



**REQUEST FOR PROPOSAL #PRDE (ER)-2019-02**

**PROGRAM MANAGEMENT SERVICES**

**PUERTO RICO DEPARTMENT OF EDUCATION**

**SAN JUAN, PUERTO RICO | APRIL 22, 2019**



## APPENDIX IV: PROPOSAL SUBMITTAL CHECKLIST

ALL SUBMITTALS AND FORMS BELOW ARE REQUIRED AND SHOULD BE INCLUDED WITH EACH PROPOSAL. ANY PROPOSER THAT FAILS TO INCLUDE SUBMITTALS OR FORMS IDENTIFIED AS “MANDATORY” SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION. ANY PROPOSER THAT FAILS TO INCLUDE ANY OTHER NON-MANDATORY SUBMITTALS OR FORMS SHALL BE NOTIFIED AND MAY BE GIVEN A REASONABLE OPPORTUNITY TO PROVIDE THE MISSING SUBMITTAL OR FORM.

**PROPOSERS SHALL DELIVER THREE (3) COPIES OF PROPOSALS AS FOLLOWS:**

- 1 Signed **Original Proposal** in a 3-Ring Binder with Financial Statements, clearly marked as the Original
- 1 Exact Copy of the Original Proposal on a Jump Drive, including Financial Statements, submitted along with the Original Proposal
- 1 Exact Copy of the Original Proposal submitted by shared document link emailed to [recovery@de.pr.gov](mailto:recovery@de.pr.gov)

| TAB #  | DESCRIPTION   | FORM    | CHECK<br>✓ |
|--------|---|---------|------------|
| TAB 1  | Cover Letter  |         | ✓          |
| TAB 2  | <b>Proposal Signature Page – Mandatory</b>  | FORM 1  | ✓          |
| TAB 3  | <b>Equipment and Service Proposal – Mandatory</b>   |         | ✓          |
| TAB 4  | <b>Price Sheet-Mandatory</b>  | FORM 2  | ✓          |
| TAB 5  | <b>Non-Collusion Affidavit – Mandatory</b>  | FORM 3  | ✓          |
| TAB 6  | <b>Proposal Bid Bond (5%) - Mandatory</b>   |         | ✓          |
| TAB 7  | Proposer Questionnaire  | FORM 4  | ✓          |
| TAB 8  | Proposer References (3 Minimum)   | FORM 5  | ✓          |
| TAB 9  | Designation of Subcontractors   | FORM 6  | ✓          |
| TAB 10 | Certificate of Insurance Coverage   | FORM 7  | ✓          |
| TAB 11 | Copy of Filed Letter of Intent- <b>Mandatory</b>  | FORM 8  | ✓          |
| TAB 12 | Recent Legal Actions  |         | ✓          |
| TAB 13 | <b>Hold Harmless Agreement</b>  |         | ✓          |
| TAB 14 | W-9 (IRS)   | FORM 9  | ✓          |
|        |   |         | ✓          |
| TAB 16 | <b>Project Plan and Schedule</b>  |         | ✓          |
| TAB 17 | <b>Audited Financial Statements for 3 Years- Mandatory</b>  |         | ✓          |
| TAB 18 | Joint Venture Documentation (If Applicable)   |         | ✓          |
| TAB 19 | <b>Corporate Resolution</b> (Authorizing signer to execute proposal and enter into a contract on behalf of the corporation. The corporate resolution must also specify the state of incorporation) <b>Mandatory</b> |         | ✓          |
| TAB 20 | Proposer Experience History   |         | ✓          |
| TAB 21 | Lobbying Certification  | FORM 10 | ✓          |
| TAB 22 | Acknowledgement of Receipt of Addenda Form (if applicable)  |         | ✓          |

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# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

TAB 1: Cover Letter



April 22, 2019

Mr. Osvaldo Guzman  
Undersecretary of Administration  
Puerto Rico Department of Education  
150 Federico Acosta Street 2nd Floor  
Undersecretary of Administration's Office  
Urbanización Industrial Tres Monjitas  
Hato Rey, Puerto Rico

**RE:** Proposal Response to RFP No.: PRDE (ER)-2019-02 Program Management Services

Dear Mr. Guzman:

We watched in fear as Hurricanes Irma and Maria made landfall on Puerto Rico in September of 2017, and we have since been active in the island's challenging recovery process. It has been slow, and at times, frustrating. We know this story all too well. PR Disaster Management, LLC (PRDM) has assembled a team of people who have personally lived through Hurricanes Katrina, Rita, Gustav and Ike, the Great Louisiana Floods of 2016, and Hurricanes Irma, Maria and Hurricane Harvey in 2017. Each of us have been deeply involved in the recovery and rebuilding of schools, roads, and other critical infrastructure damaged by these storms, using federal recovery funding to recreate new, better, stronger facilities and systems. We understand rapid recovery is critical. We empathize with families' and communities' that need to stand back up, and we've become eager and able recovery partners. Perhaps better than anyone else, we recognize the necessity to rebuild in a way that reduces risk and makes us all more resilient for future disasters.

While the challenge to rebuild Puerto Rico's schools is immense, that challenge presents significant opportunity to improve facilities across the island. With rebuilding the schools comes the chance to modernize the existing facilities, right-size the number and size of facilities to match the island's needs and set higher standards of quality.

From master planning to design management, grant management to scheduling, project management to project close-out, each step is critical to maximize eligible and reimbursable funding and deliver high-quality construction projects, on time and on budget. We have done this before, successfully, and at this scale.

Our understanding of your current situation and our experience in managing programs of similar size and complexity clearly indicate to us that the following strategies are what the Puerto Rico Department of Education (PRDE) currently needs.

- 1) MAXIMIZE FUNDING.** Leverage multiple funding sources, and maximize eligibility and reimbursements to expedite successful program delivery.
- 2) MAXIMIZE COMPLIANCE.** Execute a fully compliant program to retain federal funds.
- 3) MAXIMIZE OUTCOMES.** Manage the planning, development and delivery of modern, resilient educational facilities using experienced professionals.
- 4) BUILD CAPACITY.** Develop local Puerto Rican talent and provide PRDE with expertise to oversee the long-term rebuilding process and manage future events.

PR Disaster Management, LLC (PRDM) Contact Information:  
Puerto Rico ▪ 361 San Francisco Street ▪ San Juan, PR 00901

Mr. Osvaldo Guzman  
Undersecretary of Administration  
Puerto Rico Department of Education  
April 22, 2019  
Page 2

PRDM has assembled a talented team including several Puerto Rican firms with local knowledge and experience needed to navigate the complexities of this program and execute these strategies. Our team includes small and minority/women-owned businesses who will both greatly contribute to and benefit from this opportunity. We also bring the experience of managing for over twelve years the only other federally-funded disaster recovery school rebuilding program of this size—for hundreds of facilities throughout the New Orleans school district. Members of our team currently manage the \$2.4B school rebuilding program in New Orleans which has seen a dramatic transformation in its educational facilities. We manage other significant school programs around the country, and now, we want to be the team that supports PRDE to rebuild and transform its school system.

We are confident that our team offers the best possible experience, knowledge, expertise and resources, and proven innovative funding strategies that lead to success. Based on PRDE's selection criteria, our proposal clearly demonstrates our knowledge, experience, competencies and skills related to program management that includes FEMA and HUD funds.

The benefits PRDE can expect by selecting PRDM to assist you in this recovery effort include:

- ▶ Maximum funding eligibility and improved cash flow for the recovery
- ▶ Accelerated timeline to begin seeing faster results in project delivery
- ▶ Funding that is available sooner and confidence in PRDE's ability to keep it
- ▶ State-of-the-art facilities to help improve teaching and learning

I will serve as your primary point of contact for this proposal and through the contracting process. I will continue to represent our team for the life of the contract as the Program Executive. My email address is [chris.pellegrin@prdmllc.com](mailto:chris.pellegrin@prdmllc.com) and my cell phone number is (225) 939-4377.

On behalf of PRDM, it is an honor and a pleasure to submit our proposal to support the recovery, rebuilding, and rebirth of Puerto Rico's educational facilities. Thank you for your consideration and we look forward to working closely with you on this exciting program.

Sincerely,



Christopher J. Pellegrin, AIA  
Managing Member

PR Disaster Management, LLC (PRDM) Contact Information:  
Puerto Rico • 361 San Francisco Street • San Juan, PR 00901



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

TAB 2: Proposal Signature Page

**PROPOSAL SUBMITTAL FORM 1 – PROPOSAL SIGNATURE PAGE**

**EACH PROPOSER IS REQUIRED TO SUBMIT A PROPOSAL SIGNATURE PAGE WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO DELIVER THE PROPOSAL SIGNATURE PAGE IS AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD**

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**PROPOSER:** PR Disaster Management, LLC

**ADDRESS:** 361 San Francisco Street  
San Juan, Puerto Rico 00901

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**PHONE:** (225) 769-0546

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The undersigned, doing business under the full and complete legal name as set forth above, proposes to provide the services described in the Proposer proposal to the Puerto Rico Department of Education, for the prices set forth in the Proposer's Price Proposal. The Proposer makes the following certifications with regard to its service and pricing proposals:

1. Proposer is presenting its proposal for the RFP No. **PRDE (ER)-2019-02**.
2. Proposer certifies that it has filed all its income tax forms and paid all its taxes (including property taxes), unemployment insurance, disability, and chauffeurs social security, in all applicable cases; or, that it has a payment plan for payment of those obligations and is complying with such plan.
3. Proposer certifies that there is no conflict of interest in the contract and provisioning of the proposed services and items to the PRDE.
4. Proposer agrees that its service proposal and price proposal shall remain valid for 180 days from the date of submission.
5. Proposer certifies that none of the employees of the Department or any of its sub-departments or agencies has a pecuniary interest in their offer.
6. Proposer certifies that its proposal has been prepared and developed without collusion with any of the Department's officials or other Proposers and without effort to preclude the Department from obtaining the best competitive proposal.
7. Proposer certifies the Proposer nor any person or entity associated who is partnering with the Proposer has been the subject of any adverse findings that would prevent PRDE from selecting the respondent. Such adverse findings include but are not limited to the following:
  - a. Negative findings from a federal Inspector General or from the US Government
  - b. Accountability Office (GAO), or from an Inspector General in another state;
  - c. Pending or unresolved legal action from the US Attorney General or from an

- d. Attorney General in Puerto Rico or another state;
  - e. Pending litigation with the Government of Puerto Rico, or any other state;
  - f. Arson conviction or pending case;
  - g. Harassment conviction or pending case;
  - h. Puerto Rico, federal, or private mortgage in arrears, default, or foreclosure proceedings;
  - i. In rem foreclosure;
  - j. Sales tax lien or substantial tax arrears;
  - k. Fair Housing violations or current litigation;
  - l. Defaults under any federal or Puerto Rico sponsored program;
  - m. A record of substantial building code violations or litigation against properties owned and/or managed by respondent or by any entity or individual that compromises the respondent;
  - n. Past or pending voluntary or involuntary bankruptcy proceedings; or
8. Conviction for fraud, bribery, or grand larceny or any felony listed in the PR Anticorruption Code of 2017. The undersigned, hereby acknowledges receipt of (a) RFP# PRDE (ER)-2019-02 and including all appendices, (*Proposer should list here any and all addenda to the RFP issued by the Department and posted at [www.de.pr.gov](http://www.de.pr.gov)*). The undersigned also hereby certifies that the Proposer has read and agrees to abide by the terms and conditions of the RFP including all appendices and addenda.

Signature: \_\_\_\_\_

Name/Title: Christopher J. Pellegrin / Managing Member

Date: 4/4/2019



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 3: Equipment and Service Proposal

**PROOF OF ABILITY TO FULLY MEET RFP REQUIREMENTS: OUR EXPERIENCE AND QUALIFICATIONS BASED ON EVALUATION AND SELECTION CRITERIA**

The following is our experience and capabilities in direct relation to the PRDE’s stated selection criteria:

| SELECTION CRITERIA  | SCORE | DETAIL LOCATIONS                             | VALUE   | PROOFS   |
|---|-------|--|---|--|
| <b>A. Qualifications And Experience</b>   |       |  |   |  |
| Firm financial strength and solvency  | 30    | Tab 17                                       | We are the only team with experience executing a similarly-sized FEMA and HUD funded schools recovery program. We bring financial capacity, experience, and technical competencies to support PRDE’s recovery with local and national resources, as well as having bench depth and financial strength within the team to scale up as necessary. As a program management, disaster recovery, engineering, architectural, operations, and planning team, we bring the most comprehensive technical knowledge of and extensive experience in grants and project management recovery efforts to support rapid restoration of facilities and associated infrastructure that have been damaged by hurricanes and floods   | <ul style="list-style-type: none"> <li>• Our team members include the 3rd largest K-12 schools builder in the US, and we have project managed hundreds of post-disaster school reconstruction projects, including 78 schools in New Orleans post-Katrina, over \$25B in obligated PA and CDBG-DR funding and have brought back hundreds of storm damaged facilities back on line.</li> <li>• Our team members have managed the design and construction of over 78 schools in New Orleans post-Katrina, over 12 school campuses in Ascension Parish, and 7 school campuses in East Baton Rouge Parish, including the complete oversight and owners representation for all procurement drafting, front-end document development, RFQ, RFP, and letter bid management, and working with architects/engineers to ensure their designs cover (and do not over reach beyond) the PW scope of work.</li> <li>• On the Recovery School District (RSD) program, we successfully re-competed our contract 3 times, demonstrating our clients believe we provide the best value in the market.</li> <li>• Our financials show a financially sound and capable team who can manage the needs of a recover program of this size.</li> <li>• Our team members successfully developed and submitted applications for \$252M of FEMA HMGP projects from Hurricanes Katrina and Isaac for drainage and storm water management, facility hardening, and redundant power supply.</li> </ul> |
| Previous experience (at least 5 years) with similar roles                               |       | Tab 3 Section 1 (pages 12-13)                |   |  |
| Detail 2 similar engagements (at least one managing a large public project)             |       | Tab 20                                       |   |  |
| Availability to start immediately   |       | Tab 16                                       |   |  |
| Background check (5 references)   |       | Tab 8  |   |  |
| <b>B. Approach and Methodology</b>  |       |  |   |  |
| Evaluate proposer's approach for performance management, reporting, and measurement     | 25    | Tab 3, Sections 2-5 (pages 19-34) and Tab 16 | We are a trusted partner to deliver expedient restoration of damaged facilities and contents, while maximizing reimbursement funding through insurance, FEMA and HUD recovery funding, and other potential sources. PRDM delivers successful recovery programs because we: harness our team’s expertise, deploy recovery best practices, leverage our relationships with relevant agencies, work collaboratively among the many disciplines using integrated technical and cross-function grants management services, and we provide the right level of resources based on project-by-project needs. Our team offers an expertly qualified team of individuals with a unique combination of skills, including licensed architects, licensed engineers, Project Management Professionals, certified LEED APs, accountants, and disaster policy experts who are experienced in managing restorative work and experienced in monitoring and oversight programs with years of experience working with Grantees and FEMA and HUD on Stafford Act Programs. | <ul style="list-style-type: none"> <li>• Our team increased combined project eligibility of RSD and OPSB from \$525M to \$2.4B through a strategically crafted Single Settlement Win.</li> <li>• By leveraging our relationships with FEMA Region 6, the FEMA Louisiana Recovery Office, and GOHSE, we were able to help secure \$31M in expedited funding to ease the City of New Orleans’ serious cash flow issues within 12 days of Hurricane Isaac’s landfall.</li> <li>• Our team managed design and construction of five Ascension Parish Schools temporary campuses, with doors open for student attendance within five months of our Notice To Proceed.</li> <li>• Our staff and team members are known FEMA and CDBG-DR recovery program experts.</li> <li>• Our team has performed hundreds of storm damaged facility assessments, documented and quantified damages, and packaged the information clearly in PW requests for FEMA to review/validate and obligate.</li> </ul>   |
| Key roles and key executives (including engagement manager and key work stream leaders) |       | Tab 3, Section 1 (pages 18 and R-1 to R-8)   |   |  |
| Proposed project implementation plan  |       | Tab 3, Section 2 (pages 19-26) and Tab 16    |   |  |
| <b>C. Compliance with all Applicable Federal and Puerto Rico Regulations</b>            |       |  |   |  |
| Experience with FEMA and HUD regulations  | 20    | Tab 3, Section 1 (page 14)                   | PRDM can plan and implement a comprehensive disaster recovery program by utilizing our disaster recovery project experience and FEMA/HUD policy and regulation knowledge, and have a knowledgeable advocate when working with COR3 and FEMA for the best possible recovery outcomes. Also, our locally licensed architects and engineers knowledge of Puerto Rican codes and standards and required permits bring technical vigor to ensure project compliance and best practices.  | <ul style="list-style-type: none"> <li>• We represent the very best in leadership and technical proficiency responsible for the unprecedented success of driving up FEMA eligibility in post-Katrina New Orleans, increasing it by over 400%.</li> <li>• Our team has managed and closed over 1,150 PWs for the RSD program in New Orleans, and met all CDBG-DR requirements, with \$0 de-obligations due to the integrity of our processes and knowledge of policy and regulations.</li> <li>• Each of our existing recovery programs successfully track all various funding sources (PA, insurance, CDBG, HMGP), and ensure there is clean delineation, accounting, and documentation to ensure each project is audit ready.</li> </ul>  |
| Specific FEM and HUD trainings and expertise within the team                            |       | Tab 3, Section 1 (pages 14-15)               |   |  |

**PROOF OF ABILITY TO FULLY MEET RFP REQUIREMENTS: OUR EXPERIENCE AND QUALIFICATIONS BASED ON EVALUATION AND SELECTION CRITERIA**

Continued

| SELECTION CRITERIA  | SCORE | DETAIL LOCATIONS                     | VALUE  | PROOFS  |
|---|-------|--------------------------------------|--|---|
| <b>D. Integration of Local Parties</b>  |       |                                      |  |   |
| How local parties add value to their expected roles   | 10    | Tab 3, Section 1 (page 10) and Tab 9 | Our diverse team members know Puerto Rico's local cultures and unique recovery needs of Puerto Rico; and our local partner entities, with their personal investment in a fully recovered Puerto Rico, will greatly contribute to PRDM's successful execution of PRDE's recovery program. | <ul style="list-style-type: none"> <li>We are partnered with four local entities to expertly execute the recovery program.</li> <li>Several of our teaming partners have been established and working in Puerto Rico for decades.</li> <li>2 of our 5 team-director level positions will be led by Puerto Rican experts, and a third team-director is from Puerto Rico and will be returning to work on this program.</li> </ul>  |
| Key personnel from local parties and day-to-day activities  |       | Tab 3, Section 1 (page 10)           |  |   |
| <b>E. HUD Section Plan to include S/W/MBE</b>   |       |                                      |  |   |
| How the firm will implement efforts for participation of small, women, minority business enterprise | 10    | Tab 3, Section 1 (page 11) and Tab 9 | Our robust strategic partnering with S/W/MB Enterprises is an important component in Puerto Rico's recovery, which support development and growth of a skilled and agile workforce to meet the challenges and opportunities of new project investments.                                  | <ul style="list-style-type: none"> <li>Our team includes 6 highly qualified and diverse S/W/MBE firm</li> <li>The City of New Orleans' Officer for Supplier Diversity assigned a grade of 100% for our Disadvantaged Business Enterprise (DBE) mentoring program execution.</li> <li>Our team has experience designing HUD compliant Section 3 plans in multiple other recovery projects, such as Recovery School District received \$107M of CDBG-DR funds.</li> </ul> |
| <b>F. Electronic Platform Capabilities</b>  | 10    | Tab 3, Section 3 (page 26)           | PRDM's trusted electronic capabilities provide PRDE the ability to see recovery data and trends in real-time, allowing for important decision making and decisive action, and therefore ultimately reducing the cost of recovery and accelerating the pace of recovery.                  | <ul style="list-style-type: none"> <li>Through our 12+ years of managing the assessment, design and delivery of over \$2.4B in federally-funded school recovery projects, PRDM gained unprecedented real-world experience in managing large-scale data-centric programs.</li> </ul>   |
| <b>G. Cost Proposal</b>   |       |                                      |  |   |
| Includes Hourly Rate schedule by category   | 20    | Tab 4                                | Our hourly fee rates are competitive and demonstrated to be aligned with national standards.   | <ul style="list-style-type: none"> <li>Our rates have officially been deemed "cost-reasonable" by FEM and GOHSEP through DAC and PM Project Worksheet obligations, and our fees have been reimbursed by State agencies for multiple recovery programs.</li> </ul>   |
| Rates guaranteed for the performance of the period  |       | Tab 4                                |  |   |

## 1. General Experience

### THE PRDM FIRM PROFILE



**PR DISASTER MANAGEMENT, LLC** – Having served clients for a combined four decades by providing grants management, program management, engineering, architecture, surveying, and planning and design services,

our team of member firms and sub-consultants has the advantage of collaborative multi-disciplined expertise that is necessary for successful implementation of disaster recovery programs for educational facilities such as the PRDE. PRDM was founded as a Joint Venture after careful selection of well-known industry leaders that are able to ensure the PRDE has access to the best possible team of disaster recovery specialists.

Firm partners, CSRS, Inc. (CSRS) and CORE Construction Services, LLC (CORE), and our partner sub-consultants Atkins North America, Inc. (Atkins), Redline Global, LLC (Redline), IN2 Architects, P&S Consulting (P&S), HORNE, Emergent Risk Solutions (Emergent), Carlos Sosa, LLC (Sosa), Centro Sor Isolina Ferré (CSIF), and Hagerty have joined together and are committed to assisting the PRDE with its recovery needs. Each of PRDM’s specialized team members collectively commit the most qualified professionals, state-of-the-art resources, and highest quality resources to ensure successful project delivery.

**DUNS: 117020345**  
**CAGE Code: 89YK6**  
**Status: Active**  
**361 Calle San Francisco**  
**San Juan, PR 00901, US**  
**Expiration Date:**  
**03/25/2020**  
**Purpose of Registration:**  
**All Awards**

PRDM’s team includes joint-venture partner companies well-known throughout the industry for specialized expertise in educational facility recovery, restoration, and re-build. To bolster the team’s already strong disaster recovery background and experience, PRDM carefully selected sub-consultants, who combined with the member firms, offer PRDE a comprehensive approach, proven methodologies, full local commitment, and agency relationships that will address all tasks required to bring school facilities back on-line.



## THE PRDM JV PARTNERS



**CSRS, INC.** – is a Louisiana-based firm that provides professional grants management, program management, project management, engineering, architecture, surveying, and planning and design services for disaster recovery to a wide range of clients. Our expertise focuses on recovery, restoration, new construction, and resiliency of damaged facilities— housing, educational, private developments, and infrastructure facilities. For over 40 years we have served clients with similar critical needs, resulting in fine-tuned recovery capabilities invaluable to restoring even the most vulnerable coastal communities. With disaster recovery program management experience exceeding \$5B, CSRS is well-established as a successful disaster recovery consultant. Our disaster recovery project experience, policy knowledge, and personnel and technology resources help educational entities plan and implement comprehensive disaster recovery programs. We rebuild financial resilience against future events and guide sub-grantees through the various federally funded programs for eligibility to reasonableness, including CDBG and HMGP Programs, FEMA PA Program, and FEMA IA Program.

CSRS' disaster recovery consultancy is focused on developing strategies to maximize eligibility, reduce de-obligation risk, and integrate grants management with successful project delivery. Our policy consultation experience includes major participatory roles in the formulation and negotiation of two precedent-setting settlements with FEMA: a \$2.4B settlement for Orleans Parish schools and a \$1.2B settlement for roads and sub-surface infrastructure for the City of New Orleans.

CSRS leverages its disaster recovery expertise to assist clients accelerate project delivery, maximize grant funding, retain obligated funds, effectively address compliance issues, keep projects on schedule and on budget, and prepare for audit and grant closeout.

**ROLE ON PROJECT:** Joint Venture Prime



**CORE CONSTRUCTION SERVICES, LLC** – is a national company that provides a variety of services including Program Management, Disaster Services, Construction Management, and General Contracting Services. Our 1,200-person company operates out of 20 offices in eight states, and has over \$1.2B in annual revenue. CORE has been part of multiple disaster rebuilding programs and efforts throughout Puerto Rico, Louisiana, Texas, North Carolina, Florida, and the Virgin Islands. We have spent nine years working with Louisiana's Recovery School District, the Governor's Office of Homeland Security and Emergency Preparedness, and the state's Office of Community Development with educational and residential reconstruction efforts following Hurricane Katrina and Louisiana's 1,000-year flood of 2016. We have spent the last year working with Administracion de Vivienda Publica (Puerto Rico), Texas' General Land Office, USVI Housing Finance Authority, Louisiana Office of Community Development (OCD), Governor's Office of Homeland Security and Emergency Preparation (GOHSEP) with residential and reconstruction efforts following hurricane and flooding disasters.

CORE has completed over 1,500 K-12 projects in the last decade, totaling \$3.9B and with over 170 education clients. CORE was ranked the 4th Largest K-12 School Builder in the U.S. in 2018 (Building, Design & Construction Magazine). CORE is currently working on many K-12 schools across the country worth a combined \$800M in Construction. CORE currently has over 1,200 employees and over \$1B in backlog.

CORE's primary mission is to earn the trust of our employees, partners and clients. As a business, we are successful when our clients' projects finish on time, within budget, and of the highest quality. CORE's vast experience in the K-12 sector will help ensure the successful delivery of the PRDE recovery program.

**ROLE ON PROJECT:** Joint Venture Prime

THE PRDM SUBCONSULTANT PARTNERS



**REDLINE GLOBAL, LLC**

– Redline Global is a full-service Public Assistance company based in Puerto Rico with a team of more than 78 talented and skilled members. With a combined 30+ years’ experience in the PA service industry, Redline Global has extensive experience in the execution, management, and delivery of FEMA Public Assistance Programs for educational facilities and other client types. Redline has a deep commitment to the client’s local economy and Puerto Rico as a whole.

**ROLE ON PROJECT:** Subconsultant

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**ATKINS** – Founded in 1911, Atkins is one of the world’s

most respected design, engineering and project management consultancies serving infrastructure, transportation and energy sectors. With more than 3,300 employees, Atkins provides deep technical skills to assist clients facing the challenges of new and aging infrastructure, sustainability and funding management.

**ROLE ON PROJECT:** Subconsultant

.....



**P&S CONSULTANTS** –

Created in 2002, P&S is a leading consulting firm which

provides engineering, architecture, environmental and management services to public and private clients. Located in Guaynabo, Puerto Rico, P&S firm leadership represents more the 40 years experience in a diverse range of technical services to design and construction clients represents.

**ROLE ON PROJECT:** Subconsultant

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**EMERGENT RISK SOLUTIONS**

– Emergent Risk Solutions is an Emergency Management and Disaster Recovery consulting

firm which provides in depth expertise and experience in preparedness, response, recovery and mitigation. With disaster recovery policy experience as a pillar of the firm, Emergent Risk Solutions provides strategic advice and programmatic direction to support clients and arm them to result in the best possible outcome in discrepancies with granting federal agencies

**ROLE ON PROJECT:** Subconsultant

.....



**CENTRO SOR ISOLINA FERRÉ**

– Established 49 years ago, CSIF is a Private Non-Profit agency located

in Puerto Rico. With direct lines of communication into the communities that make up Puerto Rico, CSIF has worked to support the Puerto Rican people as they recover from the impact of Hurricane Maria. The impact of CSIF’s work efforts have resulted in over 48,000 people served with food, water, home visitation, bedding, and generators.

**ROLE ON PROJECT:** Subconsultant

.....



**HAGERTY** – Hagerty

is a nationally-

recognized emergency management and homeland security consulting firm dedicated to helping clients prepare for and recover from disaster. Since 2002, Hagerty has grown to a staff of 85 full-time professionals and a team of more than 450 independent consultants who work to support emergency management projects across the nation.

**ROLE ON PROJECT:** Subconsultant

.....

THE PRDM SUBCONSULTANT PARTNERS



**MOMA** – For almost 10 years, MOMA Consulting Group has provided quality services to various professionals and companies associated with the construction industry in Puerto Rico.

Located in San Juan, MOMA provides expertise in building regulations, codes and permitting, and expediting these processes for other professionals in the construction industry. MOMA services include, site-building-design zoning analysis, building assessments and complete construction permit processes.

**ROLE ON PROJECT:** Subconsultant



**HORNE** – Established in 1962, HORNE's core

mission is to create value and make a difference. Over the last 13 years, HORNE's Government Services group has assisted in the administration of over \$35 billion in federal awards and has helped thousands of families impacted by disasters across the country. HORNE is dedicated to delivering direct guidance, collaboration, industry-leading expertise, innovative solutions, and proven results for your program.

**ROLE ON PROJECT:** Subconsultant

**CARLOS SOSA, LLC** – Carlos Sosa LLC is a project management, construction management, grant management and architectural practice with expertise in disaster recovery, resiliency planning and rebuilding. Carlos Sosa LLC is an SBA 8(a) and HUBZone certified program participant. Some of the core competencies of the firm are appeals and arbitration support, grant management, FEMA Public Assistance guidance and consulting, long term community planning, and cost estimating.

**ROLE ON PROJECT:** Subconsultant



**IN2** – Founded in 2017, IN2 is a full-service planning, programming, and architectural design firm

specializing in educational facilities design and master planning. IN2 was recognized nationally for its evidence-based design that demonstrates sustainable design practices and inspired aesthetics. IN2 was established by Irene Nigaglioni, AIA, ALEP, LEED, AP BD+C, who has over 24 years' experience in designing and planning educational facilities and effective learning environments

**ROLE ON PROJECT:** Subconsultant



**CRMG** – Certified Risk Management Group, LLC (CRMG) is a minority, woman-owned organization from Puerto Rico specializing in comprehensive consulting, project management, and training of management systems based on risk management; serving both public and private clients. CRMG's technical and specialized capabilities respond to their clients needs in matters of emergency management, business continuity, asset management, claims management. CRMG offers subject matter expertise to organizations and clients in resilience programs, emerging risks, health and safety, industry standards and best practices.

**ROLE ON PROJECT:** Subconsultant

## INTEGRATION OF LOCAL PARTIES

**How Local Parties Add Value And Their Expected Roles:**

Our team understands the importance of, and fully strives for local party participation and integration of local talents and skills into PRDE's program. Encouraging local firms participation and integrating local talent brings enormous value towards achieving PRDE's goals and objectives. Our experience in managing numerous disaster recovery programs has proven the personal investment brought by local participation helps ensure successful outcomes. Local parties and individuals want to participate in the recovery of their communities, and PRDM wants, encourages and greatly values that participation. Local entities, with their personal investment in a fully recovered Puerto Rico, will greatly contribute to our team's successful execution of PRDE's recovery program.

PRDM will incorporate local parties in key roles throughout the PRDE program. Local firms included into PRDM's organizational structure include Redline Global, Centro Sor Isolina Ferré, P&S, MOMA, and CRMG. In addition to the local firms and organizations included in our organizational structure, there are numerous local individuals serving as independent consultants to PRDM that bring even more value to our already strong organizational structure. Project roles filled by these local parties include, but are not limited to, master planning, community engagement, project management, grants management, project scheduling, legal advice and more.

An added benefit of our commitment to engage local parties in PRDE's program delivery is the capacity building which will occur by engagement of local parties. PRDM envisions the capacity to manage and deliver a future program like PRDE's will one day be successfully achieved by an entirely local team of professionals utilizing experience gained from participating with us on this current program.

**LOCAL FIRMS**

**Redline Global · Atkins · P&S · MOMA ·  
Centro Sor Isolina Ferré · Certified Risk Management Group**

**Local Entities are Proposed for the Following Roles within our Organizational Chart:**

|                                    |                           |
|------------------------------------|---------------------------|
| OPERATIONS DIRECTOR                | PERMITS MANAGER           |
| MASTER PLANNING LEAD               | CHANGE CONTROL/COMPLIANCE |
| COMMUNITY ENGAGEMENT LEAD          | DESIGN MANAGER            |
| HAZARD MITIGATION SPECIALIST       | DATA MANAGER              |
| CHANGE CONTROL AND COMPLIANCE LEAD | PROJECT SCHEDULER         |
| PROJECT MANAGER                    | ASSISTANT PROJECT MANAGER |
| LEGAL ADVISOR                      | COST ESTIMATOR            |
|                                    | EHP SPECIALIST            |

**HUD SECTION PLAN TO INCLUDE S/W/MBE**

**Maximizing S/W/DBE Participation and HUD Section 3 Compliance:**

PRDM’s team has extensive experience deploying resources under our HUD and FEMA-funded contracts, including maximizing certified DBE firm participation. Our team includes six S/W/MBE firm. A key part of our plan to maximize S/W/MBE firm participation is the inclusion in our project plan an emphasis on prioritizing, hiring and training small businesses and local staff at all levels of program implementation to ensure opportunities for S/W/MBE participation are readily available.

Ensuring compliance with the HUD and related regulations to guarantee opportunities are made available for Small/Veteran, Women’s and Minority Business Enterprises, as well as to low- to moderate-income persons covered under the Section 3 requirements will be laid out in a clear plan at program outset and will be overseen and managed by our dedicated team lead. Our S/W/MBE utilization plan includes making a good faith effort to advertise job opportunities for Section 3 eligible employees or businesses, as well as confirming all contracts and subcontracts contain the necessary clauses for hiring and labor compliance, such as EEO and Davis-Bacon, and mandating that labor rate reports are submitted timely and comprehensively.

**OUR TEAM  
INCLUDES  
6 S/W/MBE  
FIRMS**

|             |                 |
|-------------|-----------------|
| <b>CRMG</b> | <b>P&amp;S</b>  |
| <b>Sosa</b> | <b>Emergent</b> |
| <b>IN2</b>  | <b>MOMA</b>     |

Moreover, our experience standing up programs of the size and complexity of PRDE’s program has proven how essential it is for our team to hire and train local employees—local employees who know the community, understand local cultural norms, diversity, and language skills. It is also an important component in Puerto Rico’s recovery to support development and growth of a skilled and agile workforce to meet the challenges and opportunities of new project investments. The PRDM team will support the mission and coordinate with programs under the Economic Development and Commerce Department (DDEC), including apprenticeships and mentoring programs, to enable local island contractors to participate in recovery projects, reduce the flow of out-migration and provide training programs that prepare the local workforce for rebuilding efforts.

**OUR PLAN**

- ▶ **Includes 6 S/W/MBE firms**
- ▶ **Maximizes S/W/MBE firm participation through hiring and training local small businesses and staff**
- ▶ **Prepares local contractors/staff to handle future rebuilding efforts**



RELEVANT EXPERIENCE AND HISTORY

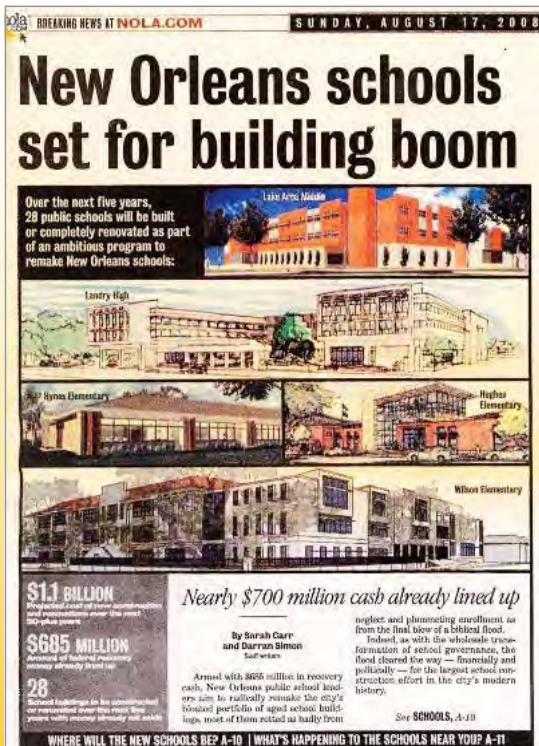
PRDM leverages our disaster recovery expertise to assist clients accelerate project delivery, maximize grant funding, retain obligated funds, address compliance issues effectively, keep projects on schedule and on budget, and prepare for audit and grant closeout. We specialize in implementing new policies and programs such as the PA Alternative Procedures (PAAP) 428 Program and the new FEMA PA Delivery Model.

We are a trusted partner our clients rely upon to deliver expedient restoration of damaged facilities and contents. While maximizing funding through insurance proceeds, FEMA recovery funding, HUD/ Community Block Development Grant (CDBG) recovery funding, and other potential sources. Utilizing our experience and success with similar project assignments, we offer the highest qualifications, most experienced recovery specialists, and a commitment to manage all aspects of PRDE’s recovery effort. PDRM’s commitment to PDRE’s successful project delivery is rooted in our team’s collaborative relationships among team members.

Our experience and history will help PRDE rebuild financial and physical resilience against future events and guide sub-grantees through the various federally-funded programs for eligibility to reasonableness, including the FEMA PA Program, Hazard Mitigation (HMGP), HUD CDBG Programs. With the wealth of relevant expertise in post-disaster schools rebuilding programs, PRDE can be confident it has the right partner for its recovery efforts.



Managed largest PA funded schools rebuilding program in FEMA history



**Previous Experience (at Least 5 Years) with Similar Roles [RFP Page 44 - Item A.2]**

The PRDM team is explicitly and fully qualified and experienced to assist the PRDE in the delivery of your disaster recovery program. Our team, comprised of industry leaders, has managed and executed the largest disaster recovery and project delivery programs in the country. From Hurricanes Katrina and Rita, to Superstorm Sandy as well as numerous similar programs, our team has successfully delivered fully compliant, maximally funded disaster recovery and construction programs. PRDM will bring this superior level of experience and expertise to PRDE to ensure your program achieves the goals and objectives of a fully restored and resilient facilities portfolio.

| PROJECT NAME  | PROJECT VALUE | GRANT MANAGEMENT | GRANT DEVELOPMENT | HAZARD MITIGATION | PROGRAM MANAGEMENT | PROJECT MANAGEMENT | COMMUNITY OUTREACH / ENGAGEMENT | DESIGN MANAGEMENT | DESIGN SPECIFICATIONS | MASTER PLANNING | EHP MANAGEMENT |
|---|---------------|------------------|-------------------|-------------------|--------------------|--------------------|---------------------------------|-------------------|-----------------------|-----------------|----------------|
| Orleans Parish Public Schools   | \$2.4B        | ■                | ■                 | ■                 | ■                  | ■                  | ■                               | ■                 | ■                     | ■               | ■              |
| Ascension Parish School Board   | \$80M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     | ■               | ■              |
| City Of New Orleans Government  | \$2.3B        | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| East Baton Rouge Parish School System   | \$110M        | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 |                       |                 | ■              |
| St. John the Baptist Parish School System   | \$65M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 |                   |                       |                 | ■              |
| Restore Louisiana   | \$1.6B        | ■                | ■                 | ■                 | ■                  | ■                  | ■                               | ■                 | ■                     | ■               | ■              |
| Texas PREPS & DALHR   | \$16M         |                  |                   |                   | ■                  |                    |                                 |                   |                       |                 |                |
| Puerto Rico STEP  | \$18M         |                  |                   |                   | ■                  |                    |                                 |                   |                       |                 |                |
| New York City - Sandy Recovery (with School Construction Authority)   | \$70M         | ■                | ■                 | ■                 | ■                  | ■                  | ■                               |                   |                       | ■               | ■              |
| Bay District Schools  | \$4.38M       | ■                | ■                 | ■                 | ■                  | ■                  |                                 |                   |                       | ■               | ■              |
| City of New Orleans   | \$900K        | ■                | ■                 | ■                 | ■                  | ■                  |                                 |                   |                       | ■               |                |
| Houston Action Plan Risk Assessment & Implementation Plan -HUD CDBG-DR  | \$66M         | ■                | ■                 |                   |                    |                    | ■                               |                   |                       | ■               |                |
| City of Moore, Oklahoma CDBG-DR Internal Audit - HUD - CDBG-DR  | \$52M         | ■                |                   |                   |                    |                    |                                 |                   |                       |                 |                |
| Colorado Dept of Local Affairs (DOLA) Action Plan - HUD - CDBG-DR   | \$184.5M      |                  |                   |                   |                    |                    |                                 |                   |                       | ■               |                |
| Colorado Dept of Public Safety, Division of Homeland Security & Emergency Mgmt, HUD CDBG-DR   | \$135.5M      | ■                |                   | ■                 |                    |                    |                                 |                   |                       |                 |                |
| Florida Division of Community Dev. Hurricane Hermine Action Plan - CDBG-DR  | \$58.6M       |                  |                   |                   |                    |                    |                                 |                   |                       | ■               |                |
| Mississippi Development Authority Hurricane Katrina Recovery Programs   | \$5.5B        | ■                |                   |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Mississippi Emergency Mgmt Agency Hurricane Katrina Recovery Program, PA & HMGP   | \$3.5B        | ■                |                   | ■                 | ■                  | ■                  |                                 |                   |                       |                 |                |
| New Jersey Department of Community Affairs reNEW Jersey Stronger - Sandy Integrated Recovery Operations & Management System - HUD - CDBG-DR | \$4.1B        | ■                |                   |                   | ■                  | ■                  |                                 |                   |                       |                 |                |
| New York Governor's Office of Storm Recovery Housing Trust Fund Corporation, HUD-CDBG-DR  | \$5.5B        | ■                |                   |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Puerto Rico Aqueduct and Sewer Authority - FEMA PA  | \$2.7B        |                  |                   |                   |                    | ■                  |                                 |                   |                       |                 |                |
| Puerto Rico Dept of Housing Hurricane Irma & Maria Action Plan - CDBG-DR  | \$1.5B        | ■                | ■                 |                   | ■                  | ■                  | ■                               | ■                 | ■                     |                 |                |
| South Carolina Department of Commerce - HUD - CDBG-DR   | \$222M        | ■                |                   |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Texas Dept of Public Safety Division of Emergency Management - PA and HMGP  | \$2.2B        | ■                | ■                 | ■                 | ■                  | ■                  |                                 |                   |                       |                 |                |
| Texas General Land Office - HUD - CDBG-D  | \$818.9M      | ■                |                   |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Texas General Land Office Hurricane Harvey Recovery Program - FEM IA  | \$143M        | ■                |                   |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Dillard University Hurricane Katrina Recovery (LA DR-1603)  | \$60M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| Orange County Texas Hurricane Harvey Recovery (TX DR-4332)  | \$30M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| Texas General Land Office Hurricane Ike Recovery (TX DR-1791)   | \$100M        | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| City of Port St Luice Florida, Hurricane Wilma  | \$50M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| Mt Sinanai Medical Center, South Beach Florida  | \$20M         | ■                | ■                 | ■                 | ■                  | ■                  |                                 | ■                 | ■                     |                 | ■              |
| Rayo de Luz (HUD EDSS)  | \$5M          | ■                | ■                 |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Faro de Esperanza (PRPHA Passthrough)   | \$2.5M        |                  |                   |                   |                    |                    |                                 |                   |                       |                 |                |
| Case Management (TANF Passthrough)  | \$2.2M        | ■                | ■                 |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |
| Cariño Y Vida (TANF Passthrough)  | \$1.7M        | ■                | ■                 |                   | ■                  | ■                  | ■                               |                   |                       |                 |                |

PRDM provides extensive knowledge and understanding of all applicable regulations, including but not limited to FEMA, HUD, and Puerto Rican specific regulations, which will impact the PRDE recovery program. Our team's understanding and application of regulations will ensure full compliance throughout the entirety of the PRDE recovery program. The chart below demonstrates the team's full understanding of applicable regulations.

