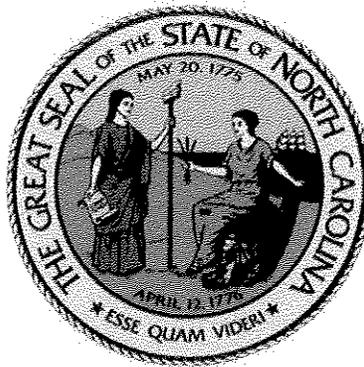


Request for Proposals

Disaster Individual Assistance & Public Assistance

Submitted to:

**North Carolina Department of Public Safety,
Division of Emergency Management (NCEM)**



Submitted by:



David M Shapiro Disaster Recovery Consultants, Inc. (DMS)

3651 FAU Blvd., Suite 400

Boca Raton, FL 33431

919.696.6003

David.shapiro@dmsrecovery.com

In conjunction with:



LISTEN • DESIGN • DELIGHT

May 15, 2013

Ms. Sunde McCann
Purchasing Agent
North Carolina Department of Public Safety
Purchasing and Logistics Office
3030 Hammond Business Place
Raleigh, North Carolina 27603

Dear Ms. McCann,

In regard to the Request for Proposals issued on April 17, 2013, the enclosed proposal is in response to the State of North Carolina Department of Public Safety's RFP for Disaster Individual Assistance & Public Assistance Contract (RFP #19-012082-MSX). David M Shapiro Disaster Recovery Consultants, Inc. (DMS) along with technical partner Blitch Knevel Architects (BKA) have been assisting grantees, sub-grantees and applicants to recover from federally declared disasters for more than 16 years. This experience includes disaster recovery work for the State of North Carolina as grantee and sub-grantee and various North Carolina agencies as sub-grantee. Since 1997, DMS has recovered and managed more than \$6.5 billion from FEMA, insurance and alternate third party funding sources while supporting the recovery efforts of its clients. Integral to the role that DMS performs in the recovery process, is the firm's systematic approach to managing disaster recovery through an experienced team of professionals.

DMS is a technically competent, highly qualified firm comprised of more than sixty (60) individuals. Many of DMS' essential team members emanate from the insurance, accounting, and construction fields as well as FEMA management level roles. More specifically, prior to transitioning from the public sector and forming DMS, I was contracted by the **North Carolina Division of Emergency Management (NCDDEM)** as Technical/Financial/Special Projects Manager. In that role I was responsible for assisting senior staff of NCDDEM with designing and implementing a critical plan to manage the Public Assistance Program after Hurricane Fran. Those responsibilities included identifying applicants for key positions, negotiating staffing levels with FEMA, training staff, and resolution of issues (including eligibility) involving the grantee, sub-grantees and FEMA. Furthermore, I was responsible for the financial and technical administration of over \$350 million in grants from seven federally-declared disasters and resolved over \$30 million in "special project issues". Additionally, key DMS team member Joann Jenkins was employed by the **North Carolina Emergency Management Office** as the Acting Public Assistance Section Manager, directing the Grants Managers in the day-to-day operations and performance of the section. Ms. Jenkins is a graduate of North Carolina Central University where she earned both Bachelors and Masters degrees.

The DMS team is well positioned to support the NCDDEM through the provision of Project Officers to respond to and assist in the implementation of Public Assistance and Individual Assistance programs to immediately recover from a disaster. DMS' approach to Disaster Management is proactive. The senior staff members have decades of cumulative experience working for FEMA as well as representing FEMA applicants. In virtually all cases, the team members have more experience and a better knowledge of the Stafford Act and associated policies than the individuals representing FEMA. This knowledge is leveraged to work with FEMA representatives or, when necessary, challenge them in order to maximize funding. As stated above, the DMS team assisted the **State of North Carolina** (grantee) during the years 1996-1998 working closely with Billy Ray Cameron, former North Carolina Deputy Secretary of Crime Control and Public Safety. Subsequent to the work with the State, DMS transitioned to assisting several state agencies as sub-grantees including **Brunswick County, City of Raleigh, Energy United Electric Cooperative, North Carolina Department of Transportation** and others that are included in the content of this proposal.

