are almost always initiated after the field work is complete and usually after the OIG has issued a negative report. The Baker Donelson team is engaged to then respond to FEMA and appeal any deobligations eventually made as a result of the audit.

Representative Experience – FEMA Appeals and Arbitrations

Mississippi Emergency Management Agency (MEMA) – As described earlier in this response, appeals prepared by the team for **MEMA** have involved virtually every aspect of the PA Program, including initial eligibility (hidden damages, applicable codes and standards of numerous types, repair versus replacement based on 50 Percent Rule or on engineering feasibility or repair), National Flood Insurance Program deductions, insurance deductions under Stafford Act § 312 and § 406 and insurance requirements under Stafford Act § 311, debris removal contracting, oversight, monitoring, and validation of all types of debris (C&D, white goods, vegetative, tree work, sand, vessels, etc.), regular time versus overtime for emergency work, procurement defects, reasonable cost, cost and price analysis, reasonableness of force account work, legal responsibility for costs, and eligible applicant.

To date, Baker Donelson has assisted MEMA with more than 350 administrative appeals involving over 230 Project Worksheets. We have followed the process through to resolution, assisting federal authorities with any additional questions during consideration and assuring appropriate implementation of determinations. Our assistance has resulted in additional obligation or reinstatement of over \$60 million in funding through the appeal process alone. We have also assisted MEMA with 31 arbitrations before the CBCA, for an additional \$80 million in direct funding and numerous other eligibility determinations which have translated to many millions in recovery dollars for the impacted applicants and the State.

As part of this team, Baker Donelson has also assisted with virtually all aspects of the DHS–OIG audit review process, working through over 60 audits on behalf of MEMA, as Grantee. This work has included review of initial and final audit reports and preparation of substantive responses to the OIG and/or FEMA in support of assistance provided to sub-grantees. Our team's knowledge of the OIG audit process and FEMA's handling of the procedural and substantive aspects of that process have been critical to understanding of the PA Program as a whole. Our experience has shown that OIG audits frequently result in a need to appeal and/or arbitrate. Our high level of understanding of this process has allowed our team to address issues at the earliest possible stage to expedite resolution and control cost.

Chambers County, Texas – On behalf of Chambers County, Baker Donelson drafted and filed administrative appeals seeking to overturn FEMA's retroactive disallowance of \$10 million in debris removal costs. While these appeals were denied, Baker Donelson assisted the client in drafting an amendment to the Stafford Act (enacted in 2018 as part of the Disaster Recovery Reform Act) that restored the client's funding.

City of Houston, Texas – In addition to the work described previously, the team provided critical support during an initial Compliance Audit conducted by the DHS–OIG, resulting in a report of no findings, and continues to assist with eligibility reviews and development of strategies to support emergency work and permanent work claims.

Major Municipality – FEMA disallowed more than half of the \$55 million in costs incurred by a major U.S. city in restoring a very large wastewater treatment plant from flood damage in 2009. Baker Donelson filed seven appeals of these disallowances, and FEMA has granted a majority of the appeals, with a total of more than \$25 million in funding restored to the client. Issues included duplication of benefits (insurance), ineligible operating costs versus eligible emergency work, environmental compliance, procurement compliance, documentation, and others.

Mississippi – Water and Sewer District – A water and sewer district in Mississippi sought arbitration of a FEMA First Appeal Decision that approved replacement of a damaged wastewater treatment plant, but denied the client's request for relocation of the plant to a site above the 500-year flood elevation. FEMA and the client entered into settlement negotiations and reached agreement on funding 97 percent of the funds at issue as an improved project; total approved funding was over \$36 million.

County-owned Entertainment Complex – Mississippi – The Firm represented a county-owned entertainment complex in coastal Mississippi; after receipt of an audit recommendation from DHS–OIG, FEMA deobligated roughly \$300,000 of the cost incurred to repair flood damage in the kitchen of the complex. After review of the client's arbitration filing, FEMA entered into settlement negotiations and the parties agreed to restoration of approximately 90 percent of the funds at issue.

Municipality – Mississippi – Baker Donelson represented a city in Mississippi after FEMA limited repairs of sewer lines subjected to storm surge flooding to 42 specific points in which damage was visible from above ground visual inspection. The City sought arbitration, with Baker

Donelson's Ernie Abbott serving as Special Counsel, arguing that the storm surge had both deposited significant debris in its underground sewer system and had substantially exacerbated cracks. After a three-day hearing, the CBCA rejected the City's claim that cracks and other damage in the pipes could be attributed to Hurricane Katrina, but did require FEMA to fund the cleaning/debris removal of sewer lines in areas that had been subjected to a storm surge of four feet or more.

Electric Power Association – Mississippi – The Firm represented an electric power association in Mississippi when, based on recommendations by DHS–OIG, FEMA deobligated \$1.16 million in grants reimbursing the cost of debris removal and of electric power restoration in the aftermath Hurricane Katrina. The primary reasons given for the deobligations were that the power restoration was emergency work, not permanent work, and hence regular time of the client's workers was not eligible for assistance, and that client's contractors had billed more equipment time than personnel time – meaning that equipment was not being fully utilized. On behalf of the client, Baker Donelson's Ernie Abbott sought arbitration, and demonstrated in its papers that power restoration qualified as permanent work under applicable FEMA policies, and that equipment utilization rates were appropriate. Wendy Huff Ellard provided support on behalf of the State grantee, MEMA. This matter was resolved by a settlement that restored 95 percent of the deobligated funds.

Electric Cooperative – Mississippi – FEMA had determined that the power restoration completed by a Mississippi electrical cooperative was emergency work, not permanent work, and hence regular time of workers was not eligible for assistance and that its contractors had billed more equipment time than personnel time – meaning that equipment was not being utilized fully and hours claimed were not eligible. Baker Donelson filed a Request for Arbitration pursuant to 44 CFR 206.209, demonstrating that power restoration qualified as permanent work under applicable FEMA policies, and that equipment utilization rates were appropriate. This matter was resolved by a settlement that restored 95 percent of the deobligated funds.

County – Alabama – Baker Donelson represented a coastal county in Alabama when, based on recommendations by DHS–OIG, FEMA deobligated \$5.7 million in grants reimbursing the cost of debris removal in the wake of Hurricane Ivan in 2004 and Hurricanes Dennis and Katrina in 2005. Only the deobligation relating to Hurricane Katrina was eligible for arbitration. Baker Donelson's Ernie Abbott appealed the deobligation for Hurricanes Ivan and Dennis, and sought arbitration of the \$523,041 Hurricane Katrina deobligation. On behalf of the County, the Firm argued that under Section 705(c) of the Stafford Act, FEMA was without authority to request return of funds because the work had been subject to an approved agreement specifying the costs, the costs were reasonable, and the purpose of the grant was accomplished. The CBCA ruled in favor of the County; most of the Hurricane Ivan and Dennis funding was later restored in an administrative appeal.

Municipality – Florida – A city in Florida engaged Baker Donelson initially to file a second appeal following an OIG audit in 2014 related to funding following Hurricane Wilma. Our work included support throughout the process, including organizing and presenting the City's appeal to FEMA Headquarters personnel in Washington, D.C. FEMA concluded in 2015 that the City provided sufficient documentation to demonstrate that it performed eligible debris removal within the scope of work, actual TDRS costs were properly documented, and costs incurred under a time and materials contract were reasonable. FEMA reinstated the full amount in dispute of nearly \$10

million. We have also provided policy advice and consulting on an as-needed basis and have worked with the City and Florida League of Cities on several policy issues mutually beneficial to applicants throughout Florida.

Municipality – Florida – A city in Florida engaged Baker Donelson in 2015 to respond to FEMA's request for additional information following a first appeal related to funding following Hurricane Wilma. The appeal involved more than \$2 million in costs first questioned following OIG audit and included issues related to public and private property debris removal, hazardous debris removal, eligible costs to re-nourish the City's beaches, and emergency work performed by contractors and the City's own personnel. This appeal was denied solely due to failure of the state recipient to forward the appeal to FEMA on time, and Baker Donelson has sought judicial review of this determination. We also assisted the City immediately following Hurricane Irma to structure a compliant debris removal program, including establishment of the proper procurement and contracting documents, and continue to assist with questions as needed.

Municipality – Florida – Baker Donelson is engaged by a city in Florida for drafting and filing administrative appeals of FEMA deobligations related to recovery from Hurricane Wilma. We have filed appeals related to three FEMA projects totaling more than \$3 million. These appeals were all resolved successfully – two granted and the other granted in part – with the City recovering 88 percent of the total amount appealed. Two of these appeals involved debris removal; the third related to confusion by FEMA over the state recipient's reconciliation of insurance proceeds between different City Project Worksheets. We also provide ongoing advice to the City regarding FEMA-funded projects; strategy related to FEMA funding and FEMA policy; and advocacy on behalf of the City before State agencies and FEMA with respect to FEMA-funded projects.

Utilities Commission – Florida – For three separate OIG audit reports – in an effort to prevent FEMA deobligations of up to \$10.8 million in funds awarded after Hurricanes Charley, Frances, and Jeanne – Baker Donelson was retained to assist a Florida utilities commission in responding to OIG/FEMA to support the costs at issue. In each report the OIG had concluded that the commission had not followed federal procurement requirements for the use of competitive bidding, nor for the consideration of women and minority firms. After presentation of extensive documentation and a supporting analysis regarding reasonable cost of the work at issue, FEMA/OIG agreed that all costs were reasonable and no funding was impacted.

City of New Orleans, Louisiana – The Firm represented the City of New Orleans as Special Counsel to pursue extension and expansion of the City of New Orleans' private property demolition and debris removal project under CBCA 3073-FEMA for additional obligation of up to \$180 million. Baker Donelson worked alongside the City's prior contractors to identify and support the scope of eligible damage. This included developing unique strategies to support the disaster-related damage caused to the properties at issue, including using GIS technology to document pre- and post-event condition to support eligibility of each claimed property. Because the legal claims involved multiple state law issues, Baker Donelson coordinated attorneys from multiple offices to compile a comprehensive arbitration package in a very short amount of time as required by the regulations applicable to this process. This matter resulted in a favorable settlement agreement between the City and FEMA.

City of New Orleans, Louisiana – Baker Donelson represented the City of New Orleans as Special Counsel in CBCA 3344-FEMA regarding funding of curb cuts and ramps required by the Americans with Disabilities Act (ADA) and triggered by the City's Phase II road restoration project with an estimated \$13 – 26 million at issue. This Request involved a significant amount of research into the rules, regulations, and case law with respect to the ADA and how the Act applies to FEMA funded projects. A \$20 million settlement of this matter is now being implemented.

City of New Orleans, Louisiana – The City of New Orleans engaged Baker Donelson to review issues surrounding FEMA's obligation of PA funding to the City as reimbursement for 1/3 regular time costs of first responder personnel following Hurricane Katrina. Our team represented the City as Special Counsel to file the City's first arbitration with the CBCA on June 29, 2012. After successfully defeating two motions to dismiss submitted by FEMA, this \$10.8 million issue proceeded to oral argument before the CBCA. On the eighth anniversary of Hurricane Katrina, the CBCA issued a decision requiring FEMA to reinstate the amount at issue in this proceeding – in full.

Representative Experience – Federal Criminal and DHS–OIG Investigations

Baker Donelson has represented numerous disaster recovery contractors in OIG audits, DHS debarment actions, and allegations of violations of the False Claims Act.

Baker Donelson successfully assisted a client in avoiding suspension, debarment, and related False Claims Act allegations following an OIG audit report that recommended FEMA disallow all costs from a multi-million dollar grant under FEMA's Public Assistance program. Baker Donelson reviewed project documents, conducted interviews with current and former employees, and prepared an extensive report that outlined the inaccuracies in the OIG audit report to explain that there was no basis for suspension and debarment. Our team represented the client at interviews with OIG investigators, communicated with and responded to requests for documents and information from the OIG, and communicated with the FEMA suspension and debarment official's office about the status of the ongoing investigation. Baker Donelson's work resulted in no suspension and debarment proceedings being filed against the contractor and a finding by the OIG investigators that there was no criminal misconduct involving our client.

Baker Donelson attorney successfully defended the chief financial officer of an insurance company charged by the U.S. Attorney's Office, Northern District of Florida, Tallahassee Division with conspiracy to defraud the Florida Office of Insurance Regulation, the Florida Hurricane Catastrophe (CAT) Fund, the State Board of Administration, and Paragon Strategic Solutions, Inc. of more than \$20 million dollars in connection with reinsurance claims associated with Hurricanes Jeanne and Frances. Following a multi-week federal criminal trial, the client was acquitted.

In a separate engagement, Baker Donelson defended the former president of an insurance company charged by the United States Attorney's Office, Northern District of Florida, Tallahassee Division with conspiracy to defraud the Florida Office of Insurance Regulation, the Florida Hurricane Catastrophe (CAT) Fund, the State Board of Administration, and Paragon Strategic Solutions, Inc. of an amount greater than \$20 million dollars. There was a five-day trial concluding in a verdict of not guilty per a judgment of acquittal.

Section 6: Proposed Pricing

Please see our Rate Sheet on the following page.

ATTACHMENT A
HOURLY RATE FORM

Key Program Management Personnel: The Proposer shall identify Key Program Management Personnel for the Project. Provide detailed resumes (limited to two pages) of Key Program Management showing related experience.

PROGRAM MANAGEMENT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Program Manager	Wendy Huff Ellard	Jackson, MS	\$450
Deputy Program Manager	Parker Y. Wiseman	Jackson, MS	\$275
Program Counsel	David A. Rueff Jr.	Jackson, MS	\$435
Project Coordinator	Danielle M. Aymond	Baton Rouge, LA	\$360
Project Coordinator	Carey Lambert	Jackson, MS	\$270
Subject Matter Expert	Ernest B. Abbott	Washington, D.C.	\$530
Project Analyst	Torri Armstrong	Jackson, MS	\$250
Project Analyst	Robbie Viator	Houston, TX	\$250
Compliance Analyst	Jordan Corbitt	Houston, TX	\$285
Compliance Analyst	Nyka M. Scott	New Orleans, LA	\$310
Compliance Analyst	Ivan Boatner	Knoxville, TN	\$360

Other Program Staff: The Proposer shall identify Other Program Staff's hourly rate. The Proposer may add additional lines if necessary.

CONSTRUCTION & OPERATIONS

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Cost Estimating			
On Site Inspector			
Construction Manager			
Resident Engineer			

PROGRAM & ADMINISTRATIVE SUPPORT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Financial Lead	Howard Lee Hill II	Jackson, MS	\$350
Senior Advisor:			
Procurement and Contracting	Michelle F. Zaltsberg	Orlando, FL	\$375
Analyst:			
Procurement and Contracting	Elizabeth J. Cappiello	Washington, D.C.	\$390
Specialist:			
Funding Coordination	S. Megan McGrew	Jackson, MS	\$250
Senior Advisor:			
Paralegal	Anastasia Zhitareva	Washington, D.C.	\$235
Paralegal	Mary Beth McDavid	Jackson, MS	\$235

All hourly rates provided shall be inclusive of all expenses incurred. Submitted by:

	Shareholder	September 1, 2020
Authorized Signature, Title		Date

Baker, Donelson, Bearman, Caldwell and Berkowitz, PC
Consultant Firm Business



Wendy Huff Ellard | Shareholder

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wellard@bakerdonelson.com

Wendy Huff Ellard is the co-leader of the Firm's Disaster Recovery and Government Services Team and maintains a national regulatory practice focused on disaster recovery,

Ms. Ellard maintains a national regulatory practice focused on disaster recovery, government contracting and public policy and has devoted more than 12 years exclusively to assisting clients with the legal and policy issues associated with disaster response and recovery. She has extensive experience with the intricacies of the Stafford Act and regularly represents public and not-for-profit entities, contractors, and industry associations to support grant eligibility and federal procurement compliance.

Ms. Ellard focuses on the various forms of dispute resolution available under FEMA's Public Assistance and Hazard Mitigation Programs, including appeals pursuant to 44 CFR § 206.206 and arbitration pursuant to 44 CFR § 206.209 for Hurricanes Katrina and Rita. Since 2007, Ms. Ellard has served the State of Mississippi, as the FEMA recipient/grantee, by providing regulatory and policy advice in its administration of more than \$3 billion in federal disaster aid, including the preparation and submission of responses to more than 300 administrative appeals. She represents non-profit subrecipients/applicants throughout the country to navigate the complex federal and state regulatory frameworks to obtain and maintain federal funding. This work has included counsel through all aspects of the state and federal audit process, including those performed by the Department of Homeland Security's OIG.

Since the COVID-19 pandemic began, Ms. Ellard has dedicated her practice to assisting state and local governments with applying for and administering federal relief funding, including the CARES Act and Coronavirus Relief Funds. She represents some of the largest local governments and health care providers in the country, providing counsel on compliance and prevention of duplication of benefits with CARES Act, HHS, FEMA, SBA, IRS and other federal and state grants; advice regarding use of Treasury funds for first responder salaries, classification of program as revenue or grant, and payment of hazard pay; and guidance on compliance for procurements under federal grants, including requirements for competitive solicitations.



Professional Honors & Activities

- AV[®] Preeminent[™] Peer Review Rated by Martindale-Hubbell; Mid-South Rising Star by *Mid-South Super Lawyers* (2015 – 2019); *Portico Magazine's* "Top 10 Attorneys in Mississippi" (Class of 2018)
- Mississippi Bar Association - Young Lawyers Division; Disaster Legal Assistance Committee Director (2012 – 2013); Mississippi Bar Leadership Forum (2013)
- American Bar Association; Member, Standing Committee on Disaster Response/Preparedness (2015 – 2018)
- National Emergency Management Association; Member – Focus Group for Private Sector Committee; assisted with preliminary comments to Federal Emergency Management

Agency's white paper, "Procurement Challenges in Private Industry During Disasters" (July 2014)



Recent Publications

- "CARES Act Coronavirus Relief Fund Compliance: Enter the OIG" (July 13, 2020)
- "CORONAVIRUS: Recent Policy and Guidance Updates on FEMA Public Assistance" (June 29, 2020)
- "New FEMA Guidance on Eligible Medical Care Costs and Alternate Care Sites" (May 13, 2020)
- "Coronavirus: Tips for Hospitals Navigating State Emergency Management and FEMA Funding" (March 27, 2020)
- "Coronavirus: FEMA Simplifying the Public Assistance Process to Expedite Payment," republished in *American City & County* (March 24, 2020)
- "Diligence Tips For Potential Disaster Relief Fund Recipients," *Law360* (March 2020)
- "Coronavirus: FEMA Guidance on Eligible Emergency Protective Measures and Sheltering" (March 20, 2020)
- "Coronavirus: Nationwide Emergency Declaration – Access to Disaster Relief Fund" (March 17, 2020)



Recent Speaking Engagements

- "COVID 19 Cost Recovery," International Association of Emergency Managers (IAEM) Disaster Cost Recovery & Finance Caucus Webinar (April 1, 2020)
- "IAEM Disaster Cost Recovery & Finance Caucus COVID 19 Cost Recovery Webinar" (April 1, 2020)



Education

- The University of Mississippi School of Law, J.D., 2007, cum laude
- Mississippi State University, B.A., 2003, summa cum laude



Admissions

- Mississippi, 2007



Parker Y. Wiseman | Of Counsel

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Parker Wiseman concentrates his practice in disaster recovery and government services where he employs his experience with the Mississippi Attorney General's Office and his tenure as the mayor of Starkville, Mississippi.

Mr. Wiseman concentrates his practice in disaster recovery and government services where he applies his extensive working knowledge of federal and state laws gained from years of experience as leader of a midsize municipality, overseeing the municipality's disaster preparedness, federal floodplain requirements, and federal grant management. He represents public and not-for-profit entities, contractors, and industry associations to support grant eligibility and federal procurement compliance.

Mr. Wiseman's experience also includes bond transactions, tax increment financing, historic and brownfield redevelopment tax credits, tax abatements, land use, and industrial and commercial real estate development. In addition to an abundance of policy experience, he has experience in criminal law in the areas of health care and long term care.

Prior to joining Baker Donelson, Mr. Wiseman served in the Mississippi Attorney General's office as the Special Assistant Attorney General where he pursued Medicaid fraud and vulnerable person abuses for prosecution or settlement. In this role, he reviewed 120 cases for prosecution and/or civil settlement and led or aided in the successful prosecution of 34 felony Medicaid fraud, abuse, neglect, and exploitation cases.