**Experience with HUD Regulations [RFP Page 44 - Item C.1]**

|   | CSRS | CORE | ATKINS | HAGERTY | HORNE | C.SOSA, LLC | EMERGENT RISK | P&S | CENTRO SOR ISOLINA FERRÉ |
|---|------|------|--------|---------|-------|-------------|---------------|-----|--------------------------|
| <b>2 CFR Part 200 [see subparts A-F below]</b>  |      |      |        |         |       |             |               |     |                          |
| Subpart A - Acronyms and Definitions (§§ 200.0 - 200.99)  | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| Subpart B - General Provisions (§§ 200.100 - 200.113)   | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| Subpart C - Pre-Federal Award Requirements and Contents of Federal Awards (§§ 200.200 - 200.213)          | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| Subpart D - Post Federal Award Requirements (§§ 200.300 - 200.345)  | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| Subpart E - Cost Principles (§§ 200.400 - 200.475)  | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| Subpart F - Audit Requirements (§§ 200.500 - 200.521)   | ■    | ■    | ■      | ■       | ■     | ■           |               |     | ■                        |
| <b>24 CFR Part 570 (as modified by Federal Register notices governing use of CDBG funds)</b>              |      |      |        |         |       |             |               |     |                          |
| Housing and Community Development Act of 1974   | ■    | ■    | ■      | ■       | ■     | ■           |               | ■   |                          |
| Robert T. Stafford Disaster Relief and Emergency Assistance Act   | ■    | ■    | ■      | ■       | ■     | ■           | ■             | ■   |                          |
| Davis-Bacon Act of 1931 and Related Acts  | ■    | ■    | ■      | ■       | ■     | ■           | ■             | ■   | ■                        |
| Uniform Relocation Assistance and Real Property Acquisition Act of 1970 National Environmental Policy Act | ■    | ■    | ■      | ■       | ■     |             |               |     |                          |
| Duplication of Benefits Notice 76 FR 71060  | ■    | ■    | ■      | ■       | ■     | ■           |               |     |                          |
| Copeland Anti-kickback" Act   | ■    | ■    | ■      | ■       | ■     |             | ■             |     |                          |
| Fair Housing Act, 24 CFR Part 35, Part 58, Part 52  | ■    | ■    | ■      | ■       | ■     | ■           | ■             | ■   |                          |

**Experience with Puerto Rico Regulations [RFP Page 44 - Item C]**

|   | CSRS | CORE | REDLINE GLOBAL | ATKINS | EMERGENT RISK | CRMG | P & S |
|---|------|------|----------------|--------|---------------|------|-------|
| 2018 International Building Codes                             | ■    | ■    | ■              | ■      |               | ■    | ■     |
| Puerto Rico Permits Management Office                         | ■    | ■    | ■              | ■      |               | ■    | ■     |
| Wind Speed Compliance   | ■    | ■    | ■              | ■      |               | ■    | ■     |
| Puerto Rico State Historic Preservation Office                | ■    | ■    | ■              | ■      |               |      | ■     |
| Puerto Rico Environmental Quality Board                       | ■    | ■    | ■              | ■      |               | ■    | ■     |
| Puerto Rico Department of Natural and Environmental Resources | ■    | ■    | ■              | ■      | ■             | ■    | ■     |
| Puerto Rico Planning Board                                    | ■    | ■    | ■              | ■      | ■             | ■    |       |
| PR Emergency Management Agency                                | ■    | ■    | ■              | ■      | ■             |      |       |
| COR3/Vivienda   | ■    | ■    | ■              | ■      | ■             |      |       |
| Floodplain Compliance Regulation No. 13                       | ■    | ■    | ■              | ■      |               | ■    |       |

**Experience with FEMA Regulations [RFP Page 44 - Item C.1]**

|  | CSRS | REDLINE GLOBAL | CORE | ATKINS | HAGERTY | HORNE | C. SOSA LLC | EMERGENT RISK | CENTROS SOR ISOLINA FERRÉ | P & S |
|--|------|----------------|------|--------|---------|-------|-------------|---------------|---------------------------|-------|
| <b>44 CFR Part 206 Subpart G, Public Assistance Project Administration</b>                       |      |                |      |        |         |       |             |               |                           |       |
| 206.202 - Application procedures   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.203 Federal Grant Assistance   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.204 Project Performance  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.205 Payment of claims  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.206 Appeals  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.207 Administrative and Audit Requirements  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.208 Direct Federal Assistance  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.209 Arbitration for Public Assistance  | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           |       |
| <b>44 CFR Part 206 Subpart H, Public Assistance Eligibility</b>                                  |      |                |      |        |         |       |             |               |                           |       |
| § 206.222 - Applicant eligibility  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 206.223 - General work eligibility   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 206.224 - Debris removal   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 206.225 - Emergency work   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           | ■     |
| § 206.226 - Restoration of damaged facilities  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           | ■     |
| § 206.227 - Snow assistance  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 206.228 - Allowable costs  | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           |       |
| <b>44 CFR Part 206 Subpart I, Public Assistance Insurance Requirements</b>                       |      |                |      |        |         |       |             |               |                           |       |
| 206.252 - Insurance Requirements for Facilities Damaged by Flood                                 | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| 206.253 - Insurance Requirements for Facilities Damaged by Disasters Other Than Flood            | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           |       |
| <b>44 CFR Part 207, Management Cost</b>  |      |                |      |        |         |       |             |               |                           |       |
| 207.3 Applicability and Eligibility  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.4 Responsibilities   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.5 Determination of management cost funding   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.6 Use of funds   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.7 Procedures for requesting management cost funding  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.8 Management cost funding oversight.   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.9 Declarations before November 13, 2007.   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |                           |       |
| § 207.10 Review of management cost rates.  | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           |       |
| <b>2 CFR Part 200</b>  |      |                |      |        |         |       |             |               |                           |       |
| Subpart C - Pre-Federal Award Requirements and Contents of Federal Awards (§§ 200.200 - 200.213) | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             | ■                         |       |
| Subpart D - Post Federal Award Requirements (§§ 200.300 - 200.345)                               | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             | ■                         |       |
| Subpart E - Cost Principles (§§ 200.400 - 200.475)   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             | ■                         |       |
| Subpart F - Audit Requirements (§§ 200.500 - 200.521)  | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             | ■                         |       |
| Robert T. Stafford Disaster Relief and Emergency Act (as amended)                                | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           | ■     |
| FEMA PA Guide Section 428 for Puerto Rico  | ■    | ■              |      | ■      | ■       | ■     |             | ■             |                           | ■     |
| FEMA PA Program and Policy Guide   | ■    | ■              |      | ■      | ■       | ■     | ■           | ■             |                           | ■     |
| FEMA PA Alternative Procedures and Standard Operating Procedures DR-4339-DR-PR                   | ■    | ■              |      | ■      | ■       | ■     |             | ■             |                           | ■     |


To effectively and efficiently perform the requested work to the greatest possible benefit of PRDE, extensive training and expertise of the relevant programs is an absolute requirement. The PRDM team, as demonstrated by the information below, brings the training, expertise, and practical hands on experience required by PRDE for the successful execution of your recovery program.

**Specific FEMA Trainings and Expertise within the Team [RFP Page 44 - Item C.2]**

|   | CSRS | REDLINE GLOBAL | CORE | ATKINS | HAGERTY | HORNE | C. SOSA LLC | EMERGENT RISK |
|---|------|----------------|------|--------|---------|-------|-------------|---------------|
| Public Assistance Program and Eligibility   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Debris Operations   | ■    | ■              | ■    | ■      |         | ■     | ■           | ■             |
| 406 Hazard Mitigation   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Cost Estimating Format (CEF)  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Floodplain Management and CFM Certificatio  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| National Flood Insurance Program  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| OIG Audits  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| FEMA PA Appeals Analyst (FEMA HQ Training)  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Insurance Reconciliation  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Guidelines for Funding of A&E Fees  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Damage Assessments  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| PA Alternative Procedures - Section 428   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Documenting Disaster Damage and Developing Project Files                              | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Detailed Damage Description and Dimensions  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Scope of Work Development (Scoping and Costing)                                       | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Conditions of the Public Assistance Grant   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Emergency Protective Measures   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Roads and Culverts Assessment and Scope Development                                   | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Contents and Equipment Assessment and Scope Development                               | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Direct Administrative Costs / Management Costs  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Costing - Estimates - RS Means  | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Costing - FEMA Cost Estimating Format (CEF)   | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| Integrating 406 Mitigation Considerations into Your PA Grant                          | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Insurance Considerations, Compliance, and Requirements                                | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Environmental and Historic Preservation (EHP) Considerations/Compliance for PA Grants | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Scope Change Requests, Time Extensions, Improved/Alternate Project Requests           | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Determination Memorandums and Appeals   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Codes and Standards   | ■    | ■              | ■    | ■      | ■       |       | ■           | ■             |
| PA Donated Resources  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Bridge Damage Considerations  | ■    |                | ■    | ■      | ■       | ■     | ■           | ■             |
| Substantiating Disaster-Related Damages to Buildings, Contents, Vehicles, an          | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Electrical Systems Considerations   | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |
| Water and Wastewater Treatment System Considerations                                  | ■    | ■              | ■    | ■      | ■       | ■     | ■           | ■             |

**Specific HUD Trainings and Expertise within the Team [RFP Page 44 - Item C.2]**

|  | CSRS | CORE | REDLINE GLOBAL | ATKINS | HAGERTY | HORNE | C.SOSA, LLC | EMERGENT RISK | CENTRO SOR ISOLINA FERRÉ |
|--|------|------|----------------|--------|---------|-------|-------------|---------------|--------------------------|
| CDBG Program: Statute, Regulations, Guidelines                         | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               |                          |
| CDBG-DR Policy Development for Action Plans and/or Amendments          | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               |                          |
| CDBG-DR Eligible Activities and National Objectives (LMI requirements) | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               |                          |
| Administration, Program Planning, and Financial Management             | ■    | ■    | ■              |        | ■       | ■     | ■           | ■             |                          |
| Housing and Real Property Activities                                   | ■    | ■    |                |        | ■       | ■     | ■           |               |                          |
| Public Facilities, Public Services, and Other Activities               | ■    | ■    | ■              | ■      | ■       | ■     | ■           | ■             |                          |
| CDBG-DR Funds As Non-Federal Match Project Eligibility Evaluation      | ■    | ■    | ■              | ■      | ■       | ■     | ■           | ■             |                          |
| Davis Bacon Compliance   | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               | ■                        |
| Section 3 Compliance   | ■    | ■    | ■              | ■      | ■       | ■     |             |               |                          |
| Engagement of small, minority and women-owned businesses               | ■    | ■    |                |        | ■       | ■     | ■           |               | ■                        |
| Duplication of Benefit   | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               |                          |
| Procurement Requirements   | ■    | ■    | ■              | ■      | ■       | ■     | ■           | ■             | ■                        |
| Fair Housing Compliance and Uniform Relocation Act (URA) Requirements  | ■    | ■    |                |        | ■       | ■     | ■           |               |                          |
| Environmental and Historical Preservation Review                       | ■    | ■    | ■              | ■      | ■       | ■     | ■           | ■             |                          |
| Guidance on Duplication of Benefit Requirements and CDBG-DR Assistance | ■    | ■    | ■              | ■      | ■       | ■     | ■           |               |                          |
| CDBG-DR Monitoring   | ■    | ■    | ■              | ■      | ■       | ■     |             |               |                          |
| Beneficiary and HUD DRGR System Reportin                               | ■    | ■    | ■              | ■      | ■       | ■     |             |               |                          |
| CDBG-DR Closeout   | ■    | ■    | ■              | ■      | ■       | ■     |             |               |                          |
| Waste, Fraud and Abuse Prevention                                      | ■    | ■    | ■              | ■      | ■       | ■     |             |               | ■                        |


 indicates key staff member



**PUERTO RICO DEPT. OF EDUCATION**  
 Osvaldo Guzmán  
 Infrastructure & Recovery Office

 **PROGRAM EXECUTIVE**  
 Christopher Pellegrin, AIA

 **PMO PROGRAM DIRECTOR**  
 Walter Aertker

 **ADVISOR / SME**  
 Kipp Nelson, JD, MBA

**ADMINISTRATIVE**  
 Patricia Sanz

 **PLANNING DIRECTOR**  
 Irene Nigaglioni, RA, ALEP, LEED  
 AP BD+C

 **DESIGN MANAGEMENT / RESILIENCE DIRECTOR**  
 Beatriz Fernández Cerra, RA

 **PROJECT MANAGEMENT DIRECTOR**  
 Brad Roberts

 **FUNDING MANAGEMENT DIRECTORS**  
 Sunny Smith, CFM

 **OPERATIONS DIRECTOR**  
 Luis Pruna

**MASTER PLANNER\* (AREA LEADS)**  
 Steve Barron, RA

**COMMUNITY OUTREACH / ENGAGEMENT MANAGER\* (AREA LEADS)**  
 Xaimara Negrón Ruiz

**SR. DESIGN MANAGERS\* (AREA LEADS)**  
 Harold "Buster" Lyons, PE, MBA

**STANDARDS & COMPLIANCE MANAGER**  
 R. Todd Mann, RA, PMP

**DESIGN MANAGERS\***  
 Mark O'Mara

**RESILIENCE SPECIALISTS**  
 David Lessinger

**COST ESTIMATORS**  
 Maria Perez Martinez

**SR. PROJECT MANAGERS**  
 Greg Gritter

**PROJECT MANAGERS**  
 Omar Muniz

**FIELD INSPECTORS**  
 Mickey Ludlam

**ASSISTANT PROJECT MANAGER**  
 Xavier Ortiz-Mangual, MS

**CHANGE CONTROL / COMPLIANCE SPECIALIST**  
 Julio del Moral

**PERMITS MANAGER**  
 Rogelio Marzan, MARCH, CAAAPPR

**SAFETY OFFICER**  
 Joseph Williams

**SR. FEMA PA MANAGERS\* (AREA LEADS)**  
 Carlos Sosa, RA

**FEMA PA SPECIALISTS**  
 Ryan Kappes

**REIMBURSEMENT SPECIALISTS**  
 Byron Saravia

**HAZARD MITIGATION SPECIALISTS**  
 Juan González Moscoso, PE, CFM, MS

**CONTENTS SPECIALISTS**  
 Jamie Welsh

**SR. CDBG-DR MANAGERS**  
 Stacy Bonnafons, MA

**CDBG-DR SPECIALISTS**  
 Douglas Gathright

**CLOSEOUT SPECIALISTS**  
 Michael Rawlinson

**AUDIT SUPPORT**  
 Mylinda Armond, MBA

**APPEALS & ARBITRATION SUPPORT**  
 Stacey Danner, RA, NCARB

**EHP SPECIALISTS**  
 Imandra Martinez Castañeda

**INSURANCE SPECIALISTS**  
 Norma Cobb

**FINANCE MANAGER**  
 Aida Fenix

**FINANCIAL SPECIALISTS**  
 Charles Addington, CPA

**PROJECT SCHEDULER**  
 Jennifer Lugo Cardona

**DATA MANAGER**  
 Louis Penã

**DOCUMENT CONTROLS**  
 Norma Santiago

**PROJECT CONTROLS SPECIALISTS**  
 Nikki Black

**PROCUREMENT MANAGER**  
 Alexander Yarbrough, CFE

**LEGAL ADVISOR**  
 Ramon Rosario-Cortez, ESQ

Below is PRDM's proposed organizational structure that includes proposed carefully selected team members' key staff who will lead each program task. Following the organizational chart are detailed key staff member resumes. In addition to resumes included within this submittal, our team offers the added benefit of back-up personnel, including professional engineers, architects, landscape architects, project and construction managers, among other disciplines available should the need arise for staff augmentation. Our team's collective wealth of multi-disciplined disaster recovery experts provides PRDE the added benefit of program and project scalability. Knowing back-up personnel are available to step in should the need for additional resources arise will offer PRDE peace of mind that PRDM's team is always ready when the unexpected occurs.

\*Note: For each of the 7 Regions: Arecibo, Bayamón, Caguas, Humacao, Mayaguez, Ponce, and San Juan



## Walter Aetker

Key Staff

**ROLE ON PROJECT:** PMO Program Director

### Brief Description of Experience and Qualifications

Mr. Aetker's career spans over 40 years leading Program and Construction Management delivery of large complex facility and infrastructure projects throughout the U.S. and internationally. His experience includes; preconstruction due diligence, budget management, entitlements, contract procurement, construction management, building commissioning, as well as owner and tenant fit out and delivery requirements.

Mr. Aetker holds extensive experience in FEMA compliance and the close-out process. His assignment as FEMA Public Assistance Lead for Orleans Parish School Board (OPSB) in 2005, combined with his Program Directorship with Jacobs/CSRS during implementation of the FEMA and CDBG funded School Board's Master

### Relevant and Related Experience

#### Recovery School District and Orleans Parish Schools Recovery Program, New Orleans, LA. Program Executive / Program Director

– Mr. Aetker was responsible for \$2.4B in capital improvements involving new construction, renovations, and demolition of 132 buildings affected by Hurricane Katrina, as well as multiple stabilization projects. He participated in and managed all components of the program management team and performance, including master planning, community engagement, procurement and contracting, design and construction, fund sourcing, funding compliance, minority and small business subcontracting, project controls, commissioning and operations and maintenance. He has also worked with the OPSB/RSD leadership to evaluate and shape a plan forward for long-term maintenance of the school facilities. (2007 – 11)

**AECOM-FEMA-Education Task Force, New Orleans, LA. Public Assistance Coordinator** – Mr. Aetker managed a team of 50 engineers and project managers who were dedicated to the assessment and recovery of 120 public school campuses in Orleans Parish. (2005 – 06)

**AECOM-FEMA Educational Facilities Group Lead, FEMA, New Orleans, LA. Program Manager** – Managed day-to-day operations of over 100 professional architects and engineers for the creation, processing, and management of FEMA Project Worksheets. (2005 – 06)

### FIRM

- CSRS

### EDUCATION

- BS, Construction, Louisiana State University, Baton Rouge, LA

### TRAINING & CERTIFICATIONS

- General Contractor, Louisiana
- ISO 14000 Environmental Certificatio

### AREAS OF EXPERTISE

- Program Management
- Project Management
- Construction Management
- Contractor Interface
- Program Design
- FEMA Compliance
- Master Planning
- Community Engagement
- Project Controls



## Christopher J. Pellegrin, AIA

**ROLE ON PROJECT:** Program Executive

### Brief Description of Experience and Qualifications

Chris Pellegrin is a Principal and Executive Vice President at CSRS, Inc. He participates directly as Principal-in-Charge on a significant number of the firm's project assignments, for both the public and private markets. His focus over the past 28 years has been on the educational sector in both K-12 and higher education facilities. Mr. Pellegrin's architectural experience includes facility condition assessments, master planning, programming, public financing for capital improvements, and community outreach for new construction and additions/renovations to educational, commercial, and governmental buildings.

### Relevant and Related Experience

#### Recovery School District and Orleans Parish Schools Recovery Program, New Orleans, LA. *Principal-in-Charge*

– In 2007, CSRS along with a joint venture partner, is providing disaster recovery and program management services to assist with the rebuilding of school facilities flooded and otherwise damaged by Hurricane Katrina. Mr. Pellegrin provides oversight for all aspects of the \$2.48B recovery program from the initial stages of mapping out an emergency reconstruction plan to the various stages of the implementation and funding management. Since 2007, the CSRS team has competitively and successfully re-competed as the program manager through three contracts. (2007 – Present)

#### East Baton Rouge Parish School System (EBRPSS) Disaster Recovery Management, Baton Rouge, LA. *Principal-In-Charge*

– In the aftermath of the record level flooding that occurred in South Louisiana in 2016, the EBRPSS engaged CSRS to assist in the build-back of the numerous facilities damaged or destroyed due to the massive inundation. Mr. Pellegrin has provided strategic oversight to assist the EBRPSS in full recovery to all affected facilities and to ensure the team has all resources they need to execute the program effectively. (2016 – Present)

#### Ascension Parish School Board (APSB) Disaster Recovery Grants Management and Program Management, Donaldsonville, LA.

*Principal-in-Charge* – As a result of the 2016 and subsequent flooding of school facilities, the APSB hired CSRS to provide professional services for the development and implementation of a recovery plan to return schools to pre-disaster condition. Mr. Pellegrin is responsible for complete oversight of the performance of all tasks outlined in the scope of services, which includes overall program management, design phase management, construction management, field inspection services, and project controls. CSRS is responsible for all grants administration tasks, compliance, and closeout. He oversees collaboration with the various school district departments and divisions to ensure management of document controls, PW's, grant applications, and to review and resolve eligibility issues. (2005 – 14)

### FIRM

- CSRS

### EDUCATION

- BA, Architecture, Louisiana State University, 1987

### TRAINING & CERTIFICATIONS

- 1991, Professional Architect, Louisiana, License No. 4300

### PROFESSIONAL MEMBERSHIPS

- American Institute of Architects
- Association for Learning Environments (A4LE)
- International Facility Managers Association (IFMA)

### AREAS OF EXPERTISE

- Educational Facilities
- Facility Condition Assessments
- Master Planning
- Program Management
- Disaster Recovery/PA Program Management



## Kipp Nelson, JD, MBA

**ROLE ON PROJECT:** Advisor, Subject Matter Expert (SME)

### Brief Description of Experience and Qualifications

Kipp Nelson has over 15 years of expertise in disaster preparedness, response, recovery, and mitigation. He is an expert in requesting and managing funds from multiple sources including: Federal agencies, State and Local Governments, insurance and private grants. His experience includes FEMA Public Assistance (PA), FEMA Hazard Mitigation Grant Program (HMGP), and HUD CDBG-DR programs, spanning infrastructure, housing, debris management, response management, temporary repairs, long-term recovery, and resiliency.

### FIRM

- Emergent

### EDUCATION

- BS, Construction Management, Louisiana State University (LSU), 2001
- MBA, LSU, 2010
- JD & Graduate in Civil Law, LSU, 2011

### AREAS OF EXPERTISE

- Over 15 years of experience in Disaster Recovery Management and Policy Advisor for numerous governmental agencies and Private Non-Profits (PNP s).

### Relevant and Related Experience

#### **Puerto Rico Emergency Management Agency, Hurricanes**

**Irma & Maria, Puerto Rico.** *Program Director & Sr. Policy Advisor*

– Responsible for overall program execution, client interface and managing contractors and employee teams. Led the team providing policy guidance, project support, and grants management to 60 territory level subrecipients participating in FEMA's PA Program.

#### **City of Houston, TX, Hurricane Harvey Recovery, Houston, TX.**

*Sr. Policy Advisor* – Managed a first of its kind project for the City of Houston, delivering housing programs for intergovernmental agreements and helped create, modify, and interpret agreements with FEMA and the Texas General Land Office.

#### **LA Governor's Office of Homeland Security & Emergency Preparedness, Stafford Act & NFIP, Technical Assistance Contract, Baton Rouge, LA.**

*Program Director* – Provided assistance to the State in expediting recovery operations from current & future federal disasters and assisted applicants in maximizing their grant opportunities & ensuring financial integrity to GOHSE as the grant fiduciar .

#### **New York Housing Authority (NYCHA), Recovery Funding, New York, NY.**

*Deputy Program Manager* – Led the team in development, negotiation, and administration of recovery funding for NYCHA, the largest public housing authority in the US. These efforts resulted in the largest project worksheet in FEMA history at nearly \$3B in eligible repairs and mitigation under Section 428 of the Stafford Act.

#### **New York University, Langone Medical Center, New York, NY.**

*Sr. Recovery Consultant* – Provided technical support for FEMA PA, insurance, and CDBG-DR funds. Led negotiation effort resulting in approximately \$200M in eligible emergency work disaster funds, and his negotiations lead to a \$1.2B FEMA 428 project worksheet for permanent repairs and mitigation for the site.



## Irene Nigaglioni, RA, ALEP, LEED AP BD+C

**ROLE ON PROJECT:** Planning Director

### Brief Description of Experience and Qualifications

Ms. Nigaglioni offers varied experience in educational and institutional facilities. Her experience in the design of academic facilities ranges from renovation to new construction. As President of IN2 Architecture, she is involved in all aspects of a project, including visioning, programming, master planning, schematic design, design development, construction documents and contract administration. She keeps abreast of the latest instructional and curriculum trends in school design, ensuring her clients' buildings are designed with student success in mind. She has authored numerous publications including the book: Chapter 26: Learning Environments Matter: Taking Learning outside the Classroom, and the articles, "Awe Inspiring Schools, Association for Learning Environments," "Designing Safe and Secure Schools, School Construction News," "The Educational Village: Moving towards a healthier, more sustainable school environment, School Planning & Management," and "Innovative Classrooms of 2021: The Learner Think Tank, Association for Learning Environments."

Ms. Nigaglioni received the Association of Learning Environment's Lifetime Achievement Award and continues to demonstrate her passion and commitment to excellence by championing the importance of learning environments in K-12 and higher education facilities.

### FIRM

- IN2 Architecture

### EDUCATION

- BA, Architecture, Washington University School of Architecture
- MA, Architecture, Washington University School of Architecture
- San Diego State University Advanced Certificate Program, Educational Facility Planning

### TRAINING & CERTIFICATIONS

- Registered Architect, Texas, License No. 15191
- LEED Accredited Professional

### PROFESSIONAL MEMBERSHIPS

- American Institute of Architects (AIA)
- Accredited Learning Environments Planner (ALEP)

### Relevant and Related Experience

**Collin College Bond Program, McKinney, TX.** *Design Manager* – Design Manager for \$600M Bond Program

**Dallas ISD Master Plan, Dallas, TX.** *Project Manager* – Project Manager for Long Range Facility Master Plan

**Baldwin Park USD** – 2018 Educational Specification

**Birdville ISD** – Long Range Master Plan 2017, 2018 Educational Specifications, Bond Planning 2018, Bond Planning and Facility Assessment 2014, North Richland Middle School, Watauga Elementary School Additions and Renovations, Smithfield and Watauga Middle Schools Science Labs.

**Collin College Master Plan, McKinney, TX.** *Project Manager* – Project Manager for Long Range Facility Master Plan

**Ft. Bend ISD** – 2018 Educational Specification



## Beatriz Fernández Cerra, RA

**ROLE ON PROJECT:** Design Management/Resiliency Director

### Brief Description of Experience and Qualifications

Ms. Fernandez Cerra is a licensed architect with more than twenty years' experience in the design, development and construction industry. Her expertise includes conception, planning, development and construction of design intensive projects ranging from small design interventions, residential renovations, and commercial interiors to large scale commercial buildings, theaters and master plans. Her interests are in the design of sustainable projects, implementation of sustainable strategies, energy efficiency, sensibility to urban landscape, development of sustainable architectural components and techniques. In 2008 she co-founded Tapia + Fernández Arquitectos, an architecture firm that focuses on high quality architectural services, incorporates sustainable technologies and provides consultation for construction related services. Ms. Fernandez Cerra also served as the design professor at the University of Puerto Rico Architecture School from 2007 – 16.

Ms. Fernandez Cerra's skills include review of project compliance to specifications, maintaining quality control as well as code interpretation and applications in architectural design and construction. She is well versed in reviewing budgets and cost control projections, leading and coordinating multidisciplinary teams and other project management skills. Ms. Fernandez Cerra has experience in the LEED Certification process as well as in the design of sustainable projects in tropical regions. She has field experience in different roles as construction administration, inspector and project manager and client representation for several projects.

### Relevant and Related Experience

**University of Puerto Rico Architecture School** – Design Professor, 2007-16

**Centro de Recepciones de Vega Alta** – Facade and grounds remodel, Design, Management, Construction Administration

**Santamerica Residential Development** – Code Compliance for 100 houses under FHA guidelines in Ponce.

**Reserva Natural de Humacao** – [at Agrait Betancourt Arquitectos], Eco Tourism Development

**Fresenius Medical Care** – Bayamon Renovation of Existing Structure for a Dialysis Clinic in Santa Juanita

**Fundacion Luis Muñoz Marín LEED certification** – Silver expected [collaboration Boreas arquitectos]

**Banco Ciudad Corporate Offices, Buenos Aires, Argentina** – LEED BC+C 2009 Certification, Design by Foster + Partners. Space analysis for Energy Model [in collaboration with RAP Engineers]

### FIRM

- MOMA

### EDUCATION

- BA, Architecture, Cornell University

### TRAINING & CERTIFICATIONS

- Licensed Architect, License No. 19784
- LEED AP BD+C

### PROFESSIONAL MEMBERSHIPS

- Certified Energy Inspector, Member CAAPPR



## Brad Roberts

**ROLE ON PROJECT:** Project Management Director

### Brief Description of Experience and Qualifications

Brad brings nearly 20 years of incredibly diverse residential and commercial construction experience as a Project Manager, Project Executive and now President of CORE Disaster Services. He has spent nearly two decades in the construction industry throughout the State of Louisiana, including a wide range of disaster recovery work. His military construction experience has instilled a dedication to safety and quality in him, ensuring adherence to your schedule and the highest level of quality for the reconstruction of any building, regardless of its size. Brad's construction experience with disaster recovery is extensive throughout the Gulf Coast. He has recent experience leading both public and private recovery contracts in Southeast Texas, South Louisiana, South Florida and Puerto Rico. These contracts have included both short term recovery (Shelter-at-Home, PREPS, DALHR) and long-term recovery contracts, including CORE's work on the decade-long school rebuilding program in Post-Katrina New Orleans.

### FIRM

- CORE

### EDUCATION

- BS, Construction Management, University of Louisiana, Monroe

### TRAINING & CERTIFICATIONS

- USACE Construction Quality Management for Contractors
- OSHA 30-Hour Construction Safety & Health
- American Red Cross First Aid and CPR/AED Certifie

### PROFESSIONAL MEMBERSHIPS

- Member—LSU Construction Industry Advisory Council

### Relevant and Related Experience

**Recovery School District and Orleans Parish Schools Recovery Program, New Orleans, LA.** *Principal in Charge* – Construction of 15 schools ranging from 60,000 SF to 250,000 SF per building (renovations, additions and new construction). Cost: \$350M+ (2010 – 18)

**Tu Hogar Renance Program (“Your Home Reborn” Program), Southwest Puerto Rico.** *Principal in Charge* – Post-Hurricane Maria renovation (roof repairs) of more than 3,500 homes in eight months. Cost: \$18M. (2018)

**Virgin Islands STEPS Program, Virgin Islands, USVI.** *Principal in Charge* – Post-Hurricane Maria renovation (roof repairs) of more than 350 homes in five months. Cost: \$9M (2018 – Present)

**Texas PREPS & DALHR Programs, Southeast TX.** *Principal in Charge* – Post-flood renovation of finished work on approximately 1,60 houses throughout Southeast Texas. Cost: \$40M.

**Restore Louisiana Residential Flood Recovery Program, Southeast LA.** *Principal in Charge* – Post-flood renovation of finished work on a t be-determined number of homes throughout Southeast Louisiana. Cost: \$40M (project still underway)

**LA Shelter at Home Program, Southeast LA.** *Principal in Charge* – Post-Flood renovation of more than 1,300 homes in 90 days. Cost: \$16M

**VOLAR Barracks Renovation, Fort Polk, LA.** *Principal in Charge* – Renovation of 592,000 SF of Residential Buildings. Cost: \$213M



## Sunny Smith, CFM

**ROLE ON PROJECT:** Funding Management Director

### Brief Description of Experience and Qualifications

Ms. Smith is a Sr. PA Policy Specialist that brings extensive experience in management of Public Assistance projects throughout the State of Louisiana. Ms. Smith has managed FEMA PA Projects for Hurricanes Katrina, Rita, Gustav, Ike, and Isaac, throughout Louisiana, totaling more than \$3.5B in FEMA PA grant funding. She is a Certified Floodplain Manager (CFM) credentialed by the Association of State Floodplain Managers (ASFPM) Board of Regents and a Certified A Appeals Analyst Credentialed by FEMA HQ PA Appeals Branch (PAAB). Ms. Smith has expertise in FEMA PA Policy and complex knowledge of laws, regulations and policy updates of the Stafford Act and Sandy Recovery Improvement Acts.

### Relevant and Related Experience

#### **Ascension Parish School Board Flood Recovery, Gonzales, LA.**

*Sr. PA Policy Specialist/Grants Mgmt Team Lead* – Manages \$80M in FEMA recovery grants for APSB. Responsibilities include overall Grants Administration, Compliance and Close-Out. Works with Federal, State, Local and Private agencies for maximizing and ensuring compliance of FEMA, CDBG, Local and Private funding grants. Also responsible for responding to audit inquiries from a variety of agencies not limited to FEMA OIG, Louisiana Legislative Auditors and APSB Auditors. In 2018, Ms. Smith was instrumental in lobbying the U.S. Congress for changes to the way FEMA executes mandatory NFIP reductions to PA Grants for DR-4277. H.R. 302 passed in the Fall of 2018 making the mandatory flood reductions one-per-campus rather than the existing one-per-building, netting APSB an additional \$8M in recovery grant funding previously unavailable to them.

#### **DMS Disaster Consultants, Baton Rouge, LA.** *Public Assistance Program Specialist*

– Provided expert knowledge of FEMA Public Assistance Program eligibility and integration with mitigation, insurance and other grant funding sources; Managed all DR-4263 projects for the Office of Risk Management (ORM) totaling \$18+M in flood damages throughout the State of Louisiana. (2015 – 16)

#### **Department of Homeland Security/FEMA, Baton Rouge/New Orleans, LA.** *Public Assistance Group Supervisor*

– Ms. Smith managed Public Assistance Projects for 5 major disasters (Hurricanes Katrina, Rita, Gustav, Ike, and Isaac) throughout Louisiana totaling more than \$3.5B in FEMA Public Assistance (PA) grants. Ms. Smith managed all PA Projects for secondary and higher educational facilities throughout south Louisiana and was instrumental in the obligation of the two largest project worksheets (PW's) in national history (at the time) for Recovery School District and Orleans Parish School Board. (2005 – 15)

### FIRM

- CSRS

### EDUCATION

- University of Utah, Salt Lake City, UT, 1996-2000, Sociology

### TRAINING & CERTIFICATIONS

- Certified Floodplain Manager (CFM), Certification #US-15 08766
- Association of State Floodplain Managers (ASFPM) Board of Regents, 2015
- Certified A Appeals Analyst Credentialed by FEMA HQ Public Assistance Appeals Branch (PAAB), 2014

### PROFESSIONAL MEMBERSHIPS

- Member, Association of State Floodplain Managers (ASFPM)



## Luis Pruna

**ROLE ON PROJECT:** Operations Director

### Brief Description of Experience and Qualifications

Mr. Luis Pruna has 16 years of experience as a project manager with a proven track record of managing complex functional projects, resources, and staff in an efficient manner.

### Relevant and Related Experience

**University of Puerto Rico - Bayamón Campus, Bayamón, PR. Project Manager** – Responsible to keep the infrastructure of the campus in an operational manner 24/7. Assures that all buildings, utilities, facilities and all preventive and corrective works are performing according to quality, industry and/ or federal standards. Liaison between the faculty, syndicate and administrative team. Directly supervise manpower to maximize the execution of the works. Direct, plan, manage and coordinate the execution of multiple daily jobs from different fixed facilities departments including electrical, mechanical, elevators and all building technology associated fields. Essential duties and responsibilities included: Execute direct orders from executive level e.g. Dean of Administration; Resolve complex issues and/or problems independently; Support day to day office and field activities as required; Supervised critical jobs; Inspection of all facilities looking for deficiencies and needs for office remodeling; Maintain premises in compliance; Implement a “Green” Environment, e.g. LED, Solar, etc.; Inspection of all institution elevators (Resetting); Assure compliance on building, fire, and electrical codes

**Tren Urbano Project, Puerto Rico. Project Manager** – Planned, managed and coordinated the execution of multiple open items within a rail transit project according to a settlement agreement reached with the client on May 2010. The execution for the resolution of the open items are directly related to several lots like civil, fixed facilities, shop equipment, rolling stock, signaling, electrification and track work among others. Essential duties and responsibilities included: Managed a \$52M federal-funded project; Execute direct orders from Project Director for task accomplishment with ability to resolve complex issues and/or problems independently; Scheduling and managing field labor for the open items; Provided direction to internal and external labors. This includes supporting the field engineers and project managers with the execution of daily activities; Reviewed existing processes/procedures for applicability and drive continuous improvement into the business and teams; Developed a pragmatic technical approach based on contractual analysis of project, to protect on daily basis the organization’s interests towards customer, partners and, in liaison with sourcing, suppliers/ subcontractors; Managed correspondence by analyzing for the Project Director all incoming correspondence, and preparing and reviewing all outgoing correspondence; Supported additional day-to-day office and field activities as required; Maintained excellent relations with customers, peers, management and craft workers.

### FIRM

- Atkins

### EDUCATION

- BS, Civil Engineering (ABET accredited); Polytechnic University of Puerto Rico, Hato Rey, PR

### TRAINING & CERTIFICATIONS

- Certified PM (Project Management Professional)

## Steve Barron, RA

**ROLE ON PROJECT:** Master Planner

**Areas of Expertise:** Project management of K-12 renovation and new construction programs; public sector design and construction oversight; building code requirements, design standards development

**Brief Description of Experience and Qualifications:** Mr. Barron has over 26 years of experience in project management and is skilled in both new school construction and remodeling projects. He has extensive experience with public sector clients on the design and construction oversight of multi-million dollar properties.

**Relevant and Related Experience:**

**Dallas ISD** – Responsible for Long Range Facility Master Plan and Technical Design Guidelines

**Birdville ISD** – Created Technical Design Guidelines for the school district

**Alief ISD** – Architect/Project Manager –Facilities/Construction Department

**University of Houston** – Architect/Project Manager –Facilities/Construction Department

### FIRM

- IN2 Architecture

### EDUCATION

- BS, Environmental Design and Architecture, Texas A&M

### TRAINING & CERTIFICATIONS

- Registered Architect, State of Texas
- A4LE Member

## Xaimara Negrón Ruiz

**ROLE ON PROJECT:** Community Outreach / Engagement Manager

**Areas of Expertise:** Community Outreach between agencies/organization; community statistics and documentation; community services coordination: management and administration of budgets for donation/non-profits; preparation of statistical reports for government agencies; development of collaborative agreements with PNP agencies.

**Brief Description of Experience and Qualifications:** Xaimara has 10 years of experience in community engagement and community outreach. Her experience includes creating and promoting collaborative agreements with non-profits, public, and private agencies. She has served as an intercessor to manage and distribute FEMA funds. Xaimara served as an important link between community leaders and organizations, responsible for coordinating community services based on need after Hurricane Maria.

**Relevant and Related Experience:**

**Senda de Carino y Vida Brisas del Caribe/ABC programa, Dando Amor, Puerto Rico, Coordinator** – Responsible for the coordination of community outreach, audit peers, compliance documentation development; budget management; the preparation of narrative and statistical reports; development of training plans; directing team meetings; directing and coordination of training courses for adults.

**Centro Sor Isolina Ferré, Puerto Rico, Event Coordinator and Program Faro Esperanza** – Performed study of community needs to provide appropriate services; Formulation and development of prevention activities, recreation, symposia and conferences involving numerous participants; development and promotion of collaborative agreements with non-profit organizations, public and private agencies

### FIRM

- Centro Sor Isolina Ferré

### EDUCATION

- School of Business and Entrepreneurship, Doctoral Student, University del Turabo Gurabo, College of Management, Strategic Management and Leadership Master
- ME, Education, Pontifical Catholic University of Puerto Rico
- BP, Psychology, University of Puerto Rico

## Harold “Buster” Lyons, PE, MBA

**ROLE ON PROJECT:** Sr. Design Manager

**Areas of Expertise:** Civil and environmental engineering design; project management, FEMA Public Assistance Program, Program Management, grants management, design review for compliance and adherence to specifications and standards; environmental planning and permitting; management of contractual and financial obligations for engineering programs.

**Brief Description of Experience and Qualifications:** 26 years of experience. Mr. Buster Lyons is a licensed engineer with over 26 years of experience providing program management, project design, environmental planning and permitting services. Mr. Lyons has played an integral role in major disaster recovery programs for multiple clients and nearly \$2B in federally-funded programs.

**Relevant and Related Experience:**

**Engineering Staff Augmentation, Department of Public Works, City of New Orleans, LA.** *Sr. Design/Delivery Manager* – Assisted the City of New Orleans Department of Public Works for project management, design engineering, construction management, and cost estimating.

**Grants Management for the City-Parish of Baton Rouge, Baton Rouge, LA.** – Mr. Lyons assisted the City-Parish of East Baton Rouge with their recovery following the worst flooding disaster in Baton Rouge’s history in August 2016. The team works closely with the various federal and state funding agencies to ensure proper utilization of the funding sources.

## Mark O’Mara

**ROLE ON PROJECT:** Design Manager

**Areas of Expertise:** Project management, construction management; construction administration, technical architectural consultancy; financial reconciliation, cost estimate development; scope of work development; team management; hazard mitigation proposal development.

**Brief Description of Experience and Qualifications:** With 14 years of experience, Mr. O’Mara highly skilled project manager and construction administration specialist, having worked on six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompass technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O’Mara has been instrumental in the FEMA PA Program in examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation.