Following Hurricane Katrina the State of Louisiana retained DMS to assist with seventy (70) state agencies and the firm successfully recovered more than \$2 billion from FEMA, insurance and Community Development Block Grants (CDBG).

Subsequently, the State has retained DMS to assist in the management of four additional disasters including Hurricane Isaac which struck Louisiana in late August 2012.

DMS understands the critical functions that eligibility, contractor procurement, data management and compliance serve in disaster recovery as it relates to Public Assistance (PA). PA covers a range of post-disaster needs from debris removal to costly repairs for roads and bridges, sewer facilities and public buildings and utilities, or Public Assistance Categories A-G. DMS is prepared to immediately react prior to a declaration to educate potential applicants on the program and working closely with FEMA, conduct preliminary assessments. This is achieved through the immediate deployment of key individuals who will respond as project officers. These leaders, a majority who have served as FEMA Project Officers and are experts in interpreting PA methodology, will initially conduct applicant briefings. These meetings will educate, prepare and train local governments and municipalities on the critical functions that must take place prior to and immediately following a disaster declaration including but not limited to assessments and documentation.

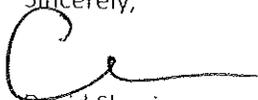
Once a disaster is declared, DMS' Project Officers and specialists will assist the State in driving the recovery process. Coordinating with FEMA, DMS will provide leadership and oversight of recovery functions. First, DMS will assist applicants with document completion for the PA program. DMS will assist the State to conduct applicant briefings and provide programmatic guidance. For IA, DMS will assist to instruct potential applicants on IA policies and procedures and educate applicants on the process of completing forms and applications. Once forms are submitted, DMS will assist the State in reviewing these forms. DMS' data management systems and core knowledge will be utilized to maintain records and ensure completeness and compliance with FEMA policies. Efficient recovery is critical to maintain timelines as set forth by FEMA.

To support an efficient and effective recovery DMS partners with Blich Knevel Architects (BKA). BKA is comprised of a competent team of licensed architects and engineers who provide significant technical resources to support the eligibility role of DMs. In addition to conducting damage assessments, BKA possesses the technical knowledge to validate and seal these estimate. If any discrepancies in the assessments are discovered, DMS will bring them to the State's attention. Furthermore, DMS will manage the grant. This is to assure that if any scopes need to be revisited it is certain that revisions will be handled in a timely manner and ensure that the process meets all of the policies and procedures of the program. This ability will support an efficient process to avoid potential missed deadlines. If any of the process is not going to meet deadlines, DMS has the knowledge to request time extensions to make sure that the eligibility of the sub-grantee is not compromised.

DMS is adept and has documented success in hazard mitigation as well as alternate and improved projects to coherently consult and review applicants' requests and appeals. This is evidenced by DMS' support of the State of Louisiana after the damage that was inflicted on Louisiana State University's Health Sciences Center and School of Dentistry. Flooding that significantly impacted the facilities, rendering operating systems useless, resulted in the institutions' relocating to temporary facilities. Recovery efforts supported by DMS resulted in the obligation of more than \$24 million and the relocation of critical systems and improved laboratories to higher elevations.

DMS has assembled a team of competent professionals widely recognized in their respective fields. This team possesses significant experience in dealing with post disaster recovery and the Federal Emergency Management Agency's (FEMA) Public Assistance and Individual Assistance programs. From the initial activation of the response team to final closeout, DMS is acutely prepared to assist the State of North Carolina and its stakeholders an efficient and effective recovery. On the following pages, which have been printed on **30% post-consumer product recycled paper**, we have outlined the proprietary data management systems, technical capabilities and approach and documented success of DMS and BKA (see references on page 19.)