Before joining the Mississippi Attorney General's Office, Mr. Wiseman served as the mayor of Starkville, Mississippi for eight years. As mayor of one of the fastest growing cities in Mississippi, he oversaw millions of dollars in private development, secured votes and funding for a new city hall and police headquarters, helped establish a steering committee to promote economic development in the area, and achieved a Police National Accreditation and a Class 4 Fire Rating.



Representative Matters

- Coordinated numerous multi-million dollar general obligation bond issuances and refunds among outside bond counsel, underwriters, rating agencies, elected officials, and city staff.
- Led and executed a complex \$6.7 million certificate of participation issuance on a lease and lease-back transaction among third party lessor, private construction company, outside bond counsel, underwriter, rating agency, elected officials, and city staff.
- Evaluated and vetted numerous tax increment financing proposals, advised other elected officials on the merit of such proposals, and executed approved tax increment financing deals.
- Led and coordinated the creation of local historic tax credit eligible districts among the Mississippi Department of Archives and History, local stakeholders, and elected officials.

- Led the successful application and execution of a \$400,000 Brownfield Assessment grant to assess brownfield sites for redevelopment throughout the Starkville, Mississippi community.
- Evaluated and advised on one of the first successful Mississippi Brownfield Redevelopment Tax Credit proposals.
- Coordinated Medicaid fraud investigations with criminal investigators, auditors, the Mississippi Division of Medicaid, and the U.S. Medicaid Office of Inspector General, and ultimately decided appropriate charges and/or civil settlement offers.



Professional Honors & Activities

- Member – Board of Directors, Greater Starkville Development Partnership (2009 – 2017)
- Member – Board of Directors, Oktibbeha County Economic Development Authority (2009 – 2017)
- Member – Board of Directors, Mississippi Municipal League (2010 – 2017)
- Member – Board of Directors, Volunteer Starkville (2011 – 2013)
- Member – Starkville/Oktibbeha County Excel by 5 Coalition (2011 – 2013)
- Member – Board of Directors, Golden Triangle Boys and Girls Club (2011 – 2013)
- Member – Board of Directors, North Mississippi Industrial Development Association (2009 – 2012)
- Member – Steering Committee on the Creation of the Golden Triangle Link (2012)



Education

- University of Mississippi School of Law, J.D., 2008, magna cum laude
 - Office Manager – *Mississippi Law Journal* (2007 – 2008)
 - President – University of Mississippi School of Law Student Body (2007 – 2008)
- University of North Carolina at Chapel Hill School of Government, M.P.A., 2005
 - Vice President – University of North Carolina at Chapel Hill Graduate and Professional Student Body (2004 – 2005)
- Mississippi State University, B.A., 2003, cum laude
 - President – Mississippi State University Student Body (2002 – 2003)



Admissions

- Mississippi, 2008



David A. Rueff Jr. | Chief Client Solutions Officer

Jackson | T: 601.351.2469 | E:
drueff@bakerdonelson.com

David A. Rueff Jr. is a shareholder in the Jackson office of Baker Donelson and is also the Firm's Chief Client Solutions Group Officer.

As Chief Client Solutions Group Officer, David is responsible for oversight of an innovation team at Baker Donelson which includes responsibilities for knowledge management, legal project management, matter budgeting, pricing, process improvement, machine learning/AI applications and legal research. David regularly works with lawyers and clients to develop unique process, pricing and technology solutions.

David has been a practicing lawyer for more than 20 years, is PMP® certified through the Project Management Institute, is certified in the Toyota Manufacturing Production System (Lean) and is a member of the Professional Pricing Society. As a practicing lawyer, David's experience included both litigation and transactional matters, but in later years, David's practice has primarily focused on the distribution of federal grants to victims of hurricane and flood disasters. David has staffed and managed project teams in Mississippi, New York, Texas, New Jersey and Louisiana. In 2011, he helped to create and staff one of the first law firm Legal Project Management Offices. As the Firm's Legal Project Management Officer, he was responsible for implementation of pricing, legal project management, process improvement and supporting technologies. David was also responsible for the development of the Firm's patent pending legal project management model - BakerManage®, the Firm's Lean model - BakerLean™ and the Firm's proprietary budgeting tool - Budget Designer.



Professional Honors & Activities

- Listed in *The Best Lawyers in America*® in the area of Real Estate Law since 2010
- Listed in *Chambers USA: America's Leading Business Lawyers* as a leading real estate lawyer in Mississippi since 2008
- BV® Distinguished™ Peer Review Rated by Martindale-Hubbell
- Fellow – American Bar Foundation; International Institute of Legal Project Management; and College of Law Practice Management
- Inaugural Chairman – ABA Law Practice Division, Legal Project Management Committee (2015 – 2016)
- Special Counsel, Governor's Commission on Recovery, Rebuilding and Renewal for the Mississippi Gulf Coast – Land Use, and Public Services Committees (2005)



Professional Awards

- Finalist – Litera Microsystems' The Changing Lawyer Awards in the Legal Innovator of the Year category (August 2019)

- Finalist – ILTA's Thought Leader of the Year Award/Leadership Award (August 2019)
- Recipient – ILTA Publication Awards – "Matter Budgets Matter: A Case Study You Can Take to the Bank," International Legal Technology Association, Las Vegas (August 2017)
- Recipient – ILTA Distinguished Peer Award, Project of the Year for Baker Donelson's Legal Project Management Initiative and System (2012)



Select Publications and Speaking Engagements

- Co-author – "Using Legal Project Management to Organize Data Capture, Enhance Collection, and Expedite Strategic Decisions," *Trial Spotlight Newsletter* (May 2020)
- Co-author – "The Art and Science of Legal Project Management," *The National Law Journal* (February 2015)
- Co-author – "Legal Project Management - Increasing Adoption with Technology Solutions," (November 2016); "Implementing Legal Project Management, The Legal Professional's Guide to Success," (March 2015); "The Power of Legal Project Management, A Practical Guide," (ABA's Best Selling Book for 2014)
- "Thriving Under Pressure: Crafting Win-Win Solutions In Time of Crisis," Legal Value Network Webinar (March 2020)
- "Rethinking Legal Practice Support Models for Improved Client Service," Ark Group's 15th Annual Knowledge Management in the Legal Professions, New York Law School (October 2019)



Education

- Mississippi College School of Law, J.D., 1997, cum laude
- Louisiana State University, M.L.A., 1991
- University of Tennessee, B.S., 1988, cum laude



Admissions

- Mississippi, 1997
- Tennessee, 2007



Danielle M. Aymond | Of Counsel

Baton Rouge | T: 225.381.7039 | E:
daymond@bakerdonelson.com

Danielle Aymond concentrates her practice on disaster relief and emergency management, utilizing a background with the Louisiana Governor's Office of Homeland Security and Emergency Preparedness and the Louisiana Army National Guard to provide advice on key emergency regulatory issues.

Danielle Aymond joined Baker Donelson after serving as executive counsel of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). While serving in this role, she was the state's legal advisor through five presidential declared disasters, including the Great Floods of 2016. She is also a Major in the Louisiana Army National Guard.

Major Aymond authored legislation during the 2017 Regular Session of the Louisiana Legislature that updated the Emergency Management Assistance Compact (EMAC). She also authored two bills in the 2018 Regular Session that updated dozens of emergency management statutes, including creating a new process through which volunteers are named agents of the state in a disaster. Major Aymond served on a Federal Emergency Management Legislation Reform Committee organized under the National Emergency Management Association (NEMA) that assisted in the writing and passage of the Disaster Recovery Reform Act of 2018. She also served as the legal chair for NEMA's Response and Recovery Committee and was asked to serve as the legal chair of NEMA for 2019. Major Aymond is GIAC certified in Law of Data Security and Investigations (GLEG). Major Aymond entered the Louisiana National Guard's Judge Advocate General's Corps in 2011, and she currently serves as deputy regional defense counsel. Previous assignments include trial counsel of the 256th Infantry Brigade Combat Team, trial defense counsel, and command judge advocate for the Louisiana Aviation Command. She served as a full-time attorney-advisor from 2013 to 2016 in the Office of the Staff Judge Advocate of the Louisiana National Guard. She is a 2008 graduate of the Military Police Individual Training Academy, a 2011 graduate of the Louisiana National Guard Officer Candidate School, and a 2013 graduate of the Army Judge Advocate School.



Professional Honors & Activities

- Named a Best Lawyers in America® "Ones to Watch" in Administrative/Regulatory Law and Government Relations Practice (2021)
- National Emergency Management Association (2016 – present)
- Federal Emergency Management Legislation Reform Committee (2018)
- National Guard Association of Louisiana (2011 – present)
- Louisiana National Guard
 - Louisiana Cross of Merit; Louisiana Emergency Service Award; Louisiana Commendation; Leadership Honor Graduate Officer Candidate School
- United States Army

- Two Commendation Medals; National Defense Service Medal; Army Service Ribbon; Army Reserve Component Overseas Training Ribbon; Global War on Terrorism Expeditionary Medal



Publications

- "CORONAVIRUS: Recent Policy and Guidance Updates on FEMA Public Assistance" (June 29, 2020)
- "New FEMA Guidance on Eligible Medical Care Costs and Alternate Care Sites" (May 13, 2020)
- "Coronavirus: Tips for Hospitals Navigating State Emergency Management and FEMA Funding" (March 2020)
- "Coronavirus: FEMA Guidance on Eligible "Emergency Protective Measures" and Sheltering" (March 2020)
- "Draft Rules Issued for New Arbitration Option for FEMA's Public Assistance Program" (March 2019)



Speaking Engagements

- "Local Perspective: How Louisiana is Addressing Cyber Attacks and What Businesses Can Do to Protect Themselves" (November 2019)
- Co-presenter – "The Disaster Recovery Reform Act: A Texas-Sized Bill," HGACBuy 2019 Inaugural Conference and Expo (October 2019)
- "Preparing for Hurricane Season: Ensuring Eligibility for FEMA Funding" (June 2019)
- "State Disaster Legislation," NEMA Annual Forum (October 2018)
- "Federal Contracting," National Sheltering and Housing Conference (2018)



Education

- Louisiana State University Paul M. Hebert School of Law, J.D., 2010
- SANS Cyber Institute, Law of Data Security and Investigations (LEG523), 2018
- Millsaps College, B.A., 2007



Admissions

- Louisiana, 2011



Carey Lambert* | Legal Project Management Senior Director

Jackson | T: 601.969.4665 | E: clambert@bakerdonelson.com

Carey Lambert serves as Director of Baker Donelson's subsidiary BakerManage, LLC, where he utilizes his extensive knowledge of project and process management to better structure workflows to assure effectiveness and efficiency within both the Firm and client organizations.

Leveraging over 30 years' experience in public and private sector service delivery, Mr. Lambert directs teams specializing in business process management, technology integration, product and service rollouts, business requirements, policies and procedures, analytics and modeling.



Recent Representative Projects

- Spearheaded project management and process improvement services for multiple federal disaster recovery programs in Mississippi, Louisiana and Texas. Worked with clients to establish and document goals, constraints, risks, monitoring and communications plans. Enhanced client and customer value by introducing tools for the continual analysis of project performance, elimination of errors and minimization of variability in business processes. Implemented executive reporting including dashboards, score cards and trend analyses. Designed staffing model to effectively forecast needs and utilization of resources.
- Provided assessments of processes, procedures and resources utilized by the Information Services and Traffic Engineering Divisions for a large government transportation organization. Projects were associated with the deployment and maintenance of intelligent transportation systems focused on improved traffic flow and incident management.
- Managed IT staff, resources and activities required to service \$11 billion+ student loan portfolio. Key roles included project management, strategic planning, budgeting, capacity planning, business continuity planning and IT audit representation.



Certifications

- Lean Certificate, Mississippi State University, December 2014
- Project Management Professional (PMP), August 2009



Education

- B.B.A., Mississippi State University, 1981

* *Baker Donelson professional not admitted to the practice of law.*



Ernest B. Abbott | Of Counsel

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Ernest Abbott is the co-leader of the Firm's Disaster Recovery and Government Services Team and has extensive experience with laws, regulations, policies and procedures relating to eligibility for federal disaster and mitigation assistance.

Ernest Abbott is the co-leader of Baker Donelson's Disaster Recovery and Government Services Team. He has more than 20 years of experience with the laws, regulations, policies and procedures relating to eligibility for federal disaster and mitigation assistance, the coordination of federal, state, local, non-profit and private sector responders in catastrophic events, and the elements of the National Flood Insurance Program (NFIP). Mr. Abbott assists his clients with issues pertaining to the FEMA Public Assistance program, homeland security, the Hazard Mitigation Disaster Grant Program, flood insurance rate maps, public health emergency laws, disallowance and Office of Inspector General (OIG) audits.

Mr. Abbott is well versed in the administrative appeals process under FEMA's Public Assistance program, and he regularly represents applicants for public assistance in the arbitration process promulgated by Section 601 of the American Recovery and Reinvestment Act. As a former general counsel of FEMA, he managed all regulatory development and coordinated the legislative program for all FEMA agencies. Currently, Mr. Abbott is focused on helping state and local governmental entities, the health care industry, and private non-profit entities providing critical services to navigate the complex regulatory maze of COVID-19 funding. At the outset of the pandemic in the U.S., he was engaged by a large non-profit health care system to assist in securing in COVID-19 federal relief funds – more than \$280 million to date, including a FEMA Public Assistance grant for more than \$51 million to cover the estimated costs to increase and enhance medical capacity at its existing licensed and certified hospitals.



Professional Honors & Activities

- Professorial Lecturer in Law, Disaster Law Course – George Washington Law School, Washington D.C. (2011 – present)
- Member – American Bar Association (1977 – present); Special Advisor to the Standing Committee on Disaster Response and Preparedness (2020 – 2021); Standing Committee on Disaster Response and Recovery and predecessor Special Committee (2006 – present); Section of State and Local Government Law (2003 – 2007); Founding Chair, Committee on Emergency Management and Homeland Security (2002 – 2009); Chair, Multi-Section Task Force on Homeland Security (2005 – 2007); Hurricane Katrina Task Force (2005 – 2006)



Selected Publications and Speaking Engagements

- "FEMA Releases "Streamlined" Project Application in Guidance Document" (April 2020)

- "Coronavirus: Tips for Hospitals Navigating State Emergency Management and FEMA Funding" (March 27, 2020)
- "Coronavirus: FEMA Simplifying the Public Assistance Process to Expedite Payment," republished in *American City & County* (March 24, 2020)
- "Coronavirus: Nationwide Emergency Declaration – Access to Disaster Relief Fund" (March 17, 2020)
- "Coronavirus: Implications of an Emergency Declaration" (March 11, 2020)
- "Draft Rules Issued for New Arbitration Option for FEMA's Public Assistance Program" (March 2019)
- "The Disaster Recovery Reform Act of 2018: Key Provisions Affecting FEMA Funding" (October 2018)
- "FEMA's 60-Day Appeal Deadlines Now Strictly Enforced Against Applicants, State Grantees" (August 2017)
- "Diligence Tips For Potential Disaster Relief Fund Recipients," *Law360* (March 2020)
- *Homeland Security and Emergency Management: A Legal Guide for State and Local Governments*, Co-editor; author or co-author, Introduction and chapters "Representing Local Governments in Catastrophic Events" and "Catastrophic Events, the Law, and Federalism" (ABA Press: 2005; 2010; 2018)
- "Lessons Learned From the 1918 Pandemic: Historical and Legal Framework of the Spanish Flu and How It Relates to Today's Crisis," Historical Society of the New York Courts Webinar (May 11, 2020)
- "Responding to the Global COVID-19 Pandemic: The State and Local Government Perspective," webinar, American Bar Association (March 31, 2020)



Education

- Harvard University School of Law, J.D., 1976, magna cum laude
- Harvard University Kennedy School of Government, M.P.P., 1976
- Swarthmore College, B.A., 1972, with high honors



Admissions

- District of Columbia, 1977
- Massachusetts, 1977
- Texas, 1985
- Virginia, 2018



Torri Armstrong | Associate

Jackson | T: 601.351.8943 | E: tarmstrong@bakerdonelson.com

Torri Armstrong concentrates her practice in the areas of labor and employment, litigation, and affordable housing.

Torri concentrates her practice in real estate financing and affordable housing. She works with the Firm's public housing authority clients on HUD's Rental Assistance Demonstration project transactions. Torri also represents non-profit and for-profit developers utilizing low income housing tax credits and in connection with commercial real estate matters.



Professional Honors & Activities

- Named a *Best Lawyers in America*® "Ones to Watch" in Labor and Employment Law - Employee, Labor and Employment Litigation, Real Estate Law (2021)
- Member – American Bar Association (Forum on Affordable Housing and Community Development)
- Member – Mississippi Bar Association
- Member – Jackson Young Lawyers
 - Co-Chair – Communications and Membership Services Committee
- Member – Tri-County Real Estate Association
- Member – Mississippi Women Lawyers Association
- Baker Donelson Women's Initiative
- American Inns of Court, The Charles Clark Inn (2014 – 2015)
- Legal Intern – Mississippi Attorney General's Office
- Legal Extern – Mississippi Children's Home Services



Speaking Engagements

- "PHA 101 - The Development Toolbox," SERC-NAHRO Fall Workshop, in New Orleans, Louisiana (November 2018)



Education

- Mississippi College School of Law, J.D., 2015, summa cum laude
 - Member – *Mississippi College Law Review*
 - Casenote & Comment Editor – *Mississippi College Law Review*

- Recipient – Hearin Scholarship
- Recipient – Marble Grant Scholarship
- Best Paper Award, Legal Writing, Fall 2012
- Best Paper Award, Legal Research, Spring 2013
- Mississippi State University, B.A., 2012, summa cum laude



Admissions

- Mississippi, 2015



Robbie Viator*| Senior Manager of Disaster Recovery

Houston | E: rviator@bakerdonelson.com

Robbie Viator is the Senior Manager of Disaster Recovery Services for Baker Donelson and specializes in compliance management.

Robbie Viator is the Senior Manager of Disaster Recovery Services for Baker Donelson and specializes in compliance management. Since October 2018, he served as the deputy program manager for the Texas General Land Office's CDBG-DR Homeowner Assistance Program (HAP), a \$143 million dollar rehabilitation and reconstruction program, where he assisted with program operations for the Deep East Texas Region. Robbie's duties included the supervision of a manager and case managers in the Jasper, TX Homeowner Assistance Center; development and updates of the standard operating procedures (SOPs) and regional housing guidelines; creation of daily reporting data to be distributed to project and executive management staff; and assisting with the process analysis, process improvements, and production management for both regions of the HAP.

Prior to joining Baker Donelson, Robbie held several leadership positions in the disaster recovery sector including as a team lead consultant to the Texas Division of Emergency Management, the compliance manager for the State of Louisiana Office of Community Development Disaster Recovery Unit, and as the compliance manager for the State of Louisiana Department of Economic Development Business Recovery Services where he monitored over \$14 billion in CDBG-DR funding encompassing 40 disaster recovery programs and hundreds of projects across 53 impacted parishes. His experience also includes financial analysis to ensure compliance with HUD CDBG-DR regulations and guidelines.



Education

- McNeese State University, B.S., 1997

* *Baker Donelson professional not admitted to the practice of law.*



Jordan Corbitt | Associate

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jcorbitt@bakerdonelson.com

Jordan Corbitt has significant experience with the laws, regulations, and procedures relating to eligibility for federal disaster and mitigation assistance.

Mr. Corbitt has significant experience with the laws, regulations, and procedures relating to eligibility for federal disaster and mitigation assistance. He assists state and local governments and non-profit entities navigate the Federal Emergency Management Agency's (FEMA) Public Assistance program, including compliance with procurement requirements and filing administrative appeals.

Mr. Corbitt has also represented clients in state and federal court in lawsuits involving negligence, breach of contract, DTPA claims, Texas Insurance Code claims, property disputes, fraud and eminent domain.



Representative Matters

- Reviewed emergency purchase orders, requests for proposals, contracts, procurement policies and written standards of conduct for compliance with FEMA procurement regulations.
- Provided local government entity with around-the-clock procurement-compliance advice for various solicitations, contracts, and purchase orders, consisting of both competitive and non-competitive procurements.
- Prepared procurement-compliance checklists and memoranda for various government entities to facilitate compliance with FEMA procurement regulations in advance of a disaster that requires work eligible for Federal Public Assistance funding.
- Formulated and presented compliance presentation for large state-owned electrical power authority, focusing on non-competitive procurements and detailed solicitations.
- Reviewed and analyzed national contractor construction agreements in order to ensure compliance with Texas law for eligible work performed under FEMA.
- Briefed Second Appeal regarding de-obligation of more than \$2 million based on reasonableness of equipment cost for large metropolitan government entity.
- Briefed successful traditional and no-evidence motion for summary judgment in favor of client against claims of negligence, breach of contract and unfair insurance claims. Both motions were granted and the case was disposed of in its entirety.