**Relevant and Related Experience:** Mr. O’Mara served as the project manager to New York City (NYC) for Hurricanes Sandy and Irene, managing and overseeing a team of engineers, architects, analysts, and cost estimators in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1B of costs incurred by the NYC Department of Parks and Recreation (DPR) as a direct result of Hurricane Sandy. His work and coordination among federal recovery programs resulted in \$450M in additional funding to NYC under the FEMA PA Program. Mr. O’Mara’s experience includes the design and construction of multi-million-dollar buildings in the private sector, utilizing his expertise in helping communities rebuild after disasters. Notably, he has been helping Sarasota Memorial Health Care System recover from Hurricane Irma.

### FIRM

- CSRS

### EDUCATION

- MBA, University of New Orleans
- BS, Civil Engineering, Louisiana State University

### TRAINING & CERTIFICATIONS

- Civil Engineer: Louisiana, Registered Professional Engineer - Mississippi, Ohio

### FIRM

- Hagerty

### EDUCATION

- BA, Architecture, University of Tennessee

### TRAINING & CERTIFICATIONS

- LEED Accredited Professional, Building Design and Construction - US Green Building Council
- Construction Documents Technologist - Construction Specifications Institut
- Construction Specifications Certificatio

## R. Todd Mann, RA, PMP

**ROLE ON PROJECT:** Standard & Compliance Manager

**Areas of Expertise:** Management and oversight of construction projects from pre-development through completion; management and compliance of project design and construction standards, application of International Building Codes to design and construction of projects.

**Brief Description of Experience and Qualifications:** Todd Mann is a licensed architect with over 35 years of experience in the fields of architecture, engineering, PM/CM and facility management and brings significant disaster recovery project delivery experience. He serves as a Senior Project Manager for CSRS, providing construction oversight for projects from pre-development and site acquisition through design documents to substantial completion and occupancy by the owner..

### Relevant and Related Experience:

**Advisory Services to the LA Office of Community Development,** Baton Rouge, LA. *Subject Matter Expert* – As a licensed Architect, Mr. Mann serves as a subject matter expert for the Restore Louisiana Homeowner Assistance Program funded by CDBG-DR allocations and advises Program management on any/all issues involving design or construction related to the Program. Reporting to the State's Program Manager, Mr. Mann monitors progress of Contractor's forces performing repairs and reconstructions and assists in resolution of various issues such as scoping and pricing for reconstruction projects, permanent elevation efforts and temporary elevation efforts. Mr. Mann is also involved in investigation, documentation and resolution of homeowner complaints. In addition, Mr. Mann advises program management on validity of proposed construction change orders and exceptions panel submissions.

## David Lessinger

**ROLE ON PROJECT:** Resilience Specialist

**Areas of Expertise:** Resilience programming and sustainability; project management; resiliency project development; resilience strategy development; program development to further the implementation of resilient construction projects and concepts.

**Brief Description of Experience and Qualifications:** Mr. Lessinger has 18 years of experience in planning and community revitalization. He is a mission-driven professional skilled at managing teams and driving results by working across disciplines and between executives and staff. He is an excellent communicator and resourceful problem-solver with knack for facilitating solutions through collaboration. Mr. Lessinger's approach to project performance uses a strategic focus on process improvements and outcome-based productivity while remaining attentive to co-workers and stakeholders.

### Relevant and Related Experience:

**City of New Orleans,** New Orleans, LA. *Chief of Staff to the Deputy Mayor/ Chief Administrative Officer* – Mr. Lessinger supported the City's 2nd-in-command to manage the daily operations and finances of city government, encompassing over 3,000 employees and \$600M annual operating budget.

He managed high-priority projects and strategic initiatives to drive a more efficient and effective city government. He co-managed the Office of Resilience & Sustainability delivering projects that reduce the city's risk from climate change and economic shocks, build its capacity to respond by enhancing opportunity, and reduce its environmental impact

### FIRM

- CSRS

### EDUCATION

- BA, Architecture, Summa cum Laude, University of Louisiana-Lafayette

### TRAINING & CERTIFICATIONS

- Registered Architect, Louisiana
- American Institute of Architects, member
- Project Management Institute, member
- A4LE, member

### FIRM

- CSRS

### EDUCATION

- BA, Biology and Environmental Studies, Oberlin College
- MRP, Regional Planning, Cornell University

### TRAINING & CERTIFICATIONS

- Certificate in Urban Redevelopment, University of Pennsylvania
- Rockefeller Foundation Redevelopment Fellow, Center for Urban Redevelopment

## Maria Perez Martinez

**ROLE ON PROJECT:** Cost Estimator

**Areas of Expertise:** Cost estimating expertise for construction projects and damage assessment scope of work; Emergency management and disaster recovery experience and policy knowledge; expertise with electronic platforms to aid and support cost estimate development

**Brief Description of Experience and Qualifications:** Mrs. Perez-Martinez has 17 years of experience in emergency management, disaster recovery, residential housing and commercial construction industries. Her professional expertise is in damage assessment cost estimating, research, construction progress inspection and reporting. Mrs. Perez-Martinez utilizes current emergency management disaster recovery techniques and software (i.e. Xactimate 28, Marshal & Swift Estimator, etc.) to develop cost estimates accurately.

**Relevant and Related Experience:** Ms. Martinez has worked as emergency management technician and cost estimator in emergency management and disaster recovery in Guaynabo, PR for Hurricane Irma and Maria recovery programs for sub-recipients and has also worked as a cost estimator and accounting agent for FEMA in Guaynabo, Puerto Rico.

### FIRM

- Atkins

### EDUCATION

- BS, Business Administration, University of Phoenix
- AA, Draftsman Patterned, Huertas Junior College

## Greg Gritter

**ROLE ON PROJECT:** Sr. Project Manager

**Areas of Expertise:** Project Management and Delivery of K-12 repair and replacement projects. Public Sector project management expertise in administrative functions, schedule development, cost control, change order pricing and negotiations, sub contract management, procurement, problem resolution and invoice management.

**Brief Description of Experience and Qualifications:** Greg brings eight years of experience in the construction industry. He has spent the past five years with CORE working on a wide range of public sector and Disaster Recovery contracts, including several K-12 repair and replacement contracts after Hurricane Katrina, and the ongoing 2016 residential flood recovery contract for the State of Louisiana. Mr. Gritter directs all day-to-day business operations in regard to cost and schedule. He also oversees administrative and project management functions, conformance to the safety plan, schedule development and updates, cost control, change order pricing and negotiations, subcontract management, procurement and material expediting, problem resolution and invoice development and processing.

### Relevant and Related Experience:

**Recovery School District and Orleans Parish Schools, New Orleans, LA. Project Manager** – Drew ES was an \$18M, 90,000 SF major renovation associated with the Hurricane Katrina recovery program.

**Avery Elementary School, Project Manager** – Avery Elementary School was a \$27M, 120,000 SF new construction project associated with the Hurricane Katrina recovery program.

**Restore Louisiana Residential Flood Recovery Program, Southeast LA. Project Manager** – Mr Gritter is a project manager for the post-flood renovation of finished work on a to-be-determined number of homes throughout SE Louisiana. This is a \$40M program to date.

### FIRM

- CORE

### EDUCATION

- BS, Construction Management, Louisiana State University

## Omar Muniz

**ROLE ON PROJECT:** Project Manager

**Areas of Expertise:** Project management, construction management; construction administration, project planning, financial reconciliation, scope of work development; team management; expertise in Auto Cad and other electronic platforms associated with design and design management.

**Brief Description of Experience and Qualifications:** Mr. Muniz has 15 years of experience in all facets of architectural design and construction and project management with a focus on higher education projects.

**Relevant and Related Experience:**

**University of Puerto Rico at Bayamon, Planning & Physical Plant Office, Director** – Responsible for the direction, development and management of buildings, grounds and landscape while providing effective architectural solutions; maintenance of order and cleanliness, conservation of physical installments, transportation, handling of administrative and financial matters, including overseeing contracts, site analysis, budgeting, staffing, scheduling and project development. Collaborated on the restructuring of the department's rules and procedures manual, maintenance plan and organizational reform.

**University of Puerto Rico at Humacao, Physical Resource Department, Director** – Responsible for the direction, development and management of buildings, grounds and landscape while providing effective architectural solutions; maintenance of order and cleanliness, conservation of physical installments, transportation, handling of administrative and financial matters, including overseeing contracts, site analysis, budgeting, staffing, scheduling and project development

**FIRM**

- MOMA

**EDUCATION**

- BA, Architecture, Polytechnic University of Puerto Rico San Juan, PR

## Joseph Williams

**ROLE ON PROJECT:** Safety Officer

**Areas of Expertise:** Management of construction sites, monitoring of job site conditions, development and updating of project schedules, safety plan development and enforcement; quality control management to ensure compliance with contract requirements.

**Brief Description of Experience and Qualifications:** Joe Williams brings 20 years of construction experience to your project. A Louisiana native, Joe graduated from Southeastern Louisiana University with a double major and has been managing construction jobsites ever since. He has spent the last three years with CORE, focusing on a diverse set of renovations, including a historic elementary school and now multiple disaster recovery rebuilding programs.

**Relevant and Related Experience:**

**Recovery School District and Orleans Parish Schools, New Orleans, LA, Live Oak Elementary School** – \$8M, 87,000 SF school renovation.

**Tu Hogar Renance Program (“Your Home Reborn” Program), Southwest Puerto Rico** – \$18M Post-Hurricane Maria renovation (roof repairs) of more than 3,500 homes in eight months.

**Virgin Islands STEPS Program, Virgin Islands, USVI** – \$9M Post-Hurricane Maria renovation (roof repairs) of more than 350 homes in five months

**Restore Louisiana Residential Flood Recovery Program, Southeast LA.** – \$40M (project still underway), Post-flood renovation of homes throughout SE Louisiana

**FIRM**

- CORE

**EDUCATION**

- BS, Industrial Technology and Automated Systems, Southern Louisiana University

**TRAINING & CERTIFICATIONS**

- OSHA 30-hour Construction Safety and Health
- American Red Cross First Aid and CPR/AED Certification

## Xavier J. Ortiz-Mangual, MS

**ROLE ON PROJECT:** Assistant Project Manager

**Areas of Expertise:** Development of damage descriptions and dimensions to formulate FEMA Project Worksheets for disaster related damages; Environmental sciences pertaining to asbestos, mold, lead paint to comply with AHERA and NESHAP standards, preparation of technical reports regarding findings from environmental inspections.

**Brief Description of Experience and Qualifications:** Mr. Ortiz-Mangual has 6 years of experience. As an award-winning scientist, and a native of Puerto Rico, Mr. Ortiz-Mangual continues to put his extensive education and training to work in support of the Islands recovery. Most recently, working as a disaster recovery consultant with Redline Global (based in Dorado), Xavier has led dozens of damage assessment teams and supported multiple FEMA sub-recipients in their recovery efforts.

**Relevant and Related Experience:**

**AirQuest Environmental, Inc., Consultant / Puerto Rico Office Manager** – Mr. Ortiz-Mangual served as the Office Manager and Primary Point of Contact for the San Juan office of Air Quest Environmental. In this position, Mr. Ortiz-Mangual oversaw dozens of projects since initialization to closure, within budget and schedule; and following the highest quality standards. He also led the damage assessment team for the HVAC system at Plaza Carolina, a Simon Malls property in Carolina, Puerto Rico, followed by a three month long quality assurance oversight and supervision of the cleaning and sanitation procedures performed by approximately 30 crew members to ensure adherence with industry standards, proper execution of the work scope and compliance with established schedules.

**FIRM**

- Redline Global

**EDUCATION**

- MS, Physiology, University of Illinois
- BS, Biology, University of Puerto Rico

## Mickey Ludlam

**ROLE ON PROJECT:** Field Inspector

**Areas of Expertise:** Field inspections for K-12 construction projects. Completion of visual inspections to ensure adherence to applicable city, commonwealth, federal and environmental laws and to ensure appropriate building practices are implemented on construction projects.

**Brief Description of Experience and Qualifications:** With over 25 years of experience, Mickey is the Director of Field Operations for CORE's Disaster Services division. He has spent most of his career as a Superintendent, leading the construction of some of CORE's largest projects across the United States, including a complex and phased design-build renovation project at Fort Polk worth over \$212M in construction. Mickey has served as the Director of Field Operations since 2014, where he and his team of superintendents have overseen over 25 disaster recovery construction projects worth more than \$500M in construction.

**Relevant and Related Experience:** From 2010 to 2018, Mr. Ludlam held various positions of increasing responsibility on the combined Orleans Parish School Board/Recovery School District post-Katrina recovery program in New Orleans, Louisiana. Rising quickly to the position of Director of Field Operations, Mr. Ludlam drew on his 25 years of professional experience to lead a large team of project superintendents to deliver 15 school facilities with sizes up to 250,000 SF and an aggregate FEMA-funded constructed value of over \$350M.

Since 2018, Mr. Ludlam has served on the U.S. Virgin Islands Hurricane Maria STEPS program, effecting federally funded repairs to an estimated 350 homes, with a budget of over \$9M.

**FIRM**

- CORE

**EDUCATION**

- HS Diploma

**TRAINING & CERTIFICATIONS**

- OSHA 30-hour Construction Safety and Health;
- American Red Cross First Aid and CPR/AED Certification: EM 38

## Julio del Moral

**ROLE ON PROJECT:** Change Control/Compliance Specialist

**Areas of Expertise:** Program/project management; stakeholder coordination to ensure project progress, development and delivery of special project reports; work schedule reviews and updates, project cost control measures; compliance expertise at municipal, commonwealth, and federal levels; design and cost reviews.

**Brief Description of Experience and Qualifications:** Mr. Moral has 22 years of experience in all facets of engineering, construction management and project management in Puerto Rico. Most recently, he has supported Puerto Rico's recovery efforts as a FEMA TAC project specialists and estimator.

**Relevant and Related Experience:**

**FEMA DR-4339-PR Disaster Station for the Hurricane Maria Recovery assignment, FEMA PA TAC II** – Served as a Technical Support Engineer for Public Assistance Housing Sector in FEMA's central offices. Fulfilled concurrent roles as TAC-Project Specialist and Project Estimator by providing support to FEMA personnel at Branch III in several municipalities.

The work consisted of damage assessments, damages description development and cost analysis reports of Project Worksheet formal documentation for multi-classification (A-G) project funding

**Klassik Builders Inc., San Juan, Puerto Rico, Supervising Engineer** – For the Puerto Rico Public Housing Administration for the comprehensive modernization of several public housing projects. Provided all aspects of program management.

### FIRM

- Redline Global

### EDUCATION

- MCM, Construction Management, Polytechnic University, San Juan, PR
- BS, Civil Engineering, University of Puerto Rico

### TRAINING & CERTIFICATIONS

- PR Dept of State, Professional Engineer Lic # 15760
- Florida Board, Professional Engineer Lic # 83673

## Rogelio Marzan, March, CAAAPPR

**ROLE ON PROJECT:** Permits Manager

**Areas of Expertise:** Management of permitting processes and federal/state endorsements for construction projects; compliance with state and federal environmental statutes and regulations; management of Puerto Rico building regulations, building design, space planning, codes and standards evaluation and application to construction projects.

**Brief Description of Experience and Qualifications:** Rogelio Marzan has 20 years of experience in architectural design and construction with extensive experience focused on coordinating and managing permitting process and endorsements with federal and state government agencies involved on the construction industry and telecommunications in Puerto Rico. As well as, helping and leading clients' projects (architects, engineers, contractors, commercial and residential owners) to comply with federal environmental statutes and regulations

**Relevant and Related Experience:**

**Burlington Coat Factory (BCF) Stores Recovery, PR, MOMA Consulting Group LLC, Owner/Principal** – On the aftermath of Hurricane, MOMA joined forces with BCF for the reconstruction of six of its stores damaged. As BCF Representative in PR, MOMA has performed the following works:

Building Assessment (these works included coordination for specialized assessment with other professional resources); as-builts works for two stores; permits consultant; PR Building Regulation consultant; and, weekly construction supervision for all six stores, with coordination of works contracted directly by BCF with selected vendors

### FIRM

- MOMA

### EDUCATION

- MA, Architecture, Graduate Program, School of Architecture University of Puerto Rico, Rio Piedras
- BS, Environmental Design, School of Architecture University of Puerto Rico, Rio Piedras

### TRAINING & CERTIFICATIONS

- PR Architect in Training Cert. #20301
- CAAAPPR Member, Colegio de Arquitectos y Arquitectos Paisajistas de PR

## Carlos Sosa, RA

**ROLE ON PROJECT:** Sr. FEMA PA Manager

**Areas of Expertise:** Disaster Recovery Program Management, Federal grants management, FEMA PA Policy and application; resiliency planning and design, long-term community planning, FEMA appeals and arbitration, regulatory compliance oversight, architecture and planning; scope development and scope justification; cost estimating.

**Brief Description of Experience and Qualifications:** Mr. Sosa is a registered architect and disaster recovery specialist with 20 years experience. He has engaged in all phases of the emergency management cycle including preparedness, response, recovery and mitigation. Mr. Sosa's core competencies include Program Management and Project Management, Disaster Recovery and Grant Management, FEMA Appeals and Arbitration technical assistance, regulatory oversight. Mr. Sosa, as disaster recovery consultant for the City of New Orleans Capital Projects Administration managed some of the largest recovery projects in the City's recovery portfolio, including prisons, court buildings, and critical facilities.

**Relevant and Related Experience:** Mr. Sosa has worked with numerous public clients in disaster recovery programs. He worked with the City of New Orleans in its Hurricane Katrina recovery program and managed over \$300M in FEMA PA Grants. Mr. Sosa acted as Project Manager for more than 20 of the City's rebuilding projects including critical facilities such as fire stations, police stations, and recreation centers. For Dillard University in New Orleans, Mr. Sosa managed the development and alignment of grants to reflect actual eligible damages and costs associated with their disaster damaged facilities. Mr. Sosa has also worked in disaster grants management capacity for Ascension Parish School District, Donaldsonville, Louisiana.

### FIRM

- Carlos Sosa, LLC

### EDUCATION

- BA, Architecture, University of New Mexico

### TRAINING & CERTIFICATIONS

- SBA 8(a); SBA HUB Zone;
- New Orleans SLDBE
- Louisiana LAUCP DBE
- Colorado Department of Transportation, ESB & DBE

## Stacy Bonnaffons

**ROLE ON PROJECT:** Sr. CDBG-DR Manager

**Areas of Expertise:** Design and management of environmental, economic development and disaster recovery programs; development of funding strategies for housing, infrastructure and commercial recovery and resiliency; management of all facets of U.S. HUD funds; program and strategic development of recovery and resiliency programs.

**Brief Description of Experience and Qualifications:** Ms. Bonnaffons has over 20 years experience as a subject matter expert for government and private sector entities in the design and management of environmental, economic development, and disaster recovery programs nationwide and internationally. She served as coordinator of critical post-disaster recovery task for 7 catastrophic-level disasters including Asia Tsunami, Hurricane Katrina, and Superstorm Sandy. She supported the recovery of New Jersey and New York following Superstorm Sandy by providing assessment expertise and she launched the recovery process. As Assistant Commissioner of the New Jersey Department of Community Affairs she managed recovery utilizing \$4.1B of HUD funds. As Deputy Director for Louisiana's OCD-DRU, she managed the strategy, policy, and efficient implementation of recover .

**Relevant and Related Experience:** Ms. Bonnaffons provides grants management and program management oversight for the implementation of design and construction of the agencies' recovery plan. She coordinates funding from FEMA PA with CDBG matching funds for the non-federal share to reduce the Agency's out of pocket recovery costs. As the subject matter expert for City of New York Office of Management and Budget, Ms. Bonnaffons implemented programs funded by CDBG -DR funds as a response to Superstorm Sandy. This included the allocation of all CDBG-DR funds including Action Plan and Amendments, program design, metrics and reporting, and federal compliance.

### FIRM

- CSRS

### EDUCATION

- MA, Economic Dev & International Economics, Elliot School of International Affairs, George Washington University
- BA, Political Science & French, LSU
- Fellow, Loyola Institute of Politics

## Ryan Kappes

**ROLE ON PROJECT:** FEMA PA Specialist

**Areas of Expertise:** Management and delivery of Public Assistance programs for both Grantees and sub-recipients; in-depth FEMA policy knowledge and application for all categories of work, process development and implementation; scope alignment and justification; cost alignment and justification, project formulation; temporary facilities scope development and management; project worksheet development; understanding and application of Section 428 funding.

**Brief Description of Experience and Qualifications:** With 15 years of experience, Mr. Kappes' disaster recovery experiences spans more than 34 presidentially declared disasters, and he is considered one of the most knowledgeable and dedicated consultants in the industry. He has directly managed over \$6B in FEMA PA grants for two states, hundreds of local governments and private non-profit organizations.

**Relevant and Related Experience:** Mr. Kappes has worked as a Technical Assistance Contractor to FEMA and was the lead Project Officer for Higher Education, Temporary Facilities, and insurance. Responsibilities of his role as Lead Project Officer included supervision of Project Officers, estimating damages for facilities and contents/equipment; use of RS Means and FEMA Cost Estimating Format. Mr. Kappes leads the Public Assistance Operations for Redline Global and supports the recovery efforts of 8 municipalities in Puerto Rico as they recover from the effects of Hurricane Maria. Mr. Kappes has previously performed as the Public Assistance Technical Assistance Lead for Puerto Rico in support of the Puerto Rico Governor's Authorized Representative (GAR). He implemented PA and processes to improve project review and project formulations to benefit applicants in Puerto Rico.

### FIRM

- Redline Global

### EDUCATION

- BA, Business Management, University of Baylor, Texas

### TRAINING & CERTIFICATIONS

- Certificate, Emergency Management
- Texas All-Lines Adjuster
- FEMA Training Public Assistance Operations 1, 2, Cost Estimating Format, 406 Mitigation

## Douglas Gathright

**ROLE ON PROJECT:** CDBG-DR Specialist

**Areas of Expertise:** CDBG grant development including technical assistance, application, preparation, environmental clearance, Davis-Bacon wage rates; Uniform Real Property Acquisition, Section 3, Section 504; fair housing; financial management; construction monitoring and record keeping; oversight and management of CDBG programs.

**Brief Description of Experience and Qualifications:** With 39 years of experience, Mr. Gathright demonstrates expertise in all areas of grant management including technical assistance, application preparation, environmental clearance, Davis-Bacon wage rates, Uniform Real Property Acquisition, Section 3, Section 504 and additional grant management expertise. Mr. Gathright was significantly involved in the development of the CDBG-DR Implementation Plan for the New York State Governor's Office of Storm Recovery following Superstorm Sandy, as well as the CDBG-DR Implementation Plan for Louisiana following Hurricanes Katrina and Rita.

**Relevant and Related Experience:** Mr. Gathright supported the State of Louisiana Great Floods of 2016 Programs by providing technical assistance and support to the Louisiana Office of Community Development, Disaster Recovery Unit on the implementation of projects. Assisted with the development of Solution 4 Methodology for the State's replacement housing program. Worked extensively on the Pecan Acres Buyout Project. Developed program policies and procedures for the FEMA PA Match program. Mr. Gathright also supported New York Governor's Office of Storm Recovery, where he served as SME for the Superstorm Sandy CDBG-DR Infrastructure Program. The scope of work included managing the \$1.2B allocated to three programs with an estimated 350 projects.

### FIRM

- CSRS

### EDUCATION

- BS, Economic and Finance, Louisiana College

### TRAINING & CERTIFICATIONS

- Certified Public Accountant, Louisiana
- Certified Management Accountant
- Chartered Global Management Accountant
- Numerous CDBG Seminars and Workshops

## Norma Cobb

**ROLE ON PROJECT:** Insurance Specialist

**Areas of Expertise:** Management and compliance of disaster related insurance proceeds in order to maintain grant compliance and avoidance of duplication of benefits. Validation of correct insurance proceed reductions/ deductions from federal grants Guidance to recipient regarding obtain and maintain requirements to ensure ongoing grant compliance (5901 reductions and 5903 reductions).

**Brief Description of Experience and Qualifications:** With 17 years experience, Ms. Cobb brings extensive knowledge and expertise in compilation and analysis of data for deliverables and reports which conform to law, rules and regulations governing FEMA PA funding. Ms. Cobb has worked as technical consultant with Grantees and Sub-grantees in the management and compliance measures associated with insurance proceeds received as a result of a declared disasters, as well as guiding sub-recipients in FEMA mandated obtain and maintain requirements. Ms. Cobb also has extensive experience in the close out of FEMA PWs from a technical and financial perspective

**Relevant and Related Experience:**

*Insurance Consultant* - Assist GOHSEP PA teams in resolving daily applicant challenges, problems, issues and concerns on all levels as related to insurance. Work closely with FEMA insurance specialist on various applicant issues to include anticipated, actual, mandatory NFIP and previous disaster insurance reductions through entire reconciliation process until such time of final closeout. Led applicant meetings to address and assist on all insurance related items, obtain and maintain insurance requirements as per the Stafford Act, regulations, policy, application and law.

**FIRM**

- CSRS

**EDUCATION**

- BA, Business, Victoria Community College

## Imandra Martinez Cataneda

**ROLE ON PROJECT:** EHP Specialist

**Areas of Expertise:** Expertise in management of Section 106, Section 110 as well as state/federal historic preservation laws; historical conservation; architectural drawing; field work supervision; experience and relationships with Puerto Rico State Historic Preservation Office (SHPO)

**Brief Description of Experience and Qualifications:** With 20 years of experience, Ms. Cataneda demonstrates expertise in Section 106 and Section 110 processes and requirements for state and federal historic preservation laws. Ms Cataneda is a subject matter expert on Historical Conservation, architectural drawing, field work supervision, and problem resolution for structural and interior design and management.

**Relevant and Related Experience:** Ms. Cataneda has worked in the historic preservation arena via her associations with the Puerto Rico SHPO where she filled the role of archaeologist and architectural inventory. In addition to historic preservation management, Ms. Cataneda has acted as Project Manager for Capital Projects Corp where she managed staff, budget, general construction reports and field work supervision. She also performed as architect for the Museum of the History of Ponce; the Mameyes Neighborhood Memorial Museum and Hall.

**FIRM**

- P&S

**EDUCATION**

- PhD, Caribbean History®, Center for Advanced Studies of Puerto Rico and the Caribbean
- MA, Archeology of Buildings, Center for Advanced Studies of Puerto Rico and the Caribbean
- BS, Architect, Campus Jose Antonio Echeverria (CUJAE)

## Byron Saravia

**ROLE ON PROJECT:** Reimbursement Specialist

**Areas of Expertise:** Oversight and management of reimbursement processes for FEMA funded recovery programs; FEMA PA grants management and compliance; liaison between sub-recipient and grantee/Federal agencies; database management of disaster recovery related obligations and expenditures; community engagement; project management.

**Brief Description of Experience and Qualifications:** 13 years of experience. Mr. Saravia has worked disaster related programs for 13 years providing support to disaster affected individuals and communities throughout. He has expertise in Federal Emergency Management Agency FEMA PA Program delivery. Mr. Saravia has focused the last six years working with various public disaster recovery programs for municipalities and school boards with facilities and infrastructure severely damaged by Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and the August 2016 Baton Rouge area flooding. He has demonstrated leadership by increasing effectiveness through training others about best grant management practices and understanding of our master recovery program database and reporting tools.

**Relevant and Related Experience:**

**Ascension Parish School Board Disaster Recovery, Ascension Parish, LA. Grants Management** – Mr. Saravia serves as the program’s Reimbursement Specialist and provides complete oversight on all funding reimbursements for the \$100+M recovery program. Tracks all funding data and works hands-on with both the Project Managers and Grants Managers to streamline internal processes and facilitate open communication. Mr. Saravia serves as the School Board’s representative in direct communication with GOHSEP/the State and troubleshoots any issues they may raise.

**FIRM**

- CSRS

**EDUCATION**

- BS, Business Administration, Nicholls State University
- AA, Accounting, Delgado Community College

## Juan González Moscoso, PE, CFM, MS

**ROLE ON PROJECT:** Hazard Mitigation Specialist

**Areas of Expertise:** Project management, floodplain management, loss prevention, risk assessment and modeling, NFIP policy, infrastructure and environmental governance.

**Brief Description of Experience and Qualifications:** Mr. Moscoso brings 10 years of interdisciplinary academic and professional experience related to Risk Management and Policy Analysis. Risk management consulting career with a proven track record of completing engineering risk assessments, implementing trans-disciplinary programs, strategic plan development and policy analysis in both the public and private sectors

**Relevant and Related Experience:**

**Municipality of San Juan, Urban Resilience Office** – Advised the City of San Juan’s Chief Resilience Officer on strategic planning, research methodologies and stakeholder integration; Assisted with the final analyses, drafting and revision of the City’s Preliminary Resilience Assessment; Supported the strategic planning activities for the City of San Juan’s Resilience Strategy Development Scope of work.

**Puerto Rico Planning Board, Geology and Hydrogeology Office** – San Juan, PR - Coordinated the PR Floodplain Management program and the State NFIP; managed FEMA programs, community assistance program, State Support Services Element and Cooperating Technical Partners.

**FIRM**

- Certified Risk Management Group, LLC

**EDUCATION**

- MS, Engineering and Policy Analysis, Delft University
- BS, Chemical Engineering, University of Puerto Rico
- International Student Exchange, Universidad Complutense de Madrid

**TRAINING & CERTIFICATIONS**

- Licensed Professional Engineer (PW) - Environmental Engineering
- ISO 31000 Certified Risk Manager; ISO 14001 Certified Lead Implementer
- Certified Floodplain Manager

## Jamie Welsh

**ROLE ON PROJECT:** Contents Specialist

**Areas of Expertise:** Experienced in disaster planning and recovery; understanding and application of applicable federal code and regulation pertaining to disaster recovery; content and equipment project development and cost estimating; procurement compliance requirements; monitoring and oversight of all applicable recovery program tasks.

**Brief Description of Experience and Qualifications:** Ms. Welsh has extensive experience in Disaster Planning and Recovery. Her disaster recovery experience began in 2008 during the Hurricane Gustav recovery, serving as a Senior Grants Manager in the area of Public Assistance, with specific expertise in identifying and recovering project expenses. Her expertise was recognized in 2015, receiving the Outstanding Performance Award while working at the Louisiana GOHSEP. Ms. Welsh is well-versed in FEMA codes and regulations, her cost estimation skills for contents claims as well as attention to detail allows her to monitor and oversee all recovery program tasks to ensure maximum funding recovery and minimal funding de-obligation.

**Relevant and Related Experience:**

**East Baton Rouge Parish School System Disaster Recovery Management,** Baton Rouge, LA. – In the aftermath of record 2016 flooding Ms. Welsh assists the East Baton Rouge Parish School System in a variety of roles related to their ongoing recovery. Ms. Welsh's primary responsibility is to work closely and collaborate with various funding agencies and School Board departments to ensure the proper use and application of PA funding.

### FIRM

- CSRS

### EDUCATION

- BA, Political Science, Loyola University, New Orleans, LA

## Michael Rawlinson

**ROLE ON PROJECT:** Closeout Specialist

**Areas of Expertise:** Expertise in disaster recovery accounting oversight; disaster recovery compliance; technical and financial closeout of FEMA PA and HMGP.

**Brief Description of Experience and Qualifications:** 8 years of experience. Mr. Rawlinson specializes in disaster recovery accounting oversight where he assists in providing disaster recovery management and compliance and directs a team of analysts responsible for the preparation of funding referrals and closeouts for FEMA PA and MGP projects.

**Relevant and Related Experience:** Mr. Rawlinson led a team responsible for providing disaster recovery compliance and monitoring services across multiple disasters. He also managed FEMA PA quarterly reporting. Previous to this role, Mr. Rawlinson supervised a team that reviewed project worksheets for multiple jurisdictions across South and East Texas where they provided compliance review services, reviewing and reporting on subrecipient compliance with laws, regulations, grant agreements and other pertinent compliance requirements relevant to project worksheet expenditures including 44 CFR, Super Circular and related compliance supplement, FEMA's 9500 Series Policy Publications and the FEMA PA Guide.

### FIRM

- HORNE

### EDUCATION

- BS, Accountancy, University of Houston

## Myllinda Armond, MBA

**ROLE ON PROJECT:** Audit Support

**Areas of Expertise:** Financial strategic plan development; internal auditing development and implementation; monitoring of financial operations to ensure grant compliance; financial modeling and forecasts, FEMA PA grant management, depreciation schedule modeling.

**Brief Description of Experience and Qualifications:** Ms. Armond has 17 years of experience as a financial analyst, with an intensive focus over the last 10 years on all facets of the grant financial management of programs participating in the FEMA PA program in support of rebuilding efforts for multiple major disasters

**Relevant and Related Experience:**

**St. Bernard Parish Office of Recovery, LA. Grants Manager/Financial Analyst** – Support the St. Bernard Parish Office of Recovery in rebuilding efforts for hurricanes Katrina, Rita, Gustav, and Ike through project financial management for St. Bernard Parish s recovery program valued at \$1B.

**St. Bernard Parish Government, LA. Director of Finance** – Developed departmental policies, procedures and workflows. Administered an annual budget of \$48M. Managed all accounts payable, accounts receivable, payroll, purchasing, and bookkeeping functions, while maintaining compliance with GASB and the public bid law. Responsible for all revenue collection, which included, ad-valorem taxes, sales taxes, liens, grants, monthly water and sewer bill collections, and all other special revenue. Monitored all bond debt. Directly responsible for the management and motivation of a staff of 35 employees. Worked directly with external audit team.

**FIRM**

- CSRS

**EDUCATION**

- MBA, Finance Concentration, University of New Orleans
- BS, Accounting, Our Lady of Holy Cross College

## Stacey Danner, RA, NCARB

**ROLE ON PROJECT:** Appeals & Arbitration Support

**Areas of Expertise:** Development, drafting and presentation of appeals and arbitration positions for retention of, or receipt of FEMA PA recovery funds; project documentation analysis; FEMA PA compliance requirements, application of Code of Federal Regulations, Stafford Act, and PAPPG to FEMA PA recovery programs and projects; project management, FEMA PA grants management; design review; damage assessment; scope justifications.

**Brief Description of Experience and Qualifications:** Ms. Danner is a licensed architect with 15 years of experience in Architectural Design, Construction Administration, and Project Management, with expertise in all facets of FEMA Public Assistance Program Management. Ms. Danner has focused the last nine years working with multiple public sector disaster recovery programs with facilities severely damaged by major disasters. Based on her comprehensive knowledge of policy and regulation, she works directly with FEMA and State agency upper management to resolve highly complex grant issues for recovery project.

**Relevant and Related Experience:**

**City of New Orleans Grant Management Program, New Orleans, LA. Sr. PA Program Policy Specialist** – Ms. Danner led the operations of the City's Capital Projects Administration (CPA) grants management team and oversaw the City's CPA grants valued at over \$300M as part of their recovery from Katrina.

**FIRM**

- CSRS

**EDUCATION**

- MA, Architecture, Tulane School of Architecture
- BS, Biology, Louisiana State University of Shreveport

**TRAINING & CERTIFICATIONS**

- Registered Architect, Louisiana
- NCARB certifie

## Aida Fenix

**ROLE ON PROJECT:** Finance Manager

**Areas of Expertise:** Cost control; accounting and contract administration support on federal disaster recovery programs; maintenance of balance sheets for large recovery programs; invoice preparation; cash and other financial projections.

**Brief Description of Experience and Qualifications:** For 15 years, Ms. Fenix has provided comprehensive cost control, accounting and contract administration support. Her experience includes auditing, accounting functions such as invoicing, financial projections and reporting. She handles contract and project-specific tasks related to recovery programs, with knowledge specific to public schools recovering with the support from FEMA.

**Relevant and Related Experience:**

**Recovery School District, Orleans Parish Schools Recovery Program, Phases 1, 2 and 3, New Orleans, LA. Financial Manager and Program Accountant** – Responsible for maintaining database/spreadsheets of projects budgets, contracts and costs. Prepares project cash flow projections as needed, and cash flow needs per month. Analyzes and reports changes in budgets and cost monthly. Reviews pay applications, invoices and change orders for all projects. Verifies all applicable documents accompany pay applications.

**U.S. Army Corp of Engineers (USACE) Hurricane Katrina Mission, Jefferson & St. Tammany Parishes, LA. Trainer and QA Team Leader** – Content development for Executive Order Private Property Debris Removal Program (EOPPDR), including development of standard operating procedures, development and design of documentation forms, development of computer filing system for storage of photos and other scanned documents. Training and supervision of 40-45 USACE Personnel and contract QA's in assessment procedures for EOPPDR program.

**FIRM**

- CSRS

**EDUCATION**

- BS, Speech & Hearing Sciences, Texas Tech University

**TRAINING & CERTIFICATIONS**

- OSHA Safety Certification and Asbestos Training

## Charles Addington, CPA

**ROLE ON PROJECT:** Financial Specialist

**Areas of Expertise:** Disaster grant monitoring and financial compliance; federal grant project reimbursements; project worksheet formulation; appeal support; project finance reporting.

**Brief Description of Experience and Qualifications:** Mr. Addington has 17 years of experience, and specifically performed disaster grant monitoring and compliance review activities since 2012. He has led in the management of multiple FEMA PA project reimbursements, compliance review, and closeout teams in North Carolina, Texas, and Mississippi. Mr. Addington provides knowledge, experience and technical competence in dealing with Federal regulations, specifically the Stafford Act, 2 CFR 200 and the Disaster Recovery Reform Act of 2018.

**Relevant and Related Experience:**

**Hurricane Matthew Disaster Recovery, Robeson County, NC. Project Manager** – Mr. Addington works closely with sub-recipient and staff to assist in the administration of FEMA PA related to Hurricane Florence. He provides extensive knowledge, experience and technical competence in dealing with Federal regulations, specifically including the Stafford Act, 2 CFR 200 and the Disaster Recovery Reform Act of 2018.

**Texas Division of Emergency Management FEMA PA and HMGP, Houston, TX, Manager** – Mr. Addington served as a manager of the Compliance Review Team where he prepared and managed the compliance review and reporting process for FEMA PA large-project worksheets, working directly with sub-recipients and staff to compile supporting cost documentation, and identify and reconcile unsupported costs to claims.

**FIRM**

- HORNE

**EDUCATION**

- MA, Accountancy, Millsaps College
- BS General Biology, Vanderbilt University

**TRAINING & CERTIFICATIONS**

- Certified Public Accountant

## Nikki Black

**ROLE ON PROJECT:** Project Controls Specialist

**Areas of Expertise:** Project Administration, analysis and controls; quality control audits, tracking and reporting on multi-programs, program financial reporting

**Brief Description of Experience and Qualifications:** Ms. Black has 13 years of experience in Project Administration, analysis and controls. Her experience includes quality control audits, tracking, and reporting on multi-project programs, and program financial reporting. Ms. Black understands how technology increases productivity and has diverse and extensive experience in creating tools allowing for sharing of real-time financial data. She is responsible for the creation and maintenance of weekly project status reports and supports the project teams with budgeting, cost controlling, forecasting, and technological integration.

**Relevant and Related Experience:**

**Ascension Parish School Board Disaster Recovery PM/CM**, Ascension Parish, LA. *Business Unit Analyst* – CSRS is providing assistance for grants management, administration and associated project management activities required by federal and state programs. The scope of work includes overall program management, design phase management, construction management, field inspection services, and project controls.

**Louisiana Community and Technical College System (LCTCS) Act 360 and 391 Statewide Facilities Improvement Programs**, Statewide, LA. *Project Controller* – CSRS provides Program Management services throughout the State with a total value of \$458M. Ms. Black is responsible for providing overarching cost control, budgeting, forecasting, scheduling, and financial analysis. In addition, she manages the project controls system interface, and reporting to the Corporation and LCTCS Facilities Corporation. Ms. Black manages document controls and other program-related contract management activities, as well as assists the Program Director on special projects.

### FIRM

- CSRS

### EDUCATION

- BS, Economics, Louisiana State University

## Jennifer Lugo Cardona

**ROLE ON PROJECT:** Project Scheduler

**Areas of Expertise:** Expertise in construction project management, project planning, design and construction administration, design and construction standards program development and bid process procedures; expertise in the use of AutoCAD, Microsoft Projects.

**Brief Description of Experience and Qualifications:** Ms. Cardona has 21 years of experience as a Project Manager/ Designer with a history of working in the higher education industry with a reputation of successfully completing complex assignments with tight deadlines and delivering superior performance. She is skilled in Teamwork strategies, AutoCAD, Microsoft Projects, Interior Design and Building Renovation. Fluent in English and Spanish. Her core competencies are focused on the areas of architectural planning and design, construction administration, project management, and program development.

**Relevant and Related Experience:**

**University of Puerto Rico (UPR), Planning and Physical Development Office –Design and Construction Division**, South Botanical Gardens, PR. *Project Manager* – Ms. Cardona is a consultant to the President of the University of Puerto Rico on all aspects related to plans, strategies and actions regarding the UPR Governing Board and its intention to promote the highest excellence in the design and construction of all institutional structures. Planning, design and construction administration of all projects included in the Capital Improvements Program (CIP) in several campus as Rio Piedras, Medical Sciences, Carolina and Bayamon. She provides project management including planning stage, program development, administration of all related contracts and bid process procedures regarding evaluation of contractor's proposals. She also provides administration and development of federal Grants funds (FEMA, HUD, Department of Federal Education, National Institutes of Health, National Science Foundation).

### FIRM

- MOMA

### EDUCATION

- MA, Architecture, University of Puerto Rico
- BE, Environmental Design, University of Puerto Rico

## Louis Peña

**ROLE ON PROJECT:** Data Manager

**Areas of Expertise:** Data management of all aspects of recovery and construction program information including financial, documentation, design documents; DOS applications, Microsoft, Adobe, Macromedia applications.

**Brief Description of Experience and Qualifications:** Mr. Peña has 13 years of professional experience in all aspects of data and account management, with a primary focus in the insurance sector. He maintains an agent license in General Lines – Life and health.

**Relevant and Related Experience:**

**AAA, TX. Insurance Agent** – Mr. Peña provided inside sales and marketing services, as well as account management.

**State Farm, TX. Office Representative** – Mr. Peña provided inside sales and marketing services, as well as account management.

**Select Care of Texas, Insurance Sales Asst. Manager** – Mr. Peña was responsible for providing outside sales services for Life and MA health plans.