Sincerely,



David Shapiro
President

Rate Chart:

TITLE	HOURLY RATE
<i>Eligibility</i>	
Principal / Project Manager	\$262
Quality Control / Quality Assurance Manager	\$208
Quality Control / Quality Assurance Staff	\$172
FEMA Eligibility Lead	\$204
FEMA Eligibility Senior Staff	\$174
FEMA Eligibility Junior Staff	\$142
Legal, Arbitration & Appeals Lead	\$204
Legal, Arbitration & Appeals Senior Staff	\$174
Hazard Mitigation Lead	\$204
Hazard Mitigation Senior Staff	\$172
Insurance Liaison / Lead	\$204
Community Development Block Grant Lead	\$196
Community Development Block Grant Senior Staff	\$168
Grant Management / Closeout Lead	\$188
Grant Management / Closeout Senior Staff	\$162
Grant Management / Closeout Junior Staff	\$132
Administrative	\$75
<i>Technical</i>	
Principal / Project Manager / Q.A. Technical	\$250
Senior Professional Architect	\$195
Professional Architect	\$161
Architectural Technician	\$132
Senior Professional Engineer *	\$220
Professional Engineer *	\$190
Technician	\$138
Cost Estimator Senior	\$195
Cost Estimator Staff	\$161
Inspector Senior	\$195
Inspector Staff	\$161
Administrative	\$75
When travel is necessary, GSA travel rates or LBMC's internal travel rates will be utilized.	

4. Financial Statement

As a closely held private firm we are not required to provide audited financial statements. However, we maintain banking relationships with Bank of America where we have both business accounts and maintain a line of Credit which

6. Technical Approach

DMS Disaster Consultants affirms that it has reviewed the proposed scope of work, understands the nature thereof and is willing and capable of providing the requested services.

Project Delivery Approach

The project delivery approach detailed below covers the full methodology from the immediate aftermath of a disaster through project closeout. Project delivery begins with the understanding that FEMA has aggressive timelines that must be met for Debris Removal, Emergency Protective Measures, and Permanent Work in order to be eligible for funding. However, FEMA Policy has established a process to request time extensions for work that is complex and cannot meet the timelines set forth by FEMA. These timelines are as follow:

FEMA Timelines & State Extensions:

Type of Work	FEMA Basic Timelines	State Allowed Extensions
Debris Removal	6 Months	6 Months
Emergency Work	6 Months	6 Months
Permanent Work	18 Months	30 Months

With written request to the state, FEMA policy allows the state to grant up to an additional six months for the completion of Debris Removal and Emergency Protective Measures. The state can grant up to 30 months for Permanent Work. Time extensions beyond FEMA Basic Timelines and State Allowed Extensions are approved on a project by project basis.

There are times that these timelines cannot be met, as the projects are more complex, i.e. medical facilities and campuses. It is in these cases that it is vital that written justification is properly documented and that approval is obtained by FEMA in order to keep funding for projects open as work is being completed. Without this written justification and approval, applicants jeopardize federal funding for project completion.

DMS will control project scope and coordinate applicant changes with the NCDPS. Scope control is an essential part of effective project management. Good project management requires managing scope in such a way that the goals of a project can be obtained on time without leaving out resolution of items that are critical to the project's success. Good scope control allows the changing and adding of critical tasks without adding in unnecessary tasks. Effective scope control therefore is critical and must be managed with a balance of flexibility for critical items and rigidity against adding superfluous "bells and whistles". DMS consultants have the experience and knowledge necessary to determine when scope changes are advisable to bring a cost effective benefit to the State of North Carolina and will coordinate any changes through a change control process.

In regard to financial consideration, all invoices will provide information on the number of hours, the eligible function and the eligible funding source to which the hours will be billed.