Professional Honors & Activities

- Named a Best Lawyers in America® "Ones to Watch" in Administrative/Regulatory Law and Government Relations Practice (2021)



Speaking Engagements

- Co-presenter – "Obtaining and Keeping Your FEMA Reimbursement: Procurement and Documentation Requirements," Florida Municipal Electric Association (May 27, 2020)
- Co-presenter – "The Disaster Recovery Reform Act: A Texas-Sized Bill," HGACBuy 2019 Inaugural Conference and Expo (October 2019)
- Co-presenter – "Finding FEMA 'Friendly' Funding," HGACBuy 2019 Inaugural Conference and Expo (October 2019)
- Co-presenter – "Preparing for Hurricane Season: Ensuring Eligibility for FEMA Funding" (June 2019)
- Panelist – "Emergency Preparedness & Hurricane Response in Senior Living," Seven Acres Jewish Senior Care Services (June 2018)
- Panelist – "Resiliency, Disaster Planning and Response," American Bar Association, Section of State and Local Government Law, 2018 Spring Conference (April 2018)



Education

- South Texas College of Law, J.D., 2016, summa cum laude
 - *South Texas Law Review*
- Texas A&M University, B.B.A. in Management, 2012



Admissions

- Texas, 2016
- U.S. District Court for the Southern and Western Districts of Texas



Nyka M. Scott | Counsel/Client Development Liaison

New Orleans | T: 504.566.5269 | E:
nscott@bakerdonelson.com

Nyka Scott advises clients on complex legal and policy matters in the disaster recovery, energy and maritime industries.

Nyka works with Baker Donelson's Disaster Recovery and Government Services Team representing clients in legal matters involving the Federal Emergency Management Administration (FEMA) and with federal grant issues, including compliance reviews and administration appeals of grant disputes. She helps clients navigate FEMA insurance-related issues and denials and FEMA arbitrations. Nyka also provides public policy advice to clients, representing them before various local and state governmental entities.

Prior to rejoining Baker Donelson, Nyka served as executive counsel for the Southeast Louisiana Flood Protection Authority-East, where she represented the board of directors and all of its member Levee Districts in Orleans, East Jefferson, and St. Bernard Parishes. Nyka oversaw all matters handled by the legal department, worked with the chief administrative officer and board president to regionalize the agency, and managed the human resources, grant writing, and governmental affairs departments on an interim basis. She was also responsible for:

- Managing litigation involving construction companies and/or engineering firms regarding breach of contract issues, delay claims, and bid disputes, including review of plans/specification and project time lines;
- Drafting and implementing the Authority's employee handbook, new policy initiatives, disciplinary matters, and representation before the Louisiana Civil Service Commission;
- Negotiating and drafting cooperative endeavor agreements and other similar agreements between governmental entities;
- Working with various city and state officials regarding changes/implementation of new laws impacting the agency;
- Drafting, reviewing and revising contracts with outside vendors, contractors, engineers and outside counsel providing services to the Agency; and
- Participating in the review of insurance policies/coverages and safety/risk assessment for the Agency.

Before serving as executive counsel, Nyka was an attorney with Baker Donelson and concentrated her practice in counseling clients on matters involving public utility regulation, maritime collision and personal injury, marine insurance coverage disputes, oil pollution, public policy, and governmental affairs. She has provided public policy advice to and represented clients before governmental agencies. She has also represented the London Insurance Market involving class actions and large-scale litigation, including the sinking of the DB269 during Hurricane Roxanne, the Deepwater Horizon incident, and multiple Hurricane Katrina related-matters filed in the U.S. District Court for the Eastern District of Louisiana, including serving as liaison counsel for dredging defendants in the Mississippi River Gulf Outlet (MRGO) litigation.



Professional Honors & Activities

- Vice Chair – Pro Bono Committee, New Orleans Office



Publications

- "COVID-19 (and Other) Relief for the Marine Industry" (July 16, 2020)
- "Reopening Louisiana Businesses: Not Quite Business as Usual" (May 15, 2020)
- "Reopening New Orleans: Laissez Les Bon Temps Rouler? Not So Fast!," republished in *New Orleans CityBusiness* (May 13, 2020)
- "Louisiana Economic Development Launches its Small Business Loan Program" (April 20, 2020)



Speaking Engagements

- Co-Panelist – "Working 9 to 5, Not Really: Best Practices for a Stress-Free Return to Work," New Orleans Bar Association Webinar via Zoom (May 8, 2020)
- "Preparing for Hurricane Season: Ensuring Eligibility for FEMA Funding" (June 2019)



Webinars

- Small Business Loans: Options, Insights and Questions Answered (April 2020)



Education

- University of New Orleans, M.B.A., 2017
- Loyola University School of Law, J.D., Certificate in International Law, 2003
- University of New Orleans, B.A., 1996



Admissions

- Louisiana, 2003
- U.S. District Court for the Eastern, Western and Middle Districts of Louisiana, 2003
- U.S. Court of Appeals for the Fifth Circuit, 200



Ivan Boatner | Of Counsel

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iboatner@bakerdonelson.com
Washington, D.C. | T: 202.508.3400

With more than 20 years of experience in the government contracting sector, Mr. Boatner brings a thorough understanding of the laws and regulations relevant to government contractors, Department of Energy contractors in particular, to his practice as a member of Baker Donelson's Government Enforcement and

Mr. Boatner's experience working in the government sector includes representing and advising the government and contractors in a variety of matters, such as government contract claims, bid protests, the False Claims Act (FCA), the Federal Tort Claims Act (FTCA), the Freedom of Information Act (FOIA), indemnification issues, employment disputes, and whistleblower cases.

Mr. Boatner joined Baker Donelson after spending 14 years as general counsel for Oak Ridge Associated Universities (ORAU), a large government contractor, where he was responsible for overseeing all legal matters, in addition to serving on ORAU's Strategic Leadership Team. Mr. Boatner's duties at ORAU included responsibility for contractor assurance activities such as environment, safety, and health (ES&H), security, risk management, quality, project management and internal audit. Prior to that, he served as a federal litigation attorney for the U.S. Department of Energy (DOE) Oak Ridge Operations. Throughout his career, he has developed close relationships with decision makers at government contractors in both Oak Ridge and throughout the DOE complex. He also has significant construction experience in both commercial and residential markets. He has been involved in all facets of the construction process from planning to closeout and litigation of construction disputes.



Representative Matters

- Advised clients on government contract compliance requirements, including the Federal Acquisition Regulation (FAR) and agency-specific regulations such as the Department of Energy Acquisition Regulation (DEAR) and DOE Orders.
- Negotiated contracts and modifications with more than 20 federal agencies.
- Conducted internal investigations involving allegations of fraud, waste, abuse, and unethical and illegal behavior for government contractors and state agencies.
- Represented agricultural client in Federal Tort Claims Act litigation alleging negligent inspection of livestock by the United States Department of Agriculture (USDA) Food Safety Inspection Service (FSIS), resulting in favorable settlement of \$1 million.
- Represented clients in protests before agencies, the General Accounting Office, and the Court of Federal Claims.
- Represented client in breach of contract litigation involving compliance with federal cybersecurity requirements.

- Advised Federal Emergency Management Agency (FEMA) grant recipients and subrecipients on compliance matters.
- Reviewed proposals, ensured compliance with federal procurement requirements, and drafted sections of a major proposal which resulted in the awarding of contracts valued at more than \$4 billion to the client.



Professional Honors & Activities

- Member – American Bar Association (ABA) and ABA Public Contract Law Section



Publications

- "COVID-19 – Cybersecurity Risks for Health Care and Research Institutions are Heightened," republished June 2, 2020 in *Corporate Compliance Insights* (May 18, 2020)
- "CARES Act – Recipients Must Identify, Understand, and Comply with Grant and Contract Requirements" (April 20, 2020)
- "DOE Extends 85-804 Indemnification to Contractors Supporting COVID-19 Response" (April 3, 2020)
- "Corporate Investigations and Improved Compliance Programs Provide Opportunities to Mitigate Exposure," TerraLex (October 2019)
- "Failure to Comply with the Cybersecurity Requirements of Your Government Contracts Can Lead to False Claims Act Liability," (August 2019); republished in *Westlaw Journal Government Contracts* (September 2019)
- "It's Hard for Some of Us to Accept: Tecom Governs DOE Contracts Containing DEAR 970.5204-31," LinkedIn (July 2019)



Education

- Tulane University School of Law, J.D., 1992, cum laude
- Sewanee: The University of the South, B.A., 1989, cum laude



Admissions

- District of Columbia, 2020
- Tennessee, 1992
- United States Federal Court for the Eastern District of Tennessee, 1993

Section 7: Socioeconomic Contractors

Provide current copy of certificate of MBE/WBE/DBE.

Baker Donelson is not certified as a minority-, women- or disadvantaged business enterprise.

Section 8: Administrative Information

Please include the following:

- **Proof of Liability Insurance and its limits**

Please see the enclosed letter from our professional liability carrier, Attorneys' Liability Assurance Society, and a Certificate of Insurance for the other insurance lines, containing this information.

- **Drug Free Work Place Form (Complete and Submit)**

Please see our signed Drug Free Workplace Form included with this response.

- **RFP Affidavit (Complete and submit)**

Please see our signed Affidavit included with this response.

- **RFP Affidavit of Solvency (Complete and Submit)**

Please see our signed Affidavit of Solvency included with this response.

- **Conflict of Interest Disclosure Form**

Please see our Conflict of Interest Disclosure Form included with this response.

- **Acknowledged Addenda**

Please see our acknowledged copy of Addenda #1 included with this response.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/17/2020

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

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

PRODUCER Collier Insurance 606 South Mendenhall Rd Memphis TN 38117		CONTACT NAME: Christine Hutchins PHONE (A/C, No, Ext): (901)529-2900 E-MAIL ADDRESS: chutchins@collier.com FAX (A/C, No): (901)529-2916	
INSURED Baker Donelson Bearman Caldwell & Berkowitz ATTN: Susan Clement 165 Madison Ave., 17th Floor Memphis TN 38103		INSURER(S) AFFORDING COVERAGE INSURER A: Vigilant Ins. Co. NAIC # 20397 INSURER B: Great Northern Insurance Co. 20303 INSURER C: Chubb Indemnity 12777 INSURER D: Travelers Casualty & Surety Co 31194 INSURER E: ACE American Insurance Company 22667 INSURER F:	

COVERAGES

CERTIFICATE NUMBER: CL2011521404

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY	X		35958636	2/1/2020	2/1/2021	EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	☒ Contractual Liability						MED EXP (Any one person) \$ 10,000
	GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:						PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ Included
B	AUTOMOBILE LIABILITY	X		73565681	2/1/2020	2/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	☐ ANY AUTO						BODILY INJURY (Per person) \$
	☐ ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	☒ HIRED AUTOS ☒ SCHEDULED AUTOS NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident) \$
							\$
B	☒ UMBRELLA LIAB ☒ OCCUR	X		79874907	2/1/2020	2/1/2021	EACH OCCURRENCE \$ 15,000,000
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE \$ 15,000,000
	☐ DED ☐ RETENTION \$						\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N ☐ N/A		71750225	2/1/2020	2/1/2021	☒ PER STATUTE ☐ OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 500,000
							E.L. DISEASE - POLICY LIMIT \$ 500,000
D	Employee Dishonesty			106674067	2/1/2020	2/1/2021	\$5,000,000 Limit
E	Cyber Liability			D95105804	2/1/2020	2/1/2021	\$10,000,000 Limit

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

30 day notice of cancellation applies except 10 days for non-payment.

CERTIFICATE HOLDER

CANCELLATION

City of Hattiesburg
 200 Forrest Street
 Hattiesburg, MS 39401

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

J Dabney Collier III/

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Additional Named Insureds

Other Named Insureds

American Intermediary and Exchange Company, LLC	Limited Liability Company, Additional Named Insured
Attn: Susan Clement	Doing Business As
Baker Manage TX, LLC	Limited Liability Company, Additional Named Insured
Baker Manage, LLC	Limited Liability Company, Additional Named Insured
Bakercares, Inc.	Corporation, Additional Named Insured
BD Title, LLC	Limited Liability Company, Additional Named Insured
Howard Baker Forum, LLC	Limited Liability Company, Additional Named Insured
Huntington Westfield Holdings, Inc.	Corporation, Additional Named Insured
LegalShift Management Company Inc	Corporation, Additional Named Insured
LegalShift, LLC	Limited Liability Company, Additional Named Insured
On-Line Training and Compliance Services, LLC	Limited Liability Company, Additional Named Insured
Qualified Exchange Accommodations, LLC	Limited Liability Company, Additional Named Insured
The Daschle Group, LLC	Limited Liability Company, Additional Named Insured

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

Company Name: City of Hattiesburg

City of Hattiesburg Drug-Free Workplace Form

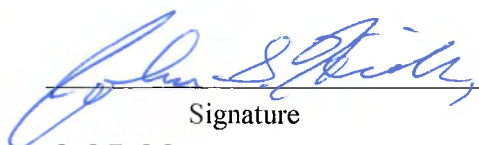
The undersigned firm hereby certifies that

Baker, Donelson, Bearman, Caldwell and Berkowitz, PC does:

Name of Firm

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 danger of drug abuse in the workplace, the business' policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services that are described in the City's request for proposals to provide bond underwriter services a copy of the statement specified in paragraph 1.
4. In the statement specified in paragraph 1, notify the employees that, as a condition of working on the contractual services described in paragraph 3, 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 the State of Mississippi, 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 or plea.
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. Consistent with applicable provisions with State or Federal law, rule, or regulation, make a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1 through 5.

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

 General Counsel

Signature

8.25.20

Date

**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

AFFIDAVIT

TO: CITY OF HATTIESBURG
HATTIESBURG, MISSISSIPPI

At the time the proposal is submitted, the Respondent shall attach to his proposal a sworn statement.

The sworn statement shall be an affidavit in the following form, executed by an officer of the firm, association or corporation submitting the proposal and shall be sworn to before a person who is authorized by law to administer oaths.

STATE OF Tennessee CITY OF Nashville. Before me, the undersigned authority, personally appeared John S. Hicks who, being duly sworn, deposes and says he is General Counsel (Title) of Baker, Donelson, Bearman, Caldwell and Berkowitz, PC (Firm) the respondent submitting the attached proposal for the services covered by the RFP documents for COVID-19 DISASTER RECOVERY CONSULTING SERVICES.

The affiant further states that no more than one proposal for the above referenced project will be submitted from the individual, his firm or corporation under the same or different name and that such respondent has no financial interest in the firm of another respondent for the same work, that neither he, his firm, association nor corporation has either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this firm's proposal on the above described project. Furthermore, neither the firm nor any of its officers are debarred from participating in public contract lettings in any other state.

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

(Proposer)

By John S. Hicks

General Counsel

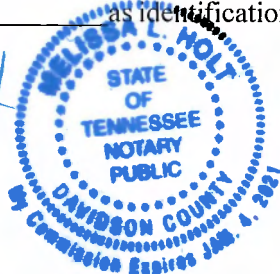
(Title)

STATE OF Tennessee)

COUNTY OF Davidson)

Subscribed and sworn to before me this 18th day of August, 2020, by John S Hicks who personally appeared before me at the time of notarization, and who is personally known to me or who has produced as identification.

Melissa L. Holt
Notary Public



My commission expires:

1/1/21

VENDOR ON ALL CITY PROJECTS MUST EXECUTE AND ATTACH THIS AFFIDAVIT TO EACH PROPOSAL.

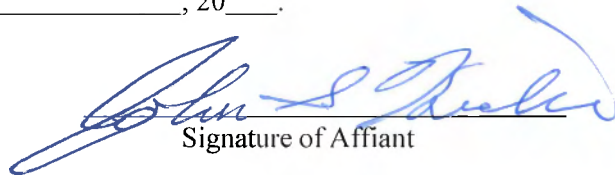
**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

AFFIDAVIT OF SOLVENCY

PERTAINING TO THE SOLVENCY OF Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, being of lawful age and being duly sworn by
I, John S. Hicks, as General Counsel, (ex. CEO, officer, president, duly authorized
representative, etc.) hereby certify under penalty of perjury that:

1. I have reviewed and am familiar with the financial status of above stated entity.
2. The above stated entity possesses adequate capital in relation to its business operations or any contemplated or undertaken transaction to timely pay its debts and liabilities (including, but not limited to, unliquidated liabilities, unmatured liabilities and contingent liabilities) as they become absolute and due.
3. The above stated entity has not, nor intends to, incur any debts and/or liabilities beyond its ability to timely pay such debts and/or liabilities as they become due.
4. I fully understand failure to make truthful disclosure of any fact or item of information contained herein may result in denial of the application, revocation of the Certificate of Public Necessity if granted and/or other action authorized by law.

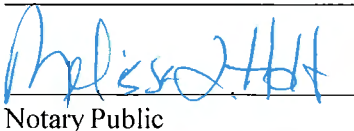
The undersigned has executed this Affidavit of Solvency, in his/her capacity as a duly authorized representative of the above stated entity, and not individually, as of this _____ day of _____, 20____.


Signature of Affiant

STATE OF Tennessee

COUNTY OF Davidson

Subscribed and sworn to before me this 18th day of August, 2020, by John S. Hicks
who personally appeared before me at the time of notarization, and who is personally known to me or who has produced
_____ as identification.


Notary Public

My commission expires:
1/4/21



**REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICES**

City of Hattiesburg Conflict of Interest Disclosure Form

Project (RFQ, RFP, BID) Number/Description: COVID-19 DISASTER RECOVERY CONSULTING SERVICES

The term "conflict of interest" refers to situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting a consultant's/contractor's professional judgment in completing work for the benefit of the City of Hattiesburg ("City"). The bias such conflicts could conceivably impart may inappropriately affect the goals, processes, methods of analysis or outcomes desired by the City.

Consultants/Contractors are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the benefit of the City. Consultants/Contractors, therefore must there avoid situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting the consultant's/contractor's professional judgement when completing work for the benefit of the City.

The mere appearance of a conflict may be as serious and potentially damaging as an actual distortion of goals, processes, methods of analysis or outcomes. Reports of conflicts based upon appearances can undermine public trust in ways that may not be adequately restored even when the mitigating facts of a situation are brought to light. Apparent conflicts, therefore, should be disclosed and evaluated with the same vigor as actual conflicts.

It is expressly understood that failure to disclose conflicts of interest as described herein may result in immediate disqualification from evaluation or immediate termination from work for the City.

Please check the appropriate statement:

☒ I hereby attest that the undersigned Respondent has no actual or potential conflict of interest due to any other clients, contracts, or property interests for completing work on the above referenced project.

☐ The undersigned Respondent, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts or property interests for completing work on the above referenced project.

Legal Name of Respondent: Baker, Donelson, Bearman, Caldwell and Berkowitz, PC

Authorized Representative(s) :  John S. Hicks, General Counsel
Signature Print Name/Title

Signature Print Name/Title

Acknowledged

W. J. Allen



MAYOR
Toby Barker

COUNCIL - WARD ONE
Jeffrey George

COUNCIL - WARD TWO
Deborah Denard Delgado

COUNCIL - WARD THREE
Carter Carroll

COUNCIL - WARD FOUR
Mary Dryden

COUNCIL - WARD FIVE
Nicholas Brown

August 1, 2020

ADDENDUM #1

SPECIFICATIONS FOR: Professional Services related to disaster and pandemic response cost recovery and related grant projects.

SPECIFICATIONS ISSUED ON THE AFOREMENTIONED ITEM READ AS FOLLOWS:

Proposals will be open on August 27, 2020.

SPECIFICATIONS ARE HEREBY AMENDED TO READ AS FOLLOWS:

Proposals will be opened on September 3, 2020.