### FIRM

- CSRS

### EDUCATION

- Houston Community College, 2006

### TRAINING & CERTIFICATIONS

- Cisco Training 2005 – 06
- General Lines License Life and Health, P&C

## Ramon Rosario-Cortés, ESQ

**ROLE ON PROJECT:** Legal Advisor

**Areas of Expertise:** Professional practice devoted to government affairs and civil litigation; vast experience in both public and private sectors; public policy; recipient of government appointments including that of Secretary of Public Policy and Public Affairs at the Office of the Governor of Puerto Rico.

**Brief Description of Experience and Qualifications:** Rosario-Cortés devotes his professional practice to government affairs and civil litigation cases and has had a distinguished legal career in both the public and private sectors for the last 11 years. Rosario-Cortés was an integral member of the Platform Committee of Governor Ricardo Rosselló and selected as a member of his Transition Committee (2017). Rosario-Cortés was named by Governor Rosselló to the position of Secretary of Public Policy and Public Affairs at the Office of the Governor (2018-19). In this position, Rosario-Cortés was in charge of the legislation and the implementation of public policy. He was the principal spokesperson of the Government. Rosario-Cortés also served as the Principal Legal Advisor for Governor Luis G. Fortuño (2010-12) and has served in the boards of directors of multiple public corporations and agencies. As Principal Legal Advisor, Rosario-Cortés oversaw the supervision of the legal matters and judicial cases with high public interests.

In 2014 Rosario-Cortés received the “Litigation Lawyer of the Year Award” from the Puerto Rico Lawyer’s Association. High profile cases handled by Rosario-Cortés include: AMPR v. Sistema de Retiro, 2014 T.S.P.R. 58; Doral Financial Corp. v ELA, 2014 T.S.P.R. 109, 91, 77, 71 y 58; Asociación de Abogados v. ELA, 2014 TSPR 122, Multinational Life Insurance Company v. Benítez, 2015 T.S.P.R. 63, among others. He has published legal articles in the Law Reviews of all of Puerto Rico’s schools of law and in the Puerto Rico Lawyer’s Association Law Review. One of Rosario-Cortés articles was co-authored by former Governor Luis G. Fortuño, and another of his articles on property law was been cited by the Puerto Rico Supreme Court in BL Investment Inc. v. Registrador, 181 D.P.R. 5 (2011).

### FIRM

- CSRS

### EDUCATION

- Juris Doctorate, University of Puerto Rico

## Alexander Yarbrough, CFE

**ROLE ON PROJECT:** Procurement Manager

**Areas of Expertise:** Federal disaster grant administration and policy; federal procurement regulations and Section 3 compliance, disaster recovery program compliance management; HUD monitoring reviews.

**Brief Description of Experience and Qualifications:** Mr. Yarbrough has 12 years' experience in federal disaster grant administration, with an emphasis on FEMA PA, FEMA HMGP, and CDBG-DR projects. He regularly interfaces with client management, provides guidance and training to grant subrecipients, and serves as a subject matter expert on federal procurement regulations and Section 3 compliance.

**Relevant and Related Experience:**

**Emergency Services Hurricane Michael, Technical Assistance,** City of Panama City, FL. *Project Manager* – Mr. Yarbrough provided technical assistance to the City Clerk and City Attorney regarding FEMA's PA procedures and processes and assisted in the review of emergency procurement contracts to ensure compliance.

**Mississippi Emergency Management Agency, PA and HMGP,** Biloxi, MS, *Supervisor* – Mr. Yarbrough served for nearly a decade on HORNE's Hurricane Katrina recovery team, providing oversight services to the Mississippi Emergency Management Agency. The program managed over \$3.2B in FEMA Public Assistance funding. He developed, implemented, and maintained an overpayment tracking system that recovered over \$60M in over payments.

**FIRM**

- HORNE

**EDUCATION**

- BS, Computer Science, Millsaps College, Jackson, MS

**TRAINING & CERTIFICATIONS**

- Certified Fraud Examine
- FEMA EMI certifications NIMS, ICS, and Professional Development

## Norma Santiago

**ROLE ON PROJECT:** Document Control

**Areas of Expertise:** Document control leadership in K-12 programs, documentation compliance for federally funded programs, interface with stakeholders on federally funded programs, tracking/control of engineering and technical documentation.

**Brief Description of Experience and Qualifications:** Norma Santiago has over 16 years of experience in Document Control and Document Control leadership in school development and pharmaceutical industry. Her extensive experience has included document control quality audits, as well as tracking, controlling and issuing Engineering documentation generated for numerous projects.

**Relevant and Related Experience:**

**LA-RSD (Louisiana Recovery School District) Program,** New Orleans, LA. *Document Control Lead* – As the Document Control Lead she is responsible for assuring compliance with client and company policies and procedures, as well as tracking, controlling and issuing engineering documentation generated for the project. Ms. Santiago is responsible for implementing the filing and the Technical Document Control System. Responsibilities included effectiveness of relationships with management, customers, support organizations and project team members, as well as loading documents in Prolog and scanning documents for the project files

**LifeScan, One-Touch Ultra Project,** Aguadilla, PR. *Document Control Lead* – Ms. Santiago is responsible for tracking, controlling and issuing engineering documentation generated for the project (drawings, specifications, and others). Accuracy and adequacy of vendor document control was required, along with liaison between client and other companies participating in the design and construction of the project (engineering design and construction documents coordination). Responsibilities included effectiveness of relationships with suppliers, management, customers, support organizations and project team members, as well as up-loading and scanning LifeScan documents in JPI and Prime Contract.

**FIRM**

- CSRS

**EDUCATION**

- BBA, Marketing, Interamerican University

## Patricia Sanz

**ROLE ON PROJECT:** Administrative

**Areas of Expertise:** Expertise in administrative support services and grant analysis for disaster recovery efforts; development and monitoring of permit strategies and plans; coordination of team efforts; maintenance and tracking of work caseloads; quality control of outgoing grant related documentation.

**Brief Description of Experience and Qualifications:** Ms. Sanz has extensive experience as a legal secretary and administrative assistant in addition to over six years of experience as an environmental consultant specialist tasked with evaluating and implementing permit strategies for different types of projects as well as preparing permit applications required to comply with the Puerto Rico Environmental Public Policy Law. Her strengths have focused on environmental permits, planning and document control.

**Relevant and Related Experience:**

**ICF, Guaynabo, PR, *Grant Analyst*** – Ms. Sanz performs grant analysis for recommendation of FEMA funding reimbursement, prepares appeal rebuttals for FEMA denials, research and review relevant regulations and policies that support eligibility or denial. She interacts with regulatory and technical team as necessary for positive outcomes. She maintains and tracks caseload in management information system. Keep Sector Lead, Task Force Lead, Project Lead, Team Lead & Group Lead informed on issues, problems & resolutions.

**Fluor Government, Guaynabo, PR, *Document and Data Management Technician II*** – Ms. Sanz provided technical and administrative support for project document and data management activities in a team environment to support fast-track recovery projects.

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### FIRM

- CSRS

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### EDUCATION

- MS, Environmental Science and Planning, Universidad Metropolitana
- BS, Biology, Universidad Interamericana, Bayamom, Puerto Rico

## 2. Implementation Plan Proposed for Work Under This RFP

### APPROACH AND METHODOLOGY

Drawing on our team's combined experience in the management and delivery of the largest disaster-related school recovery programs in U.S. history, we will implement a proven, deliberate, and comprehensive approach to PRDE's recovery with four all-encompassing strategies.



#### 1. MAXIMIZE FUNDING

- ✓ Ensure comprehensive and accurate damage assessments
- ✓ Provide effective DAC and PM cost tracking to speed reimbursements
- ✓ Ensure complete operational transparency for PRDE leadership
- ✓ Maximize funding utilization through creative layering of funding sources



#### 2. MAXIMIZE COMPLIANCE

- ✓ Ensure compliance to minimize financial liabilities
- ✓ Implement proven closeout and audit processes to demonstrate compliance
- ✓ Ensure NEPA and federal-funding compliance through broad community support and buy-in
- ✓ Remove government roadblocks through regulatory compliance



#### 3. MAXIMIZE OUTCOMES

- ✓ Provide timely and cost-effective project delivery
- ✓ Deliver an efficient, effective, and streamlined school facilities program
- ✓ Deliver state-of-the-art learning facilities as envisioned by PRDE
- ✓ Deliver sustainable, green, resilient school facilities to reduce operating costs



#### 4. BUILD CAPACITY

- ✓ Design a scalable program to expand and contract with PRDE's needs
- ✓ Utilize local talent while delivering national expertise, knowledge and experience
- ✓ Enhance local economies by encouraging local firm participation and Section 3 and S/W/MBE compliance
- ✓ Act as PRDE's stakeholder liaison to enhance operational abilities



### STRATEGY #1: MAXIMIZE FUNDING

Maximize Eligibility, Reimbursements, and Layering of Funding Sources to Expedite Successful Program Delivery

#### PROJECT IMPLEMENTATION PLAN:

- ▶ PRDM will complete a full desktop assessment of all current FEMA funding vs. current PRDE damage costs analysis. Once this situational analysis is complete, PRDM will present a recommended plan of action to PRDE for approval. If warranted, PRDM is prepared to assess or reassess any/all facilities by deploying highly-qualified staff and using state-of-the-art technology to include the use of Matterport cameras that support PRDE's ability to capture all eligible damages and costs. All collected data will also be available to PRDE A/E firms to assist in the scope development of recovery recipient's project. We assume FEMA will make its current damage assessment data available within two weeks of our request, and we anticipate completing the full desktop assessment within 45 days of receiving FEMA's data.
- ▶ We will utilize an industry standard time-tracking software to capture and analyze labor hours spent per eligible PW and task. This time-tracking system has been successfully utilized in multiple other disaster recovery programs. The system significantly streamlines the FEMA reimbursement process. On program day one, the system will be set up for PRDM's use.
- ▶ We will implement cloud-based systems with real-time financial, grant, and project reporting to keep PRDE leadership fully informed of the program's financial and compliance status. Our team will implement and continually access the system, and the reporting mechanisms will be stood up as the damage assessment and program financial data becomes available. While we will have the system up and running within 30 days of program standup, we anticipate initial reports (based on project and grants data being input into the system as it becomes available) will be available within 90 days of program standup.

Time tracking system to streamline FEMA reimbursement process

Leveraging of funding sources for maximum benefit

Real time project reporting to keep PRDE fully informed at all times

- ▶ Utilizing our policy knowledge of multiple federal and non-federal disaster recovery funding sources, PRDM will continuously identify funding options on a per-project basis to leverage funding according to their allowable uses to cover maximum project delivery costs. This aims to minimize any costs to be covered by PRDE. For example, CDBG-DR funding will be effectively managed and tracked in order to meet all HUD requirements to fund the non-federal cost share of FEMA grants. We can also assist PRDE with identification and tracking of volunteer resources to off-set the non-federal cost share and further the goals of the projects. This effort will begin and will sync with the master planning activities to define the recipient project scopes.

#### BENEFITS OF STRATEGY 1:

- ▶ **Maximized Funding:** Ability to pursue additional and/or replacement construction recipient projects within school portfolios through use of maximized funding.
- ▶ **Improved Cash Flow:** Expedited PRDE DAC and PM reimbursements and better program cash-flow and liquidity maintenance through well-informed decisions that affect DAC and PM costs tracking.
- ▶ **Program Transparency:** Well-informed decisions that positively influence overall program success through accessible and usable quality program data.
- ▶ **Leveraged Funding:** Minimized out-of-pocket expenses for project implementation through combining available funding sources.



#### STRATEGY #2: MAXIMIZE COMPLIANCE

Execute a Fully Compliant and Transparent Program to Retain Federal Funds

#### PROJECT IMPLEMENTATION PLAN:

- ▶ We will deploy a highly-qualified team of experts that understands all relevant policies and regulations. Our team will implement proven processes, work-flows, and systems to track and ensure full compliance throughout the program's lifecycle. PRDM will deploy core team members and processes within 15 days of NTP issuance.

- ▶ From day one, our team will implement a proven project and grants management document directory structure that mirrors the FEMA-recommended closeout structure in the cloud-based document repository system. Proper documentation and document management system setup establishes the foundation of sound compliance practices. Our documents management system will be ready for closeout from the start of the program, and will ensure PRDE's readiness for any and all audits.
- ▶ Our team is accustomed to tailoring a project approach to the unique characteristics of different states, regions, counties, municipalities and neighborhoods. Through our local community engagement partner, we will facilitate island-wide community meetings at the direction of PRDE. Working within each region within the PRDE, we will work with region leadership and other local leadership to gain a clear understanding of the unique qualities and characteristics of that region. This collaboration will ensure our recommended solutions are acceptable. Aside from PRDE leadership, we will reach out to governmental, municipal, religious, business and other leaders within each region. This will facilitate a dialogue and wider acceptance of PRDE's goals and objectives. The PRDM team will ensure school staff and parent awareness of schedules and construction impacts to the learning environment during project implementation. The community engagement effort starts with the master planning effort and will continue through the life of the program to assist with resolving community concerns as well as ensuring NEPA compliance.
- ▶ By using our decades of knowledge to resolve regulatory "roadblocks", PRDM will not only provide PRDE with real-world roadblock-avoidance, but moreover, the knowledge and experience of who to engage and at what time to resolve any issues that do arise. We will proactively engage commonwealth and federal stakeholders to resolve potential obstacles that could impact the program schedule. This activity starts on day one and will happen throughout the life of the program.

#### BENEFITS OF STRATEGY 2:

- ▶ **Ensured Compliance:** Reduced financial liability and de-obligation risk.
- ▶ **Compliant Document Retention:** Streamlined closeout process — also reduces financial and audit risk.
- ▶ **Stakeholder Satisfaction and Enhanced Community Support:** Broad community support of eventual Master Facilities Plan gained through incorporating community input during master planning efforts.
- ▶ **Rapid Problem Solving:** Speedy recovery through knowing who to call to clear pathways.

**Project implementation  
with a focus on  
successful closeout**

**Community engagement to  
facilitate support of PRDE's  
goals and objectives**



### STRATEGY #3: MAXIMIZE OUTCOMES

Expert Management of the Planning, Development and Delivery of Modern, Resilient Educational Facilities

#### PROJECT IMPLEMENTATION PLAN:

- ▶ PRDM will utilize time-tested methods of predictive planning and integrated project delivery to provide a timely and cost-effective program. Through our experience in delivering billions of dollars in school facilities master plan and recovery programs, we have collected actual hard and soft cost data we use to project cash flow expenditures from pre-planning through warranty/closeout. Monthly projected cost expenditures for each master planned project will be created to aid in scheduling project execution. As the projects progress through implementation, the actual expenditures will be tracked and compared to the projections. Deviations from the projections will be analyzed and used by the Project Management team to manage risks to the project delivery schedule and budget. This information will be reviewed and discussed with PRDE monthly. Additionally, careful management of project scheduling helps prevent market flooding, thereby ensuring reasonable bids for the PRDE program. This process begins with the kick off of the design management phase of the program and continues through project closeout.
- ▶ Our team structure pairs up the tactical movements of our Planning, Design Management, Project Management, Funding Management, and Operations Management units with strategic focus to provide PRDE with effective day-to-day program execution. The interconnectivity of these teams as well as availability of real-time project status reporting, the comprehensive capabilities of our software tools, and readily available data and documentation, supports the streamlined nature of our project delivery efforts and increases project efficiency and accountability. Additionally, we will utilize multiple project delivery options including design-bid-build, design-build, and CMAR, as appropriate, to meet the requirements for each project within the PRDE program. Each project will be considered on an individual basis and recommended delivery strategy will be based on the specific project/market conditions success metrics. The systems to support the integrated project delivery activities will be deployed within 15 days of program stand-up.
- ▶ To deliver state-of-the-art learning facilities as envisioned by PRDE, PRDM will evaluate and update PRDE's Educational Specifications as one of the Design Management Team's first activities (within 45 days of program standup). Master educational specifications provide for fair and equitable recovery for the entire Commonwealth and will be one of our first activities. Further, supplemental conditions will be addressed by customization of the Master Education Specifications to meet the regional requirements.

- ▶ PRDM's design management team will proactively evaluate the PRDE's current design standards make recommendations to incorporate sustainable, green, and resilient design measures, and eventually work with PRDE for its full adoption. Development of design standards will guide PRDE design professionals to ensure new or repaired facilities are mitigated and resilient. Further, supplemental conditions will be addressed by customization of the Master Design Standards to meet the regional requirements. Additionally, having design standards will help when trying to reach a final cost estimate with FEMA (i.e. consistent buildings mean consistent and comparable cost estimates), related to the Section 428 projects. The design standards evaluation will start within the first 45 days of the program standup.

### BENEFITS OF STRATEGY 3:

- ▶ **On-Time, Cost-Effective Delivery:** Money saved from on-time or ahead of time project delivery at or below budget can be used on other facilities or other projects.
- ▶ **Efficient Delivery System:** Flexibility in selecting of a project delivery methods promotes improved efficiency and potential cost savings, Providing maximum schedule and cost benefits and quick return of students and teachers to repair and replaced facilities
- ▶ **Enhanced Learning Environment:** Puerto Rican students will have a supportive learning environment to enhance learning ability and possibly increase test scores.
- ▶ **Reduced Operating Cost and Increase Facility Resilience:** Resilient facilities facing future storm events will realize reduced down-time, while also capitalizing on built-in energy efficiency. Easier property management based on new district-wide design standards will provide long-term property management and maintenance efficiencies.

15-day program  
standup deployment

Projects on-time  
and on-budget

Built-in resiliency  
and cost-effective  
design



## STRATEGY #4: CAPACITY BUILDING

In Puerto Rico and for PRDE

### PROJECT IMPLEMENTATION PLAN:

- ▶ PRDM understands both the need for and value of building an agile and scalable recovery program as it goes through its normal phases. Whether the need is dozens of damage inspectors on the front-end of the program, or scaling back as PRDE's internal capacity increases, PRDM has the experience and expertise available to execute nearly seamless scaling whenever needed.
- ▶ While many involved in disaster recovery prefer to build large vertical organizations staffed with all of "their people," PRDM understands the value of capacity building, and has always operated under the mantra "leave it better than you found it." From the start of the program, our PMO will be structured to fully benefit all staff from our decades of proven disaster recovery and project delivery experience. PRDM is committed to capacity building, training and transfer of our experience to PRDE and its staff. The PRDM team will also conduct trainings for both the locally hired PRDM staff as well as PRDE staff on wide varieties of disaster recovery related skills.
- ▶ With PRDM's decades of nationwide disaster recovery experience comes the understanding that any truly successful recovery requires full understanding of the cultures, customs and needs of the affected communities. With this knowledge and understanding, PRDM's team includes multiple Puerto Rican firms in both the private and non-profit sectors who will have integral and vital roles in all recovery and project delivery operations.
- ▶ Through the community engagement and master planning effort, PRDM will act as PRDE's stakeholder liaison to enhance operational abilities. PRDM's local teaming partners will serve the critical liaison role to facilitate dialogue, foster better understanding, and help resolve community concerns as PRDE and PRDM plan for and execute the recovery projects. Additionally, our key personnel will provide the reliable connection to all funding stakeholders including FEMA and HUD and will serve as PRDE's advocate and advisor – always working in PRDE's interests. The trusted lines of communication allow for PRDE to make informed decisions throughout the recovery process.

**BENEFITS OF STRATEGY 4:**

- ▶ **Scalability Enables Maximum Efficiency:** PRDE can right-size the organization all structure as needed, including short-term technical specialties, without incurring significant long-term labor costs
- ▶ **Harnessing National Expertise to Enhance Local Talent:** PRDM local staff and PRDE staff training and exposure to proven disaster and delivery strategies will prepare Puerto Rico to best complete this recovery and respond to any future disaster declaration.
- ▶ **Maximum Local Talent Participation:** Our team will advocate for the people of Puerto Rico and will largely be comprised of the people of Puerto Rico, and our mentor programs will help grow local skills in construction and involvement in projects utilizing S/W/MBE and Section 3 participation.”
- ▶ **Enhanced Day-to-Day Operations Focus:** PRDE will be able to concentrate on day-to-day operations and larger programmatic challenges.

Timely transfer  
of experience to  
PRDE's staff

Enhanced  
operations abilities

Section 3 plan and  
engagement of local  
and S/W/MBE firms

### 3. Performance Measurement and Reporting

Through our combined experience managing the largest federally funded school recovery programs in U.S. history, PRDM has gained a unique perspective on the importance of having robust performance measurements and reporting tools in place from day one of any recovery program. While some platform flexibility is required to allow for the natural evolution of day-to-day and ad-hoc needs, especially at program start-up, performance management and reporting on a program of this size will require a suite of data management tools designed specifically for large multi-faceted construction programs such as PRDE s.

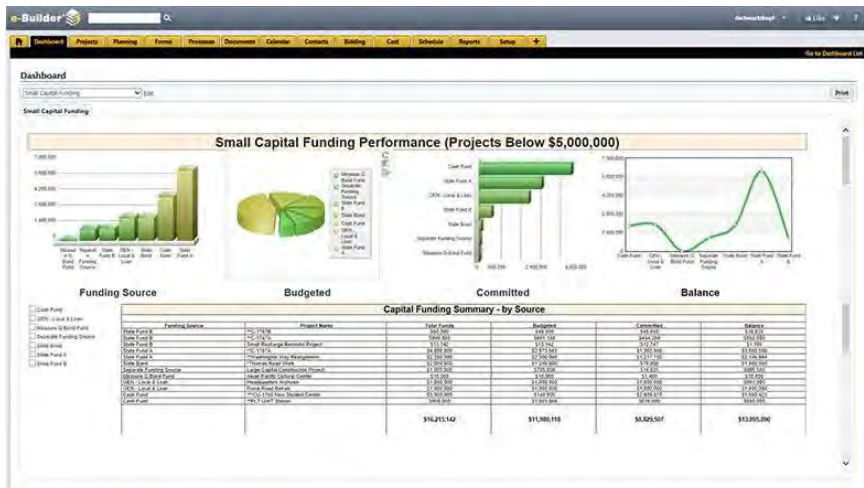
#### PROJECT REPORTING

Transparency is key. Our team realizes the critical importance of reporting accurate and timely project progress during the entire project and grant lifecycle. Direct lines of communication and face-to-face interaction are necessary to provide details that reports alone cannot provide. Our team will engage appropriately to align with PRDE leadership and staff in regular face-to-face meetings, offer on-call access to our team leadership, and collaborate to customize the reporting deliverables and meet the program needs. We will provide real-time program status updates and dashboards to PRDE leadership to allow for critical decision making and prompt, decisive action.

Our reporting process includes two methods that will enhance PRDE’s process understanding and progress status: informal and formal.

- ▶ **INFORMAL PROJECT REPORTING** occurs daily through our Project Manager via direct face-to-face meetings, telephone conversations, and email communications with PRDE. Informal communication is critical to the team’s ability to address concerns and questions from PRDE staff and the public regarding the progress of individual recovery project efforts. This form of communication is often the most effective means to help PRDE address minor issues, questions, and concerns that may arise from its staff and the public.
- ▶ **FORMAL PROJECT REPORTING** will occur weekly, monthly and quarterly through status reports or at the frequency deemed appropriate by PRDE. Monthly project reports will be submitted to PRDE and will be organized by project to summarize the

status and progress of all assets. Additionally, as outlined below, our implementation of the e-Builder cloud-based program management platform will provide dashboard type reports that are live (such as outlined below).



PRDM will provide PRDE with precise and accurate monthly progress reports that summarize our team’s activities, including a summary of project and FEMA grant status and any relevant issues requiring PRDE’s approval or decision-making involvement. The project team will also prepare and submit the quarterly reports required by federal regulations. Quarterly reports provided to the commonwealth are required to ensure appropriate and timely spending of the FEMA funding and as required by COR3 in the implementation of CDBG-DR funding. PRDM will assist PRDE in meeting these reporting requirements if requested.

**PROJECT MANAGEMENT ELECTRONIC PLATFORM**

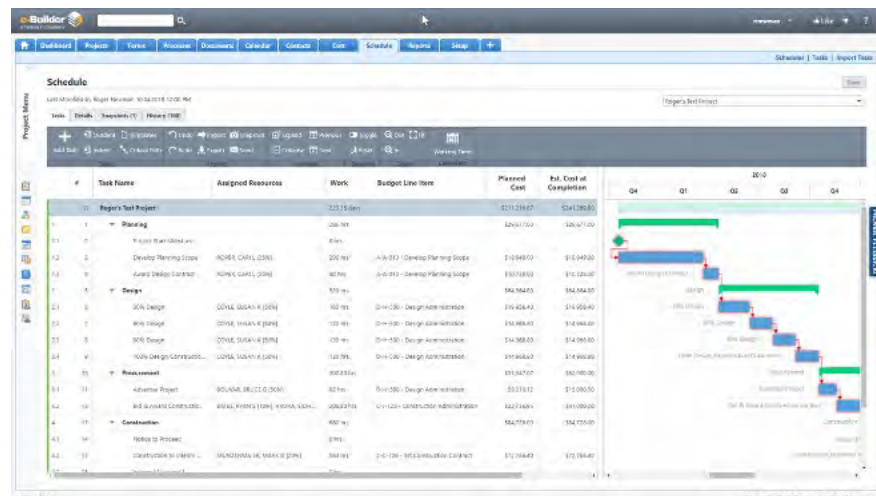
Through our 12+ years of managing the assessment, design and delivery of over \$2.4B in federally-funded school recovery projects, PRDM gained unprecedented real-world experience in managing large-scale data-centric programs. To succeed in the on-time and on-budget delivery of programs the size of PRDE’s, the PMO needs not just good data-management systems, but state-of-the-art systems that help manage the entire project life-cycle, from

planning through construction and on to operations.



With our experience and PRDE's recovery goals in the forefront, PRDM proposes e-Builder as the best choice to manage the myriad of tasks required in a program the size of PRDE’s. In use nationwide since 1997, e-Builder is a leading provider of cloud-based applications for program, project, and construction management. The robust suite of tools e-Builder offers allows PRDM to connect people, applications, and devices through

a unified platform to help our teams manage cost, reduce risk, reduce surprises, and build quality educational facilities —safely, on time, and within budget.



As an owner-centric project information management system, e-Builder is the trusted central repository and serves a knowledge-base for improving performance. It allows owners to measure and manage every step of the capital project delivery process from planning, design, procurement, construction and operations. As a cloud-based program management solution, owners benefit from reduced cycle times, hard-dollar cost savings, mitigated risks and exceptional productivity.

To meet and exceed the above goals from day one, while also providing the flexibility needed to expand and contract with program needs, PRDM proposes implementation of the e-Builder Enterprise Project Management Software suite. In our experience, e-Builder’s fully-cloud based platform provides all the standard program/project management modules and provides a level of as-needed customization not available on other platforms. While not an exhaustive list of e-Builder’s functionality, a few of the platforms most prominent features are highlighted below.

### Business Intelligence

Informed decision making requires as-needed access to critical data, and our platform is designed to deliver it. e-Builder’s Business Intelligence Reporting will enable PRDE to visualize performance across the entire recovery program, without waiting for written reports preparation. Access to this near-real-time data allows for quick, informed decisions, and all but removes the “best guess” scenario typical with so many other programs.



This next generation of graphically rich dashboards and reports provides benefits to all e-Builder users. By interacting with real-time data, stakeholders can gain insightful program performance information and get a clear look at program performance and forecasts.

### Cost Management

E-builder’s Cost Management tools provide financial control and audit features in a secure cloud-based environment. By standardizing cost tracking across the entire program, including funding from multiple sources, budget changes,

commitment changes, and actual costs, PRDE will be able to effectively manage budgets across one project or the entire construction program. Detailed cost summaries with drill-down capabilities are just a few clicks away, allowing PRDE to quickly identify past, current and future commitments and simplify changes throughout the program lifecycle.

### Resource Management

Real-time resource management allows for accurate future labor forecasting needs, and can identify under-utilized resources or those resources rolling off current assignments and available for the next.

Additionally, without the ability to assign staff to current and future projects, organizations lack focus on the allocation of staff, often resulting in an over-allocation of resources that surfaces too late in the project planning cycle to be adjusted. These challenges can lead to cost escalation and/or project delays.

### Dashboards

With drilldown visibility, PRDE and the PMO can quickly access, sort through, extract and review key project data to greatly aid the decision-making process with easy-to-understand graphical representations. PRDM’s implementation of the e-Builder capital project reporting engine will give PRDE total control over data view formats, without requiring third-party applications or programming knowledge.

e-Builder’s fully configurable executive dashboards – for individual or program-wide use – provide a graphical representation of construction project and program data using easily configurable charts, graphs, and gauges. These reports provide excellent visibility into the status of key performance indicators, again, without waiting for paper reports or weekly meetings.

| Line Item    | Description     | Original Budget      | Pending Budget Changes | Projected Budget Changes | Current Commitments  | Pending Commit Changes | Projected Commit Changes | Actual Budget       |
|--------------|-----------------|----------------------|------------------------|--------------------------|----------------------|------------------------|--------------------------|---------------------|
| 0002         | Design Services | 4,112,000.00         | 0.00                   | 2,498,000.00             | 0.00                 | 0.00                   | 0.00                     | 0.00                |
| 0003         | Construction    | 9,178,000.00         | 0.00                   | 8.00                     | 24,738,242.28        | 0.00                   | 28,900.00                | 1,886,883.11        |
| <b>Total</b> |                 | <b>13,290,000.00</b> | <b>0.00</b>            | <b>2,506,000.00</b>      | <b>24,738,242.28</b> | <b>0.00</b>            | <b>28,900.00</b>         | <b>1,886,883.11</b> |

### Document Management

An immense amount of data is generated throughout the lifecycle of a large scale project, and given the regulatory retention requirements on federally-funded projects, a highly-functional and intuitive document repository is critical to program success. The functionality built into the e-Builder platform gives team members and owners a central location to store, organize, and access the files they need. This module allows for consolidation of all project files including documents, drawings, photographs, CAD files and more – all while maintaining an automated audit trail. All project members can access the most recent

version of a document which helps ensure stakeholders use the most current file versions and collaborate using the integrated markup tools.

| Name                                    | Date Updated        | Updated By           |
|---|---------------------|----------------------|
| P13-42 CD.pdf                           | 21.02.2018 08:25:40 | Damen Schwabkopf     |
| e-Builder Overview.pdf                  | 22.07.2018 10:28:17 | Damen Schwabkopf     |
| Settings e-Builder Mktg prep            | 09.08.18 15:15:00   | Damen Schwabkopf     |
| IS-45 prep                              | 09.24.18 05:45:40   | Damen Schwabkopf     |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 09.22.18 13:34:40   | Damen Schwabkopf     |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 09.27.18 09:22:18   | Damen Schwabkopf     |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 11.24.18 16:23:59   | Madison Schwaiblmair |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 09.27.18 09:22:18   | Damen Schwabkopf     |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 09.27.18 09:22:18   | Damen Schwabkopf     |
| IS-2.2.1.1.2 - Health-Data-Overview.pdf | 09.27.18 09:22:18   | Damen Schwabkopf     |

## PROJECT LIFECYCLE MANAGEMENT

While management of any large-scale construction program comes with inherent complexities, even more so for government funded program. At the core of every program are its projects and the management of one, or in PRDE's case many, project lifecycles. Our team's keen, experience-based understanding of every detail of these project lifecycles is at the heart of what we do, and our reporting and performance matrices align perfectly to support those efforts.

PRDE will have the capability to strategically manage project data with just the right combination of functionality and customizable tools to quickly tailor the system to fit evolving information management needs. These systems are designed to take the lessons learned on current and past projects and apply them to future projects, an important capability for the recovery program.



#### 4. Billing Dispute Resolution For All Proposed Services

**A Processes in place to assure billing issues are corrected in a timely fashion.**

At the stand-up of the program, PRDM will coordinate with PRDE to ensure that all parties understand and are in agreement with the invoice tracking process flow. That process will be integrated into PRDM's data management system. Additionally, when individual projects begin, invoice requirements and the process invoice issue resolution will be discussed with all vendors at the project kick-off meetings.

When PRDM receives invoices from the A/E of record, the contractor, or any other consultant providing supplemental services to execute the recovery program, invoices are entered into the document repository system and the process flow step is tracked. Both the project management and funding management teams review invoices to ensure correctness and compliance. If an issue is identified, the invoice will be returned to the vendor and the issue with the invoice will be documented in writing with instructions to revise and re-submit the invoice with a new invoice number and date to differentiate the paperwork.



**B Describe how tracking numbers are assigned in order to ensure billing problems do not “disappear”.**

One dashboard report PRDM uses on a regular basis for existing programs shows an aged report of all project invoices. A color coded visual indicates if an invoice has been pending without PRDE payment and for how long. Green indicates the invoice is within the contractually agreed upon period, yellow means the invoice is beyond the 30-day contractual period, and red means the invoice is at least 60 days beyond the contractually agreed upon period. The system also shows where the invoice is in the process flow.

| UNPAID Invoices Detail by Contractor & Project |               |                  |            |             |              |  |
|--|---------------|------------------|------------|-------------|--------------|--|
| ContractorName                                 | InvoiceNumber | InvoicedAmount   | Days Old   | InvoiceDate | CostBucket   |  |
| Percy J. Matherne Contractor Inc.              | Pay App #6    | \$387,185        | 22         | 4/23/2018   | Construction |  |
| Terracon                                       | TA18345A      | \$2,465          | 73         | 3/1/2018    | Construction |  |
| Terracon                                       | TA28957       | \$3,230          | 57         | 3/19/2018   | Construction |  |
| Terracon                                       | TA39850       | \$595            | 29         | 4/16/2018   | Construction |  |
| <b>Total</b>                                   |               | <b>\$393,475</b> | <b>183</b> |             |              |  |

| Invoice Status |           |           |
|----------------|-----------|-----------|
| Current        | > 30 days | > 60 days |

**C Procedures for resolving issue and escalation process:**

1. If an invoice issue is identified (by someone on the PRDE team other than the PM), that person will notify the PM and the data manager in writing.
2. The PM will notify the A/E of record in writing, and will include correspondence documenting the facts using dates, emails, call notes, etc. to document the issue.
3. The data manager documents the issue and the correspondence in the notes of the data management system.
4. Additionally, internally invoice aging reports will be reviewed on a weekly basis and the team Directors will push for resolution within the following week.
5. If there is a contract dispute (beyond an invoice issue) the PM will elevate the issue to the Program Director. The Program Director will listen to each party's side and will ask the parties to document the issue and submit a summary of the arguments to the PMO. If the parties, facilitated by the Program Director, come to a settlement agreement, the vendor will then submit a change order/amendment to address the change. If the parties cannot come to an agreement, the Program Director will then recommend the dispute to legal counsel for arbitration or legal action, per the contract terms between PRDE and the vendor.



**Minimized Risk**



## 5. Problem Escalation Process

### A Initial problem identification.

In the program delivery process, potential problems or issues are monitored through the regular program meetings with PRDM’s PM, PRDE, Architect, and Contractor, as well as being available ad hoc through the team’s data management systems. In those meetings, we review project budgets and schedules weekly and work through each item at the project level. Potential issues that may turn into design amendments or construction proposed change orders are evaluated, discussed, and often site visits are made to validate the issue. The project team will work through each item at the project level and

The form is titled "Situation Analysis/Escalation" and contains the following sections:

- Project or Identifier:** A text input field.
- Identified by:** A text input field.
- Position:** A text input field.
- Elevated to:** A text input field.
- Elevated to:** A text input field.
- Elevated to:** A text input field.
- Elevated to:** A text input field.
- Date:** A text input field.
- Summary of Situation:** A large text area for describing the issue.
- Recommendation:** A text area for providing a suggested solution.
- Alternate Recommendation:** A text area for providing alternative solutions.
- Applicable Department:** A text input field.
- Resolution:** A text input field.

elevate any issues to senior staff if resolutions cannot be accomplished. Notifications of risk and associated recommendations for mitigation will be discussed with PRDE no less than once a week.

### B Determination of priority and severity of problem.

Each issue is tracked in our data management systems. The Project Manager will assign a priority number using an agreed upon metric within the system that incorporates severity, so all stakeholders can view and monitor the issue, the priority of that issue, as well as the resolution of the issue. If the Director of Project Management disagrees with the PM’s assignment of the priority number, then the Director is able to override the priority assignment in the system.

### C Steps for resolving problem.

Most design and construction issues can be resolved at the working level, and these are still tracked in our data management system. However, if an issue requires elevation, we utilize and will issue situational analysis forms to clearly define the issue, describe the recommended resolution and possible outcomes, and it is routed to all appropriate stakeholders to ensure visibility and awareness. An example form looks like this:

Once the issue is elevated, the Project Management Director will confirm PRDE’s concurrence with the recommendation. The vast majority of issues and changes are managed and resolved in this manner and should not affect the project’s schedule.

### D Problem escalation for situations when resolution is not forthcoming, or an implemented solution is unsatisfactory.

If the PRDE does not agree with the recommendations, the Project Management Director will bring back PRDE’s concerns about the proposed recommendation and other solutions will be discussed with the A/E and contractor and a new recommendation will be developed and submitted for PRDE’s concurrence. Each step will be tracked within the data management system to document issues and concerns for each project, which will help protect the PRDE in the unlikely event of litigation with either the A/E or the contractor.



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 4: Price Sheet

## PROPOSAL SUBMITTAL FORM 2 - PRICE PROPOSAL FORM

Shown below is our proposed hourly rate by category of the personnel proposed for the Program Management Team. The various types of positions shown provides PRDE additional flexibility in implementing the recovery program. The categories are based on our experience on past projects of similar size and scope, and our best estimated of the scope of work to be performed in the 3-year contract.

| Item/Position Title                   | Price/Rate Per Hour |
|---------------------------------------|---------------------|
| Administrative Assistant              | \$ 81.00            |
| Advisor/Subject Matter Expert         | \$ 242.00           |
| Appeals and Arbitration Support       | \$ 213.00           |
| Assistant Project Manager             | \$ 115.00           |
| Audit Support                         | \$ 178.00           |
| Change control/compliance Specialist  | \$ 196.00           |
| Community Outreach/Engagement Manager | \$ 190.00           |
| Cost Estimator                        | \$ 173.00           |
| Data Manager                          | \$ 127.00           |
| Document Controller                   | \$ 92.00            |
| Field Inspectors                      | \$ 86.00            |
| Functional Manager^                   | \$ 207.00           |
| Functional Team Director^^            | \$ 224.00           |
| Funding Specialist^^^                 | \$ 193.00           |
| Funding Support Specialist^^^^        | \$ 159.00           |
| Master Planner                        | \$ 207.00           |
| Operations Support Specialist^^^^^    | \$ 146.00           |
| Program Director                      | \$ 259.00           |
| Project Executive                     | \$ 265.00           |
| Project Manager                       | \$ 190.00           |
| Safety Officer                        | \$ 184.00           |
| Senior Functional Manager^^^^^^       | \$ 223.00           |

**TOTAL PROPOSAL PRICING: \$72,565,929.00\***

**\*TOTAL NOT TO EXCEED AMOUNT FOR INITIAL 3-YEAR CONTRACT**

**TOTAL PROPOSAL PRICING FOR EVALUATION PURPOSES, AFTER APPLICATION  
OF INVESTMENT PERCENTAGE: N/A**

**\*\*The hourly rates and total cost submitted as part of this proposal are contingent upon:**

1. PRDE providing reasonable satisfaction that PRDE has the funds available for the payment of the fees, and;
2. PRDE has, or will identify prior to executing the contact, the account number to be used for payments under this contract in accordance with 3P.R.L.A. Section 8615 (j), and;
3. As stated in PRDE (ER) – 2019-02 Addenda #3 issued April 2, 2019, PRDE commits to include language in the final contract agreeing to pay all invoices within 90 days of invoice acceptance regardless of acceptance or approvals by COR3, P3, FEMA, HUD, or PR Department of Housing.

**PROPOSAL SUBMITTAL FORM 2 - PRICE PROPOSAL FORM**

Continued

**\*\*\*Notes:**

1. Rates are guaranteed for performance period of the 3-year contract term.
2. Pricing shall remain firm and effective for 180 days from the date of submission.
3. Rates are all-inclusive, unless PRDE makes a special request for other materials or purchases, which would be purchased with no mark-up.

**\*\*\*\*Position Title in the Rate Sheets May Include Multiple Positions on the Org Chart:**

^Includes: Design Manager, Finance Manager, Permits Manager, and Standards and Compliance Manager.

^^Includes: Design Management/Resiliency Director, Funding Management Director, Operations Management Director, Planning Director, and Project Management Director.

^^^Includes: FEMA PA Specialist and CDBG-DR Specialist.

^^^^Includes: Closeout Specialist, Contents Specialist, EHP Specialist, Financial Specialist, Hazard Mitigation Specialist, Insurance Specialist, and Reimbursement Specialist.

^^^^^Includes: Procurement Specialist, Project Controls Specialist, and Project Scheduler.

^^^^^^Includes: Sr. Design Manager, Sr. FEMA Manager, Sr. CDBG Manager, Sr. Project Manager, and Resilience Specialist.