Project Management Plan:

Project Phase Descriptions:

Phase 1: Pre-Declaration

- Educate potential applicants on the Federal Public Assistance Program
- Prepare and train local governments to conduct preliminary assessments
- Perform preliminary damage assessments with FEMA

Phase 2: Recovery Operation

- Meetings with NCDPS management to establish priorities and provide updates
- Initial meeting with FEMA and NCDPS representatives to establish protocols
- Site visits
- Survey and identify damaged facilities
- Data collection and dissemination
- Project description development
- Project scope development
- Establish plans for temporary facilities as needed
- Identify opportunities for Alternate and Improved projects
- Consult applicant on requests for Improved project status
- Consult applicant on requests for Alternate projects
- Identify opportunities for other funding (Community Development Block Grants)
- Identify hazard mitigation opportunities and advise client
- **Applicant Assistance**
- Participate in and conduct community relations functions and outreach
- Receive and resolve request for individual assistance from applicants
- Partner with FEMA personnel to assist victims
- Provide victim eligibility guidance
- Consult with applicants requesting assistance
- Provide assistance related to all aspects of temporary housing programs and/or home repair programs
- Provide assistance in coordinating legal assistance to disaster victims
- Provide assistance related to the Disaster Unemployment Assistance Program
- Provide assistance related to the National Flood Insurance Program

Phase 3: Recovery Operation

- Receive and review grant (Project Worksheet approval) obligation notifications
- Meet with FEMA and NCSPS in reference to additional funding and to resolve eligibility issues (version request, Alternate and Improved Projects, Hazard Mitigation, Insurance)
- Review insurance policies and coverage to maximize funding
- Review of procurement policies/bidding documents of potential emergency contracts for which FEMA reimbursement may be eligible.
- Provide oversight for procurement activities for architectural and engineering services
- Provide oversight for design scope and review documentation development
- Evaluate scope changes or additions proposed by the architectural and engineering consultants
- Evaluate construction cost estimates for compliance
- Review preliminary and final plans and specifications to ensure compliance
- Review project worksheets previously written by FEMA and augment them with proper information regarding eligibility, scope and cost via version requests
- Development of Improved projects when applicable
- Development of Alternate projects when applicable
- Weekly meetings with the State and FEMA regarding status of projects (project status, change orders, Alternate or Improved project request, compliance issues, project extensions, etc.)
- Update the Quarterly Reports (FEMA requirement per Project Worksheet)
- Prepare Requests for Reimbursements (payments)
- Prepare appeals/arbitration packages as needed
- Work with project managers to ensure compliance with scopes and supporting documentation
- Participate in and conduct applicant briefings
- Receive request for public assistance forms from applicants, review for completeness and forward to the State
- Partner with the State/FEMA personnel to inspect damage sites
- Provide applicant eligibility guidance
- Provide specialists under the Public Assistance Program as needed
- Prepare with the State, FEMA and applicant, scope of work and cost estimates for small projects
- Validate applicant's small projects
- Prepare with the State, FEMA and the applicant, scopes of work and cost estimates for large projects
- Submit to State, FEMA design and construction schedules for large projects
- Work as an advocate of the applicant and immediately bring to the attention of the State any misunderstandings or problems an applicant may have involving any aspects of eligibility, funding, or the program in general
- Work with State, FEMA and the applicant to resolve any misunderstanding referenced above
- Submit to the State applicant's request for time extensions beyond those stated above
- Review and make recommendation to the State on applicant's appeal
- Review and make recommendation to the State on applicant's request for cost over-run
- Work as an advocate of victims and immediately bring to the attention of FEMA any misunderstandings or problems an applicant may have involving any aspect of eligibility, funding, or the programs in general
- Submit to FEMA applicant requests for time extensions beyond those stated above
- Review and make recommendations to FEMA concerning applicant's appeals

Phase 4: Reporting and Closeouts

- Meet With FEMA and NCDPS representatives on a regular basis and provide status reports
- Compile and review all documents per Project Worksheet for Project Closeout
- Request project Closeout through the state
- Attend final site inspections during the Project Worksheet Closeout process