Kermas Eaton

Kermas Eaton, City Clerk

VII: OPTIONAL CHECKLIST

REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

SECTION	ATTACHMENT NAME	CHECK BOX	CITY USE
Section 1	RFP Cover Page	x	
Section 2	Cover Letter	x	
Section 3	Qualifications and Experience	x	
	Proper and Valid Licensing for conducting business in State of MS	x	
	Current Applicable Department of Regulation License(s)	x	
	Current Applicable Certification(s)	x	
	List of Sub-Contractors with credentials & related experience	x	
Section 4	Proposed Strategy & Technical Approach	x	
Section 5	Auditing History	x	
Section 6	Proposed Pricing / Rate Sheet Attachment "A"	x	
Section 7	Socioeconomic Contractors	x	
Section 8	Administrative Information (include the following):	x	
	Proof of Liability Insurance and Limits	x	
	Drug Free Work Place Form	x	
	RFP Affidavit	x	
	RFP Affidavit of Solvency	x	
	Conflict of Interest Disclosure Form	x	
	Acknowledged Addenda	x	

CITY of HATTIESBURG



Proposal for
**COVID-19 DISASTER RECOVERY
CONSULTING SERVICES**

September 3, 2020



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Please note, pages mark “Proprietary/Trade Secret” are exempt from disclosure due to their proprietary commercial nature and/or their trade secret status pursuant to MS Code Ann. Section 25-61-11.1, in view of MS Code Ann. Section 79-23-1.

SECTION 1. RFP COVER PAGE

REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

COVER PAGE

**SUBMIT ONE (1) ORIGINAL AND ONE (1) ELECTRONIC DISC OR
ONE (1) USB FLASH DRIVE CONTAINING ONE (1) COLOR PDF
OF THE ORIGINAL DOCUMENTS:**

**CITY OF HATTIESBURG
200 FORREST STREET
HATTIESBURG, MS 39401**

ATTN: Kermas Eaton, City Clerk

COMPANY NAME: HORNE LLP

DATE: September 3, 2020



SECTION 2. COVER LETTER

September 3, 2020

City of Hattiesburg City Clerk
ATTN: Kermas Eaton
200 Forrest Street
Hattiesburg, MS 39401



15 Thomas Park, Suite 10
Hattiesburg, MS 39401

601.268.1040 F
601.264.4561 F

HORNELLP.COM

RE: HORNE's Proposal for COVID-19 Disaster Recovery Consulting Services

Mr. Eaton,

The COVID-19 pandemic has placed demands on the time and resources of every Department in the City of Hattiesburg for the past few months. With the federal government offering multiple grant funding and reimbursement options, the City needs to ensure that they comply with all deadlines and policies associated with these funding sources.

As a Mississippi firm with an office in Hattiesburg and 14+ years of experience providing similar grant and disaster recovery services, we are interested in partnering with you to ensure these federal fund options are maximized to support the City of Hattiesburg's continued recovery from this pandemic. As the prime consultant, HORNE acknowledges that we are responsible for all work performed under this contract.

Project Understanding – HORNE has been providing similar grant management, consulting, accounting, and audit services for clients across the U.S. for 14+ years. We have a broad base understanding of the complexities surrounding federal funding and the associated requirements. For example, in Texas and Tennessee, we are providing end-to-end program management including consultation on best use of Coronavirus Relief Funds (CRF), determining eligibility, overseeing compliance, providing technology solutions, and administering Federal Emergency Management Agency (FEMA) funding. These services mirror the funding and services requested by the City of Hattiesburg. Our experience can be leveraged for the City of Hattiesburg to ensure funding compliance, maximization of funds, 2 CFR 200 applicability, and the rapid deployment of federal funding to support the City of Hattiesburg's ongoing recovery.

Company Background – HORNE LLP was founded in 1962 in Laurel, Mississippi. In 2004, our firm converted into a limited liability partnership – incorporated in Delaware – and has grown to include 35 Partners and more than 1,000 employees working throughout the United States. We have several subsidiaries, including HORNE Business Services LLC, HORNE Cyber Solutions LLC, HORNE Technology Group LLC, HORNE Louisiana LLC, HORNE Federal LLC, Yazoo Clay Aviation LLC, and HORNE Puerto Rico LLC. Our firm provides clients with



a wide array of services such as, but not limited to, disaster recovery support, healthcare advisory services, assurance & advisory, fraud forensic & litigation, cyber security, outsourced accounting, tax, valuation, and government services.

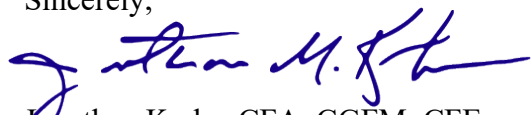
To bolster our service offerings, we have partnered with Dewberry. They offer a full range of architectural, engineering, and construction-related services as well as supplemental disaster recovery qualifications. Dewberry supports this engagement by providing the cost estimation and engineering services requested, in addition to federal, state, and local FEMA expertise.

Qualifications and Experience – HORNE’S core mission is to create value and make a difference. This mandate drives the services we provide and the clients the firm chooses to pursue. Following Hurricane Katrina, from our Hattiesburg office we supported the United States Department of Housing and Urban Development’s (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) compliance and program implementation for Mississippi Development Authority (MDA) and well as supporting healthcare and other entities with traditional accounting and audit services. Our business has grown and we are providing services and oversight for more than \$57 billion in federal awards across multiple funding streams in Mississippi, California, Colorado, Florida, New Jersey, New York, North Carolina, Tennessee, Oklahoma, Puerto Rico, South Carolina, Texas, and the Virgin Islands. This experience includes providing program support for FEMA; HUD; the Coronavirus Aid, Relief and Economic Security Act (CARES Act), and other federally funded programs. We are currently assisting the Mississippi Band of Choctaw Indians – as well as state and local governments in Tennessee, Texas, and New York – with COVID-19 CARES Act funding administration.

Delivering On-time, Every Time – Our record of reliability, including timely and on-budget delivery, is consistent. With disaster recovery contracts throughout the U.S. – including those with MDA and Mississippi Emergency Management Agency (MEMA) that have been active for more than a decade – HORNE has never had a contract terminated, much less terminated for failure to deliver on time or within budget. This is a testament to the trust, hard work, dedication, and collaboration our team members have experienced with the clients we serve.

As a Partner at HORNE, I will be responsible for this engagement and will serve as your point of contact. If you have any questions or need clarification on any items in this proposal, please do not hesitate to contact me at Jonathan.Krebs@hornellp.com or (601) 466-0056.

Sincerely,



Jonathan Krebs, CFA, CGFM, CFE
Partner

SECTION 3. QUALIFICATIONS AND EXPERIENCE

WHY HORNE

Hattiesburg is home for us – HORNE’s first local office was established in the mid 80’s at the corner of Main and Front and though we have moved a few times, we have never left. As a leader in the field of disaster recovery – with over 14 years of experience across 15 states and territories overseeing \$57 billion in federal awards – we know what it takes to make a program successful and compliant. While we typically provide the requested services to State governments, our commitment to our local community and neighbors drives us to serve when our expertise is needed, regardless of the scale.



Deep Mississippi Roots & an Ongoing Commitment to Your Success

The HORNE Team began working on Mississippi’s first multi-billion dollar federally funded recovery program 14 years ago. Working in partnership with both MEMA and MDA, we have supported the disbursement of over 98% of federal recovery funding to eligible projects and Mississippi residents directly impacted by Hurricane Katrina and other storms.

The programs have been completed with 100% compliance and are highly regarded by regulatory agencies and other states as a model for disaster recovery.

YOUR HORNE TEAM'S ACCOMPLISHMENTS FOR MISSISSIPPI

- ✓ Financial and regulatory oversight of Mississippi's \$5.5 Billion HUD CDBG-DR program.
- ✓ Oversight of Mississippi's \$3.56B FEMA Public Assistance (PA) & Hazard Mitigation Grant Programs (HMGP).
 - +11,200 projects worksheets
 - 99.6% project worksheets successfully closed
 - +12,000+ pay requests processed
 - +800 eligible subrecipients
 - Zero findings on Improper Payments Elimination and Recovery Act audits
- ✓ Grant administration and regulatory compliance oversight services for all Katrina federal housing programs totaling more than \$3 billion.
- ✓ Legal counsel and regulatory guidance through \$2.2 Billion RESTORE Act Funding as well as Natural Resource Damage Assessment (NRDA) and National Fish and Wildlife Foundation (NFWF) Settlements.
- ✓ Compliance oversight of the \$400 million CDBG-DR Katrina Economic Development Program.

CARES Act Experience

As a leader among CPA firms since 1962, HORNE is currently assisting the Mississippi Band of Choctaw Indians as well as state and local governments in the States of Texas, New York, and Tennessee with COVID-19 CARES Act funding and program administration. We have a long history of helping local and state governments navigate federal recovery programs.

Local Government Experience

HORNE began working with Robeson County, North Carolina in December of 2017 to layout a program designed for success in the administration of the County's CDBG-DR, HMGP, and North Carolina Disaster Recovery Act funding.

Through this effort, HORNE served more than 1,500 homeowners, identified additional funding streams realizing millions in additional aid for the county, and expedited recovery aid disbursement 80% faster than other counties experienced in North Carolina under the same programs.

In addition, we are working with Scott County, Mississippi to help them as they work to maximize reimbursements. Our CRF program knowledge becomes an asset to County and City governments as they begin their programs.

Financial Budget Expertise

Recently, HORNE proactively reviewed and strengthened Georgia's internal controls in preparation for future audits by Treasury Office of Inspector General (OIG). This same team also worked with Tennessee on Day 1 of its engagement to map all funds received by the state and identify leverage opportunities. HORNE quickly identified an opportunity to leverage the state's CRF with FEMA PA to maximize the available opportunity.

Grant Management and Federal Funding Oversight Experience

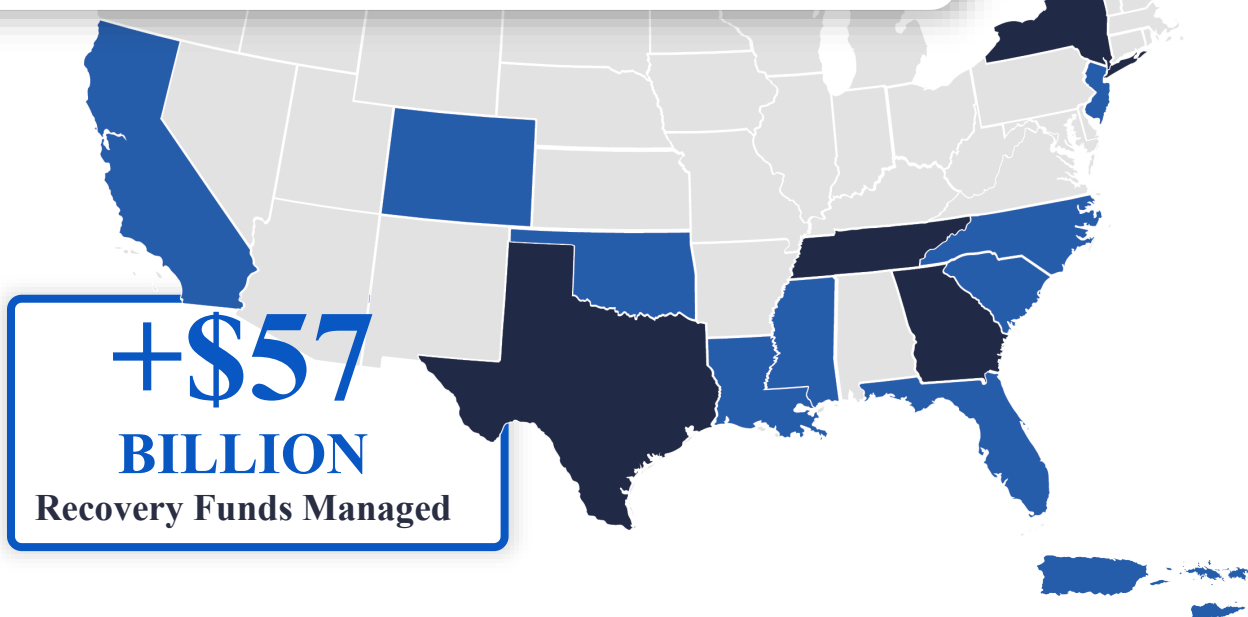
HORNE has been trusted for more than 14 years to guide state and local governments in their recoveries from the worst disasters in history. We have extensive experience managing the administrative and financial function of large-scale disaster recovery programs across the U.S. following the National Disaster Recovery Framework and have set standards for industry best practices.

- ✓ Our experience includes managing multiple funding streams for governments. We have managed \$57 billion in recovery fund including CARES Act, FEMA programs, and HUD programs.
- ✓ HORNE's disaster recovery work reflects a deep knowledge and experience with various government programs and grant administration processes. We know and understand the compliance requirements of the Office of Management and Budget's (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
- ✓ We have over 50 years of experience in public accounting and fiscal management services across various industries of all sizes. Governmental entities and organizations rely on us for rigorous, comprehensive assurance and advisory oversight.
- ✓ We strive to excel in our field. In our most recent peer review, we once again received the highest rating possible for the development and implementation of our system for quality control in the accounting and audit practice. As a CPA firm, we provide competency, fidelity, and integrity in the services we provide.
- ✓ HORNE has an established track record of implementing and managing FEMA PA grant programs. This includes working with nearly 1,500 subrecipients in FEMA regions II, IV, VI, and VIII.
- ✓ Our experience covers the program's full spectrum from beginning to end, including process cost tracking and reconciliation of labor, equipment use, contracts, supplies, mutual aid, and other applicable costs; development of project worksheets and successful appeals during the project formation; documentation review and project closeout; coordination and management of deliverables for government agencies; and federal grants quarterly reporting.

LEVERAGING OUR CARES ACT EXPERIENCE

We will use our experience assisting Texas, Georgia, Tennessee, and New York to utilize best practices to ensure Hattiesburg is maximizing funding sources.

\$8.55B Coronavirus Relief Funding OVERSIGHT
\$100M Coronavirus Relief Funding DISBURSED



For Texas and Tennessee, we are providing:

- End-to-end program management
- Consultation on best use of CRF
- Eligibility determination
- Compliance oversight
- Fund disbursement recommendations
- A secure & compliant grant management system for critical reporting to leaders and stakeholders

HORNE'S FAMILIARITY WITH COVID-19 REGULATIONS SUPPORTING SUBRECIPIENTS IN OTHER STATES

In anticipation of the tremendous impact COVID-19 would have on our healthcare clients, HORNE began weekly meetings with clients to discuss their financial strategy to respond to the event. The team observed the need for additional guidance in the healthcare sector and as a result HORNE has established web-based weekly "Town Hall meetings" with attendees from across the country. Our collaborative team serves as Subject Matter Experts in these forums to interpret the latest regulations and advise clients on the provisions of the CARES Act, the latest updates from funding agencies, federal funding documentation best practices, and procurement regulations to educate them so they may correctly capture and allocate costs to the appropriate federal funding sources to prevent duplication of funding.

 \$1.85B TEXAS DIVISION OF EMERGENCY MANAGEMENT <i>Coronavirus Relief Program Administration</i> TX's program supports over 1,200 subrecipients in counties across Texas.	RESULTS IN 48 HOURS • Recommended \$11M in payments to local jurisdictions • Developed streamlined reporting on requests for assistance and payment status • Created internal training for the State and for the local jurisdictions	RESULTS IN WEEK 1 • Recommended over \$20M in payments to local jurisdictions • Consolidated questions into a FAQ, published guidance • Finalized CRF recipient guidelines and standard operating procedures
 \$4.1B GEORGIA'S OFFICE OF PLANNING AND BUDGET <i>Coronavirus Relief Program Administration</i> GA's program supports 159 counties and 535 municipalities.	RESULTS IN 48 HOURS • Submitted draft guidelines for CRF usage • Coordinated with county and municipal government organizations • Organized a statewide funding strategy and immediate priorities	RESULTS IN WEEK 1 • Deployed a web portal and grant management system to administer local government funding • Provided material for statewide briefings for local governments
 \$2.36B TENNESSEE'S DEPARTMENT OF FINANCE AND ADMINISTRATION <i>Coronavirus Relief Program Administration</i> TN's program supports 345 counties and 95 municipalities.	RESULTS IN 48 HOURS • Met with Tennessee executive leadership • Completed plan to disburse \$60M • Finalized reporting system	RESULTS IN WEEK 1 • Finalized the spending plan for over \$100M in CRF dollars • Completed seven strategic funding discovery sessions • Identified approximately \$100M in funds to be leveraged between two federal recovery streams

FEMA FOCUSED EXPERIENCE

For over 14 years, HORNE has assisted state agencies, subrecipients, and territories with over \$9 billion in FEMA funds – PA and HMGP – with excellent references from program leaders. Below is a listing of current and previous contracts that demonstrate this experience.

MISSISSIPPI Emergency Management Agency



Hurricane Katrina FEMA Recovery Programs

January 2006 – Ongoing

PA, HMGP | \$3.6B

SCOPE: Work directly with all Katrina subrecipients for subaward monitoring/funding and closeout

11,251 Projects
11,210 Projects Closed
12,019 Requests for Reimbursement
\$3.5B Requests for Reimbursement
841 Subrecipients Managed
304 Appeals

TEXAS Division of Emergency Management



FEMA Disaster Recovery Programs for 15+ Disaster Events

September 2010 – June 2018

February 2020 – Ongoing

PA, HMGP | \$2.2B

SCOPE: All grant activities pre-obligation to closeout for all assigned subrecipients

6,133 Projects
3,933 Projects Closed
1,603 Requests for Reimbursement
\$921M Requests for Reimbursement
488 Recovery scoping meetings
737 Subrecipients Managed
16 Disasters Managed

COLORADO Division of Homeland Security & Emergency Management



Flood and Fire Recovery, HMGP, & CDBG-DR Match Program

February 2015 – December 2019

HMGP; CDBG-DR | \$155.3M

SCOPE: Coordinated match monitoring/funding and closeout for all HMGP projects

59 Projects
24 Projects Closed
272 Requests for Reimbursement
\$28.3M Requests for Reimbursement
27 Subrecipients Managed
4 Disasters Managed

PUERTO RICO Aqueduct and Sewer Authority & Electric Power Authority



Hurricanes Irma and Maria Recovery

January 2018 – Ongoing

PA | \$3.2B

SCOPE: Subaward monitoring/funding and closeout; technical assistance; procurement and contracting review

50 Contracts
11 Projects
\$3.0B Request for Reimbursement

NORTH CAROLINA Robeson County & City of Fayetteville**Hurricanes Matthew & Florence Recovery***August 2018 – Ongoing***PA, HMGP | \$11.2M****SCOPE:** Applicant collaboration pre-obligation; coordinated match monitoring/funding

7 Projects

108 Requests for Reimbursement

\$2.3M Requests for Reimbursement

3 Subrecipients Managed

2 Disasters Managed

NEW JERSEY Northwell Health / Staten Island University Hospital**Superstorm Sandy Mitigation Funds****Consulting***December 2017 – Ongoing***HMGP, CDBG-DR | \$62M****SCOPE:** Coordinated match monitoring/funding

2 Projects

40 Requests for Reimbursement

\$18.6M Requests for Reimbursement

1 Subrecipient Managed

1 Disaster Managed

PROVEN AND TRUSTED LEADERSHIP

The HORNE team delivers experienced leadership to educate and guide you through complex Federal requirements. We have carefully selected the following key leaders who possess the experience and capacity needed to support the City of Hattiesburg's COVID-19 recovery. These are supported by a combined 3,000+ HORNE and Dewberry professionals available depending on the specialized need of the City. Our key leaders are listed below with a brief statement summarizing their qualifications. The requested abbreviated resumes of key personnel are included in Appendix A; complete resumes of our team's leadership and additional key team members can be provided upon the City's request.

**JONATHAN KREBS, CFA, CGFM, CFE**

Engagement Partner

Jonathan has 12 years of experience designing, leading, and advising federally funded programs for state and local agencies. As a nationally recognized expert in federal finance and compliance he assists officials with maximizing their funding opportunities, integrating compliance with operations, and embedding transparency and fiscal stewardship. Jonathan lives in Hattiesburg and is a graduate of Hattiesburg High and Southern Miss.

**ANNA GIBSON STROBLE, JD**

Subject Matter Expert – Grant Compliance

Anna served as Senior Counsel for Mississippi's Hurricane Katrina \$5.5 Billion CDBG-DR Program where she was responsible for all program management, regulatory compliance, and financial compliance. Since that time, she has continued in this role for seven other federal recovery grantees across the country.

**ASHLEY NADER STUBBS, JD**

Subject Matter Expert – Coronavirus Relief Fund Compliance

Ashley serves as a Government Services Director at HORNE where she works with federal, state and local agencies to ensure compliance with federal rules and regulations when seeking assistance during and following a natural disaster or global health pandemic. Ashley focuses on helping states and governmental agencies navigate the challenges of disaster recovery by implementing programs that maximize funding while meeting all regulatory compliance requirements.