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 5: Non-Collusion Affidavit**

**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

**EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.**

I, the undersigned, am the Managing Member of PR Disaster Management, LLC (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** PR Disaster Management, LLC  
Signature: \_\_\_\_\_  
Name: Title: Christopher J. Pellegrin / Managing Member  
Date: 4/16/2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 16th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

Signed Phyllis K. Giardina  
Phyllis K. Giardina, Notary

STATE OF: LOUISIANA  
PARISH OF: EAST BATON ROUGE

My commission expires: at death




**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

**EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.**


I, the undersigned, am the President of CSRS, Inc. (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** CSRS, Inc.  
Signature:   
Name: Title: Thomas A. "Tim" Barfield / President  
Date: 4/4/2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 4 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

  
Phyllis K. Giardina  
Notary Lic. # 340  
lifetime commission



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

**EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.**

I, the undersigned, am the Executive Vice President of The CORE Group, Ltd / CORE Construction Services (CORE) (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:**

CORE Construction Services (CORE)

Signature:

[Handwritten Signature]

Name: Title:

Ronald H Bordon

Date:

4/5/19

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 5<sup>TH</sup> day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

[Handwritten Signature]  
Notary Public



PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

I, the undersigned, am the Partner of HORNE LLP (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: HORNE LLP  
Signature: [Signature]  
Name: Title: Partner  
Date: April 8, 2019

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 8th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

Bethany A. Clack  
Notary Public



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

**EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.**

I, the undersigned, am the CEO \_\_\_\_\_ of Redline Global LLC \_\_\_\_\_ (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** Redline Global LLC (PRD|aster Management)  
**Signature:** *Rance MacFarland*  
**Name: Title:** Rance MacFarland - CEO  
**Date:** 4-15-19

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 15 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit. # 3,112

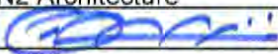


**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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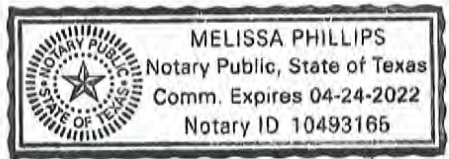
I, the undersigned, am the President of IN2 Architecture (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** IN2 Architecture  
Signature:   
Name: Title: Irene Nigaglioni, President  
Date: April 8, 2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 8 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



  
Notary Public

**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.

I, the undersigned, am the PRINCIPAL of MOMA Consulting Group LLC (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** ROGELIO M. MARZAN HERNANDEZ  
Signature: *[Handwritten Signature]*  
Name: Title: PRINCIPAL  
Date: 4 / 12 / 2019

*ff. 601*

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 12 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

**EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.**

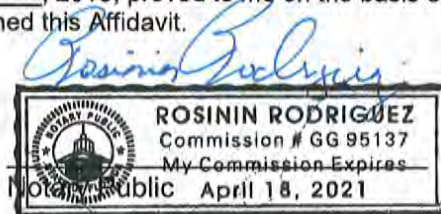
I, the undersigned, am the Assistant Secretary of Atkins Caribe, LLP (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** Atkins Caribe, LLP  
Signature: *C. Ernest Edgar, IV*  
Name: Title: C. Ernest Edgar, IV / Assistant Secretary  
Date: April 12, 2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 12 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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I, the undersigned, am the \_\_\_\_\_ of \_\_\_\_\_ (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** \_\_\_\_\_  
Signature: \_\_\_\_\_  
Name: Title: \_\_\_\_\_  
Date: \_\_\_\_\_

---

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this \_\_\_\_ day of \_\_\_\_\_, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

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*NOTE: Certified Risk Management Group's (CRMG) company policy precludes it from signing an affidavit attesting to any business practice of a Prime Consultant when CRMG's role on the proposed project is that of subconsultant.*

*PR Disaster Management, LLC (PRDM), if awarded a contract, will ensure all team members (JV partners and subconsultants) complete and sign all PRDE's required documents.*

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PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the Chief Executive Officer of Centros Sor Isolina Ferré, Inc. (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to PRDE (ER)- 2019-02 is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Centros Sor Isolina Ferré, Inc.
Signature: [Handwritten Signature]
Name: Title: Luis E. Ortiz Ortiz, Chief Executive Officer
Date: April 8, 2019

NOTARY PUBLIC SEAL

Affidavit #22,083

Sworn to and subscribed before me on this 8 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



[Handwritten Signature]
Notary Public

**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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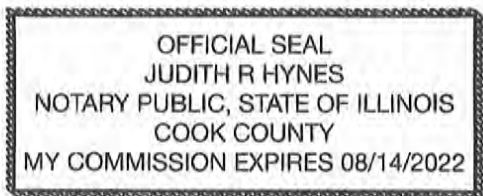
I, the undersigned, am the Chief Operating Officer of Hagerty Consulting, Inc. (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** Hagerty Consulting, Inc.  
Signature: *Bradley R. Grining*  
Name: Title: Bradley Grining, Chief Operating Officer  
Date: April 8, 2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 8 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



*Judith R. Hynes*  
Notary Public

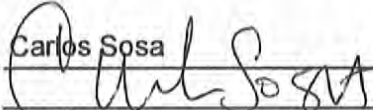
**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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I, the undersigned, am the Principal of Carlos Sosa LLC (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:**

Carlos Sosa  


Signature:

Name: Title:


Principal

Date:

4/5/2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 05 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

  
Notary Public



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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I, the undersigned, am the President of P&S Consultants, LLC (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** P&S Consultants, LLC  
**Signature:** \_\_\_\_\_  
**Name: Title:** Pedro Lorenzo-President  
**Date:** 4-09-2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 9<sup>th</sup> day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit. *Being of legal age, married, engineer and resident of Cayrebo, Puerto Rico.*



*Jaime P. Maldonado Nieves*  
Notary Public



**PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT**

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I, the undersigned, am the Managing Director of Emergent Risk Solutions, LLC (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

**NAME OF PROPOSER:** Emergent Risk Solutions, LLC  
Signature: *Walter Kipp Nelson*  
Name: Title: Walter Kipp Nelson, Managing Director  
Date: April 7, 2019

**NOTARY PUBLIC SEAL**

Sworn to and subscribed before me on this 7th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



*Phyllis K. Giardina*  
Notary Public



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 6: Proposal Bid Bond**

April 9, 2019

No.

**REVISED PROPOSAL SUBMITTAL FORM 7: CERTIFICATE OF INSURANCE COVERAGE**

**PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL.**

**PROPOSER NAME:** PR Disaster Management, L.L.C.

**PROPOSER ADDRESS:** 361 San Francisco Street, San Juan, Puerto Rico, 00901

**NAME OF SURETY:** N/A (Surety provided on separate form by different agent)

**NAME OF AGENT:** Willis of Illinois, Inc.

**AGENT'S PHONE:** 312-288-7150 (LaCrecia Kinlaw)

The undersigned hereby certifies that PR Disaster Management, L.L.C. (the "Proposer") and its subcontractor(s) has or will have the following insurance coverage, respectfully:

| TYPE OF COVERAGE                                   | MINIMUM LIMITS  | POLICY OR BINDER NO. | ACTUAL LIMITS PROVIDED | EXPIRATION DATE |
|--|---|----------------------|------------------------|-----------------|
| COMMERCIAL/GENERAL LIABILITY OCCURRENCE /AGGREGATE | As per Part VII of RFP Refer to Tab 10                |                      |                        |                 |
| PRODUCTS AND COMPLETED OPERATIONS LIABILITY        | As per Part VII of RFP REFER TO TAB 10                |                      |                        |                 |
| AUTOMOBILE LIABILITY                               | As per Part VII of RFP REFER TO TAB 10                |                      |                        |                 |
| EMPLOYERS' LIABILITY                               | As per Part VII of RFP REFER TO TAB 10                |                      |                        |                 |
| WORKER'S COMP                                      | CONTRACTOR'S STATE & PUERTO RICO MINIMUM COMPENSATION |                      |                        |                 |
| PROFESSIONAL LIABILITY                             | As per Part VII of RFP REFER TO TAB 10                |                      |                        |                 |
| BID BOND   | \$250,000   | Provided by          | others                 |                 |

April 9, 2019

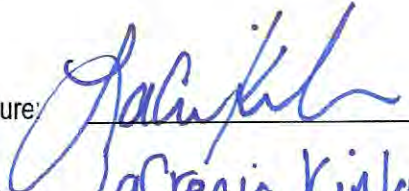
|              |                            |             |        |  |
|--------------|----------------------------|-------------|--------|--|
| PAYMENT BOND | 100% OF THE CONTRACT PRICE | Provided by | others |  |
|--------------|----------------------------|-------------|--------|--|

**PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL.** This can be done by one of the two following methods:

1. Complete form "CERTIFICATION OF INSURANCE COVERAGE" *or*
2. Submit a Certificate of Insurance on a form provided by your Insurance Agent. This form must include the following clauses:
  - (a) The Commonwealth of Puerto Rico, the Department of Education, all Commonwealth Departments, Agencies, Municipalities, Boards and Commissions, its officers, agents, servants, employees and volunteers are hereby named as Additional Insured.
  - (b) The policy(s) cannot be reduced or canceled without at least ninety (90) days' prior written notice to the Puerto Rico Department of Education.
  - (c) The insurance company is prohibited from pleading government function in the absence of any specified written authority from the Puerto Rico Department of Education.
  - (d) The policy(s) will automatically include and cover all phases of work, equipment, persons, et cetera which are normally covered while performing work under the above contract, whether specifically written therein or not.

Regardless of the method used, the form **MUST** be totally complete, **MUST** show that all Limits of Insurance are or will be met, and **MUST** be signed by the Agent.

The successful Proposer will be required to provide insurance coverage as shown in General Conditions of RFP and Contract, prior to providing any services. This insurance coverage must be maintained throughout the term of the contract.

Signature:   
Name: LaCrecia Kinlaw  
Title: Client Manager  
Date: 4/10/19

Addenda #5

**TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA  
STATE OF CONNECTICUT**

**PROPOSAL BOND**

**AMOUNT: \$250,000.00**

**KNOW ALL MEN BY THESE PRESENTS:**

**THAT WE, PR DISASTER MANAGEMENT, LLC** as principal, and **TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA**, a corporation duly organized under the laws of the State of Connecticut, as surety, are held and firmly bound unto **GOVERNMENT OF PUERTO RICO, DEPARTMENT OF EDUCATION** as obligee, in the sum of **TWO HUNDRED FIFTY THOUSAND AND NO/100S DOLLARS (\$250,000.00)** lawful money of the United States of America, for the payment of which, well and truly to be made, we bind ourselves, our heirs, administrators, successors and assigns, jointly and severally, firmly by these presents.

**SIGNED**, sealed and dated this **16<sup>TH</sup>** day of **APRIL, 2019**.

**WHEREAS**, the said principal is herewith submitting its proposal for:

**REQUEST FOR PROPOSALS (RFP) NO: PRDE (ER)-2019-02  
TITLE: PROGRAM MANAGEMENT SERVICES**

**THE CONDITION OF THE ABOVE OBLIGATION IS SUCH**, that if the aforesaid principal shall be awarded the contract upon said proposal and shall within the required number of days after the notice of such award enter into a contract and give bond for the faithful performance of the contract, then this obligation shall be null and void; otherwise the principal and surety will pay unto the obligee the difference in money between the amount of the bid of the said principal and the amount for which the obligee may legally contract with another party to perform the said work if the latter amount be in excess of the former; but in no event shall the surety's liability exceed the penal sum hereof.

**THE FOLLOWING ARE ASSUMPTIONS UPON WHICH THIS OBLIGATION IS MADE:**

The hourly rates and total cost submitted as part of this proposal are contingent upon:

1. PRDE providing reasonable satisfaction that PRDE has the funds available for the payment of the fees, and;
2. PRDE has, or will identify prior to executing the contact, the account number to be used for payments under this contract in accordance with 3P.R.L.A. Section 8615 (j), and;
3. As stated in PRDE (ER) – 2019-02 Addenda #3 issued April 2, 2019, PRDE commits to include language in the final contract agreeing to pay all invoices within 90 days of invoice acceptance regardless of acceptance or approvals by COR3, P3, FEMA, HUD, or PR Department of Housing.

**PROVIDED AND SUBJECT TO THE CONDITION PRECEDENT**, that any suits at law or proceedings in equity brought or to be brought against the Surety to recover any claim hereunder must be instituted and service had upon the Surety within ninety (90) days after the acceptance of said bid or the Principal by the Obligee.

**PR DISASTER MANAGEMENT, LLC  
PRINCIPAL**

**BY:** \_\_\_\_\_  
**CHRIS PELLEGRIN – MANAGING MEMBER**

**TRAVELERS CASUALTY AND SURETY  
COMPANY OF AMERICA  
SURETY**

**BY:** \_\_\_\_\_  
**MARIA A. BRAS - ATTORNEY IN FACT**



**Travelers Casualty and Surety Company of America**  
**Travelers Casualty and Surety Company**  
**St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Maria A. Bras** of **San Juan Puerto Rico**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law. **IN WITNESS WHEREOF**, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd day of February, 2017**.



State of Connecticut

City of Hartford ss.

By:   
 Robert L. Raney, Senior Vice President

On this the **3rd day of February, 2017**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

**In Witness Whereof**, I hereunto set my hand and official seal.

My Commission expires the **30th day of June, 2021**



Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **16TH** day of **APRIL**, 2019



Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.**  
**Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.**

Company #: 3116655



Commonwealth of Puerto Rico

## OFFICE OF THE COMMISSIONER OF INSURANCE

Certificate of Authority

This is to certify that

**Travelers Casualty and Surety Company of America**

One Tower Square  
Hartford CT 06183

has complied with the corresponding requirements of the Insurance Code of Puerto Rico and is therefore granted authority to transact, within Puerto Rico Casualty, Marine and Transportation, Property, Surety, Vehicle insurance.

This authorization shall be in force from July 01, 2018 to June 30, 2019 unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

In witness whereof, I hereunto subscribe my name and affix my official seal at Guaynabo, Puerto Rico, this 18th day of June, 2018.



A handwritten signature in dark ink, appearing to read "Javier Rivera Rios".

Javier Rivera Rios  
Commissioner of Insurance

**Maria A Bras Benitez**  
 PO BOX 195555  
 SAN JUAN PR 00919

License No: 12576      Commonwealth of Puerto Rico      NPN: 6883801  
**OFFICE OF THE COMMISSIONER OF INSURANCE**  
**Maria A Bras Benitez**  
 250 PONCE DE LEON AVE.  
 SUITE 405  
 SAN JUAN PR 00918

This is to certify that pursuant to requirements of the Insurance Code of Puerto Rico the above named is qualified to do business in Puerto Rico with the authority listed below.

| POWER OF ATTORNEY                                  | EFFECTIVE DATE | EXPIRATION DATE | MAXIMUM AMOUNT   | DATE OF POWER |
|--|----------------|-----------------|------------------|---------------|
| Greenwich Insurance Company                        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 01/28/2003    |
| St. Paul Fire & Marine Insurance Company           | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| XL Reinsurance America Inc.                        | 03/01/2016     | 02/29/2020      | \$ 20,000,000.00 | 04/08/2005    |
| Travelers Casualty and Surety Company              | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| R L I Insurance Company                            | 03/01/2016     | 02/29/2020      | \$ 25,000,000.00 | 09/13/2012    |
| XL Specialty Insurance Company                     | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/21/2001    |
| Zurich American Insurance Company                  | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/12/2006    |
| Fidelity And Deposit Company of Maryland           | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/12/2006    |
| Argonaut Insurance Company                         | 03/01/2016     | 02/29/2020      | \$ 25,000,000.00 | 07/05/2012    |
| United States Fidelity And Guaranty Company        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| Western Surety Company                             | 03/01/2016     | 02/29/2020      | UNLIMITED        | 12/09/2010    |
| The Guarantee Company of North America USA         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 02/23/2013    |
| Continental Casualty Company                       | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| Travelers Casualty and Surety Company of America   | 03/15/2016     | 02/29/2020      | UNLIMITED        | 03/30/2012    |
| Atlantic Specialty Insurance Company               | 03/01/2016     | 02/29/2020      | \$ 50,000,000.00 | 08/05/2013    |
| National Fire Insurance Company of Hartford        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| American Casualty Company of Reading, Pennsylvania | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| North American Specialty Insurance Company         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| Washington International Insurance Company         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| Westport Insurance Corporation                     | 03/01/2016     | 02/28/2020      | UNLIMITED        | 04/18/2015    |
| Liberty Mutual Insurance Company                   | 03/01/2016     | 02/29/2020      | UNLIMITED        | 01/15/2013    |
| Aspen American Insurance Company                   | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| The Continental Insurance Company                  | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| Endurance Assurance Corporation                    | 05/05/2017     | 02/29/2020      | UNLIMITED        | 04/24/2017    |

This qualification shall remain in effect until the expiration date, when applicable, unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

To validate the accuracy of this license you may review the same at <https://sbs.naic.org/solar-external-lookup/>

JRC R03/15  
 Commissioner of Insurance

License No: 12576      Commonwealth of Puerto Rico      NPN: 6883801  
**OFFICE OF THE COMMISSIONER OF INSURANCE**  
**Maria A Bras Benitez**  
 250 PONCE DE LEON AVE.  
 SUITE 405  
 SAN JUAN PR 00918

This is to certify that pursuant to requirements of the Insurance Code of Puerto Rico the above named is qualified to do business in Puerto Rico with the authority listed below.

| POWER OF ATTORNEY                                  | EFFECTIVE DATE | EXPIRATION DATE | MAXIMUM AMOUNT   | DATE OF POWER |
|--|----------------|-----------------|------------------|---------------|
| Greenwich Insurance Company                        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 01/28/2003    |
| St. Paul Fire & Marine Insurance Company           | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| XL Reinsurance America Inc.                        | 03/01/2016     | 02/29/2020      | \$ 20,000,000.00 | 04/08/2005    |
| Travelers Casualty and Surety Company              | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| R L I Insurance Company                            | 03/01/2016     | 02/29/2020      | \$ 25,000,000.00 | 09/13/2012    |
| XL Specialty Insurance Company                     | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/21/2001    |
| Zurich American Insurance Company                  | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/12/2006    |
| Fidelity And Deposit Company of Maryland           | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/12/2006    |
| Argonaut Insurance Company                         | 03/01/2016     | 02/29/2020      | \$ 25,000,000.00 | 07/05/2012    |
| United States Fidelity And Guaranty Company        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 08/03/2006    |
| Western Surety Company                             | 03/01/2016     | 02/29/2020      | UNLIMITED        | 12/09/2010    |
| The Guarantee Company of North America USA         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 02/23/2013    |
| Continental Casualty Company                       | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| Travelers Casualty and Surety Company of America   | 03/15/2016     | 02/29/2020      | UNLIMITED        | 03/30/2012    |
| Atlantic Specialty Insurance Company               | 03/01/2016     | 02/29/2020      | \$ 50,000,000.00 | 08/05/2013    |
| National Fire Insurance Company of Hartford        | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| American Casualty Company of Reading, Pennsylvania | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| North American Specialty Insurance Company         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| Washington International Insurance Company         | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| Westport Insurance Corporation                     | 03/01/2016     | 02/28/2020      | UNLIMITED        | 04/18/2015    |
| Liberty Mutual Insurance Company                   | 03/01/2016     | 02/29/2020      | UNLIMITED        | 01/15/2013    |
| Aspen American Insurance Company                   | 03/01/2016     | 02/29/2020      | UNLIMITED        | 04/18/2015    |
| The Continental Insurance Company                  | 03/01/2016     | 02/29/2020      | UNLIMITED        | 07/10/2014    |
| Endurance Assurance Corporation                    | 05/05/2017     | 02/29/2020      | UNLIMITED        | 04/24/2017    |

This qualification shall remain in effect until the expiration date, when applicable, unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

To validate the accuracy of this license you may review the same at <https://sbs.naic.org/solar-external-lookup/>

JRC R03/15  
 Commissioner of Insurance



**Lynn Cracraft**

Account Executive Officer  
Travelers Bond  
940 West Port Plaza  
Suite 270  
Maryland Heights, MO 63146  
(314) 579-8313

April 17, 2019

Oswaldo Guzman  
Undersecretary of Administration  
Puerto Rico Department of Education  
150 Federico Acosta Street 2<sup>nd</sup> Floor  
Undersecretary of Administration's Office  
Uranizacion Industrial Tres Monjitas  
Hato Rey, Puerto Rico

Re: RFP - **PRDE (ER)-2019-02**

Dear Members of the Selection Committee,

PR Disaster Management, L.L.C. (PRDM) has advised Travelers Casualty and Surety Company of America, as their surety, of their desire to perform construction services for your captioned project. We have enjoyed a relationship with PRDM and its affiliates for 40 years and in that time we have provided any bid, performance and payment bonds that they have required. They are certainly qualified to perform contracts such as yours, as they have bonding capacity of \$200 million per single project and \$1.25 billion in the aggregate. PRDM currently has over \$300 million in available capacity. This is not to be construed to be a maximum, but rather working parameters. PRDM has always met their contractual obligations and we believe there is not a higher quality firm you could choose to work with.

Should PRDM be awarded a contract on this or any of your projects and be required to provide performance and payment bonds for same, and should contractor so request, we would be in position to provide such bonds, subject to a favorable review of the final bond forms, contract documents and specifications and usual underwriting requirements at the time.

In addition, Travelers is licensed to do business in all states and U.S. territories and we have an A.M. Best Co. rating of A++ with a financial size category of XV.

Sincerely,

Travelers Casualty and Surety Company of America

Lynn Cracraft, Account Executive Officer



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 7: Proposer Questionnaire

**PROPOSAL SUBMITTAL FORM 4 - PROPOSER QUESTIONNAIRE**

**ANSWER ALL QUESTIONS THAT APPLY; IF A QUESTION DOES NOT APPLY, MARK N/A.**

Business Name: PR Disaster Management, LLC

Telephone Number: (225) 769-0546; Fax Number: (225) 767-0060;

E-mail Address: chris.pellegrin@prdmllc.com. Web Site Address: \_\_\_\_\_

Business Address: 361 San Francisco Street

\_\_\_\_\_ City: San Juan, Puerto Rico 00901 ;

**BUSINESS INFORMATION**

Years in Business: 1

Check the following as it applies to your Business:

Public Corporation       Privately Held Corporation       Limited Partnership

Sole Proprietorship       Limited Liability Company

Manufacturer       Distributor       Service Proposer

Are you a subsidiary of another Company:     Yes     No;    If Yes, name of parent: \_\_\_\_\_

List all companies with whom you have partial or complete ownership:

N/A

Check the following Business Classifications that apply to your firm, if any:

Small Business Concern     Minority owned business     Woman owned business

**OTHER OPERATIONAL INFORMATION**

Number hourly employees: Direct 0; Indirect 0

Number salary employees: Direct 0; Indirect 0

Normal work days: Mon-Fri; Normal work hours: 40;

**PROPOSAL SUBMITTAL FORM 4 - PROPOSER QUESTIONNAIRE**

**ANSWER ALL QUESTIONS THAT APPLY; IF A QUESTION DOES NOT APPLY, MARK N/A.**

|                   |                             |                   |                       |
|-------------------|-----------------------------|-------------------|-----------------------|
| Business Name:    | CSRS, Inc.                  |                   |                       |
| Telephone Number: | (225) 769-0546              | Fax Number:       | (225) 767-0060        |
| E-mail Address:   | tim.barfield@csrsinc.com    | Web Site Address: | www.csrsinc.com       |
| Business Address: | 6767 Perkins Rd., Suite 200 |                   |                       |
|                   |                             | City:             | Baton Rouge, LA 70808 |

**BUSINESS INFORMATION**

|   |  |   |  |
|---|--|---|--|
| Years in Business:  | 41   |   |  |
| Check the following as it applies to your Business:   |  |   |  |
| <input type="checkbox"/> Public Corporation   | <input checked="" type="checkbox"/> Privately Held Corporation | <input type="checkbox"/> Limited Partnership  |  |
| <input type="checkbox"/> Sole Proprietorship  | <input type="checkbox"/> Limited Liability Company             |   |  |
| <input type="checkbox"/> Manufacturer   | <input type="checkbox"/> Distributor                           | <input type="checkbox"/> Service Proposer     |  |
| Are you a subsidiary of another Company: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No; If Yes, name of parent: |  |   |  |
| _____   |  |   |  |
| List all companies with whom you have partial or complete ownership:  |  |   |  |
| B&D/CSRS, LLC; CMP Group, LLC; CSRS & Partners, LLC; CSRS Disaster Recovery Management, LLC; CSRS/Tillage, LLC;                       |  |   |  |
| CSRS/HDCA, LLC; Louisiana Water Resources Services, LLC; PR Disaster Management, LLC; Provident Disaster Recovery, LLC                |  |   |  |
| _____   |  |   |  |
| Check the following Business Classifications that apply to your firm, if any:   |  |   |  |
| <input type="checkbox"/> Small Business Concern   | <input type="checkbox"/> Minority owned business               | <input type="checkbox"/> Woman owned business |  |

**OTHER OPERATIONAL INFORMATION**

|                                 |                          |                          |                 |
|---------------------------------|--------------------------|--------------------------|-----------------|
| Number hourly employees: Direct | 27                       | Indirect                 | 0               |
| Number salary employees: Direct | 102                      | Indirect                 | 0               |
| Normal work days:               | Mon - Fri                | Normal work hours:       | 40 hours / week |
|                                 | <input type="checkbox"/> | <input type="checkbox"/> |                 |

**PROPOSAL SUBMITTAL FORM 4 - PROPOSER QUESTIONNAIRE**

**ANSWER ALL QUESTIONS THAT APPLY; IF A QUESTION DOES NOT APPLY, MARK N/A.**

Business Name: CORE CONSTRUCTION SERVICES, L.L.C.

Telephone Number: 504-733-2212; Fax Number: 504-733-2214

E-mail Address: RONALDBORDELON@CCG-SERVICES.COM Web Site Address: WWW.CORECONSTRUCTION.COM

Business Address: 3131 NORTH I-10 SERVICES ROAD EAST, SUITE 401  
LOUISIANA, 70002 City: METAIRIE

**BUSINESS INFORMATION**

Years in Business: 09/30/2010

Check the following as it applies to your Business:

Public Corporation       Privately Held Corporation       Limited Partnership

Sole Proprietorship       Limited Liability Company

Manufacturer       Distributor       Service Proposer

Are you a subsidiary of another Company:  Yes     No;    If Yes, name of parent:  
THE CORE GROUP, LTD.

List all companies with whom you have partial or complete ownership:

\_\_\_\_\_

Check the following Business Classifications that apply to your firm, if any:

Small Business Concern     Minority owned business     Woman owned business

**OTHER OPERATIONAL INFORMATION**

Number hourly employees: Direct 50; Indirect \_\_\_\_\_

Number salary employees: Direct 75; Indirect \_\_\_\_\_

Normal work days: 200+; Normal work hours: 40 HOURS/WEEK



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 8: Proposer References

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

---

PR Disaster Management LLC Client References

**CLIENT REFERENCE NO. 1**

Note: As a newly-formed entity, please refer member teams' client references included in this proposal submittal.

CLIENT NAME: ADDRESS: \_\_\_\_\_  
CONTACT NAME/TITLE: \_\_\_\_\_  
CONTACT EMAIL: SERVICE DATES: \_\_\_\_\_  
CONTACT PHONE: \_\_\_\_\_  
SERVICE DATES: \_\_\_\_\_  
DESCRIPTION OF WORK PERFORMED \_\_\_\_\_  
/PERFORMING: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
CONTRACT AMOUNT (\$): \_\_\_\_\_  
\_\_\_\_\_

---

**CLIENT REFERENCE NO. 2**

CLIENT NAME: ADDRESS: \_\_\_\_\_  
CONTACT NAME/TITLE: \_\_\_\_\_  
CONTACT EMAIL: SERVICE DATES: \_\_\_\_\_  
CONTACT PHONE: \_\_\_\_\_  
SERVICE DATES: \_\_\_\_\_  
DESCRIPTION OF WORK PERFORMED \_\_\_\_\_  
/PERFORMING: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
CONTRACT AMOUNT (\$): \_\_\_\_\_  
\_\_\_\_\_

---

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

---

CSRS, Inc. Client Reference

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | Recover School District (RSD)<br>909 Poydras Street, Suite 1230  |
| CONTACT NAME/TITLE:                        | Lona Hankins, former RSD Executive Director of Major Capital Projects  |
| CONTACT EMAIL: SERVICE DATES:              | lonaedwardshankins@gmail.com                      2007 to 2018   |
| CONTACT PHONE:                             | (504) 202-2039   |
| SERVICE DATES:                             | 2007 to Present  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Program management for \$1.8B district-wide disaster relief program including policy based Public Assistance (PA) Funding Team to manage the funding from numerous sources, including the FEMA Public Assistance Program, the Hazard Mitigation Grant Program and Community Development Block Grants |
| CONTRACT AMOUNT (\$):                      | \$37.1M  |

---

CSRS, Inc. Client Reference

**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Ascension Parish School Board<br>1100 Webster, Donaldsonville, LA 70346   |
| CONTACT NAME/TITLE:                        | Chad Lynch, Director of Planning & Construction, 2016 to Present  |
| CONTACT EMAIL: SERVICE DATES:              | chad.lynch@apsb.org,  |
| CONTACT PHONE:                             | (225)323-0258   |
| SERVICE DATES:                             | 2016 to Present   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Program management services for development and implementation of recovery plan, including design management, construction management, field inspections, and project controls. |
| CONTRACT AMOUNT (\$):                      | \$8.8M  |

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**CLIENT REFERENCE NO. 3**

CSRS, Inc. Client Reference

CLIENT NAME: ADDRESS: East Baton Rouge Parish School System  
1050 S Foster, Baton Rouge, LA 70806

CONTACT NAME/TITLE: Warren Drake, Superintendent

CONTACT EMAIL: SERVICE DATES: warrendrake@ebrschools.org 1999 to Present

CONTACT PHONE: (225) 922-5618

SERVICE DATES: 1999 to Present

DESCRIPTION OF WORK PERFORMED /PERFORMING: Comprehensive program management for the design and construction of approximately \$900M facility improvements for over 90 campuses. Also, provided program management for the 2016 flood recovery program.

CONTRACT AMOUNT (\$): \$11.7M for Tax Plan Ph2 & 3; and \$4.2M for 2016 Flood Recovery

**CLIENT REFERENCE NO. 4**

CLIENT NAME: ADDRESS: \_\_\_\_\_

CONTACT NAME/TITLE: \_\_\_\_\_

CONTACT EMAIL: SERVICE DATES: \_\_\_\_\_

CONTACT PHONE: \_\_\_\_\_

SERVICE DATES: \_\_\_\_\_

DESCRIPTION OF WORK PERFORMED /PERFORMING: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

CONTRACT AMOUNT (\$): \_\_\_\_\_

**CLIENT REFERENCE NO. 5**

CLIENT NAME: ADDRESS: \_\_\_\_\_

CONTACT NAME/TITLE: \_\_\_\_\_

CONTACT EMAIL: SERVICE DATES: \_\_\_\_\_

CONTACT PHONE: \_\_\_\_\_

SERVICE DATES: \_\_\_\_\_

DESCRIPTION OF WORK PERFORMED /PERFORMING: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

CONTRACT AMOUNT (\$): \_\_\_\_\_

---

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

---

**CLIENT REFERENCE NO. 1**

**HORNE Client References**

CLIENT NAME: Mississippi Emergency Management Agency

ADDRESS: Post Office Box 5644 Pearl, Mississippi 39288

CONTACT NAME/TITLE: Clayton French / Recovery Office Director

CONTACT EMAIL: cfrench@mema.ms.gov

SERVICE DATES: January 2006 – ongoing

CONTACT PHONE: (601) 933-6886

DESCRIPTION OF WORK PERFORMED/PERFORMING:

**PROJECT DESCRIPTION:**

The HORNE team has worked hand-in-hand with the Mississippi Emergency Management Agency (MEMA), FEMA, State, local governments, and sub-grantees over the last 13 years to help the State of Mississippi after the devastating destruction caused by Hurricane Katrina. We work alongside the State to ensure that all claimed costs are allowable and that all cash requests are within scope and processed correctly. HORNE also ensures that all costs that can be claimed are claimed. HORNE's financial management and oversight after Hurricane Katrina included accounting oversight, document compliance, and pay request processing for more than 780 sub-grantees, totaling over 11,000 projects and representing \$3.2 billion through FEMA's Public Assistance Program and \$3 million through FEMA's Hazard Mitigation Grant Program.

**SERVICES PROVIDED:**

- Program Management
- Audit oversight and management
- Programmatic monitoring
- OIG and Improper Payments Elimination and recovery Act Audits
- Claims processing under the Emergency Management Assistance Compact
- Processed reimbursed requests for Electric Power Association Cooperatives for emergency power restoration
- Duplication of benefit verification
- Project Worksheet Reviews
- Document Management
- Budget creation, tracking, reporting and Budget variance monitoring
- Financial compliance (tracking, catalog and document)
- Project financial controls and reporting
- Coordinate with federal, state and local financial community
- Procurement and contracting compliance
- Fraud, waste and abuse identification and remediation
- Executive reporting and presentations
- Issue resolution
- Financial data analysis
- Financial performance and projection modeling
- Close out

CONTRACT AMOUNT (\$): \$178.2M

**CLIENT REFERENCE NO. 2**

**HORNE Client References**

CLIENT NAME: Texas Division of Emergency Management

ADDRESS: 1033 La Posada Drive Austin, Texas 78752, Suite 150

CONTACT NAME/TITLE: Steve Cottle, CDEM, CTCM / Section Administrator, Grant Processing Recovery, Mitigation and Standards

CONTACT EMAIL: steve.cottle@dps.texas.gov

SERVICE DATES: October 2010 – June 2018

CONTACT PHONE: (512) 424-2488

DESCRIPTION OF WORK PERFORMED/PERFORMING:

**PROJECT DESCRIPTION:**

For nearly eight years, HORNE performed grant monitoring, compliance review, and other administrative tasks for the Texas Department of Public Safety Division of Emergency Management (TDEM) in their implementation of \$2.2 billion of FEMA Public Assistance and Hazard Mitigation programs across 16 disasters (Hurricane Rita to Hurricane Harvey). HORNE provided a flex-force of disaster recovery and financial specialists who worked alongside TDEM throughout each phase of the disaster lifecycle to ensure both TDEM and impacted Subrecipients were equipped with partners to navigate federal program requirements and to speed recovery. HORNE's financial and grant management oversight included more than 737 subrecipients, totaling over 6,200 projects and representing \$1.8 billion through FEMA's Public Assistance Program.

**SERVICES PROVIDED:**

- Program Management
- Supported requests for information and stakeholder meetings for OIG, Single Audit, and Improper Payments Elimination and Recovery Act Audits
- Provided budget creation, tracking, reporting and budget variance monitoring
- Attended recovery scoping meetings
- Performed subrecipient risk assessments
- Reviewed Request for Public Assistance
- Served as subrecipient grant coordinator for key meetings and communications among FEMA, grantee and subrecipient
- Submitted reimbursement request consolidated review files
- Performed procurement reviews
- Performed project worksheet reviews
- Provided document management
- Provided issue resolution guidance
- Provided consolidated files for appeals
- Provided consolidated files for scope change requests
- Responded to FEMA requests for information
- Completed site inspection forms
- Completed grantee quarterly reporting
- Submitted time extension requests for approval
- Submitted consolidated close-out files
- Performed weekly and monthly executive reporting
- Provided responses to ad-hoc executive leadership requests
- Conducted training for grantee staff
- Provided training material
- Provided policies and procedures for public assistance and hazard mitigation grant programs

CONTRACT AMOUNT (\$): \$58.8M

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**CLIENT REFERENCE NO. 3**

**HORNE Client References**

CLIENT NAME: Colorado Department of Public Safety, Division of Homeland Security and Emergency Management

ADDRESS: 9195 E. Mineral Avenue, Suite 200, Centennial, Colorado 80112

CONTACT NAME/TITLE: Steve Boand

CONTACT EMAIL: steven.boand@state.co.us

SERVICE DATES: February 2015 - Ongoing

CONTACT PHONE: (720) 852-6696

DESCRIPTION OF WORK PERFORMED/PERFORMING:

**PROJECT DESCRIPTION:**

HORNE arrived in February 2015 to assist the Colorado Department of Homeland Security and Emergency Management (DHSEM) with their \$88.2 million HMGP program. Upon arrival, we immediately identified opportunities to innovate the State's program design resulting in cost savings. Our team provided programmatic guidance, financial and compliance review of reimbursement requests, project tracking, reporting, and document management for various project types including acquisition, elevation, and infrastructure.

Our team also proactively led the State to include pre-award activities in subrecipient applications for appropriate reimbursement. We streamlined the appraisal process for acquisition activities; developed an Emergency Management Grants database for accurate monitoring and implemented coordinated and global match procedures to promote cash flow from FEMA and CDBG-DR match funding streams.

**SERVICES PROVIDED:**

- HMGP/CDBG-DR match
- Infrastructure implementation
- Oversight services

CONTRACT AMOUNT (\$): \$9.3M

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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CORE Client Reference

**CLIENT REFERENCE NO. 1**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Fort Worth Independent School District, 100 N. University,<br>Fort Worth, TX 76107                                      |
| CONTACT NAME/TITLE:                        | Dr. Kent Scribner / FWISD Superintendent  |
| CONTACT EMAIL: SERVICE DATES:              | Kent.scribner@fwisd.org   |
| CONTACT PHONE:                             | (817) 814-1900  |
| SERVICE DATES:                             | December 2017 to Present  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | 2 New Schools, 14 Major High School Renovations, 1 Elementary Renovation and 16 Athletic projects; total of 33 projects |
| CONTRACT AMOUNT (\$):                      | \$750M  |

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**CLIENT REFERENCE NO. 2**

|  |                         |
|--|-------------------------|
| CLIENT NAME: ADDRESS:                      | _____                   |
| CONTACT NAME/TITLE:                        | _____                   |
| CONTACT EMAIL: SERVICE DATES:              | _____                   |
| CONTACT PHONE:                             | _____                   |
| SERVICE DATES:                             | _____                   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | _____<br>_____<br>_____ |
| CONTRACT AMOUNT (\$):                      | _____                   |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

MOMA Client References

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | New York City Office of Management and Budget<br>255 Greenwich Ave., 6th Floor, New York, NY 10007   |
| CONTACT NAME/TITLE:                        | John Grathwol, Deputy Director   |
| CONTACT EMAIL: SERVICE DATES:              | grathwolj@omb.nyc.gov; January 2013 - September 30, 2018   |
| CONTACT PHONE:                             | 212-788-6001   |
| SERVICE DATES:                             | See above  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Comprehensive Disaster Recovery support, including program and project management, training and technical assistance, action plan development, strategic planning, and grant program assistance / funding maximization |
| CONTRACT AMOUNT (\$):                      | \$70 million   |

**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Bay District School Board<br>1311 Balboa Avenue, Panama City, FL 32401  |
| CONTACT NAME/TITLE:                        | William Husfelt, Superintendent   |
| CONTACT EMAIL: SERVICE DATES:              | bakersy@bay.k12.fl.us; December 2018 - December 2020 (estimated)  |
| CONTACT PHONE:                             | 850-767-4100  |
| SERVICE DATES:                             | See above   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Disaster Management Financial Recovery Assistance following Hurricane Michael, including FEMA grant management, benefit cost analyses, project monitoring, reimbursement services, and financial management |
| CONTRACT AMOUNT (\$):                      | \$4.8 million   |

MOMA Client References

**CLIENT REFERENCE NO. 3**

|   |  |
|---|--|
| CLIENT NAME: ADDRESS:                         | Horry County, South Carolina<br>1515 4th Ave., Conway, SC 29526  |
| CONTACT NAME/TITLE:                           | Courtney Kain, Community Development Director  |
| CONTACT EMAIL: SERVICE DATES:                 | kainc@horrycounty.org; 2015 to current   |
| CONTACT PHONE:                                | 843-915-7031   |
| SERVICE DATES:                                | See above  |
| DESCRIPTION OF WORK PERFORMED<br>/PERFORMING: | Revery from hurricanes Matthew and Joaquin, including FEMA public assistance<br>grant management, project worksheet advice, and financial cycle management |
| CONTRACT AMOUNT (\$):                         | \$500,000  |

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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Atkins Client Reference

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | Mississippi Emergency Management Agency, 1 Mema Drive, Pearl, MS 39298 |
| CONTACT NAME/TITLE:                        | Clayton French, Director of Recovery, cfrench@mema.ms.gov,             |
| CONTACT EMAIL: SERVICE DATES:              | 01/14 - 12/17  |
| CONTACT PHONE:                             | (601) 933_6886   |
| SERVICE DATES:                             | 01/14 - 12/17  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Hurricane Katrina Public Assistance Program Staffing                   |
| CONTRACT AMOUNT (\$):                      | \$5.4 million  |

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**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | <u>(see PR Disaster Management LLC team members' Form 5 for</u> |
| CONTACT NAME/TITLE:                        | <u>additional the PRDM team's additional client references.</u> |
| CONTACT EMAIL: SERVICE DATES:              | _____   |
| CONTACT PHONE:                             | _____   |
| SERVICE DATES:                             | _____   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | _____   |
| CONTRACT AMOUNT (\$):                      | _____   |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

P&S Client References

**CLIENT REFERENCE NO. 1**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Universidad Ana G. Mendez<br>UAGM Ave., San Juan, PR 00926  |
| CONTACT NAME/TITLE:                        | Lisette Borges Norat / Administrative Officer   |
| CONTACT EMAIL: SERVICE DATES:              | lborges@suagm.edu Jan 2018-present  |
| CONTACT PHONE:                             | 787-751-0178 ext. 7151  |
| SERVICE DATES:                             | Jan 2018-present  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Multiple Design, Inspection, Environmental and Construction management services. Multiple Educational Buildings, Sport facilities, site inspections, etc. |
| CONTRACT AMOUNT (\$):                      | \$23,000  |

**CLIENT REFERENCE NO. 2**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | American University of Puerto Rico<br>Carr 2 KM 14, Hato Tejas, Bayamón PR, 00960  |
| CONTACT NAME/TITLE:                        | Juan Carlos Nazario / President  |
| CONTACT EMAIL: SERVICE DATES:              | jcnazario@aupr.edu   |
| CONTACT PHONE:                             | 787-620-2040   |
| SERVICE DATES:                             | 2018-present   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Disaster Relief Technical Services<br>Proj. Management, Damage Inventory, Temporary Emergency Proj.<br>CATB-CATG Permanent Projects (projected \$16MM) |
| CONTRACT AMOUNT-(\$):                      | \$226,486 (up to Mar 2019)   |

P&S Client References

**CLIENT REFERENCE NO. 3**

|   |  |
|---|--|
| CLIENT NAME: ADDRESS:                         | Universidad Central del Caribe<br>Laurel Ave. Sta. Juanita, Bayamón, PR 00960  |
| CONTACT NAME/TITLE:                           | Emilia Soto / Administration Dean  |
| CONTACT EMAIL: SERVICE DATES:                 | ucc@uccaribe.edu                      2018-present   |
| CONTACT PHONE:                                | 787-798-3001   |
| SERVICE DATES:                                | 2018-present   |
| DESCRIPTION OF WORK PERFORMED<br>/PERFORMING: | Disaster Relief Technical Services<br>Proj. Management, Damage Inventory, Temporary Emergency Proj.<br>CATB-CATG Permanent Projects (projected \$25MM) |
| CONTRACT AMOUNT (\$):                         | \$172.396 (up to Mar 2019)   |

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

Redline Global Client References

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | <u>Sistema de Retiro</u>   |
| CONTACT NAME/TITLE:                        | <u>Anais Rodriguez Vega - Anxilliary Administrator - Chief of Staff</u>  |
| CONTACT EMAIL: SERVICE DATES:              | <u>arodriguez@retiro.gov.pr</u>  |
| CONTACT PHONE:                             | <u>939-579-2360</u>  |
| SERVICE DATES:                             | <u>December 2017 - present</u>   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>PA services - Damage Assesments, PW preparation, Cost Estimate Grant writting, 406 and 404 Hazard Mitigation.</u> |
| CONTRACT AMOUNT (\$):                      | <u>Open - DAC</u>  |