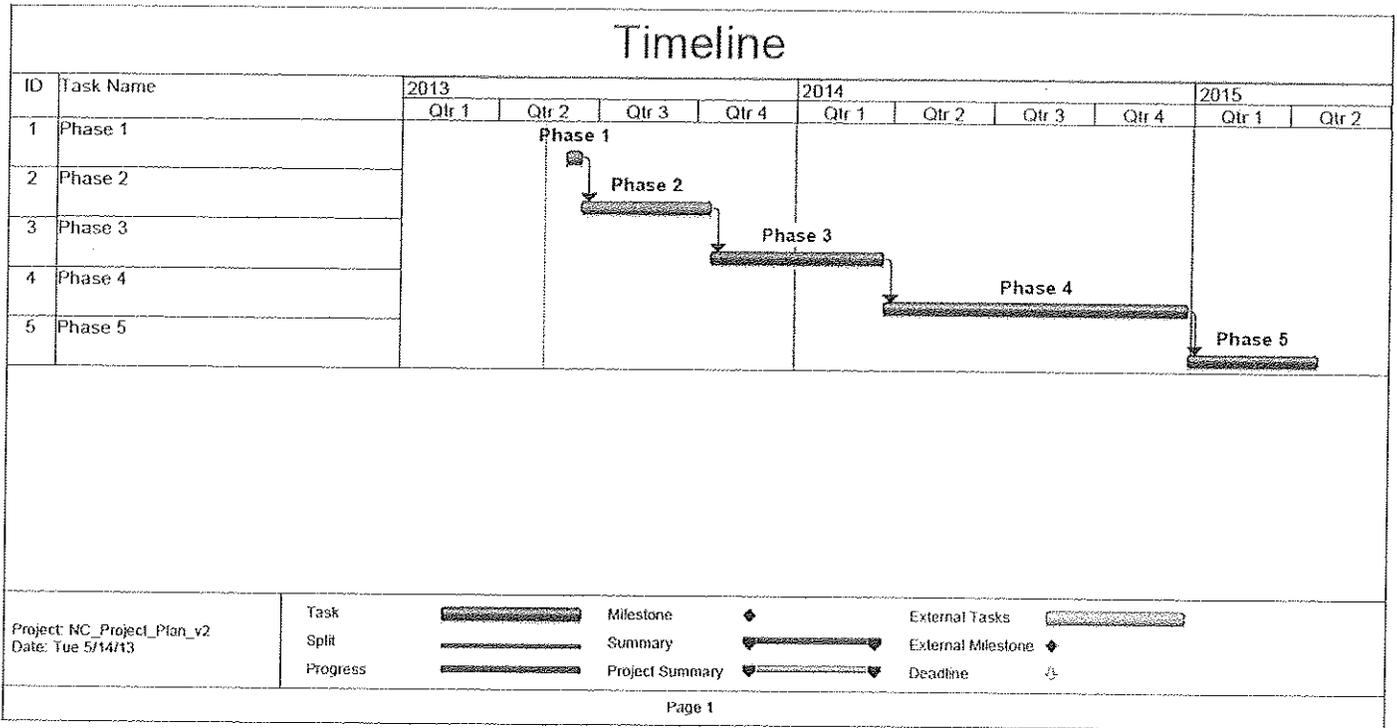
Phase 5: Reporting and Closeouts

- Meetings with NCDPS management as necessary and provide Project Status Reports
- Assist with audit preparation and documentation, as necessary
- Financial reconciliation of all grants/Project Worksheets
- Validate and document completion of all small projects
- Perform routine and final inspections of all large projects, certify completion, and submit final cost accounting to State
- Make recommendations for interim disbursements and final reconciliations
- Assist the State and applicant in formulating appeals to FEMA
- Provide technical assistance for database administration that facilitates project tracking and quarterly reporting to FEMA for the State
- Complete Closeout
- Work with the State and FEMA to close out the public assistance grant after all applications have been closed
- Contractor shall provide complete and accurate invoices to each respective program from which funding reimbursement is requested

Project Schedule:

DMS will develop and maintain project schedules in an appropriate level of detail as necessary for specific projects. A sample high level project schedule is included below:

Sample Project Schedule:



DMS Technical Resources and Capabilities

The DMS team is highly experienced and has an extraordinary track record of effectively assisting clients through recovery from federally declared disasters. The team proposed for the NCDPS was assembled based on its successful experience in obtaining more than \$2 Billion for entities in Louisiana. By design, this team is highly diversified and acutely experienced to proficiently support disaster recovery efforts as well as its prior involvement with the State of North Carolina's recovery efforts. The individuals listed in this proposal will work with FEMA, insurance carriers, and other funding sources on a daily basis on behalf of the NCDPS.