**VICKI SMITH, CFE**

Subject Matter Expert – FEMA HMGP

Vicki has 14+ years managing and providing direction to clients and team members, ensuring programmatic implementation of federal program and regulatory compliance is met and providing insight on federal procurement regulations, reporting, and monitoring requirements. She also leads quality assurance efforts and develops processes to improve program effectiveness for FEMA's PA and HMGP programs and HUD's CDBG-DR program.

**MATT BULLOCK**

FEMA Coordination Subject Matter Expert Funding Assistance Database Manager

Matt has worked with FEMA's PA program on over 50 separate major disaster declarations spanning 30 states and U.S. territories for events such as floods, hurricanes, severe storms, and most recently COVID-19. He is a subject matter expert in PA policy, governing regulations, and the Stafford Act. Matt is also a lifelong resident of the Hattiesburg, MS area, graduating from Petal High School before obtaining a B.S. from Southern Miss.

**CHRISTY STREET, CPA, CVA**

Program Manager

Christy has 17 years of experience where her work is directed, exclusively from Hattiesburg, in the heavily regulated healthcare industry with a focus on healthcare valuation. Since the start of the pandemic, Christy has relied on her project management skills, knowledge of reimbursement, and experience with expense management to partner with clients to help them navigate federal and state emergency financial assistance and COVID-19 relief funds management. Christy has a B.S. in Business Administration from Southern Miss.

**HOLLY SMITH**

Deputy Program Manager

Holly has 12+ years collaborating with state and local governments to design and administer their federal disaster grant programs. She has worked in varying capacities – from Compliance Analyst to Project Manager to Subject Matter Expert – on disaster recovery projects across the county, including in Mississippi, Texas, California, New Jersey, New York, and Puerto Rico. She delivers projects that reconcile a community's ground truth to the myriad of required federal regulations.

**ALI HAIRSTON, CPA**

Program Administrator

Ali's background includes providing strong accounting, consulting, and audit support to entities across various industries, to verify all practices and procedures adhere to regulatory guidelines to minimize operational risk and facilitate reliable financial reporting. She is currently serving as the Project Manager for the Local Government COVID-19 Relief Program in Tennessee, where she is actively helping local governments on the road to recovery.

**BLAKE PITTMAN, CISA**

Project Coordinator

Blake has 5 years of experience in internal control design and review for mergers and acquisitions, public companies, governmental entities, and systems implementations. His previous experience includes internal controls evaluation consulting with public companies and providing assurance services to public manufacturers and consumer goods at an international firm. Blake has worked on both Tennessee's and Texas' CRF programs.

**JT BLALOCK, CPA, CHFP**

Financial Lead Project Manager

JT has 14 years of experience in a variety of industries, such as healthcare, nonprofit, governmental, Tribal and government contractor. Over the last several years he has specialized in assurance and consulting services for the healthcare industry. Prior to joining HORNE, JT was enlisted with the United States Coast Guard for 8 years during which time his responsibilities included leading emergency and disaster response teams.

SUBCONTRACTORS

We have included Dewberry as a subconsultant to provide cost estimating, site inspection, and construction management services. Dewberry is led by a long-time Hattiesburg resident, Matt Bullock, who has extensive experience providing these services across the Hattiesburg area.

 **Dewberry** Dewberry is a leading architectural, engineering and consulting firm with a proven history of providing professional services – including construction, project management, and disaster recovery services – to a wide variety of public- and private-sector clients. Established in 1956, Dewberry has more than 50 locations and 2,000 professionals nationwide.

Dewberry maintains a practice unit whose entire focus is providing emergency management services to federal, state, and local clients. This dedicated group of engineers, architects, and emergency management specialists have devoted their careers to disaster planning, response and recovery. Dewberry's experience providing these services is extensive, particularly within the FEMA PA Program. In 1982, three years after the creation of the PA Program through the Stafford Act, Dewberry received its initial task order from FEMA in support of the Program; the first ever awarded by the Agency. Dewberry has continued to support the Program since then, through 11 consecutive PA Technical Assistance contracts and as consultants for individual Program applicants.

As a PA consultant, Dewberry offers true expertise and capability gained over 30 years of guiding applicants and their projects through the complex processes and policy of the PA Program. They have been engaged by FEMA for to assist with interpreting current policy, creating new policy, developing reference materials and tools, and facilitating PA training for federal, state, and local resources. Dewberry staff have been responsible for organizing and preparing some of the largest PA grants FEMA has ever funded, including projects funded under Section 428 Alternate Procedures. They have identified additional, large funding opportunities for Program applicants and successfully represented applicants in the appeal of FEMA eligibility determinations involving tens of millions of dollars. Most recently, Dewberry has supported clients with requests for reimbursement of COVID-19 expenses for two major hospital systems in the Northeast.

TERMS AND CONDITIONS

Selection Method & Reason

- ✓ Dewberry supports any needs for cost estimation, engineering services, site inspection, and/or FEMA PA expertise.

Subcontractor Compensation

- ✓ The base rates in our price submission reflect the fees paid to Dewberry for their hourly services. Our price to the City of Hattiesburg accounts for HORNE's administration and invoicing of Dewberry's work.

Subcontractor Billing Rate

- ✓ Cost Estimating On Site Inspector \$150.00
- ✓ Construction Manager Resident Engineer \$150.00
- ✓ FEMA Coordination Subject Matter Expert Funding Assistance Database Manager \$185.00

Some of Dewberry's relevant project examples include:

Project Name	Client	Role and Project Scope
COVID-19 FEMA Public Assistance Support	Yale New Haven Health and Hospital Services	Prime – PA Program policy expertise and project development staff to assist client with the development and submission of COVID-19 reimbursement requests.
Surge Support for FEMA Public Assistance Program	California Governor's Office of Emergency Services	Sub – Provide staff in roles such as Program Delivery Manager, Site Inspector, and Closeout Specialist. Reviewed PA projects, including COVID-19, for funding eligibility and supporting documentation.
HSEMA COVID-19 FEMA Public Assistance Support	Washington, D.C. Emergency Management	Sub – Support FEMA with project development staff to assist client with the development and submission of COVID-19 reimbursement requests.
Professional Engineering and Emergency Services Contract, Hurricane Michael	City of Mexico Beach, FL	Prime – Engineering and cost estimating support for the City's disaster recovery efforts including development of projects for PA Program reimbursement.
Hurricane Irma Field Operations, Florida	FEMA	Joint-Venture – Deployed over 100 technical staff to assist FEMA with delivery of PA Program across the state. Roles include Program Delivery Manager and Site Inspector.
Hurricane Irma Consolidated Resource Center (CRC)	FEMA	Joint-Venture – Staff supported processing of PA grant applications in roles such as Validation Specialist, QA/QC Specialist, and Cost Estimator.
Hurricane Maria Field Operations, Puerto Rico	FEMA	Joint-Venture – Deployed over 80 technical staff to assist FEMA with delivery of PA Program across the state. Roles include Program Delivery Manager and Site Inspector.
Hurricane Harvey Field Operations, Texas	FEMA	Joint-Venture – Deployed 75 technical staff to assist FEMA with delivery of PA Program across the state. Roles include Program Delivery Manager and Site Inspector.

LITIGATION

HORNE is a party to litigation from time to time in the normal course of business, none of which is believed to have a material impact on HORNE's financial viability, reputation, or ability to perform under this contract.

The following is a list of all legal actions or claims made against HORNE within the past five years.

- 1 Kerri Harrison v. HORNE LLP – Lawsuit by the partner of a HORNE client alleging HORNE had a duty to the partnership and to the partner (nonclients) and that HORNE breached that duty. HORNE is vigorously defending this matter as HORNE was never engaged by the partnership to perform any services. This matter remains open but has had little activity.
- 2 Subcontractor v HORNE LLP – HORNE is in arbitration with a subcontractor who asserts a breach of contract claim, asserting that they should be paid for work not performed. We are vigorously defending that all amounts contractually due have been paid.
- 3 H. Kenneth Lefoldt, Jr. v Donald Rentfro, Et al. – The matter pertained to financial statement audits of Natchez Regional Medical Center and alleged that HORNE failed to properly perform audits which ultimately resulted in clients and/or their creditors experiencing losses. HORNE successfully defended the matter and the matter was dismissed on summary judgment in September 2019.
- 4 Client, Client Lender v HORNE LLP – HORNE LLP was a party to arbitration wherein client and client's lender alleged that HORNE failed to properly perform audits which ultimately resulted in clients and/or their creditors experiencing losses. In order to avoid the significant costs of arbitration, all parties agreed to a confidential settlement and this matter was closed in December 2018.
- 5 Kohan Tai and Elite Grub, Inc. vs. Akash Bhakta; Chetan Bhatka, Et al. – Plaintiff invested in a franchise with one of the defendants in this matter. Plaintiff sued the franchisor for losses and included HORNE alleging that HORNE LLP lacked independence in performing the audit. In order to avoid the significant costs of litigation, all parties agreed to a confidential settlement and this matter was closed in May 2016.

MISSISSIPPI LICENSING

HORNE is licensed to do business in Mississippi and is in Good Standing.



Michael Watson
SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name	Name Type
Horne LLP	Legal

Business Information

Business Type:	Limited Liability Partnership
Business ID:	866505
Status:	Good Standing
Effective Date:	01/20/2005
State of Incorporation:	DE
Principal Office Address:	661 Sunnybrook Rd, Ridgeland, MS 39157

Registered Agent

Name
Wendy F Eversole 661 Sunnybrook Rd, Ste 100 Ridgeland, MS 39157

Officers & Directors

Name	Title
Joe D Havens 661 Sunnybrook Rd, Ste 100 Ridgeland, MS 39157	



Michael Watson
SECRETARY OF STATE

I, MICHAEL WATSON, Secretary of State of the State of Mississippi, and as such, the legal custodian of the records as required by The Mississippi Limited Liability Partnership Act to be filed in my office do hereby certify as follows:

HORNE LLP
661 Sunnybrook Rd, Ste 100
Ridgeland, MS 39157

A Delaware Limited Liability Partnership has filed the necessary documents in this office and has obtained a certificate of registration to do business in this State, under the provisions of The Mississippi Limited Liability Partnership Act as shown by the records in this office.

I further certify that said Limited Liability Partnership has filed in this office an appointment of registration for service of process, with written acceptance endorsed thereon, and/or power of attorney, designated its agent and/or attorney for service of process in this State.

Wendy F Eversole
661 Sunnybrook Rd, Ste 100
Ridgeland, MS 39157

I further certify that said Limited Liability Partnership has paid the fees for filing the above papers as required by law as shown by the records of this office and that said partnership is in good standing to do business in Mississippi at this time.

Given under my hand and seal of office
the 29th day of April, 2020

Michael Watson

Certificate Number: CN20082048

Verify this certificate online at <http://corp.sos.ms.gov/corpcnv/verifycertificate.aspx>

SECTION 4. PROPOSED STRATEGY AND TECHNICAL APPROACH

The best way HORNE can assist the City of Hattiesburg with your response and recovery from the COVID-19 pandemic disaster is to immediately offer you best practices realized from our experience. Simply put, our plan will help you identify ways to maximize your funding immediately.

We describe our plan below where we will establish a strategy to represent the City of Hattiesburg in their disaster recovery, to expedite financial recovery and mitigation through FEMA's PA program, the CARES Act, and other state and federal funding sources. Our strategy will include a comprehensive methodology for overall compliance with Federal, State and Local laws.

FEMA PUBLIC ASSISTANCE ADVISORY SERVICES

Our approach will include developing and administering a process for obtaining, analyzing, and gathering documentation of COVID-19 costs including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment. We will then review costs to identify the best funding source to distribute costs while ensuring duplication of costs do not occur. We will assist in the preparation of accurate PA emergency protective measure project applications developed in FEMA's Grants Portal system to include recognized cost estimating; developing detailed descriptions and scope of work; and proper identification of eligible force account labor, supplies, and equipment related to the City's COVID-19 response efforts. Our experience allows us to quickly identify and communicate risks within the City's operations that could preclude the ability to optimize reimbursement.

HORNE has an established track record of implementing and managing FEMA PA Grant Programs. This includes working with nearly 1,500 subrecipients in FEMA regions II, IV, and VI, VIII. Our experience covers the full spectrum of the program from beginning to end, including process cost tracking and reconciliation of labor, equipment use, contracts, supplies, mutual aid, payroll, and other applicable costs; development of project worksheets and successful appeals during the project formation; documentation review and project closeout; coordination and management of deliverables for government agencies; and federal grants quarterly reporting.

A HORNE FEMA team leader will participate in all relevant meetings as requested. We have developed strong relationships with federal, state, and local agencies over the years. Our team members consistently coordinate and communicate across multiple agencies and this collaboration results in better outcomes. Your program will benefit from our experience at all levels of government.

FEMA FEDERAL FUNDING EXPERIENCE

FEMA Federal Funds Managed	FEMA Projects Managed	FEMA Projects Closed	FEMA Subrecipients Managed	FEMA Pay Requests	FEMA Pre-Obligation/ Scoping Meetings
\$9B+	17,400+	15,000+	1,600+	14,000+	480+

Our specific FEMA experience includes both systems/reporting and program experience which are imperative for the success of the City of Hattiesburg's recovery.

FEMA & MEMA SYSTEMS / REPORTING EXPERIENCE

HORNE built systems for managing FEMA grants before it was common practice. Our document management system deployed following Hurricane Katrina and has been **recognized as a best practice by the Government Accountability Office (GAO)**. We will continue to implement our documentation best practices as we help the City of Hattiesburg navigate the recovery process.

We have over 14 years of experience working in FEMA grant management platforms including FEMA Grants Portal (FEMA application development system), EMMIE (FEMA post-obligation system), and NEMIS (FEMA HMGP system).

Additionally, **we have extensive experience working the MEMA's MSPA system** to administer the funding requests for the City's submitted costs.

FINANCIAL, PAYROLL, AND GRANT MANAGEMENT

There are approximately 16 different funding sources across 10 agencies and departments in excess of \$2 trillion associated with COVID-19 emergency funds available for response and recovery. We will explore the highest priorities, such as stability of cash flow, and discuss COVID-19 funding streams available to the City of Hattiesburg to achieve objectives based on current legislation. We will also review best practices for data capture as it relates to different funding streams and establish an ongoing communications plan to coordinate efforts with the City.

In the first week, we will collaborate with leadership to review expenditure data from the onset of the COVID-19 pandemic disaster. With a focus on maximizing available funding, all available federal and state recovery funds will be reviewed and included.

In 2 weeks, a plan will be developed, which will detail potential funding sources with priority of application and known data accumulation requirements to properly sequence submissions in order to optimize funds available to the City of Hattiesburg.

HORNE will also perform ongoing monitoring and communication of legislation and status of funding processes and deadlines and provide insights to opportunities under key legislation.

Tasks in this phase include:

- Identify eligible types of COVID-19 funding streams, including legal requirements and permissible uses (guidance provided by HORNE's in-house CARES Act legal team)
- Work with the Board of Supervisors to understand City-wide impacts for maximizing COVID-19 funding streams
- Provide guidance and recommendations on optimizing COVID-19 funding streams across the eligible categories (CESF, U.S. Treasury, HHS, CDC, DOJ, HUD, FEMA, MEMA, and others)
- Develop a strategy for timing of submission of funding requests
- Develop processes and tools for cost tracking and accounting
- Ensure no duplications of benefits across various agencies
- Assist the City through funding guidelines to capture force account labor eligible expenses accurately for timesheets and project cost accounting
- Review the City's personnel policies to ensure compliance for eligible cost reimbursement
- Assist the City through funding guidelines to ensure all relevant data related to procured goods and services is provided
- Perform review and reconciliation of project spending to ensure project costs are accurately captured
- Ensure sufficient documentation is maintained to respond to OIG audits and reviews

PROCUREMENT AND CONTRACT MANAGEMENT / MONITORING SUPPORT

Due to the widespread impact of the COVID-19 event, the disaster proclamation allows the policies of agencies relating to the procurement of goods/services under an exigent or emergency circumstance to be initiated. While this proclamation removes the required open competition

procurement via the solicitation of quotes/bids requirement normally imposed via 2 CFR 200, it does not remove the following requirements:

- Contracts must include the required contract clauses
- Must complete a cost or price analysis if contract exceeds the Federal simplified acquisition threshold (Currently \$250,000)
- Contract must be awarded to a responsible contractor
- Use of cost-plus-percentage-of-cost contracting is prohibited
- Time & material contracts are only allowed under certain conditions

HORNE has high proficiency in performing compliance reviews for federally funded disaster recovery grants under the Stafford Act related to all aspects of FEMA PA. Our team conducts both financial and programmatic compliance reviews to ensure that project goals, objectives, performance requirements, timelines, milestone completion, budgets, and other related grant requirements are met. We have extensive experience in compliance with 2 CFR 200 requirements, including procurement, cost reasonableness, and audit.

We review all audit reports released by HUD and DHS's Office of Inspector General, cataloging them to identify trends and known issues noted to ensure similar mistakes are avoided in the future. We have analyzed and summarized the OIG's entire body of procurement and contracting findings on FEMA-funded projects and published a white paper condensing the issues.

Our experience allows us to ensure the proper compliance and monitoring support related to the City's procurement and contract management processes is delivered. Our team will:

- Assist with all large project procurement and contracting reviews within 72 hours of receipt
- Works with MEMA and FEMA, as needed, to resolve compliance issues
- Assist with 2 CFR 200 procurement and contracting training
- Provide solutions to maintain documentation and testing records
- Ensure the City's disaster recovery and restoration processes comply with laws, regulations, and guidelines as required by FEMA, State, or other agencies
- Coordinate with City officials to ensure the City is following the proper procurement procedures as required by the applicable funding streams
- Develop and assist in the process for ensuring compliance related to contract monitoring and contract close-out as required by FEMA, State, or other agencies

INFORMATION TECHNOLOGY & DATA MANAGEMENT

HORNE deploys a variety of on-premise and cloud-based technology that support all phases of the management and implementation of recovery funding. HORNE will partner with the City to develop processes to enhance proper data collection and documentation to optimize compliance with FEMA, state, and other agencies. HORNE will provide a technology solution for monitoring and tracking requests for funding and reimbursement, as well as receipt of payments. Smartsheet would be recommended as a technology solution, to ensure documentation is sufficient to respond to OIG audits and reviews. Based upon the scope of project needs identified during the project assessment phase, HORNE stands ready to stand up appropriate solutions for project management, funds management, communication, reporting, and training.

During our disaster recovery work throughout the US, HORNE has developed and worked in multiple grant, project, and case management systems including Smartsheet, Canopy, EMGrantsPro, SharePoint, CARBON, Salesforce, and OnBase. We have created a knowledge base of innovative system offerings and best practices unlike any other. **The City of Hattiesburg will benefit from all the knowledge and lessons learned gained through our years of dedicated service.**

INSURANCE AND OTHER FUNDING SUPPORT

As a part of our experience with CARES Act funding administration in Texas, Georgia, and Tennessee, HORNE has performed analyses of funding streams, including but not limited to CDBG-DR programs, available to the states and their local governments in order to help these governments maximize their COVID-19 recovery funding and prevent duplication of benefits.

Our expertise will allow us to work with the City to quickly develop a comprehensive recovery portfolio and operationalize services within the first week to ensure reimbursements and other COVID-19 recovery funding are maximized while ensuring routine operations are minimally impacted.