**CLIENT REFERENCE NO. 2**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | <u>Municipality of Arecibo</u>   |
| CONTACT NAME/TITLE:                        | <u>Nelly Ann Crespo</u>  |
| CONTACT EMAIL: SERVICE DATES:              | <u>ncrespo.muniarecibo@gmail.com</u>   |
| CONTACT PHONE:                             | <u>787-516-2891</u>  |
| SERVICE DATES:                             | <u>February 2018- present</u>  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>PA services - Damage Assesments, PW preparation, Cost Estimate Grant writting, 406 and 404 Hazard Mitigation.</u> |
| CONTRACT AMOUNT (\$):                      | <u>Open- DAC</u>   |

Redline Global Client References

**CLIENT REFERENCE NO. 3**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | Municipality of Arroyo   |
| CONTACT NAME/TITLE:                        | Hector Carballo - Deputy Mayor                                 |
| CONTACT EMAIL: SERVICE DATES:              | secmunicipalarroyo@gmail.com                                   |
| CONTACT PHONE:                             | 787-326-7547   |
| SERVICE DATES:                             | October 2018- present  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | PA services - DAR, DDDs, SOW, CEFs, HMGP 406 and 404 , CDBG-DR |
| CONTRACT AMOUNT (\$):                      | Open - DAC   |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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Centros Sor Isolina Client References

**CLIENT REFERENCE NO. 1**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Administración de Desarrollo Socioeconomico de la Familia (ADSEF)   |
| CONTACT NAME/TITLE:                        | Carmen Sacarello , Directora Programa TANF  |
| CONTACT EMAIL: SERVICE DATES:              | carmen.sacarello@familia.pr.gov   |
| CONTACT PHONE:                             | (787)289-7600 ext. 2377   |
| SERVICE DATES:                             | Monday to Friday 8:00am-4:30pm  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Provided services to the end of dependency on govermental aids of our participants throught education, training, job placement, case managment and microenterprise development. |
| CONTRACT AMOUNT (\$):                      | \$1,745,753.00  |

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**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Administración para el Cuidado y Desarrollo de la Niñez (ACUDEN)  |
| CONTACT NAME/TITLE:                        | Sra. Argie Díaz, Administradora Auxiliar de Programas   |
| CONTACT EMAIL: SERVICE DATES:              |   |
| CONTACT PHONE:                             | (787)724-7474   |
| SERVICE DATES:                             | Monday to Friday 8:00am-4:30pm  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Early intervention, motor skills, socio-emotional development sensorial stimulation, helthy nutrition, motor skills, values and among activities offer to the participants. |
| CONTRACT AMOUNT (\$):                      | \$323,915.00  |

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Centros Sor Isolina Client References

CLIENT REFERENCE NO. 3

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Fondos Unidos de Puerto Rico  |
| CONTACT NAME/TITLE:                        | Carmen Rodríguez, Directora de Inversión & Estrategias Comunitarias   |
| CONTACT EMAIL: SERVICE DATES:              | c.rodriguez@fondosunidos.org  |
| CONTACT PHONE:                             | (787) 725-8500 ext.220  |
| SERVICE DATES:                             | Monday to Friday 8:00am-4:30pm  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | School preventions dropout, tutoring, values workshop and educational alternative to marginally communities in Ponce, Guayama and Caimito |
| CONTRACT AMOUNT (\$):                      | \$156,160.00  |

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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Emergent Risk Client References

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | <u>Deloitte / 1500 Main Street, Baton Rouge, LA 70802</u>        |
| CONTACT NAME/TITLE:                        | <u>James Clark / Manager</u>                                     |
| CONTACT EMAIL: SERVICE DATES:              | <u>jamesclark5@deloitte.com 01/2019 Present</u>                  |
| CONTACT PHONE:                             | <u>225.317.3106</u>  |
| SERVICE DATES:                             | <u>01/2019 - Present</u>   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>Public Assistance Technical Support and Grants Management</u> |
|  | <u> </u>   |
| CONTRACT AMOUNT (\$):                      | <u>\$750K</u>  |

---

**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | <u>Aptim Environmental &amp; Infrastructure, LLC / 1500 Main Street, Baton Rouge, 70802</u> |
| CONTACT NAME/TITLE:                        | <u>Jeff Eicholz / Program Manager</u>   |
| CONTACT EMAIL: SERVICE DATES:              | <u>Jeffrey.Eicholz@aptim.com 08/2018 - Present</u>  |
| CONTACT PHONE:                             | <u>614.266.0614</u>   |
| SERVICE DATES:                             | <u>08/2018 Present</u>  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>Program Technical Support &amp; IT Support - PA/HM/IA/NFIP</u>                           |
|  | <u> </u>  |
| CONTRACT AMOUNT (\$):                      | <u>\$200K</u>   |

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Emergent Risk Client References

**CLIENT REFERENCE NO. 3**

|   |   |
|---|---|
| CLIENT NAME: ADDRESS:                         | AECOM: 1600 Perimeter Park Dr, Morrisville, NC 27560  |
| CONTACT NAME/TITLE:                           | Joe Chapman / Program Manager   |
| CONTACT EMAIL: SERVICE DATES:                 | joe.chapman@aecom.com / 02/2019 - Present   |
| CONTACT PHONE:                                | 704.564.0840  |
| SERVICE DATES:                                | 02/2019 - Present   |
| DESCRIPTION OF WORK PERFORMED<br>/PERFORMING: | Inspections, damage assessment, construction management,<br>work verification, contractor pay applications, public assistance |
| CONTRACT AMOUNT (\$):                         | \$75k   |

**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

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IN2 Client References

**CLIENT REFERENCE NO. 1**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | <u>Scott Layne</u>  |
| CONTACT NAME/TITLE:                        | <u>Deputy Superintendent of Operations</u>  |
| CONTACT EMAIL: SERVICE DATES:              | <u>slayne@dallasisd.org</u>   |
| CONTACT PHONE:                             | <u>(972) 925-5109</u>   |
| SERVICE DATES:                             | <u>2017-2018</u>  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>Long Range Facility Master Plan - Included in this strategic endeavor was a long term plan and schedule to provide a path for the district to successfully fulfill educational obligations to the communities they serve. A facility assessment and comprehensive maintenance study was completed as part of this plan as well as a demographics study, educational specifications, technical design guidelines, capacity and utilization study.</u> |
| CONTRACT AMOUNT (\$):                      | <u></u>   |

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**CLIENT REFERENCE NO. 2**

|  |         |
|--|---------|
| CLIENT NAME: ADDRESS:                      | <u></u> |
| CONTACT NAME/TITLE:                        | <u></u> |
| CONTACT EMAIL: SERVICE DATES:              | <u></u> |
| CONTACT PHONE:                             | <u></u> |
| SERVICE DATES:                             | <u></u> |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u></u> |
|  | <u></u> |
|  | <u></u> |
| CONTRACT AMOUNT (\$):                      | <u></u> |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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**CLIENT REFERENCE NO. 1**

for Certified Risk Management Group LLC

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | Cooperativa de Seguros Múltiples de PR (CSM)<br>PO BOX 363846, SAN JUAN, PR 00936-3846   |
| CONTACT NAME/TITLE:                        | Lisa López Smith, Claims Manager   |
| CONTACT EMAIL: SERVICE DATES:              | lisa@seguros multiples.com   |
| CONTACT PHONE:                             | (787) 622-3575 Ext. 2379   |
| SERVICE DATES:                             | September 2017 - April 2019  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Development of catastrophic claims management strategy<br>Implementation of catastrophic claims management response and<br>CAT Center. Inspection and estimates of losses. Approximately<br>70,000 claims have been managed by CSM |
| CONTRACT AMOUNT (\$):                      | \$3,032,238  |

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**CLIENT REFERENCE NO. 2**

|  |                         |
|--|-------------------------|
| CLIENT NAME: ADDRESS:                      | _____                   |
| CONTACT NAME/TITLE:                        | _____                   |
| CONTACT EMAIL: SERVICE DATES:              | _____                   |
| CONTACT PHONE:                             | _____                   |
| SERVICE DATES:                             | _____                   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | _____<br>_____<br>_____ |
| CONTRACT AMOUNT (\$):                      | _____                   |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

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Carlos Sosa, LLC Client References

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | <u>City of New Orleans</u>   |
| CONTACT NAME/TITLE:                        | <u>Lynn Wiltz</u>  |
| CONTACT EMAIL: SERVICE DATES:              | <u></u>  |
| CONTACT PHONE:                             | <u>504 473-1462</u>  |
| SERVICE DATES:                             | <u>January 2011-May 2017</u>   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>Provided grant management and project management services to the City of New Orleans after Hurricane Katrina including high profile projects.</u> |
| CONTRACT AMOUNT (\$):                      | <u>Managed approximatley \$300 M in grant funding</u>  |

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**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | <u>Orange County Texas</u>  |
| CONTACT NAME/TITLE:                        | <u>Lisa Cookmeyer</u>   |
| CONTACT EMAIL: SERVICE DATES:              | <u>May 2018- October 2018</u>   |
| CONTACT PHONE:                             | <u>504 982-0088</u>   |
| SERVICE DATES:                             | <u>April 2018-October 2018</u>  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | <u>Provided grant management, cost estimating, building assessments, prepared project worksheets, Hazard Mitigation Proposals for 24 buildings severely damaged by Hurricane Harvey, including, Courthouses, Sheriff Offices, District Attorney building, County Jail, County Clerk, building District Clerk building, Airport building and parks buildings. Approx \$40M</u> |
| CONTRACT AMOUNT (\$):                      | <u></u>   |

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**PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)**

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

Hagerty Client References

**CLIENT REFERENCE NO. 1**

|  |  |
|--|--|
| CLIENT NAME: ADDRESS:                      | New York City Office of Management and Budget<br>255 Greenwich Ave., 6th Floor, New York, NY 10007   |
| CONTACT NAME/TITLE:                        | John Grathwol, Deputy Director   |
| CONTACT EMAIL: SERVICE DATES:              | grathwolj@omb.nyc.gov; January 2013 - September 30, 2018   |
| CONTACT PHONE:                             | 212-788-6001   |
| SERVICE DATES:                             | See above  |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Comprehensive Disaster Recovery support, including program and project management, training and technical assistance, action plan development, strategic planning, and grant program assistance / funding maximization |
| CONTRACT AMOUNT (\$):                      | \$70 million   |

**CLIENT REFERENCE NO. 2**

|  |   |
|--|---|
| CLIENT NAME: ADDRESS:                      | Bay District School Board<br>1311 Balboa Avenue, Panama City, FL 32401  |
| CONTACT NAME/TITLE:                        | William Husfelt, Superintendent   |
| CONTACT EMAIL: SERVICE DATES:              | bakersy@bay.k12.fl.us; December 2018 - December 2020 (estimated)  |
| CONTACT PHONE:                             | 850-767-4100  |
| SERVICE DATES:                             | See above   |
| DESCRIPTION OF WORK PERFORMED /PERFORMING: | Disaster Management Financial Recovery Assistance following Hurricane Michael, including FEMA grant management, benefit cost analyses, project monitoring, reimbursement services, and financial management |
| CONTRACT AMOUNT (\$):                      | \$4.8 million   |

Hagerty Client References

CLIENT REFERENCE NO. 3

|   |  |
|---|--|
| CLIENT NAME: ADDRESS:                         | Horry County, South Carolina<br>1515 4th Ave., Conway, SC 29526  |
| CONTACT NAME/TITLE:                           | Courtney Kain, Community Development Director  |
| CONTACT EMAIL: SERVICE DATES:                 | kainc@horrycounty.org; 2015 to current   |
| CONTACT PHONE:                                | 843-915-7031   |
| SERVICE DATES:                                | See above  |
| DESCRIPTION OF WORK PERFORMED<br>/PERFORMING: | Revery from hurricanes Matthew and Joaquin, including FEMA public assistance<br>grant management, project worksheet advice, and financial cycle management |
| CONTRACT AMOUNT (\$):                         | \$500,000  |



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 9: Designation of Subcontractors

**PROPOSAL SUBMITTAL FORM 6: DESIGNATION OF SUBCONTRACTORS**

**PROPOSER NAME:** PR Disaster Management, LLC

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**JOINT VENTURE PARTNER NO. 1:**

Proposed Subcontractor Services: Overall program management and administration  
Percentage (%) of Total Work: Estimated up to 34%  
Joint Venture Partner Name: CSRS, Inc.  
Address: 6767 Perkins Road, Suite 200, Baton Rouge, LA 70808  
Contact Person/Title: Thomas A. "Tim" Barfield, Jr. / President  
Phone: (225) 769-0546  
Email Address: tim.barfield@csrsinc.com

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**JOINT VENTURE PARTNER NO. 2:**

Proposed Subcontractor Services: Overall program management and administration  
Percentage (%) of Total Work: Estimated up to 15%  
Joint Venture Partner Name: CORE Construction Services, LLC.  
Address: 3131 North I-10 Service Road East, Suite 401, Metairie, LA 70002  
Contact Person/Title: Jim Jacobs / President  
Phone: (972) 668-9340  
Email Address: jimjacobs@coreconstruction.com

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**SUBCONTRACTOR NO. 1:**

Proposed Subcontractor Services: Grants management  
Percentage (%) of Total Work: Estimated up to 11%  
Subcontractor Name: Redline Global, LLC  
Address: HC-33 PO Box 2074, Dorado, PR 00646  
Contact Person/Title: Rance MacFarland / CEO  
Phone: (504) 287-9218  
Email Address: r.mcfarland@redlinegllc.com

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**ADD ADDITIONAL PAGES IF NEEDED**

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**SUBCONTRACTOR NO. 2:**

Proposed Subcontractor Services: Project management  
Percentage (%) of Total Work: Estimated up to 15%  
Subcontractor Name: Atkins Caribe, LLP  
Address: Calle 1, Lote 15, Suite 400, Guaynabo, PR 00968  
Contact Person/Title: Raymond Martinez Ojeda / Director  
Phone: (787) 773-1849  
Email Address: Ray.Martinez@atkinsglobal.com

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**SUBCONTRACTOR NO. 3:**

Proposed Subcontractor Services: Permitting advisory, code compliance, and community outreach  
Percentage (%) of Total Work: Estimated up to 2%  
Subcontractor Name: MOMA Consulting Group LLC  
Address: 703 Union St. Miramar, San Juan, PR 00908  
Contact Person/Title: Rogelio M Marzan, MArch / Owner/Principal  
Phone: (939) 940-0553  
Email Address: rogelio@momacg.com

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**SUBCONTRACTOR NO. 4:**

Proposed Subcontractor Services: Permitting advisory, code compliance, community outreach and design management  
Percentage (%) of Total Work: Estimated up to 2%  
Subcontractor Name: P & S Consultants, LLC  
Address: B5 calle Tabonuco, Ste 216, PMB 328, San Juan, PR 00968  
Contact Person/Title: Pedro Lorenzo, PE, BSCE / President  
Phone: (787) 783-1436  
Email Address: plorenzo@psconsultantspr.com

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**SUBCONTRACTOR NO. 5:**

Proposed Subcontractor Services: Community Outreach  
Percentage (%) of Total Work: Estimated up to 4%  
Subcontractor Name: Centro Sor Isolina Ferré  
Address: PO Box 7313, San Juan, PR 00926  
Contact Person/Title: Luis Ortiz / CEO  
Phone: (787) 842-0000  
Email Address: luis.ortiz@csifpr.org

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**ADD ADDITIONAL PAGES IF NEEDED**

**SUBCONTRACTOR NO. 6:**

Proposed Subcontractor Services: Grants management  
Percentage (%) of Total Work: Estimated up to 1.5%  
Subcontractor Name: Carlos Sosa, LLC  
Address: 1260 Esplanade Avenue, Unit 2, New Orleans, LA 70116  
Contact Person/Title: Carlos Sosa / Principal  
Phone: (303) 215-9394  
Email Address: csosa@sosallc.com

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**SUBCONTRACTOR NO. 7:**

Proposed Subcontractor Services: Master planning, design standards  
Percentage (%) of Total Work: Estimated up to 3%  
Subcontractor Name: IN2 Architecture, Inc.  
Address: 12222 Merit Drive, Suite 1140, Dallas, TX 75251  
Contact Person/Title: Irene Nigaglioni, AIA, ALEP, LEED AP BD+C / President  
Phone: (214) 912-5979  
Email Address: irene@in2arch.com

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**SUBCONTRACTOR NO. 8:**

Proposed Subcontractor Services: Policy guidance, grants management  
Percentage (%) of Total Work: Estimated up to 2%  
Subcontractor Name: Emergent Risk Solutions, LLC  
Address: 3101 Highland Road, Suite 323, Baton Rouge, LA 70802  
Contact Person/Title: Kipp Nelson / Owner/Managing Director  
Phone: (985) 507-2011  
Email Address: Kipp.nelson@Thinkemergent.com

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**SUBCONTRACTOR NO. 9:**

Proposed Subcontractor Services: Grants management  
Percentage (%) of Total Work: Estimated up to 4.5%  
Subcontractor Name: Hagerty Consulting, Inc.  
Address: 1618 Orrington Avenue, Suite 201, Evanston, IL 60201  
Contact Person/Title: Mark O'Mara / Director of Recovery  
Phone: (717) 676-0278  
Email Address: Mark.OMara@HagertyConsulting.com

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**ADD ADDITIONAL PAGES IF NEEDED**

**SUBCONTRACTOR NO. 10:**

Proposed Subcontractor Services: Procurement, grants management, and audit support  
Percentage (%) of Total Work: Estimated up to 5%  
Subcontractor Name: Horne, LLP  
Address: 10000 Perkins Rowe, Bldg G, Suite 610, Baton Rouge, LA 70810  
Contact Person/Title: Jonathan Krebs / Partner  
Phone: (601) 466-0056  
Email Address: jonathan.krebs@hornellp.com

**SUBCONTRACTOR NO. 11:**

Proposed Subcontractor Services: Assessments, resilience, hazard mitigation, and insurance  
Percentage (%) of Total Work: Estimated up to 1%  
Subcontractor Name: Certified Risk Management Group, LLC  
Address: PO Box 1415, Guaynabo, PR 00970  
Contact Person/Title: Haydéé Quinones Berberena, PE / President and CEO  
Phone: (225) 769-0546  
Email Address: haydee@certifiedrmgroup.com

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**ADD ADDITIONAL PAGES IF NEEDED**



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 10: Certificate of Insurance Coverage

## **TAB 10. Certificate of Insurance Coverage (Form 7)**

In accordance with the Certificate of Insurance requirements clarification provided in Addenda #3, Pages 12 and 13, Question 8, PR Disaster Management, LLC is a separate legal entity, and as such, Form 7 – Certificate of Insurance Coverage, if required, will be provided by all members prior to rendering services under a contract award.

April 9, 2019

No.

**REVISED PROPOSAL SUBMITTAL FORM 7: CERTIFICATE OF INSURANCE COVERAGE**

PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL.

**PROPOSER NAME:** PR DISASTER MANAGEMENT, LLC

**PROPOSER ADDRESS:** 361 SAN FRANCISCO STREET, SAN JUAN, PR 00901

**NAME OF SURETY:** TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

**NAME OF AGENT:** GLENN ALLEN INSURANCE AND SURETY BROKERS, LLC

**AGENT'S PHONE:** 469-430-1451

The undersigned hereby certifies that PR DISASTER MANAGEMENT, LLC (the "Proposer") and its subcontractor(s) has or will have the following insurance coverage, respectfully:

| TYPE OF COVERAGE                                   | MINIMUM LIMITS  | POLICY OR BINDER NO. | ACTUAL LIMITS PROVIDED | EXPIRATION DATE |
|--|---|----------------------|------------------------|-----------------|
| COMMERCIAL/GENERAL LIABILITY OCCURRENCE /AGGREGATE | As per Part VII of RFP Refer to Tab 10                | Provided by          | Others                 |                 |
| PRODUCTS AND COMPLETED OPERATIONS LIABILITY        | As per Part VII of RFP REFER TO TAB 10                | Provided by          | Others                 |                 |
| AUTOMOBILE LIABILITY                               | As per Part VII of RFP REFER TO TAB 10                | Provided by          | Others                 |                 |
| EMPLOYERS' LIABILITY                               | As per Part VII of RFP REFER TO TAB 10                | Provided by          | Others                 |                 |
| WORKER'S COMP                                      | CONTRACTOR'S STATE & PUERTO RICO MINIMUM COMPENSATION | Provided by          | Others                 |                 |
| PROFESSIONAL LIABILITY                             | As per Part VII of RFP REFER TO TAB 10                | Provided by          | Others                 |                 |
| BID BOND   | \$250,000   |                      |                        |                 |

Addenda #5

Page 5 of 7

April 9, 2019

|              |                            |  |  |  |
|--------------|----------------------------|--|--|--|
| PAYMENT BOND | 100% OF THE CONTRACT PRICE |  |  |  |
|--------------|----------------------------|--|--|--|


**PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL.** This can be done by one of the two following methods:

1. Complete form "CERTIFICATION OF INSURANCE COVERAGE" *or*
2. Submit a Certificate of Insurance on a form provided by your Insurance Agent. This form must include the following clauses:
  - (a) The Commonwealth of Puerto Rico, the Department of Education, all Commonwealth Departments, Agencies, Municipalities, Boards and Commissions, its officers, agents, servants, employees and volunteers are hereby named as Additional Insured.
  - (b) The policy(s) cannot be reduced or canceled without at least ninety (90) days' prior written notice to the Puerto Rico Department of Education.
  - (c) The insurance company is prohibited from pleading government function in the absence of any specified written authority from the Puerto Rico Department of Education.
  - (d) The policy(s) will automatically include and cover all phases of work, equipment, persons, et cetera which are normally covered while performing work under the above contract, whether specifically written therein or not.

Regardless of the method used, the form **MUST** be totally complete, **MUST** show that all Limits of Insurance are or will be met, and **MUST** be signed by the Agent.

The successful Proposer will be required to provide insurance coverage as shown in General Conditions of RFP and Contract, prior to providing any services. This insurance coverage must be maintained throughout the term of the contract.

TRAVELERS CASUALTY AND  
SURETY COMPANY OF AMERICA

Signature: 

Name: MARIA A. BRAS

Title: ATTORNEY IN FACT

Date: APRIL 16, 2019

Addenda #5



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 11: Copy of Filed Letter of Intent**

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**PROPOSAL SUBMITTAL FORM 8: LETTER OF INTENT TO SUBMIT A PROPOSAL**

**PROPOSERS ARE REQUIRED TO SUBMIT A LETTER OF INTENT NO LATER THAN 4:00 P.M., April 15, 2019. FAILURE TO DELIVER A LETTER OF INTENT BY THE DEADLINE SHALL RESULT IN AUTOMATIC DISQUALIFICATION FROM PARTICIPATION IN THE COMPETITIVE PROCESS.**


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PR Disaster Management, LLC (the "Proposer") has received a copy of RFP NO. PRDE(ER)-2019-02 for program management services (the "RFP") issued by the Puerto Rico Department of Education. I, the undersigned, in my capacity as Administrator of the Proposer, am duly authorized to submit this Letter of Intent on behalf of Proposer, and to designate the following person to act on behalf of the Proposer as its principal contact in connection with the RFP.

**PRINCIPAL CONTACT:**

Name: Christopher J. Pellegrin, AIA  
Title: Managing Member  
Address: 361 San Francisco Street  
San Juan, Puerto Rico 00901  
Office Phone: (225) 769-0546  
Cell Phone: (225) 939-4377  
Email: chris.pellegrin@prdmllc.com

I hereby acknowledge receipt of the RFP and any addenda thereto, and certify that it is the intent of the Proposer to submit a proposal in response to the RFP. f

Signature:   
Name/Title: Thomas A. "Tim" Barfield, Jr. / Administrator  
Date: 3/26/19

---

**LETTERS OF INTENT ARE TO BE ADDRESSED AND EMAILED TO**

**Oswaldo Guzmán**  
Undersecretary of Administration  
[recovery@de.pr.gov](mailto:recovery@de.pr.gov)



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 12: Recent Legal Actions

**Disclosure of Recent Legal Actions**

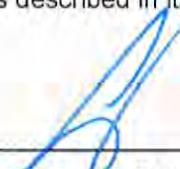
Brief description of any and all legal actions and judgments entered in the past three (3) years in which PR Disaster Management, LLC has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_

Brief description of any lawsuits or legal proceedings and any judgments against \_\_\_\_\_  
PR Disaster Management, LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against PR Disaster Management, LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect PR Disaster Management, LLC ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

  
\_\_\_\_\_  
BY: Christopher J. Pellegrin

\_\_\_\_\_  
4/16/2019

Managing Member  
\_\_\_\_\_

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which CSRS, Inc. has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action:           N/A          

Brief description of any lawsuits or legal proceedings and any judgments against CSRS, Inc. within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal:           (see Professional Liability Claims & Lawsuits table shown below);          

| PROFESSIONAL LIABILITY CLAIMS & LAWSUITS                              |                        |  |  |   |                  |
|---|------------------------|--|--|---|------------------|
| Claim/Suit  | Date of Loss or filing | Date reported to Catlin Prof. Constr. Claims | Description  | Status  | Outcome          |
| CSRS, Inc. v. MDC Properties, LLC                                     | 9/9/15                 | N/A  | Collection - nonpayment of professional fees and to enforce lien | Ongoing: Motion to compel hearing held on 10/31/16. Judge ordered MDC Properties, LLC to produce all documents. CSRS will file motion for summary judgement | To be determined |
| The Lathan Company v. the State of Louisiana, Department of Education | 9/12/14                | N/A  | Construction Claim - against the JV partners                     | Ongoing   | To be determined |

The undersigned acknowledges that no client or entity with which CSRS, Inc. has had a direct contract has asserted a professional liability claim against the firm and that CSRS, Inc. has never been subject to a judgment rendered by a court of law or subject to an award rendered by an arbitration panel or mediator.

The undersigned, after reasonable inquiry and investigation, acknowledges **that the above-listed Liability Claims & Lawsuits, if adversely determined, WOULD NOT MATERIALLY AFFECT CSRS, Inc.'s** ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

  
 By: Thomas A. "Tim" Barfield, Jr.

4/4/2019  
 Date

CSRS, Inc. President

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which Hagerty Consulting, Inc. has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Brief description of any lawsuits or legal proceedings and any judgments against \_\_\_\_\_ Hagerty Consulting, Inc. within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Hagerty Consulting, Inc. in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Hagerty Consulting, Inc.'s ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



Bradley Grining

4/4/2019

BY: (type name of authorized signor here)

Chief Operating Officer

(Type Title here)

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which Carlos Sosa LLC has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Brief description of any lawsuits or legal proceedings and any judgments against \_\_\_\_\_ Carlos Sosa LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Carlos Sosa LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Carlos Sosa LLC ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Carlos Sosa

4/4/2019

BY:

Carlos Sosa  
Principal

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which MoMa Consulting Group, LLC has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Brief description of any lawsuits or legal proceedings and any judgments against MoMa Consulting Group, LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against MoMa Consulting Group, LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect MoMa Consulting Group, LLC ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



BY: Rogelio Marzan

4/4/2019

\_\_\_\_\_  
Owner / Principal

**Disclosure of Recent Legal Actions**

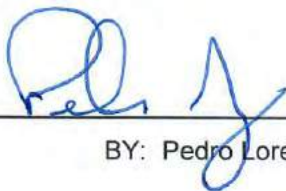
Brief description of any and all legal actions and judgments entered in the past three (3) years in which P&S Consultants, LLC has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Brief description of any lawsuits or legal proceedings and any judgments against \_\_\_\_\_ P&S Consultants, LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against P&S Consultants, LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect P&S Consultants, LLC ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



\_\_\_\_\_  
BY: Pedro Lorenzo, PE

4/4/2019

\_\_\_\_\_  
President

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which HORNE LLP has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action:

- Active litigation matter pertaining to allegations that HORNE failed to properly perform a financial statement audit under Generally Accepted Auditing Standards.
- Active litigation matter wherein HORNE's client failed to fully disclose a partnership interest with a third party and the third party is alleging HORNE improperly accounted for the undisclosed partnership interest.
- Resolved litigation matter wherein a third party alleged HORNE lacked appropriate professional independence regarding a financial statement audit under Generally Accepted Auditing Standards.

Brief description of any lawsuits or legal proceedings and any judgments against HORNE LLP within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against HORNE LLP in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect HORNE's ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

  
\_\_\_\_\_

BY: Jonathan Krebs

\_\_\_\_\_ 4/4/2019

\_\_\_\_\_  
Partner

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which IN2 Architecture has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_  
\_\_\_\_\_

Brief description of any lawsuits or legal proceedings and any judgments against IN2 Architecture, within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against IN2 Architecture in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect IN2 Architecture ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



BY: Irene Nigaglioni

\_\_\_\_\_  
President

4/4/2019



**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which Redline Global LLC (PR Disaster Management) has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A

\_\_\_\_\_

Brief description of any lawsuits or legal proceedings and any judgments against \_\_\_\_\_ Redline Global LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Redline Global LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Redline Global LLC ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



4/15/2019

BY: Rance McFarland

\_\_\_\_\_  
CEO

**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which Emergent Risk Solution, LLC. has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: N/A


\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Brief description of any lawsuits or legal proceedings and any judgments against Emergent Risk Solutions, LLC within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: N/A

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Emergent Risk Solutions, LLC in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Emergent Risk Solutions, LLC's ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Signed:  4/4/2019  
BY: Walter Kipp Nelson  
Managing Director

  
Notary Public #22924  
Expires: Upon Death



**Disclosure of Recent Legal Actions**

Brief description of any and all legal actions and judgments entered in the past three (3) years in which Atkins Caribe, LLP has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action: \_\_\_\_\_

**Aerostar alleges breach of contract and errors and omissions for the unsatisfactory reconstruction of the airport taxiway**

Brief description of any lawsuits or legal proceedings and any judgments against Atkins Caribe, LLP, within the past five (5) years which directly or indirectly relate to any of the products or services included in the Proposal: **N/A**

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Atkins Caribe, LLP in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Atkins Caribe, LLP's ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



4/4/2019

BY: C. Ernest Edgar, IV

Assistant Secretary



# PROGRAM MANAGEMENT SERVICES

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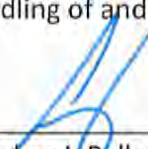
SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 13: Hold Harmless Agreement**

**Hold Harmless And Indemnification Agreement**

**PR Disaster Management, LLC** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **PR Disaster Management, LLC** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **PR Disaster Management, LLC** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

**PR Disaster Management, LLC** {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

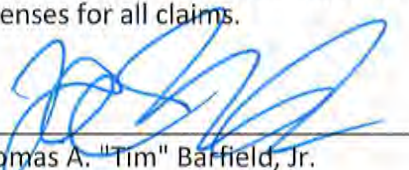


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Christopher J. Pellegrin  
Managing Member

### Hold Harmless And Indemnification Agreement

**CSRS, Inc.** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **CSRS, Inc.** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **CSRS, Inc.** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers. **CSRS, Inc.** {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.



---


Thomas A. "Tim" Barfield, Jr.  
President

Hold Harmless And Indemnification Agreement

The CORE {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of

CORE {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by CORE {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

CORE {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

  
Ronald Binoluan

EVP

## Hold Harmless And Indemnification Agreement

The Atkins Caribe, LLP {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Atkins Caribe, LLP {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Atkins Caribe, LLP {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Atkins Caribe, LLP {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## Hold Harmless and Indemnification Agreement

The P&S Consultants, LLC (PR Disaster Management, LLC) {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of P&S Consultants, LLC (PR Disaster Management, LLC) {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by P&S Consultants, LLC (PR Disaster Management, LLC) {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

P&S Consultants, LLC (PR Disaster Management, LLC) {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Hold Harmless And Indemnification Agreement

The Redline Global LLC \_\_\_\_\_ {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Redline Global LLC \_\_\_\_\_ {{Contractor}}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by \_\_\_\_\_ Redline Global LLC \_\_\_\_\_ {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

\_\_\_\_\_ Redline Global LLC \_\_\_\_\_ {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## Hold Harmless And Indemnification Agreement

The Emergent Risk Solutions, LLC {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Emergent Risk Solutions, LLC {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Emergent Risk Solutions, LLC {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Emergent Risk Solutions, LLC {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## Hold Harmless And Indemnification Agreement

The MOMA Consulting Group, LLC {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of MOMA Consulting Group, LLC {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by MOMA Consulting Group, LLC {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

MOMA Consulting Group, LLC {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## **Hold Harmless And Indemnification Agreement**

**Centros Sor Isolina Ferré** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **Centros Sor Isolina Ferré** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **Centros Sor Isolina Ferré** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

**Centros Sor Isolina Ferré** {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## **Hold Harmless And Indemnification Agreement**

**Certified Risk Management Group, LLC** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **Certified Risk Management Group, LLC** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **Certified Risk Management Group, LLC** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

**Certified Risk Management Group, LLC** {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

## **Hold Harmless And Indemnification Agreement**

**IN2 Architecture, Inc.** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **IN2 Architecture, Inc.** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **IN2 Architecture, Inc.** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

**IN2 Architecture, Inc.** {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Hold Harmless And Indemnification Agreement

The HORNE LLP {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of HORNE LLP, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by HORNE LLP as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

HORNE LLP agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

S. Neil Forbes  
PRINT NAME

  
Signature

15 Apr 19  
Date

## Hold Harmless And Indemnification Agreement

The Carlos Sosa, LLC {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Carlos Sosa, LLC {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Carlos Sosa, LLC {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Carlos Sosa, LLC {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Hold Harmless And Indemnification Agreement

The Hagerty Consulting, Inc. {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of

Hagerty Consulting, Inc. {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Hagerty Consulting, Inc. {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Hagerty Consulting, Inc. {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

TAB 14: W-9 (IRS)

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
 See Specific Instructions on page 3.

|  |   |   |
|--|---|---|
|  | 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br>PR Disaster Management LLC   |   |
|  | 2 Business name/disregarded entity name, if different from above<br>PR Disaster Management LLC  |   |
|  | 3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.  | 4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):       |
|  | <input type="checkbox"/> Individual/sole proprietor or single-member LLC  | <input type="checkbox"/> C Corporation  |
|  | <input type="checkbox"/> S Corporation  | <input type="checkbox"/> Partnership  |
|  | <input type="checkbox"/> Trust/estate   | Exempt payee code (if any) _____  |
|  | <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u>P</u><br>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. | Exemption from FATCA reporting code (if any) _____<br>(Applies to accounts maintained outside the U.S.) |
|  | <input type="checkbox"/> Other (see instructions) ▶   |   |
|  | 5 Address (number, street, and apt. or suite no.) See instructions.<br>361 San Francisco Street   | Requester's name and address (optional)   |
|  | 6 City, state, and ZIP code<br>San Juan, Puerto Rico 00901  |   |
|  | 7 List account number(s) here (optional)  |   |

## Part I Taxpayer Identification Number (TIN)

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

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

|                                       |   |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |
|                                       |   |   |   | - |   |   | - |   |   |
| <b>or</b>                             |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |
| 6                                     | 6 | - | 0 | 9 | 0 | 5 | 5 | 0 | 0 |

## Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |                |
|------------------|----------------------------|----------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ 4/16/19 |
|------------------|----------------------------|----------------|

## General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |   |  |   |
|--|---|--|---|
| Print or type.<br>See Specific Instructions on page 3. | 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br>CSRS, Inc.   |  |   |
|  | 2 Business name/disregarded entity name, if different from above<br>CSRS, Inc.  |  |   |
|  | 3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.   |  | 4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) _____<br><br>Exemption from FATCA reporting code (if any) _____<br><br><i>(Applies to accounts maintained outside the U.S.)</i> |
|  | <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  |  |   |
|  | <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. |  |   |
|  | <input type="checkbox"/> Other (see Instructions) ▶ _____   |  |   |
|  | 5 Address (number, street, and apt. or suite no.) See instructions.<br>6767 Perkins Road, Suite 200   |  | Requester's name and address (optional)   |
| 6 City, state, and ZIP code<br>Baton Rouge, LA 70808   |   |  |   |
| 7 List account number(s) here (optional)               |   |  |   |

**Part I Taxpayer Identification Number (TIN)**

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

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

|                                       |   |  |   |   |   |   |   |     |
|---------------------------------------|---|--|---|---|---|---|---|-----|
| <b>Social security number</b>         |   |  |   |   |   |   |   |     |
|                                       |   |  |   |   |   |   |   |     |
| <b>or</b>                             |   |  |   |   |   |   |   |     |
| <b>Employer identification number</b> |   |  |   |   |   |   |   |     |
| 7                                     | 2 |  | 0 | 8 | 3 | 7 | 4 | 5 9 |

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

|                  |                            |                  |
|------------------|----------------------------|------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ 4/15/2019 |
|------------------|----------------------------|------------------|

**General Instructions**

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

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

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**CORE CONSTRUCTION SERVICES LLC**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single-member LLC     C Corporation     S Corporation     Partnership     Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ **S**

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  
 Exempt payee code (if any) \_\_\_\_\_  
 Exemption from FATCA reporting code (if any) \_\_\_\_\_  
*(Applies to accounts maintained outside the U.S.)*

5 Address (number, street, and apt. or suite no.) See instructions.  
**3131 NORTH I-10 SERVICE RD EAST STE 401**

6 City, state, and ZIP code  
**METAIRIE, LA 70002**

7 List account number(s) here (optional)

Requester's name and address (optional)

See Specific Instructions on page 3.

## Part I Taxpayer Identification Number (TIN)

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

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

|                                |   |   |   |   |   |   |   |   |   |
|--------------------------------|---|---|---|---|---|---|---|---|---|
| Social security number         |   |   |   |   |   |   |   |   |   |
|                                |   |   |   |   |   |   |   |   |   |
| OR                             |   |   |   |   |   |   |   |   |   |
| Employer identification number |   |   |   |   |   |   |   |   |   |
| 2                              | 7 | - | 3 | 2 | 9 | 6 | 9 | 8 | 5 |

## Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |                         |
|------------------|----------------------------|-------------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ <b>4/12/2019</b> |
|------------------|----------------------------|-------------------------|

## General Instructions

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

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

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the requester. Do not send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |  |   |
|--|--|---|
| Print or type.<br>See Specific Instructions on page 3. | <p><b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br/> <b>Redline Global LLC</b></p> <p><b>2</b> Business name/disregarded entity name, if different from above</p> <p><b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC    <input type="checkbox"/> C Corporation    <input type="checkbox"/> S Corporation    <input type="checkbox"/> Partnership    <input type="checkbox"/> Trust/estate</p> <p><input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br/> <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p> | <p><b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p> |
|  | <p><b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br/> <b>P. O. Box 1597</b></p> <p><b>6</b> City, state, and ZIP code<br/> <b>Arecibo, PR 00613</b></p> <p><b>7</b> List account number(s) here (optional)</p>  | <p>Requester's name and address (optional)</p>  |

**Part I Taxpayer Identification Number (TIN)**

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

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

|                                       |   |   |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |   |
| 6                                     | 6 | 0 | - | 8 | 8 | - | 9 | 1 | 4 | 3 |
| or                                    |   |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |   |
|                                       |   |   |   |   |   |   |   |   |   |   |

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

|                  |                            |              |
|------------------|----------------------------|--------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ _____ |
|------------------|----------------------------|--------------|

**General Instructions**

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

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

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Request for Taxpayer Identification Number and Certification

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

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |  |   |
|--|--|---|
| Print or type.<br>See Specific Instructions on page 3. | <p><b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br/><b>ATKINS CARIBE LLP</b></p> <p><b>2</b> Business name/disregarded entity name, if different from above</p>  |   |
|  | <p><b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC    <input type="checkbox"/> C Corporation    <input type="checkbox"/> S Corporation    <input type="checkbox"/> Partnership    <input type="checkbox"/> Trust/estate</p> <p><input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <b>C</b></p> <p><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶</p> | <p><b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p> |
|  | <p><b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br/><b>4030 W BOY SCOUT BLVD SUITE 700</b></p> <p><b>6</b> City, state, and ZIP code<br/><b>TAMPA FL 33607</b></p> <p><b>7</b> List account number(s) here (optional)</p>  | <p>Requester's name and address (optional)</p>  |

### Part I Taxpayer Identification Number (TIN)

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

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

|   |  |
|---|--|
| <b>Social security number</b>           |  |
| [ ] [ ] [ ] - [ ] [ ] - [ ] [ ] [ ] [ ] |  |
| <b>or</b>                               |  |
| <b>Employer identification number</b>   |  |
| 2 7 - 0 8 7 0 2 3 6                     |  |

### Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |                 |
|------------------|----------------------------|-----------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ 1/4/2019 |
|------------------|----------------------------|-----------------|

### General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

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- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
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- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
 See Specific Instructions on page 3.

|   |  |
|---|--|
| <b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br><b>MOMA Consulting Group LLC</b>  |  |
| <b>2</b> Business name/disregarded entity name, if different from above   |  |
| <b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.<br><br><input type="checkbox"/> Individual/sole proprietor or single-member LLC<br><input type="checkbox"/> C Corporation<br><input type="checkbox"/> S Corporation<br><input type="checkbox"/> Partnership<br><input type="checkbox"/> Trust/estate<br><br><input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><small><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small><br><br><input type="checkbox"/> Other (see instructions) ▶ _____ | <b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) _____<br><br>Exemption from FATCA reporting code (if any) _____<br><br><small>(Applies to accounts maintained outside the U.S.)</small> |
| <b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br><b>PO BOX 9624</b>  | Requester's name and address (optional)  |
| <b>6</b> City, state, and ZIP code<br><b>SAN JUAN PR 00908</b>  |  |
| <b>7</b> List account number(s) here (optional)   |  |

### Part I Taxpayer Identification Number (TIN)

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

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

|   |   |   |   |   |   |   |   |   |   |   |  |  |  |
|---|---|---|---|---|---|---|---|---|---|---|--|--|--|
| <b>Social security number</b>   |   |   |   |   |   |   |   |   |   |   |  |  |  |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> </tr> </table>   |   |   |   |   |   |   |   |   |   |   |  |  |  |
|   |   |   |   |   |   |   |   |   |   |   |  |  |  |
| <b>or</b>   |   |   |   |   |   |   |   |   |   |   |  |  |  |
| <b>Employer identification number</b>   |   |   |   |   |   |   |   |   |   |   |  |  |  |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">6</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">6</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">-</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">0</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">7</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">4</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">4</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">4</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">0</td> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">4</td> </tr> </table> | 6 | 6 | - | 0 | 7 | 4 | 4 | 4 | 0 | 4 |  |  |  |
| 6   | 6 | - | 0 | 7 | 4 | 4 | 4 | 0 | 4 |   |  |  |  |

### Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |                         |
|------------------|----------------------------|-------------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ <u>4/12/2019</u> |
|------------------|----------------------------|-------------------------|

### General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |  |   |
|--|--|---|
| Print or type.<br>See Specific Instructions on page 3. | <p><b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br/><b>P &amp; S Consultants, LLC</b></p> <p><b>2</b> Business name/disregarded entity name, if different from above</p> <p><b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.</p> <p> <input type="checkbox"/> Individual/sole proprietor or single-member LLC                 <input type="checkbox"/> C Corporation                 <input type="checkbox"/> S Corporation                 <input type="checkbox"/> Partnership                 <input type="checkbox"/> Trust/estate<br/> <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br/> <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.<br/> <input type="checkbox"/> Other (see instructions) ▶ _____         </p> | <p><b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p> |
|  | <p><b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br/><b>B-5 Calle Tabonuco, Ste. 216 PMB #328</b></p> <p><b>6</b> City, state, and ZIP code<br/><b>Guaynabo, PR 00968</b></p> <p><b>7</b> List account number(s) here (optional)</p>  | <p>Requester's name and address (optional)</p>  |

**Part I Taxpayer Identification Number (TIN)**

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

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

|                                       |   |   |   |   |   |   |   |   |   |  |
|---------------------------------------|---|---|---|---|---|---|---|---|---|--|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |  |
|                                       |   |   |   |   |   |   |   |   |   |  |
| or                                    |   |   |   |   |   |   |   |   |   |  |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |  |
| 6                                     | 6 | - | 0 | 6 | 1 | 7 | 1 | 4 | 7 |  |

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

|                  |                            |                 |
|------------------|----------------------------|-----------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ 04/12/19 |
|------------------|----------------------------|-----------------|

**General Instructions**

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

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

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |  |  |  |
|--|--|--|--|
| Print or type.<br>See Specific Instructions on page 3. | 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br><b>CENTROS SOR ISOLINA FERRE, INC</b>   |  |  |
|  | 2 Business name/disregarded entity name, if different from above   |  |  |
|  | 3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.<br><br><input type="checkbox"/> Individual/sole proprietor or single-member LLC<br><input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate<br><br><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small><br><br><input type="checkbox"/> Other (see instructions) ▶ _____ | 4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) <u>501C3</u><br><br>Exemption from FATCA reporting code (if any) _____<br><small>(Applies to accounts maintained outside the U.S.)</small> |  |
|  | 5 Address (number, street, and apt. or suite no.) See instructions.<br><b>PO BOX 7313</b>  | Requester's name and address (optional)  |  |
|  | 6 City, state, and ZIP code<br><b>PONCE PR 00732</b>   |  |  |
|  | 7 List account number(s) here (optional)   |  |  |

**Part I Taxpayer Identification Number (TIN)**

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

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

|                                       |   |  |   |   |   |   |   |   |   |
|---------------------------------------|---|--|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |  |   |   |   |   |   |   |   |
|                                       |   |  |   |   |   |   |   |   |   |
| or                                    |   |  |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |  |   |   |   |   |   |   |   |
| 6                                     | 6 |  | 0 | 2 | 7 | 7 | 3 | 9 | 6 |

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

|                  |                            |                         |
|------------------|----------------------------|-------------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ <u>4-15-2019</u> |
|------------------|----------------------------|-------------------------|

### General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

**Certified Risk Management Group LLC**

**2** Business name/disregarded entity name, if different from above

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC      C Corporation      S Corporation      Partnership      Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ **P**

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.