DMS' technical resources consist of trained subject matter experts that include engineers, eligibility experts, attorneys, grant managers, accountants, insurance specialists, cost estimating specialists, and hazard mitigation specialists.

The technical resources and capabilities detailed below cover the gamut of resources from the immediate aftermath of a disaster through project closeout. Actual services provided will be aligned to the current phase of the executed recovery effort.

DMS will work with FEMA and state counterparts in assessing damages, developing the scopes of work, and the cost estimates for each Project Worksheet. When necessary and with approval, DMS will utilize licensed architects and engineers to professionally corroborate the team's findings. Past experience has shown that this level of documentation can be necessary to validate damages especially when there are concealed or residual damages.

These resources & capabilities will allow DMS to:

- Oversee and participate in the damage assessment and scope development of each Project Worksheet.
- Assist with identification and justification of the need for temporary facilities.
- Oversee the development of the repair or replacement plan for each damaged facility.
- Oversee the maximization and development of 406 Hazard Mitigation Proposals for each damaged facility.
- Oversee the maximization and development of 404 Hazard Mitigation Proposals for non-damaged facilities.
- Challenge, where applicable, FEMA on their previous work eligibility determination, cost valuations, project formulation and inaccurate statements on the Public Assistance Program.
- Utilize cost estimating strategies including FEMA's Cost Estimating Format (CEF) & RS Means to maximize cost estimates for eligible repair/replacement projects.
- Insure there is compliance with FEMA "Special Consideration" areas including Historical, Insurance & Environmental policies.
- Review of procurement policies/bidding documents of potential emergency contracts for which FEMA reimbursement may be eligible.
- Work with FEMA field staff, but if necessary escalate issues to FEMA local management and, if necessary, to FEMA Headquarters.
- Use our proprietary Project Tracking Database to track the progress of each project from project identification through Project Closeout. The NCDPS will have access to this database.
- Create a disaster folder in the electronic system (Example, Sandy)
 - Create a folder for Designation of Applicant Agent, RPA, MOU documentation
 - Create a folder for Quarterly Reports (Progress Reports)
 - Create a folder for correspondence
 - Create a project worksheet folder
 - Create a folder for Time Extensions
 - Create a sub folder for Procurement documents
 - Create a sub folder for labor & Equipment, Material etc.
 - Create a sub folder for Mutual Aide Agreements

- Create a sub folder for Mission Assignments
- Create a sub folder for payments (reimbursements) per project worksheet
- Create a sub folder for Insurance (Special Considerations)
- Create a sub folder for project worksheet Close Out documentation
- Assist NCDPS with the presentation and documentation of issues that require political intervention.
- Advise NCDPS on strategies that will optimize funding for Improved & Alternate Projects
- Ensure that the Project Managers are providing documentation for all aspects of project work including change orders.
- Request, document and track Project Worksheet versions as necessary.
- Assist in developing scopes that will be part of the requests for proposals that are issued for repair or replacement of the damaged facilities.
- Ensure that all documentation of a technical nature is available prior to Closeout.
- Review insurance policies and coverage to maximize funding.
- Perform a comprehensive review of the State's procurement policies
- Review project worksheets previously written by FEMA and augment them with proper information regarding eligibility, scope and cost via version requests
- Assist NCDPS with accelerating cash flow.
- Identify and correct inappropriate insurance reductions
- Assist with reconciling internal records to the project worksheets
- Assist NCDPS with documentation of Force Account Labor, Equipment and Materials.
- Assist NCDPS in receiving reimbursement for State employees doing eligible work reimbursable under DAC.
- Assist the NCDPS with cash flow, advance, and reimbursement requests
- Work with the state and FEMA to properly formulate large project worksheets that still need to be written or revised
- Assist in identifying and documenting eligible work by NCDPS employees and contractors reimbursable under FEMA's policies for Project Management.
- Assist with audit preparation and documentation, as necessary.