Our dedicated HORNE team will help expand the City's capacity for expense or "cost" tracking, insurance coverage guidelines, public accounting, funding opportunities, and

With approximately 16 different funding sources totaling more than \$2 trillion available for COVID-19 response and recovery – HORNE is uniquely positioned to assist Mississippi through these complexities because of our experience managing multiple funding federal recovery streams concurrently for more than a decade.

fiscal management to support recovery efforts and minimize the effect on routine operations. The team will:

- Prepare and review federal and state funding applications and requests for reimbursements under various sources
- Coordinate with City officials to ensure all the supporting documents are organized and packaged
- Coordinate with City officials to ensure the City is following the proper procurement procedures as required by the applicable funding applications
- Coordinate with City officials to ensure other requirements, including those in funding applications, are followed
- Assist with applicable grants portals
- Assist with uploading and managing data requirements
- Act as a liaison between applicable state agencies, where appropriate
- Review various funding submissions and assist with submitting insurance claims to mitigate the risk of duplication of benefits
- Assist with reconciling reporting, as needed
- Conduct periodic meetings with and inquires of appropriate management to determine any potential process, data capture, and reporting issues
- Review submissions to mitigate the risk of duplication of benefit requests
- Assist with additional data request and submissions from funding sources
- Investigate disputes, questions, or denials
- Provide support and resources to management throughout the event and claim
- Review the City's business interruption insurance coverage, if applicable, and determine the impact, if any, on eligible costs and FEMA funding sources
- Review the City's insurance coverage and ensure the City's disaster recovery and restoration processes comply with regulations and guidelines as required by FEMA, state, and other regulatory agencies

HAZARD MITIGATION SUPPORT

The HORNE team has worked directly with FEMA on phased projects as well as Strategic Funds Management initiatives. We have significant exposure to the intricacies of Hazard Mitigation programmatic elements as well as the financial monitoring and compliance components. The application process is arguably the most important phase of a project. Should Hazard Mitigation become available, correct definition of scope and accurate projection of budget needs defines whether a project progresses smoothly or is plagued by confusion and change orders.

HORNE's system of compliance review and monitoring for MEMA's Office of Mitigation produced over 900 pay request recommendations totaling \$262 million in HMGP funding for 61 subrecipients.

We are committed to ensuring project applications meet your mitigation objectives and priorities. As such we will specifically focus on the following:

- Coordinate with City officials key risk areas
- Identify and prioritize risk areas to reduce and/or eliminate
- Implement processes and procedures for risk reduction and/or elimination
- Ensure the City's program complies with laws, regulations, and guidelines as required by FEMA, state, and other agencies.

HORNE partnered with MEMA to develop and implement a 100% electronic pay request system which facilitated the preparation, review, and tracking of pay requests. We developed a reporting system to reconcile project financial performance to facilitate informed funding decisions.

EMERGENCY MANAGEMENT SUPPORT SERVICES

HORNE's team provides the unique skillset to be able to combine our Disaster Response and Healthcare expertise to bear on your disaster response plans and preparations. We will continuously monitor COVID-19 best practices being developed around the country to help the City craft the best plans and policies to ensure its citizens are better prepared for the current and next disaster. HORNE will use a data driven approach to evaluate the effectiveness of the cities response effort to identify what worked and didn't work for the city. HORNE will provide recommendations to better prepare the City for the next pandemic.

The COVID-19 event has disproportionately effected minority populations and those citizens with chronic diseases. HORNE's experience in population health will help the City, in conjunction with the local provider network, create a long-term response plan to increase the overall health of the community. It has been proven that prevention is the best medicine. Healthy citizens were able to fight off and recover from COVID-19 infections quicker and have a higher survival rate.

Once the above policies and procedures are created, HORNE will coordinate with the City to test those plans while monitoring for areas on continued improvement. This will ensure the City is prepared to mitigate and response to any future pandemics.

SUSPENSION AND DEBARMENT

- 1 HORNE verifies that neither the firm nor our principals nor our affiliates are excluded as defined at 2 CFR § 180.940 or disqualified as defined at 2 CFR § 180.935.
- 2 HORNE will comply with 2 CFR § 180, subpart C and 2 CFR § 3000, subpart C and will include a requirement to comply with these regulations in any lower tier covered transaction that we enter into.

- 3 HORNE understand that if we do not comply with 2 CFR § 180, subpart C and 2 CFR § 3000, subpart C we will face remedies available to the City of Hattiesburg and that the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- 4 HORNE agrees to comply with the requirements of 2 CFR § 180, subpart C and 2 CFR § 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. We further agree to include a provision requiring such compliance in our lower tier covered transactions.

SECTION 5. AUDITING HISTORY

Throughout our long history managing disaster recovery programs, HORNE has participated in audits by multiple federal and state agencies. We understand the scope of each review and audit varies and that auditors have the right to audit all aspects of the recovery program. That is why we design and implement all our programs with the end in mind. We ensure compliance by documenting the recovery process, creating a full audit trail for accountability and transparency.

We understand that we play an important role in this process and ensure access to information in a timely and efficient manner. Smartsheet allows for easy access to applicant information and documentation. All reviewers and auditors will be given read-only access to view documents within an applicant's case. These documents are indexed, named per their content and purpose, and are organized in a way that clearly tells the story of that file.

HORNE will work with the City during any external audit to ensure efficient communication and documentation. With most documents available in real-time via Smartsheet, we can typically reply in less than 24 hours of the request. We will provide documentation within three business days or less for all requests.

In the last decade, HORNE has supported compliance for grantees and subrecipients across fifteen states and territories with

ZERO AUDIT FINDINGS.

The Government Accountability Office has recognized our technology and document management procedures as a best practice on three separate occasions.

SECTION 6. PROPOSED PRICING

ATTACHMENT A HOURLY RATE FORM

Key Program Management Personnel: The Proposer shall identify Key Program Management Personnel for the Project. Provide detailed resumes (limited to two pages) of Key Program Management showing related experience.

PROGRAM MANAGEMENT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Engagement Partner	Jonathan Krebs	Hattiesburg, MS	\$0.00
Program Manager	Christy Street	Hattiesburg, MS	\$250.00
Deputy Program Manager	Holly Smith	Ridgeland, MS	\$210.00
Program Administrator	Ali Hairston	Ridgeland, MS	\$210.00
Project Coordinator	Blake Pittman	Memphis, TN	\$160.00

Other Program Staff: The Proposer shall identify Other Program Staff's hourly rate. The Proposer may add additional lines if necessary.

CONSTRUCTION & OPERATIONS

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Cost Estimating On Site Inspector	Masoto 'Don' Flowers	Vicksburg, MS	\$150.00
Construction Manager Resident Engineer	Terry Smith	Vicksburg, MS	\$150.00

PROGRAM & ADMINISTRATIVE SUPPORT

<u>Position</u>	<u>Name</u>	<u>City/State</u>	<u>Hourly Rate</u>
Financial Lead Project Manager	JT Blalock	Ridgeland, MS	\$250.00
FEMA Coordination Subject Matter Expert Funding Assistance Database Manager	Matt Bullock	Petal, MS	\$185.00
Procurement and Contracting Scheduling Administrative Assistance Senior Adviser	Taylor Willis	Hattiesburg, MS	\$130.00
Analyst	Jennifer Wells	Hattiesburg, MS	\$130.00
Analyst	Kyle Smith	Hattiesburg, MS	\$130.00

All hourly rates provided shall be inclusive of all expenses incurred. Submitted by:


Authorized Signature, Title

September 3, 2020

Date

HORNE LLP

Consultant Firm Business

In addition to the information provided in Attachment A: Hourly Rate Form, below we provide a table of the requested information including proposed base rates, fringe & overhead, profit, and proposed billing rates.

<u>Position</u>	<u>Name</u>	<u>Base Rate</u>	<u>Fringe & Overhead</u>	<u>Profit</u>	<u>Hourly Rate</u>
Engagement Partner	Jonathan Krebs	\$0.00	\$0.00	\$0.00	\$0.00
Program Manager	Christy Street	\$67.31	\$48.43	\$134.26	\$250.00
Deputy Program Manager	Holly Smith	\$55.38	\$39.85	\$114.77	\$210.00
Program Administrator	Ali Hairston	\$41.13	\$29.60	\$139.27	\$210.00
Project Coordinator	Blake Pittman	\$30.90	\$22.24	\$106.86	\$160.00
Cost Estimating On Site Inspector	Don Flowers	\$131.08	\$18.92	\$0.00	\$150.00
Construction Manager Resident Engineer	Terry Smith	\$121.72	\$28.28	\$0.00	\$150.00
Financial Lead Project Manager	JT Blalock	\$55.38	\$39.85	\$154.77	\$250.00
FEMA Coordination Subject Matter Expert Funding Assistance Database Manager	Matt Bullock	\$179.95	\$5.05	\$0.00	\$185.00
Procurement and Contracting Scheduling Administrative Assistance Senior Adviser	Taylor Willis	\$25.00	\$17.99	\$87.01	\$130.00
Analyst	Jennifer Wells	\$28.27	\$20.34	\$81.39	\$130.00
Analyst	Kyle Smith	\$25.00	\$17.99	\$87.01	\$130.00

SECTION 7. SOCIOECONOMIC CONTRACTORS

HORNE routinely partners with small and disadvantaged businesses. For this pursuit, HORNE has not teamed with an MBE/WBE/DBE firm due to the specialized scope of services required.

SECTION 8. ADMINISTRATIVE INFORMATION

PROOF OF LIABILITY INSURANCE AND ITS LIMITS

Client#: 14328 HORLL

ACORD™ CERTIFICATE OF LIABILITY INSURANCE DATE (MM/DD/YYYY) 7/01/2020

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

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

PRODUCER Ross & Yerger Insurance, Inc. P.O. Box 1139 Jackson, MS 39215 601 948-2900	CONTACT NAME: Pamela Hamilton PHONE (AC, No, Ext): 601 944-0959 FAX (AC, No): 601-355-3227 E-MAIL ADDRESS: phamilton@rossandyerger.com
INSURED Horne LLP 661 Sunnybrook Road, Suite 100 Ridgeland, MS 39157	INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Fire Ins Co NAIC # 19682 INSURER B: Hartford Casualty Insurance INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDITIONAL SUBR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC OTHER:	X X	43UUNHZ3503	07/08/2020	07/08/2021	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/PROP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☒ SCHEDULED NON-OWNED AUTOS ONLY	X X	43UUNHZ3503	07/08/2020	07/08/2021	COMBINED SINGLE LIMIT (Per accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☒ RETENTION \$10000	X	43RHUHZ2034	07/08/2020	07/08/2021	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

**** Supplemental Name ****
 Name Printed on DEC Page: Horne LLP
 Horne Business Services, LLC
 Horne Technology Group, LLC
 Horne CPA Group, P.A.
 (See Attached Descriptions)

CERTIFICATE HOLDER Information Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Dudley A. Woodley
--	--

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DESCRIPTIONS (Continued from Page 1)

Minnesota Horne, LLP
Horne & Company, LLP
Horne Wealth Advisors, LLC
Pennsylvania Horne LLP
Horne WV LLP
Horne Cyber LLC
Horne Federal LLC
Horne Louisiana LLC
Horne Puerto Rico, LLC

Blanket Additional Insured with respect to General Liability and Auto Liability
Blanket Waiver of Subrogation with respect to General Liability and Auto Liability
30 Day Notice of Cancellation except for 10 Day Notice for Non Payment of Premium

SAGITTA 25.3 (2016/03) 2 of 2

#S629654/M629596

Client#: 14328 HORLL
ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
 6/15/2020

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

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PRODUCER Ross & Yerger Insurance, Inc. P.O. Box 1139 Jackson, MS 39215 601 948-2900		CONTACT NAME: Pamela Hamilton PHONE (A/C, No, Ext): 601 944-0959 FAX (A/C, No): 601-355-3227 E-MAIL ADDRESS: phamilton@rossanyerger.com	
INSURED Horne LLP 661 Sunnybrook Road, Suite 100 Ridgeland, MS 39157		INSURER(S) AFFORDING COVERAGE INSURER A : Hartford Fire Ins Co NAIC # 19682 INSURER B : Hartford Casualty Insurance INSURER C : INSURER D : INSURER E : INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	X	X	43UUNHZ3503	07/08/2019	07/08/2020	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	43UUNHZ3503	07/08/2019	07/08/2020	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☒ RETENTION \$10000 WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below.	X		43RHUHZ2034	07/08/2019	07/08/2020	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$ PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

** Supplemental Name **

Name Printed on DEC Page: Horne LLP
 Horne Business Services, LLC
 Horne Technology Group, LLC
 Horne CPA Group, P.A.
 (See Attached Descriptions)

CERTIFICATE HOLDER

CANCELLATION

Information Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Dwight A. Wootley</i>

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ACORD 25 (2016/03) 1 of 2 The ACORD name and logo are registered marks of ACORD
 #S628589/M626153

MDT



DESCRIPTIONS (Continued from Page 1)

Minnesota Horne, LLP
Horne & Company, LLP
Horne Wealth Advisors, LLC
Pennsylvania Horne LLP
Horne WV LLP
Horne Cyber LLC
Horne Federal LLC
Horne Louisiana LLC
Horne Puerto Rico, LLC

Blanket Additional Insured with respect to General Liability and Auto Liability
Blanket Waiver of Subrogation with respect to General Liability and Auto Liability
30 Day Notice of Cancellation except for 10 Day Notice for Non Payment of Premium



CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 06/15/2020

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PRODUCER Edgewood Partners Insurance Center Lemme, a division of EPIC 111 West Campbell 4th Floor Arlington Heights, IL 60005		1-847-385-6800 CONTACT NAME: Cathy Kuehl PHONE (A/C, No, Ext): 847-385-6800 E-MAIL: PSGCerts@lemme.com ADDRESS:		FAX (A/C, No): INSURER(S) AFFORDING COVERAGE NAIC#	
INSURED Horne LLP 661 Sunnybrook Road Suite 100 Ridgeland, MS 39157		INSURER A: Aspen Specialty Ins. and Various Insurers INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:			

COVERAGES

CERTIFICATE NUMBER: 59476026

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB ☐ EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
A	Professional Liability			LRAP0KC19	12/15/19	12/15/20	Each Claim 1,000,000 Aggregate 1,000,000

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

CERTIFICATE HOLDER
CANCELLATION

Parties at Interest 	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
-----------------------------	---

 ACORD 25 (2016/03)
 Rita.Rizzo@lemme.com_LEM
 59476026

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HORNLLP-04

SCLAY

CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 6/15/2020

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PRODUCER Hub International Gulf South 12260 Intraplex Parkway Gulfport, MS 39503		CONTACT NAME: PHONE (A/C, No, Ext): (228) 897-6700 FAX (A/C, No): (228) 897-6711 E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Liberty Mutual Fire Insurance Company	
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

INSURED
 HORNE LLP
 661 Sunnybrook Road
 Suite 100
 Ridgeland, MS 39157

COVERAGES
CERTIFICATE NUMBER:
REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N / A	WC2291471466010	3/3/2020	3/3/2021	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

**** Workers Comp Information ****

Other States Coverage

Cxl notice 60 days, except 10 days if for non-pay

**** Supplemental Name ****

First Supplemental Name applies to all policies - Horne LLP

First Supplemental Name applies to all policies - HWS Client Services, LLC (27-0542281)

SEE ATTACHED ACORD 101

CERTIFICATE HOLDER
CANCELLATION

For Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Breg Cullum

ACORD 25 (2016/03)

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AGENCY CUSTOMER ID: HORNLLP-04

SCLAY

LOC #: 1

ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Hub International Gulf South		NAMED INSURED HORNE LLP 661 Sunnybrook Road Suite 100 Ridgeland, MS 39157	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:

First Supplemental Name applies to all policies - Horne Business Services, LLC (64-0871534)

First Supplemental Name applies to all policies - Horne Technology Group, LLC (64-0944080)

First Supplemental Name applies to all policies - Horne Cyber Solutions LLC (47-5481026)

First Supplemental Name applies to all policies - Horne Federal, LLC (37-1850253)

First Supplemental Name applies to all policies - Horne Louisiana, LLC (61-1816593)

First Supplemental Name applies to all policies - Horne Capital Strategies, LLC (38-4087661)

First Supplemental Name applies to all policies - Horne Puerto Rico, LLC (35-2626672)

DRUG FREE WORK PLACE FORM

REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

Company Name: HORNE LLP

City of Hattiesburg Drug-Free Workplace Form

The undersigned firm hereby certifies that

HORNE LLP does:
Name of Firm

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 danger of drug abuse in the workplace, the business' policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services that are described in the City's request for proposals to provide bond underwriter services a copy of the statement specified in paragraph 1.
4. In the statement specified in paragraph 1, notify the employees that, as a condition of working on the contractual services described in paragraph 3, 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 the State of Mississippi, 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 or plea.
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. Consistent with applicable provisions with State or Federal law, rule, or regulation, make a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1 through 5.

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


Signature

August 20, 2020
Date

RFP AFFIDAVIT

REQUEST FOR PROPOSALS COVID-19
DISASTER RECOVERY CONSULTING SERVICESAFFIDAVITTO: CITY OF HATTIESBURG
HATTIESBURG, MISSISSIPPI

At the time the proposal is submitted, the Respondent shall attach to his proposal a sworn statement.

The sworn statement shall be an affidavit in the following form, executed by an officer of the firm, association or corporation submitting the proposal and shall be sworn to before a person who is authorized by law to administer oaths.

STATE OF Mississippi CITY OF Ridgeland. Before me, the undersigned authority, personally appeared Jonathan Krebs who, being duly sworn, deposes and says he is Partner (Title) of HORNE LLP (Firm) the respondent submitting the attached proposal for the services covered by the RFP documents for COVID-19 DISASTER RECOVERY CONSULTING SERVICES.

The affiant further states that no more than one proposal for the above referenced project will be submitted from the individual, his firm or corporation under the same or different name and that such respondent has no financial interest in the firm of another respondent for the same work, that neither he, his firm, association nor corporation has either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this firm's proposal on the above described project. Furthermore, neither the firm nor any of its officers are debarred from participating in public contract lettings in any other state.

HORNE LLP

(Proposer)

By [Signature]Partner

(Title)

STATE OF MississippiCOUNTY OF MadisonSubscribed and sworn to before me this 20th day of August, 2020, by Jonathan Krebs who personally appeared before me at the time of notarization, and who is personally known to me or who has produced Drivers License as identification.Bethany A. Clack
Notary Public

My commission expires:

June 4, 2021

VENDOR ON ALL CITY PROJECTS MUST EXECUTE AND ATTACH THIS AFFIDAVIT TO EACH PROPOSAL.



RFP AFFIDAVIT OF SOLVENCY

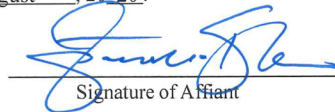
REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

AFFIDAVIT OF SOLVENCY

PERTAINING TO THE SOLVENCY OF HORNE LLP, being of lawful age and being duly sworn I, Jonathan Krebs, as Partner (ex.CEO, officer, president, duly authorized representative, etc.) hereby certify under penalty of perjury that:

1. I have reviewed and am familiar with the financial status of above stated entity.
2. The above stated entity possesses adequate capital in relation to its business operations or any contemplated or undertaken transaction to timely pay its debts and liabilities (including, but not limited to, unliquidated liabilities, unmatured liabilities and contingent liabilities) as they become absolute and due.
3. The above stated entity has not, nor intends to, incur any debts and/or liabilities beyond its ability to timely pay such debts and/or liabilities as they become due.
4. I fully understand failure to make truthful disclosure of any fact or item of information contained herein may result in denial of the application, revocation of the Certificate of Public Necessity if granted and/or other action authorized by law.

The undersigned has executed this Affidavit of Solvency, in his/her capacity as a duly authorized representative of the above stated entity, and not individually, as of this 20 day of August, 2020.


Signature of Affiant

STATE OF Mississippi

COUNTY OF Madison

Subscribed and sworn to before me this 20th day of August, 2020, by Jonathan Krebs who personally appeared before me at the time of notarization, and who is personally known to me or who has produced Drivers License as identification.

Bethany A. Clack
Notary Public

My commission expires:
June 4, 2021



CONFLICT OF INTEREST DISCLOSURE FORM

REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

City of Hattiesburg Conflict of Interest Disclosure Form

Project (RFQ, RFP, BID) Number/Description: COVID-19 DISASTER RECOVERY CONSULTING SERVICES

The term “conflict of interest” refers to situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting a consultant’s/contractor’s professional judgment in completing work for the benefit of the City of Hattiesburg (“City”). The bias such conflicts could conceivably impart may inappropriately affect the goals, processes, methods of analysis or outcomes desired by the City.

Consultants/Contractors are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the benefit of the City. Consultants/Contractors, therefore must there avoid situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting the consultant’s/contractor’s professional judgement when completing work for the benefit of the City.

The mere appearance of a conflict may be as serious and potentially damaging as an actual distortion of goals, processes, methods of analysis or outcomes. Reports of conflicts based upon appearances can undermine public trust in ways that may not be adequately restored even when the mitigating facts of a situation are brought to light. Apparent conflicts, therefore, should be disclosed and evaluated with the same vigor as actual conflicts.

It is expressly understood that failure to disclose conflicts of interest as described herein may result in immediate disqualification from evaluation or immediate termination from work for the City.