**Villa Lisette C6 Pablo Martinez**

**6** City, state, and ZIP code

**Guaynabo, PR 00969**

**7** List account number(s) here (optional)

Requester's name and address (optional)

Print or type.  
See Specific Instructions on page 3.

## Part I Taxpayer Identification Number (TIN)

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

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

| Social security number |  |  |  |  |  |  |  |  |  |
|------------------------|--|--|--|--|--|--|--|--|--|
|                        |  |  |  |  |  |  |  |  |  |

**or**

| Employer identification number |   |   |   |   |   |   |   |   |   |
|--------------------------------|---|---|---|---|---|---|---|---|---|
| 6                              | 6 | - | 0 | 8 | 6 | 0 | 8 | 0 | 2 |

## Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |        |
|------------------|----------------------------|--------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ |
|------------------|----------------------------|--------|

## General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

|          |   |  |
|----------|---|--|
| <b>1</b> | Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br><b>Carlos Sosa</b>   |  |
| <b>2</b> | Business name/disregarded entity name, if different from above<br><b>Carlos Sosa LLC</b>  |  |
| <b>3</b> | Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.<br><br><input type="checkbox"/> Individual/sole proprietor or single-member LLC<br><input type="checkbox"/> C Corporation<br><input type="checkbox"/> S Corporation<br><input type="checkbox"/> Partnership<br><input type="checkbox"/> Trust/estate<br><br><input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.<br><br><input type="checkbox"/> Other (see instructions) ▶ _____ | <b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) _____<br><br>Exemption from FATCA reporting code (if any) _____<br><br><small>(Applies to accounts maintained outside the U.S.)</small> |
| <b>5</b> | Address (number, street, and apt. or suite no.) See instructions.<br><b>1260 Esplanade Ave Unit 2</b>   | Requester's name and address (optional)  |
| <b>6</b> | City, state, and ZIP code<br><b>New Orleans LA 70116</b>  |  |
| <b>7</b> | List account number(s) here (optional)  |  |

## Part I Taxpayer Identification Number (TIN)

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

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

|                                       |   |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |
|                                       |   |   |   |   |   |   |   |   |   |
| or                                    |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |
| 4                                     | 6 | - | 2 | 1 | 2 | 6 | 6 | 3 | 1 |

## Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |   |                         |
|------------------|---|-------------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ <b>Carlos Sosa</b> | Date ▶ <b>4/12/2019</b> |
|------------------|---|-------------------------|

## General Instructions

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

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### Purpose of Form

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- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Irene Nigaglioni**

**2** Business name/disregarded entity name, if different from above  
**IN2 Architecture**

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC     C Corporation     S Corporation     Partnership     Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ \_\_\_\_\_

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.  
**12222 Merit Drive Suite 1140**

**6** City, state, and ZIP code  
**Dallas, TX 75251**

**7** List account number(s) here (optional)

Requester's name and address (optional)

## Part I Taxpayer Identification Number (TIN)

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

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

**Social security number**

|  |  |  |  |   |  |  |   |  |  |  |  |
|--|--|--|--|---|--|--|---|--|--|--|--|
|  |  |  |  | - |  |  | - |  |  |  |  |
|--|--|--|--|---|--|--|---|--|--|--|--|

**or**

**Employer identification number**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| 8 | 2 | - | 2 | 8 | 1 | 7 | 1 | 8 | 2 |
|---|---|---|---|---|---|---|---|---|---|

## Part II Certification

Under penalties of perjury, I certify that:

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

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

**Sign Here**    Signature of U.S. person ▶    Date ▶ **4/16/2019**

## General Instructions

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

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

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
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- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

|  |   |   |
|--|---|---|
| Print or type.<br>See Specific Instructions on page 3. | <p><b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br/><b>Emergent Risk Solutions, LLC</b></p> <p><b>2</b> Business name/disregarded entity name, if different from above</p> <p><b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC      <input type="checkbox"/> C Corporation      <input type="checkbox"/> S Corporation      <input type="checkbox"/> Partnership      <input type="checkbox"/> Trust/estate</p> <p><input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u>  S  </u></p> <p><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶</p> | <p><b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) <u>  NA  </u></p> <p>Exemption from FATCA reporting code (if any) <u>  NA  </u></p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p> |
|  | <p><b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br/><b>7350 Jefferson Highway, Suite 485-152</b></p> <p><b>6</b> City, state, and ZIP code<br/><b>Baton Rouge, LA 70802</b></p>   | <p>Requester's name and address (optional)</p>  |
|  | <p><b>7</b> List account number(s) here (optional)</p>  |   |

**Part I Taxpayer Identification Number (TIN)**

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

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

|                                       |   |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |
|                                       |   |   |   |   |   |   |   |   |   |
| -                                     |   |   |   | - |   |   |   |   |   |
| <b>or</b>                             |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |
| 4                                     | 6 | - | 1 | 9 | 7 | 3 | 1 | 6 | 2 |

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

|                  |                                    |                          |
|------------------|------------------------------------|--------------------------|
| <b>Sign Here</b> | <p>Signature of U.S. person ▶ </p> | <p>Date ▶ 03/24/2019</p> |
|------------------|------------------------------------|--------------------------|

## General Instructions

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- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

# Request for Taxpayer Identification Number and Certification

**Give Form to the requester. Do not send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type. See Specific Instructions on page 3.

|   |   |
|---|---|
| 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br><b>Hagerty Consulting, Inc.</b>  |   |
| 2 Business name/disregarded entity name, if different from above  |   |
| 3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.<br><br><input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate<br><br><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.<br><br><input type="checkbox"/> Other (see instructions) ▶ _____ | 4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) _____<br><br>Exemption from FATCA reporting code (if any) _____<br><br><i>(Applies to accounts maintained outside the U.S.)</i> |
| 5 Address (number, street, and apt. or suite no.) See instructions.<br><b>1618 Orrington Ave., Suite 201</b>  | Requester's name and address (optional)   |
| 6 City, state, and ZIP code<br><b>Evanston, IL 60201</b>  |   |
| 7 List account number(s) here (optional)  |   |

## Part I Taxpayer Identification Number (TIN)

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

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|                                       |   |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>         |   |   |   |   |   |   |   |   |   |
|                                       |   |   |   |   |   |   |   |   |   |
| or                                    |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b> |   |   |   |   |   |   |   |   |   |
| 3                                     | 7 | - | 1 | 4 | 3 | 1 | 0 | 8 | 5 |

## Part II Certification

Under penalties of perjury, I certify that:

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

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

|                  |                            |                       |
|------------------|----------------------------|-----------------------|
| <b>Sign Here</b> | Signature of U.S. person ▶ | Date ▶ <u>4/12/19</u> |
|------------------|----------------------------|-----------------------|

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send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

|  |  |
|--|--|
| <b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.<br><b>HORNE LLP</b>   |  |
| <b>2</b> Business name/disregarded entity name, if different from above  |  |
| <b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.<br><input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate<br><br><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____<br><small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small><br><br><input type="checkbox"/> Other (see instructions) ▶ _____ | <b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br><br>Exempt payee code (if any) _____<br><br>Exemption from FATCA reporting code (if any) _____<br><br><small>(Applies to accounts maintained outside the U.S.)</small> |
| <b>5</b> Address (number, street, and apt. or suite no.) See instructions.<br><b>1020 Highland Colony Parkway, Ste. 400</b>  | Requester's name and address (optional)  |
| <b>6</b> City, state, and ZIP code<br><b>Ridgeland, MS 39157</b>   |  |
| <b>7</b> List account number(s) here (optional)  |  |

### Part I Taxpayer Identification Number (TIN)

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|   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|
| <b>Social security number</b>   |   |   |   |   |   |   |   |   |   |   |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; border: 1px solid black;"> </td> <td style="width: 25%; border: 1px solid black;"> </td> <td style="width: 25%; border: 1px solid black;"> </td> <td style="width: 25%; border: 1px solid black;"> </td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> </table>  |   |   |   |   | - | - | - | - |   |   |
|   |   |   |   |   |   |   |   |   |   |   |
| -   | - | - | - |   |   |   |   |   |   |   |
| <b>or</b>   |   |   |   |   |   |   |   |   |   |   |
| <b>Employer identification number</b>   |   |   |   |   |   |   |   |   |   |   |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 12.5%; border: 1px solid black;">2</td> <td style="width: 12.5%; border: 1px solid black;">0</td> <td style="width: 12.5%; border: 1px solid black;">-</td> <td style="width: 12.5%; border: 1px solid black;">1</td> <td style="width: 12.5%; border: 1px solid black;">9</td> <td style="width: 12.5%; border: 1px solid black;">4</td> <td style="width: 12.5%; border: 1px solid black;">1</td> <td style="width: 12.5%; border: 1px solid black;">2</td> <td style="width: 12.5%; border: 1px solid black;">4</td> <td style="width: 12.5%; border: 1px solid black;">4</td> </tr> </table> | 2 | 0 | - | 1 | 9 | 4 | 1 | 2 | 4 | 4 |
| 2   | 0 | - | 1 | 9 | 4 | 1 | 2 | 4 | 4 |   |

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1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
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4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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**Sign Here**

Signature of U.S. person ▶ *Karla Bennett, Finance Manager*

Date ▶ *4-12-19*

### General Instructions

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*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

TAB 15: Reserved

**RESERVED**



# PROGRAM MANAGEMENT SERVICES

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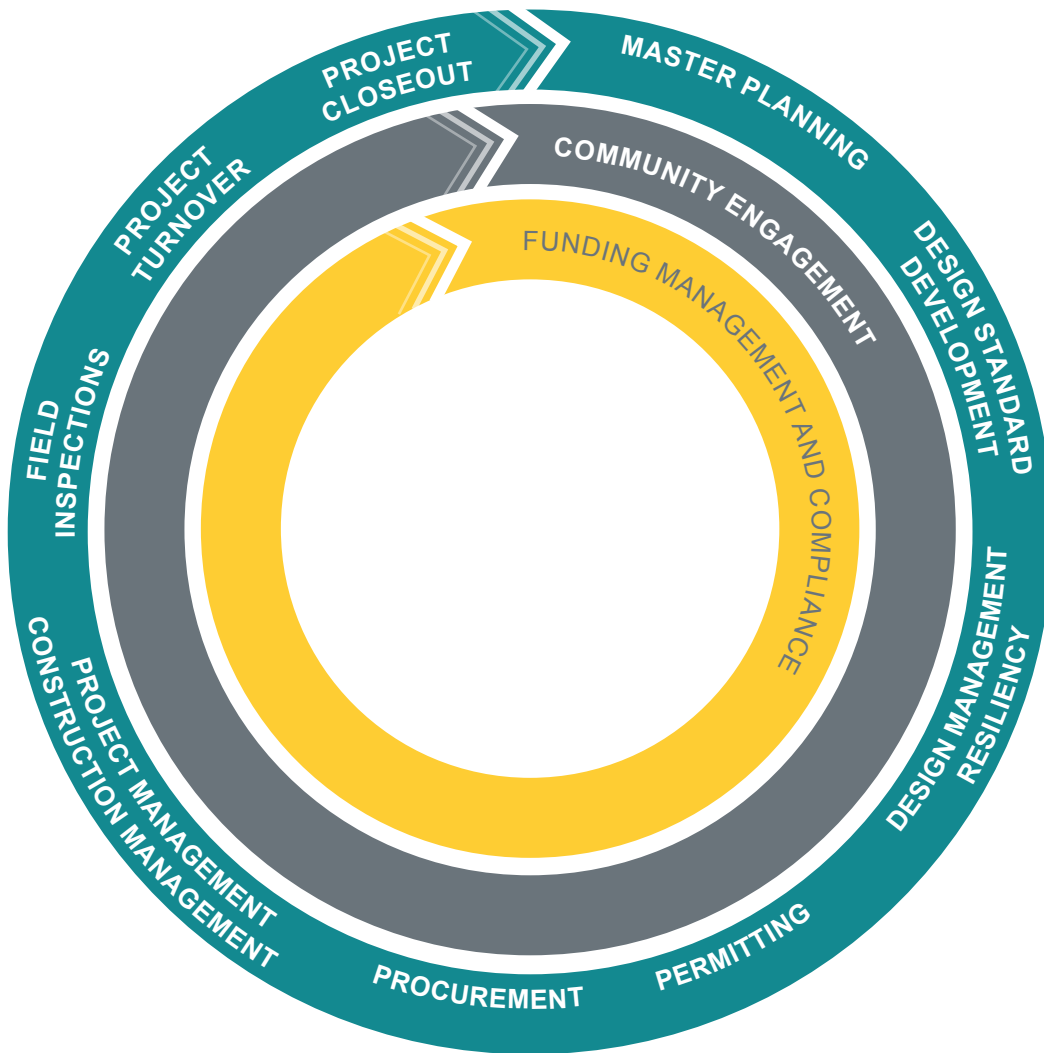
SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 16: Project Plan and Schedule**

### Project Plan

The activities associated with the lifecycle of a federally funded recovery program are illustrated in the graph shown below. This graph demonstrates key components and lines of effort of PRDE’s recovery program, including Project Delivery (outer circle), Community Engagement (middle circle), and Funding Management (inner circle). Each component will be implemented as per our deployment schedule highlighted below as well as part of the overall approach and methodology, described in Tab 3, Section 2.

These three lines of effort are cyclical and continual, and the project delivery cycle will complete upon the final construction closeout of the last recovery project. The community engagement efforts will be completed during the construction phase of the final project, and the funding activities will complete within approximately six months after the construction warranty period of the last project.



## Deployment Schedule

The proposed timelines are aggressive yet attainable and use the future Notice to Proceed (NTP) date as a baseline.

### PROJECT STARTUP – DAY ONE

Beginning with PRDE’s Notice to Proceed, PRDM will kick-off our aggressive implementation and deployment schedule, featuring the following activities:

- ✓ We will initiate an industry standard time tracking software to capture labor hours spent per eligible PW and task.
- ✓ We will implement our proven project and grants management document directory structure on our local network and fast-track implantation of our cloud-based document repository.

### FIRST 7 DAYS

- ✓ Meet with PRDE leadership to determine initial scope, rough order of damage magnitude and collaborate on PRDE priorities.
- ✓ Provide immediate support and guidance to PRDE leadership.
- ✓ Activate required resources, including mobilization of the key staff members needed to begin procurement, damage assessment, cost estimating and design work.

### FIRST 15 DAYS

- ✓ PRDM will embed a technical expert to provide guidance on procurement actions, strategies to recover Force Account Labor and emergency protective measure costs, and kick-start the critical document retention processes.
- ✓ Continue deployment of any/all key staff not already mobilized and begin deployment of all other non-local staff.
- ✓ Ensure PRDE Force Account Labor staff and PRDM personnel are tracking their time and tasks properly to capture Direct Administrative Costs (DAC) per the FEMA guidelines.
- ✓ Propose FEMA/Grantee engagement plan for PRDE approval.

## FIRST 30 DAYS

- ✓ At the direction of PRDE, PRDM will engage in working meetings with FEMA and Grantee staff and manage the priorities, responsibilities, and set targets.
- ✓ Develop a specific Project Execution Plan to guide the project management team in maintaining scope/budget/schedule goals and provide a coordinating matrix with other projects to ensure successful on-time, on-budget project delivery program-wide.
- ✓ Implement all cloud-based systems, including real-time financial, grant, and project reporting, allowing PRDE leadership to be fully informed of the program's financial and compliance status to support integrated project delivery activities.
- ✓ Establish the first 90-day schedule for detailed three-month task and production goals, which will be agreed upon by all parties.
- ✓ Develop and propose the most effective and efficient format for monthly reports, quarterly reports, executive briefings, and cash management reports
- ✓ Work with PRDE's insurance adjustors to ensure all damages are properly identified
- ✓ We will initiate an industry standard time tracking software to capture labor hours spent  
Establish Key Performance Indicators (KPIs) for the PRDM team to ensure alignment of metrics for overarching and longer-term production objectives and ensure all parties agree to KPIs.
- ✓ Develop and implement all communications protocols.

## FIRST 45 DAYS

- ✓ With the assumption FEMA will make all pertinent assessment data available, PRDM will complete a full desktop assessment of all current FEMA funding vs. current PRDE damage costs analysis. Once complete, PRDM will present a recommended plan of action to PRDM for approval.
- ✓ PRDM will evaluate and update PRDE's Educational Specifications as one of the Design Management Team's first activities and ensure those specifications remain consistent throughout the school portfolio to provide fair and equitable recovery for the entire commonwealth and to ensure consistent architectural programming.
- ✓ PRDM's design management team will proactively evaluate the PRDE's current design standards make recommendations to incorporate sustainable, green, and resilient design measures.
- ✓ PRDM will present PRDE with a community engagement and master planning strategy proposal to facilitate PRDE's positive and definable program objectives
- ✓ Working within each region that comprises the PRDE we will work with region leadership and other local leadership to gain a clear understanding of the unique qualities and characteristics of that region to ensure that our recommended solutions are acceptable.
- ✓ Begin reporting on program financial data based on first month of program activities

## LONG-TERM ACTIONS

As projects and grants move through their full management cycle toward closeout, and projects move from design to construction to closeout, the following tasks/ actions will be performed:

- ✓ Utilizing our policy knowledge of multiple federal and non-federal disaster recovery funding sources, PRDM will continuously identify funding options on a per-project basis which will reduce PRDE's non-recovery-funded expenditures.
- ✓ Assist PRDE in identifying and tracking volunteer resources to off-set the non-federal cost share. This effort will begin and sync with the master planning effort to define the recipient project scopes.
- ✓ Assist in the procurement of, and provide management of, professional design services required to implement construction of the projects in the PRDE's recovery plan.

- ✓ Ensure all eligible disaster damages are captured and submitted to FEMA for the initial Project Worksheets, including emergency protective measures, temporary facilities, Force Account Labor and Equipment, contents, school buses and vehicles, and damages to all PRDE facilities and infrastructure.
- ✓ Through our local community engagement partner, we will facilitate island-wide community meetings at the direction of PRDE.
- ✓ Manage all design and construction activities, including coordination of invoices, contracts, change orders, amendments, and systems for integrated program delivery.
- ✓ Assist with resolving community concerns as well as ensuring NEPA compliance.
- ✓ Assist in developing conceptual repair estimates needed.
- ✓ Collect, review, retain, and package data.
- ✓ Assist in providing procurement guidance of professional firms and contractors
- ✓ Reconcile scope and cost through the comparison of estimates to actuals.
- ✓ Develop eligibility arguments and justifications
- ✓ Submit Reimbursement Requests to the Grantee, including the team's Direct Administrative Cost (DAC) and Project Management services.
- ✓ Develop and submit all Version Requests, and Section 428, Alternate, or Improved Project requests, as necessary.
- ✓ Review pay requests to ensure adherence to compliance requirements.
- ✓ Provide full fiscal reconciliation
- ✓ Package and submit all final closeout documentation
- ✓ Prepare and support all internal and external audit proceedings as requested by PRDE.
- ✓ Provide clear monthly and executive reports to PRDE, and Quarterly Reports to the Grantee as required by the funding programs.



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 17: Audited Financial Statements  
for 3 Years**

## TAB 17. Audited Financials

PR Disaster Management, LLC, as a firm organized in 2017, has no financial information to provide for this proposal response at this time. In accordance with Addendum 2, Question 24, its member firms **CSRS and CORE have included 3 years of audited financials in separate sealed envelopes**. Both firms are privately-held entities and as such the information provided is non-published financial data that is deemed proprietary or confidential and should be handled in accordance with the Louisiana Public Records Act, La. R.S. 44.1 et seq., and applicable rules and regulations. CSRS' and CORE's confidential information submitted with this proposal shall only be opened by the Puerto Rico Department of Education.

In accordance with Addendum 4 requiring one (1) exact copy of the original proposal on a jump drive, including financial statements, included with the original proposal jump drive are two additional jump drives containing confidential financials: one jump drive with CSR confidential financial and one jump drive with CORE's confidential financial



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 18: Joint Venture Documentation

**OPERATING AGREEMENT  
FOR  
PR Disaster Management, LLC**

**BETWEEN**

**CSRS, INC.**

**and**

**CORE CONSTRUCTION SERVICES, LLC**

**April 9, 2019**

## OPERATING AGREEMENT

This Operating Agreement (this "**Operating Agreement**") for **PR Disaster Management, L.L.C.** is made effective as of the 9th day of April 2019, by and between

- A. **CSRS, Inc.** (hereinafter referred to as "**CSRS**"), a company organized and existing under the laws of the State of Louisiana, with a principal place of business at 6767 Perkins Road, Suite 200, Baton Rouge, LA 70808; and
- B. **CORE Construction Services LLC** (hereinafter referred to as "**CORE**"), a limited liability company organized and existing under the laws of the State of Louisiana, with a principal place of business at 3131 North I-10 Service Road East, Suite 401, Metairie, LA 70002.

CSRS and CORE are each called a "**Member**" or collectively "**Members**".

**This Operating Agreement supersedes any previous Exclusive Teaming Agreements, previous operating agreements, or other form of written or verbal agreements between the members.**

### Recitals

**WHEREAS**, the Department of Education of the Commonwealth of Puerto Rico (the "**Client**"), has issued a Request for Proposal No. PRDE (ER)-2019-02 (the "**RFP**") for Project Management Services (the "**Program**") and intends to issue a single contract (the "**Prime Contract**") for the work set forth in the RFP;

**WHEREAS**, after carefully considering their unique skills, capabilities, and interests, the Members have determined that each Member has unique expertise required for the Program, and that this Operating Agreement will enable each Member to complement each other, thereby offering the Client the optimal combination of capabilities to perform the Program in the most efficient and effective manner and that it is desirable to enter into this Operating Agreement; and

**WHEREAS**, it is the purpose of this Operating Agreement to set forth the agreements and understandings under which the Members will work together to realize the Program and to establish the rights, interest, and obligations of the Members.

**NOW THEREFORE**, in consideration of the mutual premises and covenants herein contained, the parties agree as follows:

### **Agreement**

#### **Article 1. Purpose.**

This Operating Agreement for **PR Disaster Management, LLC**, a Puerto Rico limited liability company (hereinafter referred to as "**PRDM**"), which has a sole purpose, unless otherwise agreed by all of the Members, to perform the Prime Contract.

- 1.1 The principal place of business of PRDM shall be 361 San Francisco Street, San Juan, PR 00901.
- 1.2 Notwithstanding any provision to the contrary contained in any other agreement among the parties, it is agreed that the provisions of this Operating Agreement shall govern the obligations between the Members with respect to PRDM and the Program.

#### **Article 2. Definitions.**

- 2.1 **Program Management** - shall mean the coordinating and prioritizing of resources and planning of the Program so as to achieve the efficient completion of the Program.
- 2.2 **Program Budget** - shall be defined as the authorized appropriation of funds for the Program.
- 2.3 **Building/Construction Management** - shall be defined as the overall management of the construction processes required to bring the Program to a satisfactory conclusion.
- 2.4 **Program Director** - shall be defined as the individual responsible for integrating the operational aspects of the Program within the organization and integrating the development and use of the organization's Program management methods and tools on the Program.
- 2.5 **PRDM Expense** - shall have the meaning given to it in Article 10.2 hereof.
- 2.6 **Team Member** - shall mean any employee of any Member of PRDM, any employee of PRDM, or any employee of any of PRDM's sub-consultants.
- 2.7 **New Member** – The Board reserves the right to add members to PRDM. A New Member is any firm not listed in Paragraph 5.1 that is admitted to the LLC by

unanimous consent of the Board which is made up from the members listed in Paragraph 5.1.

**Article 3. The Prime Contracts.**

- 3.1 PRDM intends to respond to the RFP and, if successful, intends to negotiate and execute the Prime Contract to perform the Program.
- 3.2 The Members agree that this Operating Agreement shall come into effect upon the signature of all Members (the "**Effective Date**").

**Article 4. Prime Contract Performance.**

- 4.1 The Members shall become liable for performance of the work and services required by the Prime Contract and as specifically agreed by each Member; provided, however, as between the Members, responsibility and liability will be allocated pursuant to this Operating Agreement. The Members shall endeavor to use reasonable efforts to allocate the contribution of manpower and responsibilities amongst the Members according to each Member's proportionate share listed below in Article 5.1.
- 4.2 It is the intention of the Members for PRDM to perform Disaster Recovery Program Management Services, and such other services required by the Prime Contract. The Program Director shall prepare a management plan ("**Management Plan**") for executing the Program for the approval of the PRDM Member Board. The Program Director may update the Management Plan from time to time, as necessary, for approval by the Member Board. In any event, each Member shall endeavor to contribute appropriate amounts of the work effort, time and attention as may be necessary to perform and complete the work or services required by the Prime Contract in an efficient, timely and satisfactory manner.
- 4.3 Each Member's work will fully comply with the Prime Contractor commitments made by the PRDM to the Client. Work will be performed by the Members with their own respective employees and by subcontractors retained by PRDM.
- 4.4 Labor and other costs may not exceed the amounts approved by the PRDM Member Board either as part of the Program Budget under Article 9 below, or as a "PRDM Expense" under Article 10.2 below. Labor and other costs that are not approved by the Member Board shall be borne by the Member who incurs the cost.

- 4.5 A Member may not stop work on the tasks assigned to it, or otherwise withhold labor or the performance of other services except with the prior approval of the PRDM Member Board.
- 4.6 Labor and other costs incurred by a Member may include but are not limited to, re-performing defective work, extended labor due to schedule delays, inefficiencies, changes, warranty work, flawed estimates, or other similar contract-related or performance-related costs or expenses.

**Article 5. Members Financial Rights.**

- 5.1 The Members' interest in the profits, losses and capital (the "**Financial Rights**") of PRDM shall be as follows:

|                 |            |
|-----------------|------------|
| <b>(a) CSRS</b> | <b>60%</b> |
| <b>(b) CORE</b> | <b>40%</b> |

- 5.2 Notwithstanding the above allocation of Financial Rights, governance rights shall be shared in proportion to holdings of Members' interests as contemplated under Article 12.
- 5.3 Limitations on Losses Allocations. Notwithstanding Section 5.1 above, no loss is allocated to a Member if such allocation would cause such Member's adjusted capital account to become negative or to increase the negative balance thereof to an amount in excess of the deficit for which the Member would have personal liability to PRDM and the gain (the "minimum gain") that PRDM would recognize and allocate to the Member if PRDM transferred all of its assets securing liabilities for which no Member has any personal liability to its creditors in satisfaction of those liabilities. If a Member or a related party has made a loan to PRDM for which no other Member has any personal liability, and which is treated as "partner nonrecourse debt" by the regulations under Section 704(b) of the Code, the minimum gain shall include the "partner minimum gain" related to such debt.

**Article 6. Working Capital.**

- 6.1 The Members agree to finance startup and operating costs through an initial capital contribution on a date to be determined by the PRDM Board. The initial capital contribution to PRDM shall be made proportionally in accordance with each Member's Percentage Interest in Financial Rights, in an amount to be determined by the PRDM Board. No "In-Kind" contributions are allowed. "In-Kind" shall have the meaning given such term in Black's Law Dictionary, Seventh Edition.

- 6.2 Following the initial capital contribution indicated in paragraph 6.1, additional capital contributions shall be made from time to time as approved by the PRDM Board (as provided below).
- 6.3 The Program Director shall provide notice to the Members in writing, no less than twenty (20) days before the due date for payment, of the amount or amounts of capital contributions so required and the intended use of the funds to be contributed.
- 6.4 Each Member's obligation to make a capital contribution shall be conditioned upon the other Member making its respective capital contribution on or before the due date for payment. Such capital contributions shall be deposited in the bank account described below and shall be released to PRDM only after receipt of the capital contributions from each Member.
- 6.5 In the event that PRDM is not awarded a Prime Contract, the initial capital contributions (less any approved expenses) will be returned to the Members and PRDM will be unwound.

**Article 7. PRDM Bank Account.**

- 7.1 PRDM shall establish one or more bank accounts, into which will be deposited capital contributions, payments received from the Client, refunds, rebates or other payments from subcontractors and any other income earned by PRDM. The banking institution for the PRDM account(s) shall be located in Puerto Rico at an institution chosen by the PRDM Board.
- 7.2 The bank account or accounts shall be separate from all other bank accounts of the Members such that there is no commingling of funds. The bank account shall be used to pay the Members, subcontractors, and others in the normal course of business.
- 7.3 A signature from the representatives of PRDM required by the PRDM Board (as defined below) shall be required on each check or other instrument drawn against bank account funds.
- 7.4 The Members agree that any payments that are individually received by a Member shall be immediately remitted to the Program Director for deposit into the PRDM Bank Account so as to be distributed in accordance with this Operating Agreement.

**Article 8. Expenses, Profits and Losses.**

- 8.1 The Members will be compensated for contract services rendered by each Member based on a Fee Schedule or Rate Card approved by each Member, for

Program Director and others (including direct support personnel such as accountants, Program controls, safety, IT, clerical and others), assigned to the Program, whether at the PRDM office(s) or at other locations of any Member's offices located in the U.S or Puerto Rico. The overhead rate used by each Member shall be adjusted each year to reflect any changes to their respective actual audited overhead rate. Each Member shall have the right to audit the books and records of the other to verify the actual hourly rate. Further, the rate paid to such personnel shall be reasonable. Each Member shall endeavor to provide work for the Program in relation to such Member's Financial Rights in PRDM. Labor hours billed per week for personnel shall not exceed 40 hours per week without the consent of the majority of the PRDM Board, which consent will not be unreasonably withheld.

- 8.2 Each Member is entitled to charge travel and related expenses to PRDM as follows: coach class airfare and related and equivalent lodging as reasonably incurred in connection with the Program, and actual costs for lodging, meals, and other expenses reasonably incurred and allowable under such travel policy as adopted by the PRDM Board. A travel and expense budget shall be established for each Member at the beginning of the Program.
- 8.3 The PRDM Board will review and approve hourly rates and fixed markups for each Member.
- 8.4 Profits and Losses of PRDM, after payment of all eligible expenses and approved subcontractors, will be allocated in proportion to Members' Financial Rights.

**Article 9. Business Plans and Budgets.**

- 9.1 As soon as reasonably practicable following an award of the Prime Contract, the Program Director shall prepare, for approval by the PRDM Board, a Program Budget.
- 9.2 No later than thirty (30) days prior to the start of each contract year thereafter, the Program Director shall prepare, or cause to be prepared, and submit to the PRDM Board for its approval an updated or revised Program Budget. The Program Budget shall include capital contributions for that year (if any), and general operating expenses for the core team, design services, travel, subcontracting, and other similar expenses.
- 9.3 The Program Budget shall be accompanied by an operating plan (an "**Operating Plan**") setting forth the underlying assumptions and implementation plans in connection with such budget.

- 9.4 The Program Budget and Operating Plan shall be reviewed by the PRDM Board no less than annually, or at any time at the request of any Member.
- 9.5 In the event the PRDM Board fails to approve the Program Budget, PRDM shall continue operating under the same Program Budget as adopted for the prior year pending resolution of such matter as provided in Article 17.

**Article 10. Certain Expenses.**

- 10.1 As part of the Program Budget, the PRDM Board shall agree upon an itemized list of PRDM Expenses.
- 10.2 The term "**PRDM Expense**" means a cost, expense, payment, or service, that the Members agree to make or not make, but which is not required by or reimbursable under a Prime Contract. PRDM Expenses may include the cost of attending PRDM Board meetings, cost of managing or operating PRDM, charitable or other contributions, public relations or advertising, entertainment, sporting or other events, non-reimbursable insurance premiums, and other similar expenses. To avoid any doubt PRDM Expenses shall not include any cost, expense, payment or service that is or might be illegal or unethical under either U.S. law, or the laws of the Commonwealth of Puerto Rico, or corporate overhead of the Members or any other non-Program related expenses; provided that final determination of what is and what is not a PRDM Expense shall be made by the PRDM Board.
- 10.3 It is anticipated that the PRDM Board will approve specific items to be funded from capital contributions or profits, however, no Member shall individually make, or commit PRDM to make, any payment or expense, or provide any service, (that is not required by a Prime Contract), except with the prior approval of the PRDM Board (as provided below) or to the extent it is required to pay for such item under Section 4.4.
- 10.4 The Program Budget shall include a "not to exceed" expense allowance to cover the non-salary expenses incurred by each Member. Each Member will be assigned a percentage of the expense allowance in proportion to its interest. Each Member shall invoice PRDM monthly for these expenses providing normal back-up documentation to substantiate association to the Program. At the completion of the Program and satisfaction of all contract obligations to the Owner, the remaining balance of each Member's expense allowance shall be returned to the profits and losses of PRDM.

**Article 11. Accounting, Records and Reports.**

- 11.1 The books of account of PRDM shall be kept and maintained by CSRS (with

appropriate assistance from the other Members). The books of account shall be maintained in accordance with generally accepted accounting principles, consistently applied, and shall show all items of income and expense.

- 11.2 The Program Director shall prepare (with appropriate assistance from the other Members) and furnish to each Member promptly after the close of each calendar quarter, an unaudited statement showing the results of operations of PRDM for such period, the unpaid balance due under all obligations of PRDM, all cash, cash equivalents or securities held by PRDM, and all other information reasonably requested by any Member.
- 11.3 Each Member shall have the right at all reasonable times during usual business hours to audit, examine, and make copies of or extracts from the books of account of PRDM. Such right shall be at the expense of the requesting Member and may be exercised through any agent or employee of said Member; provided, however, that, if it is shown by audit that a Member is entitled to additional income or reimbursement, all amounts shown to be due as a result of such audit shall be paid to that Member. If it is shown by audit that additional income or reimbursement is due that exceeds 5% of the amount otherwise paid, that member shall also be entitled to payment for reasonable costs in the actual performance of the audit.
- 11.4 Tax Partnership Representative. CSRS' CFO is designated the "Tax Partnership Representative" (as defined in Code Section 6223) and is authorized and required to represent PRDM (at PRDM's expense) in connection with all examinations of PRDM's affairs by tax authorities, including, without limitation, administrative and judicial proceedings, and to expend PRDM funds for professional services and costs associated therewith. The Members agree to cooperate with each other and to do or refrain from doing any and all things reasonably required to conduct such proceedings.
- 11.5 The tax year end for PRDM, if required, shall be December 31.
- 11.6 Tax Treatment. PRDM has not filed with the Internal Revenue Service for treatment as a corporation or other taxable entity. Instead, PRDM will be taxed as a pass-through organization.
- 11.7 The Tax Partnership Representative will ensure that PRDM will have its own Employer Identification Number (EIN) and will file an annual Form 8865 – Return of U.S. Persons with Respect to Certain Foreign Partnerships and will provide each Member a Schedule K-1 - Partner's Share of Current Year Income, Deductions, Credits, and Other Items. Also, the Tax Partnership

Representative will file annual Puerto Rico returns including the Informative Income Return Pass-Through Entity (Forms 480.2 EC and 480.6 EC), Informative Returns (Forms 480.6A, 480.6B, 480.6C, 480.6D), Summary of Annual Informative Returns (Form 480.5) and all other. The Members will be provided with copies of the tax returns at least two weeks prior to filing deadline in order to seek external tax advice regarding the returns.

11.8 Invoicing procedure for Members and sub-consultants.

11.8.1 Invoices from Members and all sub-consultants shall be received by the Program Director at the PRDM Program office.

11.8.2 Sub-consultant's invoices shall be received during the first part of each month. Unless stated otherwise in the sub-consulting agreement, payment for services shall be made by PRDM within seven (7) days of receipt of payment of PRDM's invoice by the Client and approval of a properly executed invoice, and approval by the PRDM Program Director.

11.8.3 Each Member's invoice including all supporting documentation is due by the 15th of each month.

11.8.4 The Program Director will share all invoices with each Member's designated accounting representative.

11.8.5 The Program Director, along with the Program's financial controls staff member, will perform a detailed review of the invoices and allocate submitted charges to the appropriate Program budget line items. If necessary, the Director will contact the appropriate party for additional documentation or explanation.

11.8.6 Upon satisfactory completion of the review process, The Program Director, along with the Program's financial controls staff member will:

11.8.6.1 Prepare a request for payment along with supporting documentation and submit to PRDM.

11.8.6.2 Submit a complete copy of the cost allocation and all invoices to all Members.

11.8.6.3 Submit a check request to PRDM by the first Wednesday (noon CST) following satisfactory completion of the invoice review process.

11.8.6.4 Upon release by the Program Director, along with the Program's financial controls staff member, PRDM will prepare check(s) and send out via FedEx on the next Thursday following receipt of the check request. All checks will require a signature by a designated member of the PRDM Board.

11.8.7 Original invoices shall be filed at the Program Office.

11.8.8 PRDM will prepare the Program books and provide annual statements to all Members. PRDM will also prepare the Quarterly books and submit same to all Members.

**Article 12. Board and Management.**

- 12.1 PRDM shall be under the supervision and control of a board of "Managers" (the "**PRDM Board**") consisting of three (3) members: **two (2) selected and appointed by CSRS, and one (1) selected and appointed by CORE**. Each representative on the PRDM Board shall have one (1) vote; provided that the consent of a Majority of the PRDM Board shall be required to approve any matter. The term "Majority" consent for the purposes of this Operating Agreement shall be deemed to mean at least the consent of two (2) of the three (3) Board members. In the event of an impasse in the PRDM Board, the matter may at the request of any PRDM Board member, be submitted for resolution in accordance with the provisions of Article 17.
- 12.2 The representative(s) designated by the PRDM Board must execute all Prime Contracts, subcontracts, change orders or contract modifications, and other legal, contractual, or financial documents.
- 12.3 The PRDM Board will meet at least quarterly and at such other times as agreed.

- 12.4 Upon the Effective Date, the "PRDM Board" shall consist of the following persons, each of whom shall serve as a Manager and collectively shall be referred to as the PRDM Board:

**CSRS:**

1. Christopher J. Pellegrin
2. Travis Woodard

CSRS Alternate:  
Domoine Rutledge

**CORE:**

1. Ronald Bordelon

CORE Alternate:  
Shawn Glasser

Provided that if no persons are listed above for any Member, the relevant Member shall inform the other Members of the identity of the person selected and appointed by such Member within thirty (30) days of the Effective Date.

- 12.5 The PRDM Board by a Majority vote shall have the following authority:

- 12.5.1 To formulate and adopt operating procedures for PRDM.
- 12.5.2 To determine and act on the various matters expressly or implicitly contained in other clauses of the Operating Agreement.
- 12.5.3 To determine and act upon any other matters of joint interest in or requiring joint action by the Members.
- 12.5.4 To amend or modify the Operating Agreement.
- 12.5.5 To execute subcontract agreements in the name of PRDM.
- 12.5.6 To recognize and distribute profit.
- 12.5.7 To remove the Program Director or Deputy Program Director.
- 12.5.8 To review any other matter which either Member requests be brought before the PRDM Board.
- 12.5.9 To add Members to PRDM.