DMS's standard billing procedure segregates each invoice into FEMA Project Worksheet number. All billed hours are captured in one or more of the following FEMA eligible categories: Direct Administrative Costs, Insurance Recovery, Project Management and Indirect Administrative Costs. Each invoiced hour is further broken down to a specific activity performed under each of the eligible categories. These activities have been developed working with FEMA and GOHSEP. Our methodology for Direct Administrative Costs was recently validated with the obligation of Project Worksheet # 19808 prepared for Jefferson Parish Public School System for the reimbursement of disaster recovery services we provided from September 2005 through June 2011.

DMS has the resources and capabilities to respond to the State of North Carolina's recovery needs within twenty-four hours of the contract being enacted and a work order is executed.

VI. EXECUTION OF PROPOSAL

By submitting this proposal, the potential contractor certifies the following:

- This proposal is signed by an authorized representative of the firm.
- It can obtain insurance certificates as required within 10 calendar days after notice of award.
- The cost and availability of all equipment, materials, and supplies associated with performing the services described herein have been determined and included in the proposed cost.
- All labor costs, direct and indirect, have been determined and included in the proposed cost.
- The potential contractor has read and understands the conditions set forth in this RFP and agrees to them with no exceptions.
- The offeror is registered in NC E-Procurement @ Your Service or agrees to register within two days after notification of contract award.

Therefore, in compliance with this Request for Proposals, and subject to all conditions herein, the undersigned offers and agrees to furnish the subject services as indicated in its proposal. Offer valid for forty five (45) days from date of proposal opening unless otherwise stated here: ___ days (See General Information on Submitting Proposals, Item 7).

Failure to execute/sign proposal prior to submittal shall render proposal invalid. Late proposals are not acceptable.

BIDDER:		
David M Shapiro Disaster Planning & Recovery Consultants, Inc.		P.O. BOX:
3651 FAU Blvd, Suite 400		ZIP:
Boca Raton, FL 33431		TELEPHONE NUMBER: (919) 696-6003
		TOLL FREE TEL. NO (800)
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE (SEE INSTRUCTIONS TO BIDDERS ITEM #21):		
N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to, or acceptance by, any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.		
PRINT NAME & TITLE OF PERSON SIGNING:		FAX NUMBER:
David Shapiro, President		
AUTHORIZED SIGNATURE:	DATE:	E-MAIL:
	5/13/13	david.shapiro@dmsrecovery.com

ACCEPTANCE OF PROPOSAL

NC DEPARTMENT OF PUBLIC SAFETY
BY: Sunde McClern TITLE: Purchasing Agent DATE: 6/14/13

RFP No: 19-012082-MSX

OFFEROR: David M Shapiro Disaster Planning & Recovery, Inc. (DMS)

VII. Where Service Contracts Will Be Performed

In accordance with NC General Statute 143-59.4 (Session Law 2005-169), this form is to be completed and submitted with the offeror's (technical) proposal/bid.

Issuing Department: Department of Public Safety Solicitation # (Purchaser fill in)

Department Contact Person & phone #: Sunde' McCann, 919-743-8213

Solicitation Title / Type of Services: Disaster Individual Assistance & Public Assistance Contract

OFFEROR: David M Shapiro Disaster Planning & Recovery, Inc. (DMS)

City & State: Boca Raton, Florida

Location(s) from which services will be performed by the contractor:

Service	City/Providence/State	Country
FEMA Eligibility, Grant Admin	Boca Raton, FL	US
Hazard mitigation, Closeout, Communications	Boca Raton, FL	US
Engineering, Scope Development, Forensic Accounting, Forensic Engineering	New Orleans, LA	US

Location(s) from which services are anticipated to be performed outside the U.S. by the contractor:

NONE

Location(s) from which services will be performed by subcontractor(s):

Service	Subcontractor	City/Providence/State	Country
Architectural	Blich Knevel	New Orleans, LA	US

Location(s) from which services are anticipated to be performed outside the U.S. by the subcontractor(s):

NONE

(Attach additional pages if necessary.)