Please check the appropriate statement:



I hereby attest that the undersigned Respondent has no actual or potential conflict of interest due to any other clients, contracts, or property interests for completing work on the above referenced project.



The undersigned Respondent, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts or property interests for completing work on the above referenced project.

Legal Name of Respondent:

HORNE LLP

Authorized Representative(s) :


Signature

Jonathan Krebs, Partner
Print Name/Title

Signature

Print Name/Title

ACKNOWLEDGED ADDENDA

HORNE hereby acknowledges receipt of Addendum #1 issued on August 26, 2020.

VII: OPTIONAL CHECKLIST

REQUEST FOR PROPOSALS COVID-19 DISASTER RECOVERY CONSULTING SERVICES

SECTION	ATTACHMENT NAME	CHECK BOX	CITY USE
Section 1	RFP Cover Page	✓	
Section 2	Cover Letter	✓	
Section 3	Qualifications and Experience	✓	
	Proper and Valid Licensing for conducting business in State of MS	✓	
	Current Applicable Department of Regulation License(s)	✓	
	Current Applicable Certification(s)	✓	
	List of Sub-Contractors with credentials & related experience	✓	
Section 4	Proposed Strategy & Technical Approach	✓	
Section 5	Auditing History	✓	
Section 6	Proposed Pricing / Rate Sheet Attachment “A”	✓	
Section 7	Socioeconomic Contractors	✓	
Section 8	Administrative Information (include the following):	✓	
	Proof of Liability Insurance and Limits	✓	
	Drug Free Work Place Form	✓	
	RFP Affidavit	✓	
	RFP Affidavit of Solvency	✓	
	Conflict of Interest Disclosure Form	✓	
	Acknowledged Addenda	✓	

Appendix A

Key Personnel

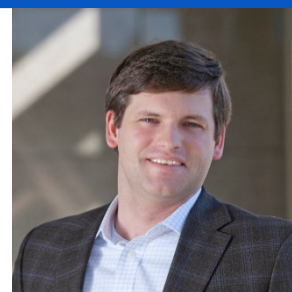
Resumes

Jonathan Krebs, CFA, CGFM, CFE

Engagement Partner



Jonathan has 12 years of experience designing, leading, and advising federally funded programs for state and local agencies. As a nationally recognized expert in federal finance and compliance he assists officials with maximizing their funding opportunities, integrating compliance with operations, and embedding transparency and fiscal stewardship. In addition to his work helping Mississippi recovery, he has played a large role in guiding HORNE's CARES Act work in Tennessee and Texas.



AREAS OF EXPERTISE

Turn Key Solutions
Program Management
Coordination of Federal Funding
Streams
HUD CDBG-DR
Regulatory & Programmatic Analysis
Public/Private Partnerships
Financial Analysis

EDUCATION

BS, Business Administration,
University of Southern Mississippi

YEARS OF EXPERIENCE

12

CERTIFICATIONS / TRAININGS

Chartered Financial Analyst
Certified Government Financial
Manager
Certified Fraud Examiner

PROJECT SPECIFIC EXPERIENCE

Texas Division of Emergency Management (TDEM), CARES Act Grant Oversight and Compliance for Coronavirus Relief Fund

ENGAGEMENT PARTNER | MAY 2020 – PRESENT

As Engagement Partner, Jonathan provides program oversight and operations support to the program that serve more than 1,200 subrecipients in counties across Texas in managing CRF fund disbursement. In his role, he provided program oversight in establishing compliance protocols, verification of eligibility and project management processes and procedures. His leadership has been instrumental in accelerating program deliverables disbursing funding quickly to the municipalities and counties in need of financial relief. Jonathan is responsible for ensuring the program's overall success.

Mississippi Department of Employment Security (MDES), Call Center and Robotic Process Automation Support for the Unemployment Insurance Program

SUBJECT MATTER EXPERT | APRIL 2020 – PRESENT

Jonathan collaborates with MDES on federal program funding opportunities and operations. Following the COVID-19 pandemic, MDES experienced a 600% increase in workload and unemployment insurance claim filings. HORNE's supported MDES needs with a rapid launch within 8 hours of contract and on-boarding 100+ team

Jonathan Krebs, CFA, CGFM, CFE

Engagement Partner



members within 48 hours. In his role, Jonathan drove this urgent delivery for MDES and continues to provide supervision on quality and performance metrics.

Tennessee Department of Finance and Administration, Coronavirus Relief Consulting & Program Administration

ENGAGEMENT PARTNER | JUNE 2020 – PRESENT

As Engagement Partner, Jonathan provides program oversight and compliance support for CARES Act programs for 95 counties and 346 municipalities in Tennessee. He works in partnership with the agency to determine strategic priorities for the program in accordance with the CRF regulations. In his role, Jonathan provides oversight of deliverable completion and management of personnel to ensure program deliverables are completed in a timely manner.

Mississippi Development Authority (MDA), Neighborhood Home Program

PROGRAM MANAGER | OCTOBER 2010 – MARCH 2013

Jonathan provided program management, policy implementation, project development, and financial guidance for MDA's single-family home repair and reconstruction program in response to Hurricane Katrina. He worked closely with the client to develop and deploy a \$130M home repair and replacement program created to address unmet needs in South Mississippi. Jonathan developed and implemented program processes from start to finish, coordinated with software developers to automate program functions, authored process and policy guides, and executed compliance procedures.

MDA, Project Management Office

REPORTING SUPERVISOR | MAY 2008 – OCTOBER 2010

Jonathan coordinated and implemented the design and systems automation for nearly \$1 billion in disaster recovery efforts including three low-to-moderate income rental housing programs, homebuyer assistance program, community revitalization, senior housing program, and public housing program. Jonathan's efforts yielded a web-based on-demand reporting framework that provided the state instant accountability and transparency. He provided financial consulting services to MDA's executive management and evaluations that offered valuable insight into long term project feasibility and financial performance.

Virgin Islands Housing Finance Authority (VIHFA), Hurricanes Irma and Maria CDBG-DR Housing Reconstruction Program

ENGAGEMENT PARTNER | APRIL 2019 – PRESENT

Jonathan works with VIHFA to deliver case management, CDBG-DR eligibility determinations, and transformative application intake technology for the Virgin Islands' housing recovery programs.

Christy Street, CPA, CVA

Program Manager



Christy's energy is dedicated to extraordinary service, every day. Her ability to take charge allows those that she serves focus their time caring for patients and the communities they serve. That is what drives Christy to effectively manage hundreds of projects that impact the mission and strategies of health systems and medical providers across the country and our community.



AREAS OF EXPERTISE

Health Care Fair Market Value
Compensation Services
Intellectual Property/Intangible Assets
Compensation Model Design
Project Management
Compliance Program Design
Reimbursement Models
Expense Management

EDUCATION

BSBA, concentrations in Accounting
and Finance, *University of
Southern Mississippi*

YEARS OF EXPERIENCE

17

CERTIFICATIONS / TRAININGS

Certified Public Accountant
Certified Valuation Analyst

PROFESSIONAL AFFILIATIONS

American Institute of Certified Public
Accountants
Mississippi Society of Certified
Public Accountants
Affiliate member, Healthcare
Financial Management
Association

PROJECT SPECIFIC EXPERIENCE

Wayne General Hospital, COVID Relief Fund Optimization & Compliance

ENGAGEMENT PARTNER | MARCH 2020 – PRESENT

As engagement partner, Christy provides oversight and guidance of operations support and compliance for CARES Act funding. Her objective is to ensure that Wayne General's executive leadership is confident that they are applying and receiving appropriate funds, documenting expenses and lost revenue for reimbursement and are prepared for any scrutiny surrounding the COVID-19 relief fund regulatory complexity to move forward into recovery.

University Clinical Health, COVID Relief Fund Optimization & Compliance

ENGAGEMENT PARTNER | MARCH 2020 – PRESENT

As engagement partner, Christy provides oversight and guidance of operations support and compliance for CARES Act funding. Her objective is to ensure that University Clinical Health's executive leadership is confident that they are applying and receiving appropriate funds, documenting expenses and lost revenue for reimbursement and are prepared for any scrutiny surrounding the COVID-19 relief fund regulatory complexity to move forward into recovery. Christy and her team helped University Clinical Health identify additional lost revenue and resubmit information to receive additional funds.

Christy Street, CPA, CVA
Program Manager



Multiple Confidential Clients

- Provided valuation and consulting services to hospital system regarding professional service arrangement in which a group of surgeons provides concurrent call coverage at multiple facilities owned and operated by the hospital system. This work led to the development of a call coverage compensation model used by the hospital system with other physician groups.
- Provided a nation-wide hospital system with fair market value analyses for various physician arrangements, including employment, call coverage, administrative services, and stipend arrangements since 2005.
- Developed and assisted a physician association with a survey of its members to provide them with access to compensation and production benchmarks otherwise not available to them.
- Partnered with a regional health system to help management and legal counsel with the establishment of policies and procedures for documentation of fair market value and commercial reasonableness of physician employment and professional service agreements; as well as provided multiple in-house training sessions with the health system's corporate compliance team and in-house counsel.
- Consulted with a healthcare attorney to value the certificate of need for a hospital system entering a joint venture transaction.
- Assisted a physician owned pulmonary medicine practice with multiple projections demonstrating the various options regarding expanded coverage of a hospital's critical care service line and the physician group's increased involvement in medical leadership and improved quality outcomes.
- Served hospitals and health systems with various fair market value analyses regarding the stacking of physician clinical, on-call, and administrative compensation for various physician specialties.
- Developed a compensation model and consulted the renegotiation of physician employment agreements in connection with a large anesthesia group of 50 plus providers.

Professional Experience

- 17 years in valuation with physicians & physician owned entities, hospitals & health systems
- Works with large hospital systems and group practices in the development & implementation of physician compensation models
- Experienced in helping health systems develop policies & procedures, a compliance program, for documentation of fair market value & commercial reasonableness of physician employment & professional service agreements
- Provides fair market value analyses and commercial reasonableness opinions for various physician arrangements including employment, call coverage, administrative services & stipend arrangements

Holly Smith

Deputy Program Manager



Holly has 12+ years collaborating with state and local governments to design and administer their federal disaster grant programs. She has worked on disaster recovery projects across the country, including in California, Florida, Mississippi, New Jersey, New York, Puerto Rico, Tennessee, Texas. With a data-centric focus and a long-term view in mind, she delivers projects that reconcile a community's ground truth to the myriad of required federal regulations.



AREAS OF EXPERTISE

CARES Act Coronavirus Relief Fund
CDBG-DR

Housing Recovery Programs
Policy & Procedure Development
Stafford Act Compliance
Project Oversight and Monitoring

EDUCATION

MBA, Accounting, *Millsaps College*
BBA, Accounting, *Millsaps College*

YEARS OF EXPERIENCE

12

CERTIFICATIONS / TRAININGS

Treasury OIG Coronavirus Relief
Fund Reporting and Record
Retention Requirements
CDBG-DR Action Plans, Citizen
Participation, and Limited English
Proficiency Training
CDBG-DR Duplication of Benefits
Training
CDBG-DR Financial Management
Training
CDBG- DR Monitoring &
Recordkeeping Training
CDBG-DR Procurement & Contractor
Management Training
Time Management for Managers

PROJECT SPECIFIC EXPERIENCE

Tennessee Department of Finance and Administration, Coronavirus Relief Consulting & Program Administration

SUBJECT MATTER EXPERT | JUNE 2020 – PRESENT

Holly provides subject matter expertise to the State of Tennessee for developing their \$2.3 billion Coronavirus Relief Fund Strategic Spending Plan. She conducts program analyses, performs risk assessments of subrecipients, and collaborates with state agencies to review all eligible expenditures for inclusion in the plan. Further, she researches and identifies successful program funding models, provides guidance on the federal oversight of funds, and collaborates across all program teams to ensure compliance in implementation of all funded programs.

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

PROJECT DIRECTOR | MAY 2020 – PRESENT

Holly provides oversight of the contract and serves as the principal point of contact on behalf of HORNE for the State's Owner-Occupied Housing Program in response to the 2017 wildfires. In this role, Holly supervises managers to ensure that all deliverables and deadlines are met. She is responsible for developing a monitoring plan, as well

Holly Smith

Deputy Program Manager



as negotiating contracts for subcontractors or vendors. Holly provides high-level expertise in HUD/FEMA/HMGP compliance, project management, change management, and consensus building. She engages and coordinates with program stakeholders, implementing effective solutions to program challenges.

Florida Department of Economic Opportunity (DEO), Hurricane Irma Oversight Monitoring

FISCAL MONITORING MANAGER | NOVEMBER 2019 – MAY 2020

Holly provided technical expertise and compliance guidance to all CDBG-DR program staff to ensure the State's Hurricane Irma programs totaling \$773 million were implemented in accordance with the action plan and federal regulations. She performed risk assessments, prepared monitoring plans, and briefed DEO on monitoring reports and findings. She delivered program trainings to vendors and DEO staff and maintained communication between all stakeholders regarding fiscal management.

Texas General Land Office (GLO), Monitoring and Oversight Services CDBG-DR Harvey, Round 1

SUBJECT MATTER EXPERT | JULY 2019 – MAY 2020

Holly provided SME-level CDBG-DR expertise to the monitoring team for completion of program risk assessments and monitoring plans related to the State's Action Plan for Hurricane Harvey recovery totaling \$5+ billion in funding. She assessed GLO policies and procedures to ensure compliance with all HUD requirements and verifies adequate internal controls for management of CDBG-DR funds. Holly developed monitoring plans that identified risk associated with each project, the frequency and impact of each risk, and performance metrics. She provided support and guidance to the monitoring team for executing reviews and interfaces with stakeholders to ensure a culture of compliance and accountability.

Commonwealth of Puerto Rico, Office of Contract and Procurement Compliance, Risk Assessment & Action Plan

PROJECT MANAGER | NOVEMBER 2017 – JANUARY 2018

Holly led a team that prepared risk assessments of anticipated Hurricane Maria recovery funding of \$200+ million based on detailed reviews and inquiries of agency-wide operations. She collaborated with agency heads, internal staff, and external stakeholders to determine effective solutions to the island's numerous financial problems and oversight concerns. Once risks were assessed, she guided the agency in implementing mitigating actions in accordance with federal regulations to reduce the risk of FEMA de-obligation.

Ali Hairston, CPA

Program Administrator



Ali's background includes providing strong accounting, consulting and audit support to entities across various industries, to verify all practices and procedures adhere to regulatory guidelines to minimize operational risk and facilitate reliable financial reporting. Ali has a passion for serving her clients and surpassing expectations. Most recently she has served as a Program Manager on Tennessee's Coronavirus Relief Fund program, providing oversight and compliance support.

**AREAS OF EXPERTISE**

CARES Act Compliance
 Coronavirus Relief Fund Oversight
 Large Private Company Audits
 Relationship Management
 Project Management
 Staff Leadership
 Financial Data Analysis

EDUCATION

MBA, concentration in Accounting,
Mississippi College
 BS, Accountancy, *Mississippi College*

YEARS OF EXPERIENCE

5

CERTIFICATIONS / TRAININGS

Certified Public Accountant

PROFESSIONAL AFFILIATIONS

Mississippi Society of Certified
 Public Accountants (MSCPA)
 American Institute of Certified Public
 Accountants
 Mississippi Council on Economic
 Education (MCEE) - Board of
 Directors
 Millsaps College Advanced Applied
 Leadership Program

PROJECT SPECIFIC EXPERIENCE
**Tennessee Department of Finance and
 Administration, Coronavirus Relief Consulting &
 Program Administration**
PROGRAM MANAGER | JUNE 2020-PRESENT

Ali provides program oversight and compliance support for CARES Act programs for 95 counties and 346 municipalities in Tennessee. She works in partnership with multiple agencies to determine strategic priorities for the program in accordance with the CRF regulations. In this role, Ali manages the team to ensure deliverables and deadlines are met timely.

C Spire, Assurance Services
AUDIT MANAGER | AUGUST 2018-PRESENT

Ali oversees and manages the provision of accounting, audit and consulting services to attain client reporting and operating goals. She also manages and evaluates the work of up to five professional staff on this engagement to verify adherence to established best practices and protocols while maintaining quality and efficiency.

She reviews financial statements to ensure the financial statements are prepared in accordance with generally accepted accounting principles.

Ali Hairston, CPA
Program Administrator



ServiceMaster Franchise

CONSULTANT | AUGUST 2019-DECEMBER 2019

Ali provided consulting services and compliance support for one of the largest ServiceMaster franchisees in the nation. She worked in partnership with leadership to compile and review three years' worth of financial statements. In her role, Ali provided subject matter expertise related to generally accepted accounting principles. Ali also managed the team to ensure all deliverables and deadlines were met.

Blake Pittman, CISA

Project Coordinator



Blake has 5 years of experience in internal control design and review for mergers and acquisitions, public companies, governmental entities, and systems implementations. His previous experience includes internal controls evaluation consulting with public companies and providing assurance services to public manufacturers and consumer goods at an international firm. Blake has worked on both Tennessee and Texas' Coronavirus Relief Fund programs.



AREAS OF EXPERTISE

Information Systems
Cyber Security
Internal Controls
SOC Reports
Risk Analysis
Governmental
Compliance
Cybersecurity Maturity Model
Certification

EDUCATION

Master of Professional Accountancy,
University of Southern Mississippi
BSBA, Accounting, *University of*
Southern Mississippi

YEARS OF EXPERIENCE

5

CERTIFICATIONS / TRAININGS

Certified Information Systems
Auditor (CISA)

PROJECT SPECIFIC EXPERIENCE

Tennessee Department of Finance and Administration, Coronavirus Relief Consulting & Program Administration

QUALITY ASSURANCE AND CONTROL MANAGER |
JUNE 2020 – PRESENT

As Quality Assurance and Control Manager, Blake ensures that all Coronavirus Relief Fund programs for the State of TN are in compliance with program guidelines, have effective internal controls to mitigate the risk of fraud, waste, and abuse, and ensures that program administration adheres to audit requirements and Treasury guidelines.

Texas Department of Emergency Management (TDEM), Coronavirus Relief Consulting & Program Administration

SENIOR GRANT COORDINATOR | MAY 2020 – JUNE 2020

As Senior Grant Coordinator, Blake developed standard operating procedures for program administration and supervised junior grant coordinators and case managers. He also performed data mining for issue resolution and reported to local governments.

Blake Pittman, CISA
Project Coordinator



Heifer Project International SOC for Cybersecurity Readiness Assessment

SENIOR CYBER RISK ANALYST | JANUARY 2020 – JUNE 2020

As a Senior Cyber Risk Analyst, Blake supervised the project to execute the planning phase and readiness assessment to help Management identify controls that reach over 21 countries worldwide. He conducted walkthroughs of system processes to map out all controls within the organization as it relates to Management's Cybersecurity Risk Management Program. Blake developed reporting metrics to aid Management in identifying key areas of improvement to ensure SOC for Cybersecurity readiness.

Center for Toxicology and Environmental Health LLC's (CTEH) CarbonCM Application IT Risk Assessment

SENIOR CYBER RISK ANALYST | JANUARY 2020 – MARCH 2020

As a Senior Cyber Risk Analyst, Blake supervised an IT risk assessment using the National Institute of Standards and Technology (NIST) 800-171 framework for the CarbonCM application. Blake performed an assessment of the IT organizational structure, staffing, and governance by identifying and assessing training and education levels of IT support employees; identifying levels of accountability and autonomy related to IT operations; and reviewing onboarding and de-provisioning the access for employees and contractors. Additionally, Blake performed a review of the remediation areas of concern identified within the Texas General Land Office of Information Security's prior report as it relates to CarbonCM. Blake inspected the design effectiveness of areas identified within NIST 800-171 and developed key reporting elements to Management upon completion of the IT risk assessment.

Mississippi Department of Information Technology, State Payroll and Human Services (SPAHRs) Internal Control Audit

CYBER RISK ANALYST | AUGUST 2018

As Cyber Risk Analyst, Blake developed performed walkthroughs of internal controls the payroll processing for all state agencies within Mississippi. Blake performed risk analysis and internal control reviews while developing remediation strategies to assist the State in enhancing their cybersecurity posture.

Anna Stroble, JD

Subject Matter Expert – Grant Compliance



Anna is an attorney and compliance expert with a passion for people and service. Her legal experience includes government relations, CDBG compliance, federal and state regulatory compliance and government contracts. Anna provides compliance expertise in disaster recovery programs and subject matter expertise in economic development programs and federal procurement.



AREAS OF EXPERTISE

Section 3 Compliance
Federal Funding Streams
Government Relations
Fair Housing Compliance
HUD CDBG-DR
Procurement
Disaster Recovery Services

EDUCATION

Juris Doctorate, *University of Mississippi School of Law*
BS, Marketing, *Mississippi College*

YEARS OF EXPERIENCE

16

CERTIFICATIONS / TRAININGS

United States 5th Circuit Court of Appeals
United States District Court, Northern District of Mississippi
United States District Court, Southern District of Mississippi
Admitted to the Mississippi Bar – 2004
COVID-19 Contact Tracing Certificate – John Hopkins University

PROJECT SPECIFIC EXPERIENCE

Tennessee Department of Finance and Administration, Coronavirus Relief Consulting & Program Administration

ENGAGEMENT PARTNER | JUNE 2020 – PRESENT

Anna provides program oversight and compliance support for CARES Act programs for 95 counties and 346 municipalities in Tennessee. She works in partnership with the agency to determine strategic priorities for the program in accordance with the CRF regulations. In her role, she provides oversight of deliverable completion and management of personnel to ensure program deliverables are completed in a timely manner.

Mississippi Department of Employment Security (MDES), Call Center and Robotic Process Automation Support for the Unemployment Insurance Program

ENGAGEMENT PARTNER | APRIL 2020 – PRESENT

As Engagement Partner, Anna provides program oversight for the full-service contact/call center operations. Following the COVID-19 pandemic, MDES experienced a 600% increase in workload and unemployment insurance claim filings. HORNE's supported MDES needs with a rapid launch within 8 hours of contract and on-boarding 100+ team members within 48 hours. In her role, Anna drove this urgent delivery for MDES and continues to provide supervision on quality and performance metrics.

Anna Stroble, JD
Subject Matter Expert – Grant Compliance



State of Mississippi, Program Management Office (PMO)

SENIOR COUNSEL | 2010 – FEBRUARY 2018

Anna served as Senior Counsel to the State of Mississippi regarding all program management, compliance, monitoring, fair housing and financial guidance. The PMO encompasses approximately \$5.5 billion of CDBG-DR funding over 18 eligible programs. These programs include single and multi-family housing, rental, rehabilitation, new construction, homeowner assistance, elevation, public housing, infrastructure economic development and community revitalization. She worked closely with the Mississippi Development Authority's (MDA) Disaster Recovery Division to create transparency, accountability and consistency across projects. She provided expertise regarding compliance with government regulations, financial management and accurate federal reporting. Anna directly coordinated all compliance and oversight activities.

Mississippi Development Authority, Neighborhood Home Program

SENIOR COUNSEL | 2011 - FEBRUARY 2018

As Senior Counselor, Anna provided program management, policy implementation, project development, procurement and fair housing guidance for the State of Mississippi's \$182 million single-family home repair and reconstruction program. Anna also served as an appeals specialist, reviewing hundreds of appeals for the program.

Watkins & Eager PLLC

COUNSEL | 2005 – 2015

Anna served as oversight counsel for Mississippi's Hurricane Katrina CDBG-DR housing, infrastructure and economic development programs. While in this role, Anna advised the executive branch of the state government along with the administering state agencies on all issues relating to CDBG-DR policy development and implementation. In addition to her role as counselor, she served in the important role of senior legal counsel for multiple CDBG-DR programs ensuring compliance in critical areas including procurement, fair housing, Section 3, labor standards and national objective compliance.

California Department of Housing and Community Development, Wildfire Recovery

ENGAGEMENT PARTNER | APRIL 2020 – PRESENT

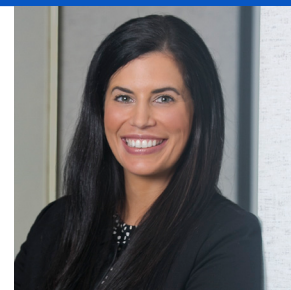
Anna leads the housing program management office supporting a turn-key delivery solution for California's CDBG-DR program. The operation includes the management and oversight of both federal recovery funds and considerations of how the myriad of state and local funding streams could impact the recovery programs. In her leadership role, she works with the executive office to ensure California's recovery program will execute according to plan and mission.

Ashley Stubbs, JD

Subject Matter Expert – Coronavirus Relief Fund Compliance



Ashley serves as a Government Services Director at HORNE where she works with federal, state and local agencies to ensure compliance with federal rules and regulations when seeking assistance during and following a natural disaster or global health pandemic. Ashley focuses on helping states and governmental agencies navigate the challenges of disaster recovery by implementing programs that maximize funding while meeting all regulatory compliance requirements.

**AREAS OF EXPERTISE**

Federal Compliance
 Disaster Recovery
 CARES Act
 Healthcare Industry Law
 Pharmaceutical and Medical Device
 Regulatory Compliance Law

EDUCATION

Juris Doctorate, *Mississippi College
 School of Law*
 BS, Political Science and
 Government, *Louisiana State
 University*

YEARS OF EXPERIENCE

11

CERTIFICATIONS / TRAININGS

Admitted to the Mississippi Bar –
 2009

PROFESSIONAL AFFILIATIONS

American Bar Association
 Defense Research Institute
 Jackson Young Lawyers
 Capital Area Bar Association
 Mississippi Defense Lawyers
 Association, Editorial Board
 Mississippi Bar, Women in the
 Profession Committee

PROJECT SPECIFIC EXPERIENCE
**New York Housing Trust Fund Corporation,
 COVID-19 Rent Relief Program**

DIRECTOR OF COMPLIANCE | JULY 2020 – PRESENT

Ashley provides global oversight regarding any potential compliance and eligibility analysis for the current rental assistance Coronavirus Relief Fund (CRF) program for the State of New York.

**Tennessee Department of Finance and
 Administration, Coronavirus Relief Consulting &
 Program Administration**

DIRECTOR OF COMPLIANCE | JULY 2020 – PRESENT

Ashley provides global oversight for all CARES Act programs approved by the State of Tennessee. These programs include, but are not limited to, the use of CRF dollars to support local governments, small businesses, labor and workforce, tourism, agriculture, and non-profits. Ashley works directly with the state and various state agencies to determine strategic priorities for the program in accordance with the CRF regulations. In her role, she provides oversight of deliverable completion and management of personnel to ensure program deliverables are completed in a timely manner. She works with each CRF program launched by the State in order to ensure that all program guidelines are in compliance with federal regulations and guidance issued by Treasury.

Ashley Stubbs, JD

Subject Matter Expert – Coronavirus Relief Fund Compliance

**Texas Division of Emergency Management (TDEM), CARES Act Grant Oversight and Compliance for Coronavirus Relief Fund***DIRECTOR OF COMPLIANCE | JULY 2020 – PRESENT*

Ashley performs oversight as the Director of Compliance on TDEM's CARES Act program. This \$1.85B program supports over 1,200 subrecipients in counties across Texas. With her leadership and support, in 48 hours the team was able to:

- Recommended \$11M in payments to local jurisdictions
- Developed streamlined reporting on requests for assistance and payment status
- Created internal training for the State and for the local jurisdictions

In just the first week, they:

- Recommended over \$20M in payments to local jurisdictions
- Consolidated questions into a FAQ, published guidance.
- Finalized CRF Recipient Guidelines and Standard Operating Procedures

Butler Snow*ATTORNEY | AUGUST 2009 – JUNE 2020*

Ashley is AV®-rated by Martindale-Hubbell® and has been recognized as a “Mid-South Rising Star” by Super Lawyers®. Her experience at Butler Snow includes

- Defending pharmaceutical and medical device manufacturers in mass tort and individual cases pending in various state and federal venues throughout the country.
- Serving as a state manager for hundreds of remanded federal cases in various jurisdictions. In this role, she was responsible for managing the case budget and ensuring all projects and deadlines were completed efficiently, timely, and in the best interest of the client.
- Serving as a member of the firm's national counsel team for the largest mass tort multidistrict litigation in United States history. In this role, Ashley took hundreds of depositions and was the primary contact and responsible attorney for all case work-up in her assigned cases across the country.
- *James Orams v. Pilot Travel Centers, LLC* – Circuit Court of Hinds County, Mississippi; Civil Action No. 251-09-6909; August 16, 2013; summary judgment.
- *Lyles v. Maselle & Associates et al.* – Mississippi Arbitration Association; April 2, 2013; Trial Counsel; defense verdict.
- *Foster Homes, LLC v. TruckPro, Inc., et. al* – Successfully argued Motion to Dismiss for Lack of Personal Jurisdiction; resulted in Judgment of Dismissal for out of state client.

Vicki Smith, CFE

Subject Matter Expert – FEMA HMGP



Vicki manages and provides direction to clients and team members, ensuring programmatic implementation of federal program and regulatory compliance is met and provides insight on federal procurement regulations, reporting and monitoring requirements. She leads quality assurance efforts and develops processes to improve program effectiveness for FEMA's PA and HMGP programs and HUD's CDBG-DR program.

**AREAS OF EXPERTISE**

FEMA Program Compliance
 Stafford Act Compliance
 Grants Management
 FEMA Hazard Mitigation Grant Program
 FEMA & HUD Funding Coordination
 Disaster Recovery Program Compliance

EDUCATION

Master's Certification Emergency Management and Homeland Security, *Florida State University*
 BSBA, Accounting Systems, *University of West Florida*

YEARS OF EXPERIENCE

39

CERTIFICATIONS / TRAININGS

Certified Fraud Examiner, #593147

PROJECT SPECIFIC EXPERIENCE**Healthcare Clients, COVID-19 Emergency Response**

FEMA SUBJECT MATTER EXPERT | MARCH 2020 – PRESENT

Vicki is providing assistance to Healthcare clients in Mississippi, Louisiana, and Arkansas, helping them prepare and apply for emergency funding streams by providing a solutions-oriented compliance process designed to accelerate results, mitigate risks, and navigate regulatory complexities. Vicki works closely with hospital and health system leadership on a case-by-case basis to identify available FEMA funds, implement the appropriate data collection processes, manage submissions and reporting, and investigate disputes or denials.

Mississippi Emergency Management Agency (MEMA), Hurricane Katrina FEMA PA and HMGP Programs

SENIOR MANAGER | OCTOBER 2007 – PRESENT

Vicki managed a team of professionals who provided oversight support for Mississippi's Hurricane Katrina FEMA federal programs of PA and 404 HMGP in order to ensure compliance with the Stafford Act and 44 Code of Federal regulations which governs FEMA's administration of disaster relief and emergency assistance services.

Vicki Smith, CFE
Subject Matter Expert – FEMA HMGP



The scope of work performed on behalf of MEMA is to provide financial oversight and document management services under FEMA's \$3.2 billion PA program and \$340 million 404 HMGP projects related to Hurricane Katrina. These services include monitoring and reporting to meet compliance and reporting standards. The project team also provided reporting for MEMA and FEMA in regard to project worksheet status reports, performance benchmarks reports, and outstanding technical issues reports.

In addition to providing project management, Vicki continues to work closely with MEMA Hazard Mitigation Assistance (HMA) management in a proactive partnership to facilitate the closure of projects and recommend funding opportunities for applicants and sub-grantees to the agency. Vicki managed and coordinated the recovery of funds and managed the work of team members assigned to identify Emergency Management Assistance Compact (EMAC) claim issues from responding states. Additionally, she worked with MEMA to develop reporting tools and prepare responses to special projects as needed.

Robeson County & City of Fayetteville, North Carolina, FEMA HMGP Acquisition, Elevation, and Reconstruction Programs

SENIOR MANAGER | JANUARY 2019 – PRESENT

Vicki provides project management services for Robeson County's and the City of Fayetteville's HMGP Acquisition, Elevation and Reconstruction programs. She coordinates processes and provides direction to contractors to successfully implement their recovery programs as a result of Hurricanes Matthew and Florence.

Northwell Health/Staten Island University Hospital, HUD/FEMA Disaster Recovery Programs Consulting and Grant Management Services

SENIOR MANAGER | DECEMBER 2017 – PRESENT

Vicki assisted in the development of a funding plan for two grants awarded to Northwell Health and Staten Island University Hospital and advised them on contracting requirements for the HUD and FEMA funds awarded. Along with HORNE's technology team, she was instrumental in developing a multi-funding stream reimbursement system to eliminate the risk of duplication of payments. Vicki manages the development of process for reporting requirements from the funding sources. In addition, she provides subject matter expert services to review existing projects to ensure all allowable costs are included in the obligation of funding.

Matthew Bullock

FEMA Coordination Subject Matter Expert
Funding Assistance Database Manager



Matt has worked with FEMA's PA program on over 50 separate major disaster declarations spanning 30 states and U.S. territories for events such as floods, hurricanes, severe storms, and most recently COVID-19. He is a subject matter expert in PA policy, governing regulations and the Stafford Act. His expertise has been utilized to analyze the funding eligibility of numerous complex projects, address unique project issues for program eligibility consideration, and prepare appeals.



AREAS OF EXPERTISE

FEMA Public Assistance

EDUCATION

BS, Architectural Engineering
Technology, *University of
Southern Mississippi*

YEARS OF EXPERIENCE

19

PROJECT SPECIFIC EXPERIENCE

Yale New Haven Health and Hospital Service Corporation, DR-4500-CT and DR-4505-RI, COVID-19

PA SUBJECT MATTER EXPERT | MAY 2020 - PRESENT

Supports the largest health care delivery network in the State of Connecticut with recovery of COVID-19 related expenses through the FEMA PA Program. Provides guidance on cost reimbursement eligibility and develops strategies for capturing and presenting costs to FEMA. Assisted with the development of expense tracking and reporting systems to catalog costs by eligible activities. Organized over \$10M in labor and payroll records involving 25K employees. Developed documentation to support labor and non-labor costs for five eligible hospitals. Prepared "simplified applications" in FEMA's Grants Portal.

FEMA, Public Assistance Technical Assistance Contract (PA-TAC), DR-4339-PR Hurricane Maria, Mission Planning

PA SUBJECT MATTER EXPERT | JAN. 2019 - JUNE 2019

Deployed to Puerto Rico in support of FEMA PA's efforts to develop a strategy to implement the unique Section 428, Alternate Procedures program created for the event. Evaluated each Sector's workload, challenges and accomplishments and prepared an 86-page report outlining novel or enhanced strategies for FEMA to consider implementing in order to meet the 18-month deadline for completed projects.

Matthew Bullock

FEMA Coordination Subject Matter Expert
Funding Assistance Database Manager



FEMA, PA-TAC, NISTAC, Nationwide

TASK ORDER AND QUALITY CONTROL MANAGER | SEPTEMBER 2009 – DECEMBER 2019.

Responsible for the management and execution of Public Assistance disaster recovery task order assignments from inception to completion to include staff selection, placement and evaluation, client audits, quality assurance and control, and reporting. Coordinated staffing logistics, budgeting, task order modifications, and staff performance evaluations with agency personnel for over 50 task orders across 24 states exceeding \$500M in value. As the Quality Control Manager for the NISTAC contract since 2015, Mr. Bullock was responsible for implementing and managing the quality control program for task order deliverables including Project Worksheets, CEF cost estimates, reports, white papers and guidance documents. He is FEMA “Train-the-Trainer” certified and experienced with delivering PA training such as PA Ops I, Project Specialist and Debris Specialist courses.

FEMA, PA-TAC, NISTAC, DR-4085-NY Hurricane Sandy

PA POLICY AND CORRESPONDENCE SPECIALIST | DECEMBER 2013 – MARCH 2014

Deployed to New York City, NY, to assist FEMA PA with the processing and response to applicant formal requests such as time extensions and alternate projects. Developed unique tracking and reporting tool for the “dirty dozen”, or 12 high priority applicants. Reviewed and edited Determination Memos prepared by others for Program policy accuracy and consistency.

FEMA, PA-TAC, NISTAC, DR-4020/4031-NY Hurricane Irene and Tropical Storm Lee

PA POLICY SPECIALIST | MAY 2012 – AUGUST 2012

Deployed to Albany, NY, to provide expert council on PA policy and regulation. Prepared official responses to first level appeals and Congressional inquiries. Developed white papers to address a variety of contentious or technically complex issues facing FEMA. Supported field staff with complex eligibility issues. Review, update and create disaster-specific guidance publications addressing technical and non-technical matters.

FEMA, PA-TAC, NISTAC, Various PA Disaster Recovery Operations

TECHNICAL SPECIALIST, | AUGUST 2005 – SEPTEMBER 2009

Deployed to seven separate disaster recovery operations in support of the FEMA Public Assistance program, including DR-1604-MS, Hurricane Katrina. Work included inspection of disaster damaged public infrastructure to determine funding eligibility and the preparation of restoration scopes of work and cost estimates for a variety of public facilities including roads, bridges, buildings, parks and utilities.

JT Blalock, CPA, CHFP

Financial Lead Project Manager



JT has over 14 years of public accounting and consulting experience in a variety of industries, such as healthcare, nonprofit, governmental, Tribal and government contractor. Over the last several years he has specialized in assurance and consulting services for the healthcare industry. Prior to joining HORNE, JT was enlisted with the United States Coast Guard for 8 years during which time his responsibilities included leading emergency and disaster response teams.



AREAS OF EXPERTISE

CARES Act Compliance
Coronavirus Relief Fund Oversight
Healthcare
Tribal
Nonprofit
Governmental
Uniform Guidance

EDUCATION

Master of Professional Accountancy,
University of Southern Mississippi
BS, Business Administration,
University of Southern Mississippi

YEARS OF EXPERIENCE

14
+8 with U.S. Coast Guard

CERTIFICATIONS / TRAININGS

Certified Public Accountant
Certified Healthcare Financial
Professional

PROFESSIONAL AFFILIATIONS

American Institute of Certified Public
Accountants
Mississippi Society of Certified
Public Accountants
Healthcare Financial Management
Association

PROJECT SPECIFIC EXPERIENCE

Mississippi Band of Choctaw Indians, Coronavirus Relief Consulting & Program Administration

SENIOR CONSULTANT | JUNE 2020 – PRESENT

PROGRAM MANAGER | APRIL 2020 – JUNE 2020

As Program Manager, JT provides program oversight and compliance support for CARES Act programs for the Tribe and related enterprises. He works in partnership with multiple agencies to determine strategic priorities for the program in accordance with the CRF regulations. In his role, JT provides subject matter expertise and ensures deliverable completion and management of personnel to ensure program deliverables are completed in a timely manner.

Tennessee Department of Finance and Administration, Coronavirus Relief Consulting & Program Administration

PROGRAM MANAGER | JUNE 2020 – PRESENT

As Program Manager, JT provides program oversight and compliance support for CARES Act programs for 95 counties and 346 municipalities in Tennessee. He works in partnership with multiple agencies to determine strategic priorities for the program in accordance with the CRF regulations. In his role, JT ensures deliverable completion and management of personnel to ensure program deliverables are completed in a timely manner.

JT Blalock, CPA, CHFP
Financial Lead Project Manager



Magnolia Regional Health Center, Coronavirus Relief Consulting

SENIOR CONSULTANT | APRIL 2020 – PRESENT

As Senior Consultant, JT provides consulting services and compliance support for CARES Act programs for the health system. He works in partnership with administration to determine strategic priorities for the health system in accordance with the CRF, FEMA, and HHS regulations to maximize reimbursement of incurred costs and increase response capabilities. In addition, JT works with the system's executives to manage its multi-funding stream reimbursement system to eliminate the risk of duplication of payments. He also provides subject matter expertise and ensures deliverable completion and management of personnel to ensure project deliverables are completed in a timely manner.

Memorial Hospital at Hospital, Assurance Services

AUDIT MANAGER | AUGUST 2006 – DECEMBER 2018

As Audit Manager, JT provided audit, consulting services, and compliance support for government hospital operations. He worked in partnership with the hospital's leadership to perform audits in accordance with Generally Accepted Government Accounting Standards, Government Audit Standards, and Uniform Guidance. In his role, JT provided subject matter expertise and ensured deliverable completion and management of personnel to ensure project deliverables were completed in a timely manner.

Mississippi Emergency Management Agency (MEMA), Hurricane Katrina FEMA Public Assistance (PA)

FINANCIAL ANALYST | SEPTEMBER 2006 – SEPTEMBER 2008

As Financial Analyst, JT performed analysis of and reviewed extensive documentation required by federal regulations for support for Mississippi's Hurricane Katrina FEMA PA program to ensure compliance with the Stafford Act and 44 Code of Federal Regulations which governs FEMA's administration of disaster relief and emergency assistance services.



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