- 12.5.10 To increase working capital contributions.
- 12.5.11 To pledge the assets of PRDM or act as a guarantor for any borrowing of a Member in the name of on behalf of PRDM.
- 12.5.12 To enter into contracts, obligations, commitment, payments, or promises other than those required to perform the Prime Contract.
- 12.5.13 Subject to the supervision of and management by the PRDM Board, PRDM shall have a Managing Member and a Secretary. The Managing Member and the Secretary shall serve until removed in accordance with this Article 12.6. Upon the Managing Member's or Secretary's resignation or removal, a new Managing Member or Secretary shall be chosen by the PRDM Board to replace the Managing Member or Secretary. The PRDM Board may also choose such other persons to manage PRDM with such titles and duties, and for the duration of such terms, as the PRDM Board reasonably deems appropriate. Salaries, if any, shall be fixed in the manner prescribed by the PRDM Board. Any person chosen by the PRDM Board to assist with management may be removed at any time by the affirmative vote of a majority of PRDM Board.
  - a. Managing Member. The Managing Member shall be the chief managing officer of PRDM, shall preside at all meetings of the Members and the PRDM Board, shall have general and active management of the business of PRDM and shall see that all orders and resolutions of the PRDM Board are carried into effect. The Managing Member shall execute contracts approved by the PRDM Board, except where required or permitted by law to be otherwise executed, and except where execution is expressly delegated by the PRDM Board to some other person or agent of PRDM. The Members hereby appoint CSRS Executive Vice President, Christopher J. Pellegrin as the initial Managing Member. A Managing Member can be removed only with the consent of the PRDM Board.
  - b. Secretary. The Secretary is the person responsible for filing legal documents and for maintaining and certifying records for PRDM. The Secretary shall attend all meetings of the PRDM Board and record all the proceedings of all such meetings. The Secretary shall give, or cause to be given, notice of all regular meetings of the Board and Special Meetings, and shall perform such other duties as may be prescribed by the PRDM Board or Manager, who shall supervise the Secretary. The Members hereby appoint CSRS Vice President and General Counsel, Domoine Rutledge as the initial Secretary. The

Secretary shall be the Certifying Official under Commonwealth of Puerto Rico law for the term.

- 12.6 Disputes between the Members that cannot be resolved by the PRDM Board shall be resolved in accordance with Article 17.
- 12.7 Distribution of Profits and Cash Reserves. The distribution of profits and cash reserves (if any) shall be in accordance with each Member's Percentage Interest in Financial Rights.

**Article 13. Program Director; Deputy Program Director and Program Team Members.**

- 13.1 The PRDM Board shall approve a Program Director and a Deputy Program Director to carry out the decisions of the PRDM Board.
- 13.2 The Program Director shall have authority to implement the Management Plan as approved by the PRDM Board. This authority includes, but is not limited to, the following:
  - 13.2.1 Prepare the Program Budget and recommend revisions thereto;
  - 13.2.2 Serve as the prime point of contact with the Client with respect to the day to day execution of the Program; provided however that this provision shall not in any way limit or restrict the right any Member to have access to and contact with the client.
  - 13.2.3 Recommend changes in staffing in accordance to Article 13.6;
  - 13.2.4 Recommend selection of experts or consultants;
  - 13.2.5 Schedule or arrange for PRDM Board meetings and notices, and keep meeting minutes;
  - 13.2.6 Bring any matter to the PRDM Board for a decision;
  - 13.2.7 To allocate or assign work;
  - 13.2.8 To manage subcontract agreements in the name of PRDM; and
  - 13.2.9 To supervise, manage, and direct the services and work of the Program.
- 13.3 The Deputy Program Director shall assist the Program Director in the performance of his duties and shall have such other rights and duties as assigned

to him by the Program Director.

- 13.4 In the event of a dispute between the Members which is the subject of the dispute resolution process provided for in Article 17, the Program Director may, nevertheless, take such action as is reasonably necessary to continue the operations of PRDM and the performance of the Prime Contract. Any such action by the Program Director shall not nullify a disputed matter.
- 13.5 The selection and assignment of a Program Director shall be agreed upon by a majority of the PRDM Board. A Deputy Program Director shall also be appointed from other Member firms not employing the Program Director. In the event that the assigned Program Director is no longer willing, able, or mutually desired by PRDM to be the Program Director the following succession plan shall apply:
  - 13.5.1 The Deputy Program Director shall assume the role of Program Director and the other Member firms not employing the newly assigned Program Director shall provide recommendations for a replacement Deputy Program Director.
  - 13.5.2 In the event that Deputy Program Director is no longer willing, able or mutually desired by PRDM to serve as the Deputy Program Director or be assigned as the Program Director, replacement Program Director or Deputy Program Director Candidates will be proposed by any Member to PRDM for consideration. PRDM will select the best qualified candidate by mutual consent, irrespective of firm alignment. PRDM will endeavor to align the Deputy Program Director role to another member firm not providing the Program Director.
- 13.6 The Members desire to maintain a high level of quality with all Program Team Members employed by any Member and Team Members supplied by PRDM's sub-consultants. In order to achieve this goal, the following outlines the procedure for dismissal of a Team Member from the Program Team.
  - 13.6.1 When a Team Member is not maintaining the aforementioned level of quality, the Program Director will notify the PRDM Board of the performance deficiency.
  - 13.6.2 The Program Director will then meet with the subject Team Member and the subject Team Member's Human Resources contact (HR meeting) in an effort to correct the performance deficiency.

- 13.6.3 If the subject Team Member fails to correct the performance deficiency to the satisfaction of the Program Director within thirty (30) days from the date of the HR meeting, the Program Director will notice the appropriate PRDM Board member to remove the subject Team Member from the Program within seven (7) days.
- 13.6.4 In cases of egregious misconduct by a Team Member or the Client's written request, the Program Director will notice the PRDM Board members and the PRDM Board members will remove the subject Team Member within seven (7) days of the Program Director's notice.
- 13.7 A periodic performance review will be held for each Team Member provided by any Member or PRDM's sub-consultants. The frequency and time for the performance review will be established by mutual agreement between the Program Director and the HR representative for each firm providing personnel for the Program. The performance review will be conducted by the Program Director, or his/her designee, in accordance with applicable performance criteria outlined in Management Plan.
- 13.8 All new assignments to the Program are subject to the approval of the Program Director. It is contemplated that the Program Director will have an active role in recruiting and interviewing all prospective Team Members and that the Program Director will endeavor to provide all Members equal opportunity to fill new positions or replace positions vacated by a dismissal or a resignation of a Team Member.
- 13.9 To assist the Program Director in evaluating prospective Team Members presented by any Member, the following information shall be submitted to the Program Director for consideration.
  - 13.9.1 Detailed resume of the proposed Team Member showing education, training, professional registration, contact information and relevant Program experience.
  - 13.9.2 Formal letter from the firm proposing the candidate Team Member outlining supporting reasons for consideration.

**Article 14. Insurance.**

- 14.1 PRDM shall acquire and maintain, at its own cost, during the life of the Prime Contract such policies of insurance as required by the Prime Contract. Such policies shall be primary and the member firms shall be granted a waiver of

subrogation on all such policies and named as an additional insured on the policies.

- 14.2 Additionally, each Member shall be required to carry and maintain its own insurance coverage for itself and its employees. No Member shall be required to insure any other Member's interests in the Prime Contract, or PRDM, or to insure any loss, liability, cost or expense arising from the work or services of the other Member(s). Each Member agrees that it will, at all times during the Prime Contract, maintain such insurance coverage as required under the terms of the Prime Contract.
- 14.3 Each Member represents that the insurance it maintains in connection with the general conduct of its business covers that Member's interest in PRDM.
- 14.4 In the event Client requires a bond or other form of financial guarantee, the PRDM Board shall meet to discuss the options and alternatives to providing such a bond or guarantee. No Member shall be required to provide a bond or financial guarantee or to otherwise furnish an indemnity or serve as guarantor in support of a bond or financial guarantee, except with its prior written consent.

**Article 15. Indemnification and Litigation Defense.**

- 15.1 **Illegal Conduct.**
  - 15.1.1 Neither PRDM nor any Member shall be responsible or liable for an illegal act, material misrepresentation, willful negligence or misconduct, or civil or criminal fine or penalty of any other Member, or for the costs, expenses, damages, or forfeitures resulting from or associated with another Member's improper business or professional registration or licenses, improper tax reporting or payment, or violation or alleged violation of immigration or customs laws.
  - 15.1.2 If a Member is responsible for an illegal act, material misrepresentation, willful negligence or misconduct, or civil or criminal fine or penalty, that Member will defend, indemnify, and hold harmless PRDM and the other Members from all liability, loss, expense, claim, judgment or damage of any kind or nature (including the cost of litigation, reasonable attorney's fees and other expenses) to the extent arising or resulting from or attributable to the conduct of it or its employees.
  - 15.1.3 Each Member expressly assumes the risk of its own illegal or fraudulent acts or omissions including the illegal or fraudulent acts or omissions of its employees and shall not seek reimbursement or contribution from PRDM or the other Members for any losses or liabilities arising therefrom.

15.2 Waiver of Consequential Damages.

Each Member hereby waives and releases the other members from claims for consequential damages, punitive damages, or special damages of any kind including lost opportunity, lost profits, loss of use or other similar damages. This waiver does not extend to indemnity or contribution claims by one Member against the other Members for consequential or other damages claimed or sought by third parties.

15.3 All Other Claims.

- 15.3.1 To the extent that a claim or lawsuit against PRDM by a third party (including the Client) is not covered by the insurance required in Article 14, , including but not limited to third party claims for personal injury, property damage, negligence, breach of contract, breach of warranty, or errors and omissions, such claim or liability and all related costs and expenses shall be paid by PRDM, regardless of whether a particular claim or loss is insured or uninsured. The defense of claims and suits by third parties, selection of counsel, trial strategies, and settlement or resolution of claims, shall be managed, supervised and controlled by PRDM Board.
- 15.3.2 In the event PRDM, or a Member individually (to the extent it is in connection with, under or related to the Program), is named as a defendant in a claim, administrative proceeding, bankruptcy proceeding, or lawsuit, and any other Member fails or refuses to actively participate in the defense of the matter, the original Member and other participating Member(s) shall, after reasonable notice, have the right to defend, settle, compromise, cure, consent to an administrative decree, or otherwise protect and defend itself and PRDM, and shall have a right of contribution and indemnification from the non-participating Member(s).
- 15.3.3 In the event PRDM is required to make payment on any claim towards the Client and one or more Members makes such payment on behalf of PRDM, the non-paying Member(s) shall indemnify and reimburse the paying Member(s) such that the total payment by any individual Member shall not exceed its portion of the claim amount calculated in accordance with Article 15.3.1 (i.e., by taking into account such Member's Financial Rights). The reimbursement payment shall be made within seven (7) days of notice. In the event the payment is not made in that time period, the other Members shall have the right to pursue the remedies set forth in Section 22.1(a).

**Article 16. Publicity.**

No Member will release any public information or publicity related to PRDM or the Program without the express written consent and prior review of the PRDM Board, and each Member shall utilize its best efforts to communicate and enforce such restriction with respect to any subcontractor, vendor, or special consultant retained for any purpose hereunder. All public information or publicity relating to the Program during the life of the Program shall reflect the name of "PR Disaster Management, LLC" or "PRDM, LLC".

**Article 17. Disputes.**

- 17.1 Disputes between Members that cannot be resolved by the PRDM Board, will be referred to Tim Barfield, President, CSRS Inc. and Jim Jacobs (Chief Executive Officer of CORE), who shall have five (5) working days after receipt of written notice, to meet (either in person or by phone), and endeavor to resolve the matter in dispute by mutual agreement.
- 17.2 Disputes that are not resolved in accordance with Article 17.1 may at the request of any Member be submitted to non-binding mediation in Baton Rouge, Louisiana before a neutral mediator to be selected by mutual consent. The mediation shall take place within ten (10) days of the date when one Member makes written request to the others.
- 17.3 If mediation is not successful, any Member may refer the dispute to arbitration in accordance with the Construction Industry Rules of arbitration of the American Arbitration Association ("AAA"). The arbitrators shall be chosen in accordance with the AAA rules. The place of arbitration shall be Baton Rouge, Louisiana. Any decision of the arbitrators shall be conclusive and binding on the Members and enforceable in any court of law having jurisdiction over the parties.

**Article 18. Notices.**

Any notice to be given by any Member to this Agreement shall be in writing and shall be either hand delivered, send by certified or registered U.S. Mail, return receipt requested, or by a nationally recognized overnight delivery service (such as Federal Express or UPS), postage or charges prepaid, addressed to the Member at the address herein specified, or at such other address as such Member may have substituted therefore by proper notice to the other, and shall be deemed effective upon actual receipt:

**PR Disaster Recovery, LLC.**  
361 San Francisco Street  
San Juan, PR 00901  
Attn: Thomas A. Barfield, Jr.

**CSRS, Inc.**  
6767 Perkins Road, Suite 200  
Baton Rouge, LA 70808  
Attn: Thomas A. Barfield, Jr.

**CORE Construction Services, LLC**  
3131 North I-10 Service Road East, Suite 401  
Metairie, LA 70002  
Attn: Jason Bruzik

**Article 19. Amendment.**

This Operating Agreement may be modified or amended from time to time in writing by the unanimous consent of the Members.

**Article 20. Successors and Assigns.**

No Members may assign or otherwise transfer its rights or obligations under this Operating Agreement without the prior written consent of the other Members, and whether any such consent is given shall be at the sole discretion of the Member requested to consent.

**Article 21. Obligations of PRDM Members; PRDM Board; Program Director and Deputy Program Director**

- 21.1 Each of the Members shall have a fiduciary duty to PRDM and the other Members in accordance with Puerto Rico limited liability company law. The Members shall exercise commercially reasonable business judgment and fair dealings toward each other in the exercise of their respective rights under the terms of this Operating Agreement.
- 21.2 In the event of a dispute between the Members that is not provided for herein, the Members agree that Puerto Rico limited liability company law shall be applied to PRDM to interpret the obligations and relationship of the Members among themselves.
- 21.3 Each of the representatives of the PRDM Board, the Program Director and the Deputy Program Director shall owe a fiduciary duty to RPDM and the

Members.

**Article 22. Default; Remedies**

22.1 The occurrence of any of the following events shall constitute an "Event of Default":

- (a) Monetary. Default by any Member in providing any capital contributions or other funds required of that Member in accordance with the terms of this Agreement; provided, however, that the default continues for a period of thirty (30) days after PRDM, acting through any Member, provides written notice of the default to the defaulting Member.
- (b) General. Default in performance of any other agreement or any material obligation of any Member in accordance with the terms of this Operating Agreement if the default continues for a period of thirty (30) days after written notice of it is given by PRDM, acting through any Member, to the defaulting Member, except that an Event of Default shall not be deemed to have occurred if the default is of a nature that requires more than thirty (30) days to cure, is capable of being cured within a reasonable time, the defaulting Member diligently proceeds to cure the default, and PRDM is not materially or adversely prejudiced by a delay beyond thirty (30) days. Receipt of a notice of default from the Owner identifying work performed by a Member shall be an Event of Default, and the cure period for such an Event of Default shall be the same as stated in the Owner's notice.
- (c) Insolvency. When any Member makes an assignment for the benefit of creditors or petitions for appointment of a trustee or receiver of the Member or of any substantial portion of the assets of that Member, or if any Member commences any proceeding pursuant any bankruptcy, reorganization, arrangement, insolvency, readjustment, debt, dissolution or liquidation law, or if any Member is adjudicated bankrupt, or insolvent, and the proceedings or order are not dismissed within thirty (30) days thereafter.

22.2 Should an Event of Default occur as to any Member and continue for sixty (60) days beyond any grace period provided for in this Agreement, the non-defaulting Member shall, at its election, have the right, power and authority

to exercise any one or more, of the following remedies:

- (a) Terminate the defaulting Member's right to participate in whole or in part in any or all aspects of the business of PRDM.
- (b) Continue with the business of PRDM without the participation of the defaulting Member.
- (c) Supplement the work of the defaulting Member in whole or in part by providing the necessary personnel and services to perform such portion of the defaulting Member's work to enable PRDM to continue performing its contractual obligations.
- (d) To exercise any other remedy provided elsewhere in this Operating Agreement or available at law or in equity.

22.3 Modification of Participation. If a non-defaulting Member, pursuant to Section 22.2, performs more than its Financial Rights of the PRDM work and a Member is in default, each non-defaulting Member's share of Financial Rights shall be increased in proportion to the increase in work performed. Such increase shall be applicable only for the time that a non-defaulting Member performs more than its Financial Rights of the work of PRDM.

22.4 Rights of Non-Defaulting Member. If the non-defaulting Member exercises one or more of the remedies under Section 22.1(a) or (b), the non-defaulting Members, acting collectively, shall have the sole and exclusive right to collect all moneys due to PRDM, to make payments and disbursements and to make all decisions applicable to PRDM, without the defaulting Member's knowledge or participation. The defaulting Member, unless reinstated under Section 22.5, shall not be entitled to any further payment from PRDM, until the services provided to the Client are completed and shall be entitled to share in net revenues only up to the date of termination. The defaulting Member shall be liable for losses, liabilities and expenses attributable to such default or termination.

22.5 Reinstatement. A defaulted Member may request reinstatement to full participation in the business of PRDM at any time after any non-defaulting Member exercises its rights and remedies under Section 22.2. A request for reinstatement must be made in writing and supported by whatever evidence the non-defaulting Members deems is necessary to demonstrate the defaulted Member's capability to overcome the deficiency or deficiencies that led to the exercise of rights and remedies under Section 22.2. The non-

defaulting Member's review and consideration of a request for reinstatement shall be made in good faith in an expeditious manner, and approval of such request shall not be unreasonably withheld. If approved, reinstatement shall become effective upon the defaulted Member's receipt of approval of its request for reinstatement.

- 22.6 When an Event of Default is the subject of a dispute resolution proceeding in accordance with Article 17, then the remedies provided for here shall be suspended during the pendency of any such dispute resolution proceeding.

### **Article 23 Winding Up**

Upon the termination of this Operating Agreement in accordance with Article 32, PRDM shall continue solely for the purposes of winding up its affairs in an orderly manner, liquidating its assets, and satisfying the claims of its creditors and Members. During the period commencing on the date on which PRDM terminates in accordance with Article 32 and ending on the date on which the assets of PRDM are distributed pursuant to this Article 23, profits and losses and other items of PRDM income, gain, loss, or deduction shall continue to be allocated in the manner provided in Section 12.8 hereof. No Member shall take any action that is inconsistent with, or not necessary to or appropriate for the winding up of PRDM's business and affairs. The assets of PRDM shall be liquidated only to the extent determined to be appropriate by the Members and the proceeds thereof, together with such assets as the Members determine to distribute in kind, valued at the gross asset value, shall be applied and distributed in the following order:

- (a) First, to creditors, including Members who are creditors, in satisfaction of liabilities of the PRDM (whether by payment or by making reasonable provision for payment) other than liabilities for distribution to Members on account of their Financial Rights in PRDM; and
- (b) The balance, if any, to the Members in accordance with their Percentage Interest in Financial Rights.

### **Article 24. No Illegal Payments.**

Each Member covenants to the other Members that none of its officers, employees, or any person or firm acting on its behalf has offered, made, or promised to make any illegal payment, illegal contribution, or other illegal disbursement or gift in connection with securing the Prime Contract. Each Member further covenants that it shall not offer, make or promise to make such payment, contributions, disbursements, or gift in connection with securing the Prime Contracts or business of PRDM, or for the benefit of or on behalf of the

team or PRDM or any of the Members individually. Each Member expressly agrees to indemnify and hold the other(s) harmless from all costs (including, but not limited to cost of legal services and fees), damages, expenses, and liability arising out of or as a consequence of failure to comply with this provision.

**Article 25. Confidentiality.**

- 25.1 In the performance of the Program and this Operating Agreement, the Members contemplate that it may be mutually advantageous and/or necessary to exchange proprietary information pertaining to the Program. The Members wish to protect such proprietary information from unauthorized use and disclosure in accordance with the terms and conditions set forth in this Article 25.
- 25.2 No Member shall disclose to any person or persons outside their respective companies other than attorneys, consultants or other professional retained by such Member in connection with this Operating Agreement and/or the Program, and to the Client as hereinafter provided, or to any person or persons within their companies not having a need to know for the purposes of this Operating Agreement and the performance of any resulting subcontract, any information or data:
- 25.2.1 which is submitted in writing and designated by an appropriate stamp, marking or legend thereon to be of proprietary nature; or
  - 25.2.2 which is orally designated to the receiving party as proprietary, provided that the oral designation is confirmed in writing within five (5) working days of the oral designation; or
  - 25.2.3 which is of a financial (i.e., labor rates, indirect rates, etc.), personal or business nature.
- 25.3 The Members shall take appropriate action to provide for the safekeeping of proprietary information in accordance with Article 25.2 above.
- 25.4 No Member shall be liable for disclosure of any such proprietary information if the same:
- 25.4.1 is disclosed by the receiving party with the prior written approval of the originating party; or
  - 25.4.2 is disclosed by the Client and/or other governmental authority.
- 25.5 No Member shall be liable for the inadvertent or accidental disclosure of such proprietary information provided that it has exercised the same degree of care as it normally exercises to preserve its own proprietary data or information.

- 25.6 It is understood and agreed that any such proprietary information may be disclosed to the Client in proposals relating to the Program, provided proposals and pages containing the proprietary information bear restrictive stamps, marking, or legend thereon.
- 25.7 Received proprietary information may be used in the performance of any awarded Prime Contract for this Program only if the disclosing Member is awarded a contract for this Program and authorizes in writing the use of such information.
- 25.8 In the event no Prime Contract is awarded to PRDM, the receiving party shall return all proprietary information. The receiving party shall return all proprietary information to the disclosing party at any time upon written request of the disclosing party.
- 25.9 The obligations of the Members to protect exchanged proprietary information pursuant to this Operating Agreement shall survive any termination of this Operating Agreement for a period of three (3) years from the date of termination of this Operating Agreement.
- 25.10 The obligations of this Article 25 do not apply to information which:
- 25.10.1 is known to the receiving party prior to disclosure by the disclosing party, as demonstrated by competent proof;
- 25.10.2 is in the public domain at the time of disclosure or later enters the public domain through no fault of the receiving party;
- 25.10.3 is disclosed to the receiving party by a third party under no obligation of confidentiality to the disclosing party; or
- 25.10.4 is independently developed by a party.

**Article 26. Representations and Warranties**

- 26.1 Due Incorporation or Formation of the Parties; Authorization of Agreement. Each Member is an entity duly organized, validly existing, and in good standing under the laws of the jurisdiction of its organization or formation and has the power and authority to own its property and carry on its business as owned and carried on as of the date hereof and as contemplated hereby. Such Member has the power and authority to execute and deliver this Operating Agreement and to perform its obligations hereunder, and the execution, delivery and performance of this Operating Agreement have been

duly authorized by all necessary corporate action. Assuming the due execution and delivery by the other party hereto, this Operating Agreement constitutes the legal, valid and binding obligation of such Member enforceable against such Member in accordance with its terms, subject as to enforceability to limits imposed by bankruptcy, insolvency or similar laws affecting creditors' rights generally and the availability of equitable remedies.

26.2 No Conflict with Restrictions; No Default. The execution, delivery and performance of this Agreement will not (i) conflict with, violate or result in a breach of any of the terms or conditions of any law or regulation or any order, injunction or decree of any court, governmental authority or arbitrator, applicable to such Member, (ii) conflict with, violate, result in a breach of or require any consent under any of the terms, conditions or provisions of the governing instruments of such Member or of any material agreement or instrument to which such Member is a party or by which such Member is or may be bound or to which any of its material properties or assets is subject, or (iii) result in the creation or imposition of any encumbrance upon any of the material properties or assets of such Member except as permitted in or anticipated by this Operating Agreement.

26.3 Governmental Authorizations. Any registration, declaration or filing with, or consent, approval, license, permit or other authorization or order by, any governmental authority that is required to be obtained by such Member in connection with the valid execution, delivery, acceptance and performance by such Member of this Operating Agreement or the consummation by such Member of any transaction contemplated hereby has been completed, made or obtained.

26.4 Litigation. There are no actions, suits, proceedings, or investigations pending or, to the knowledge of such Member, threatened against or affecting such Member or any of its properties, assets or businesses in any court or before or by any governmental arbitrator which, if adversely determined (or, in the case of an investigation, could lead to any action, suit or proceeding), would have a material adverse effect on the ability of a Member to perform hereunder; and such Member has not received any currently effective notice of any default; and such Member is not in default; under any applicable order, injunction or decree of any court, governmental authority or arbitrator, which default would reasonably be expected to materially impair such Member's ability to perform its obligations under this Operating Agreement or to have a material adverse effect on the consolidated financial condition of such Member.

26.5 Eligibility. Nothing contained in the Request for Proposal or the Program Management Agreement would prohibit such Member from participating,

whether directly or indirectly, in the Program Management Agreement, whether as a result of other equity interests held by such Member otherwise.

**Article 27 Entire Agreement.**

This Agreement contains all the agreements, representations, and understandings of the parties hereto with respect to PRDM and the Program and supersedes any previous understandings, commitments or agreements whether oral or written.

**Article 28. Limited Liability Company.**

This Operating Agreement is the limited liability company operating agreement for PRDM. No Member has the authority to bind the other except as may be provided by an express term of this Operating Agreement. Nothing in this Operating Agreement is to be construed as giving a Member the authority to exercise any form of control whatsoever over any other Member.

**Article 29. Business Conduct.**

The PRDM Board shall develop business conduct policies and procedures applicable to all work performed under the Prime Contracts, and to all persons working on behalf of PRDM.

**Article 30. Safety.**

The PRDM Board shall develop health and safety policies and procedures applicable to PRDM, and to all persons working on behalf of PRDM on the Program.

**Article 31. Governing Law.**

This Operating Agreement is deemed to be made under and shall be construed in accordance with the laws of the Commonwealth of Puerto Rico.

**Article 32. Termination**

32.1 This Operating Agreement shall terminate upon the earlier of the following events:

32.1.1 the Program is abandoned by the Client; or

32.1.2 the Program is awarded to a party or parties other than PRDM; or

32.1.3 the Program has been completed;

32.1.4 the Prime Contract(s) have been terminated.

32.2 No termination under Articles 32.1.3 or 32.1.4 shall become effective until the rights and obligations of PRDM undertaken towards the Client have been finally settled and resolved in accordance with the terms and conditions of the Prime Contract (and any other effective agreements with the Client) and the consequences thereof have been finally settled and resolved in accordance with the terms and conditions of this Operating Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Operating Agreement as of the date set forth above.

**CSRS, Inc.**

By: 

Name: Thomas A. Barfield, Jr.

Title: President

**CORE Construction Services, LLC**

By: 

Name: James K. Jacobs

Title: CEO



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 19: Corporate Resolution

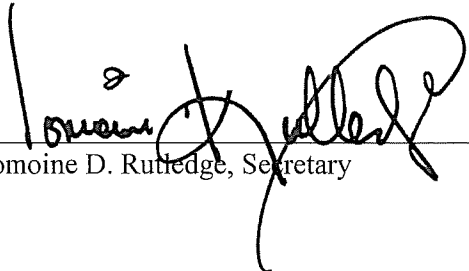
**RESOLUTION**

**BE IT RESOLVED** by the Board of Directors of PR Disaster Management, LLC, a Puerto Rico limited liability company whose principal place of business is 361 San Francisco Street, San Juan, Puerto Rico 00901, that Christopher J. Pellegrin, Managing Member, be and is hereby authorized and empowered to submit the accompanying proposal in response to **Request for Proposal No., PRDE (ER)-2019-02** issued by the Commonwealth of Puerto Rico. Moreover, Mr. Pellegrin is authorized and empowered to execute any and all proposals, contracts, documents and agreements of whatever kind on behalf of PR Disaster Management LLC, regarding same.

**CERTIFICATE**

I, Domoine D. Rutledge, Secretary of PR Disaster Management, LLC, do hereby certify that I am authorized to execute the foregoing resolution as authorized by the Board of Directors, and I further certify that same is a true and exact copy. Moreover, said resolution is duly entered into the records of said limited liability company; that it has not been rescinded or modified; and that it is now in full force and effect.

**IN TESTIMONY WHEREOF**, I have hereunto set my hand this 17<sup>th</sup> day of April, 2019.

  
\_\_\_\_\_  
Domoine D. Rutledge, Secretary

**SEAL**



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## TAB 20: Proposer Experience History

**PRDM'S TEAM** represents a cohesive body of experts with a collective wealth of multi-faceted program management project experience. The wide range of tasks needed to successfully accomplish PRDE's goals warrants the application of upper level expertise from years of experience in disaster recovery program management. The most successful project team goes beyond what is mandatory and demonstrates qualifications that are not only necessary but desirable. Detailed in the following pages are several of our team's most relevant projects on which our proposed personnel have performed scope tasks like those required for PRDE's RFP No.: PRDE (ER)-2019-02 Program Management Services. Our team's prior experience working on projects of similar size, scope and function is provided on individual project descriptions within this section. Each project description clearly provides evidence of our ability to meet or exceed the qualifications PRDE requires to successfully complete a recovery program of such magnitude as faced by Puerto Rico's school system.



# Recovery School District Orleans Parish Public Schools

Orleans Parish, Louisiana

CSRS, along with a joint venture partner, was engaged in 2007 to help the Orleans Parish Public Schools System (comprised of Orleans Parish School Board and Recovery School District) map out, strategize, and implement the School Facilities Master Plan after every school in the district was heavily damaged or destroyed by Hurricane Katrina. The team continues providing funding management services, community outreach, program management, project management, construction management, congruently and in lock step to maximize the use of all available funds (federal and non-federal) and ensure the efficient delivery of dozens of new and renovate schools in New Orleans. The program value, including all funding streams, totals \$2.4B. As one collaborative unit, CSRS funding and project management teams provide management services for the efficient, on-time and on-budget delivery of the School Facilities Master Plan, agreements and contracts, and disaster assistance determinations. Our team ensures the program and school delivery aligns with all conditions and compliance measures of associated federal grants. We also facilitate community meetings and negotiations with the funding agencies and stakeholders. All these specialized services are implemented to ensure the most effective and efficient management of the funding, design and construction delivery process for Orleans Parish schools.

**\$2.4B**  
PROGRAM VALUE

**44**  
SCHOOLS LEED  
SILVER OR HIGHER

The program scope of work includes disaster recovery funding management, design/education specific - tions and standards development, community engagement, design management, procurement, budget management, renovation new schools construction, existing school facilities (both occupied and non-occupied), and use of multiple project delivery vehicles including design-bid-build, design-build, and CMAR. Within the program there are currently 44 schools that are registered and pursuing LEED Silver or higher





certification. All projects include extensive energy efficiency analysis, LED lighting and building commissioning to confirm client savings results. With the successful execution of project delivery, as well as funding and compliance management, CSRS' team has successfully re-competed as the Program Manager for the Recovery School District three times during the past six years.

This program has produced numerous accomplishments and highlights including:

- Funding management work which resulted in a first of its kind FEMA single settlement which paved the way for Orleans Parish Public Schools to build back in a manner that met the post-disaster needs and objectives of the community and the agency. This settlement amount was based upon a mutually agreed upon square foot model of system wide damages which was ultimately approved by the Office of Management and Budget
- Community engagement activities that helped facilitate and execute the School Facilities Master Plan which provided for a right-sized school system for the citizens of New Orleans.
- Successful delivery of the School Facilities Master Plan which, upon completion, will result in every school facility being either newly constructed, renovated or refurbished.
- Highly effective management of multiple project delivery vehicles to ensure each project benefits from the appropriate delivery method and maximizes available program funds.



**CLIENT**

- Recovery School District
- Orleans Parish Public School System

**SERVICES PROVIDED**

- Program management
- Funding/grants management and compliance
- Design management
- Project management
- Construction management
- Community engagement
- Cost estimation
- Environmental and Historic Preservation Management
- Grants closeout

**CLIENT REFERENCE**

Lona Hankins  
Former Executive Director of Major Capital Projects  
(504) 202-2038  
lonaedwardshankins@gmail.com

**SCHEDULE**

- 2007 – Present

**CONTRACT COMPENSATION**

- \$45M

## Ascension Parish School Board Grants Management & Program Management


Ascension Parish, Louisiana

In August 2016, historic rainfall in Southern Louisiana resulted in catastrophic flooding that submerge thousands of houses, businesses, and multiple school campuses. The Ascension Parish School Board (APSB) selected CSRS to provide professional services to develop and implement a recovery plan to restore the schools, replace the flooded contents and equipment, and build temporary campuses for the students to return to a new normal while permanent school restoration or replacement was underway.

Upon hire, CSRS oversaw the prompt creation of four large temporary campuses to house over 5,000 displaced students. The students were then successfully relocated into fully-functional temporary facilities on their home campus sites by early March 2017.

CSRS continues to provide full assistance and support for the grants management and project management activities required by federal and state disaster recovery programs, including the FEMA PA Program and HUD's CDBG Program. CSRS is responsible for overall program management, design phase management, construction management, field inspection services, and project controls. CSRS has full accountability for all grants administration tasks, compliance, and closeout.

At APSB's St. Amant High School, CSRS also manages a \$3.9M bond funded renovation and major drainage improvements to the school that are funded by the 2016 APSB Capital Improvement



**MANAGED  
DESIGN, BUILD,  
AND FFE, TO RELOCATE**

**5,000+**

**DISPLACED STUDENTS IN  
TEMPORARY CAMPUSES WITHIN  
7 MONTHS OF THE DISASTER**

**\$3.9M**

**BOND RENOVATION AND DRAINAGE  
IMPROVEMENTS PROJECT  
MANAGEMENT**



Tax Bond and the Drainage Master Plan and Improvement Project, respectively. CSRS is also responsible for creating new design standards and procedures for APSB-contracted architects and creating new Education Standards for construction of new primary, middle, and high schools for APSB. CSRS also manages the solicitation of a pre-positioned emergency remediation contract for potential future disaster related damages.



CSRS created a custom Project Management Control System which is a powerful web-based database and reporting system that organizes and tracks all costs associated with the Flood Recovery Program. This includes all project costs and the associated reimbursements of those costs. It allows flexible, customizable real-time reporting and analysis, and includes one-click links to images of pertinent associated documents. The database records reimbursement status from various funding sources and has the capability to serve multiple clients simultaneously.

During day-to-day oversight, CSRS team members serve as APSB’s representative in communications with federal and state agencies, along with the design and construction teams at the project sites. Our multi-disciplined team is co-located with the Owner’s Planning and Construction Department and provides fully-coordinated program management and grants management in unity with the Owner’s routine daily operations. Team members collaborate daily with the various school district departments and divisions to manage document controls, Project Worksheets, grant applications, non-federal match requirements, and to review and resolve eligibility issues. All tasks performed by CSRS grants management experts provide close oversight to ensure compliance with applicable codes and regulations to capture and retain maximum funding available for complete and successful facility recovery and closeout.



**CLIENT**

- Ascension Parish School Board

**SERVICES PROVIDED**

- Program Management
- FEMA Grants Management
- CDBG Grants Management
- Project Management
- Insurance Reconciliation
- 2016 Capital Improvement Tax Bond -St. Amant High Renovation
- St. Amant High Drainage Master Plan & Improvements Project
- Creation of New Education and Design Standards/ Procedures for Construction
- Solicitation of Pre-Positioned Emergency Remediation Contract

**CLIENT REFERENCE**

Chad Lynch  
 Director of Planning and Construction  
 1100 Webster St.  
 Donaldsonville, LA 70346  
 (225) 791-7304  
 chad.lynych@apsb.org

**SCHEDULE**

- 2016 – Present

**CONTRACT COMPENSATION**

- \$90M

## Mississippi Emergency Management Agency (MEMA) Hurricane Katrina Recovery Services

Mississippi Statewide

Following Hurricane Katrina, Atkins provided technical and programmatic support to manage the State of Mississippi's PA program. Atkins supported the State of Mississippi through five consecutive contracts starting in 2005 through 2016. Atkins mobilized a multidisciplinary team of emergency managers, engineers and PA Program specialists within 48 hours of contract award and provided nearly 100 staff at its peak. Staff worked in a variety of roles including project office, public assistance coordinator, deputy public assistance office, debris specialist, appeals specialist, technical specialist/engineer, and ultimately transitioning into the role of program advisor. Atkins' team of professionals was instrumental in helping to obligate more than \$3.2B of FEMA funds to the State of Mississippi and its applicants.

Through this contract, Atkins supported the State from declaration through closeout yielding a comprehensive understanding of the FEMA PA Program and its stakeholders. Following the devastation from such a catastrophic event, Atkins focused on the state's objective to expedite funding delivery to the local communities for recovery. Throughout the process, Atkins introduced new methods to the state for guiding applicants to successful outcomes with requests for PA funding, and has provided the state with the tools to manage future disasters more effectively.

**Establish Priorities.** Atkins assisted in establishing priorities for damage assessments, emergency and permanent work, and PWs development.

Reopening of the schools was a top priority. Atkins established a Schools Task Force to facilitate collaboration across categories of work including substantial damage assessments, evaluation of health risks (i.e., mold), debris removal, provision of temporary facilities, temporary repairs, and ultimately repairs and rebuilding/relocation.

**100**

**STAFF MOBILIZED  
WITHIN 48 HOURS OF  
CONTRACT AWARD**

**\$3.2B**

**OBLIGATED  
FEMA FUNDS**





**Conduct Training.** Atkins conducted 10 training sessions at various locations to educate state and local entities regarding the FEMA PA process. Atkins later provided training to new MEMA hires as well. Such training ensures that all stakeholders share a common understanding and framework for recovery.

**Foster Collaboration.** Atkins’ proven technical expertise won credibility with FEMA. In conjunction with regular meetings and frequent communication, Atkins fostered close collaboration between MEMA and FEMA leading to unprecedented cooperation in support of FEMA PA applicants, thereby facilitating resolution of eligibility disputes.

**Utilize Technical Strike Teams.** Atkins formed a Strike Team or multidisciplinary Task Force that brought together experts with specialized knowledge of construction/building practices, civil and electrical engineering, environmental and historic regulations, insurance, and the PA program to solve problems related to complex projects and advise senior MEMA officials on appropriate courses of action. This team worked hand-in-hand with FEMA to evaluate substantially damaged properties, review and compare all plans and bid specifications with the P for financial reconciliation and prepare technical evaluations or FEMA’s review.

**Evaluate Quality.** The extensive time it takes to approve PWs—usually due to the overall weak quality of PWs—has repeatedly shown to be a problem in disaster recovery. Based on experience preparing and reviewing PWs, Atkins developed a process to review PWs for eligibility, correctness and completeness to help expedite PW approval and ensure hazard mitigation opportunities had been considered for all projects.

**10**  
**FEMA PA PROCESS**  
**TRAINING SESSIONS**  
**CONDUCTED**

**CLIENT**

- State of Mississippi – Mississippi Emergency Management Agency – Disaster Recovery

**SERVICES PROVIDED**

- Technical Assistance
- Public Assistance Programmatic Support
- Program Advisor Services

**CLIENT REFERENCE**

Clayton French  
 Director of Recovery  
 Mississippi Emergency Management Agency  
 (601) 933-6886  
 cfrench@mema.ms.gov

**SCHEDULE**

- 2005 – 16

**CONTRACT COMPENSATION**

- \$7M (past 5 years)



## Fort Worth Independent School District (FWISD) 2017 Bond Management Program

Fort Worth, Texas

**\$150M**  
 AVERAGE PROGRAM EXPENDITURES  
 MANAGED PER YEAR

**20**  
 AVERAGE PROJECTS  
 MANAGED ANNUALLY

### CLIENT

- Fort Worth Independent School District

### SERVICES PROVIDED

- Program management
- Owner's representations
- Master Planning
- Design Administration
- Construction Administration
- Educational Adequacy

### CLIENT REFERENCE

Dr. Kent Scribner  
 Superintendent  
 (817) 814-1900  
[kent.scribner@fwisd.org](mailto:kent.scribner@fwisd.org)

### SCHEDULE

- 2017 – Present

### CONTRACT COMPENSATION

- This project is currently under construction and in progress. The total contract value is \$750M

CORE Group, along with a joint venture partner, was engaged for Program Management of the FWISD's 2017 Bond Program. This bond program funded a large portfolio of school projects for the FWISD including renovation of existing school facilities and the design and construction of new educational facilities.

CORE's scope of work is management of the entire bond program in its entirety. Specific scopes of work include: procurement management, design management and design; construction, project budget development, HUB coordination and outreach, community outreach/communication, website and social media efforts and process improvement.

Through the entirety of this program, CORE has provided additional value to the FWISD bond program by closely monitoring and maintaining established project budgets by utilizing historical data to finely tune each project budget. This is accomplished by dividing budgets and cost expectations into sub-categories of construction cost, construction contingency, design cost, design contingency. CORE further breaks these sub-categories into additional sub-categories to firmly establish achievable and reasonable project budgets. In the event of an unexpected project cost escalation, CORE will routinely value engineer a construction project to identify and determine any cost savings measures which can be implemented without sacrificing the quality of the finished project. The average annual volume of expenditures managed by CORE for the FWISD program totals \$150M. This annual expenditure represents an annual project number of up to 20 projects per year (in design and construction). The focus of the CORE team, and expertise of our team members which provides for that level of success and production. The FWISD project is an ongoing project is ongoing and will complete in June 2023.



## Municipality of Arecibo Maria Recovery Program Management

Arecibo, PR

As the heavy rains and winds from Hurricane Maria engulfed the Municipality of Arecibo, so did the floods bring by the Arecibo River and the ocean. More than eight feet of flood waters damaged many municipal buildings and the hurricane strength waves battered the coastline and their protective seawall. With over 400 properties, from buildings to parks to roads and water collection systems and major damages to the seawall, Arecibo estimated damages are well above \$300M.

Redline Global has worked with and for the Municipality of Arecibo since February 2018 to establish eligible disaster related damages to their facilities and assets. Redline Global also ensures all viable hazard mitigation opportunities are considered and developed for the long-term resiliency of Arecibo.

Redline Global also works on behalf of Arecibo in the development of accurate damage estimates to combine with eligible scope for the development of the resulting Project Worksheet. All work performed on behalf of the Municipality of Arecibo is done in a manner which is fully compliant with all federal law, regulations and policy to mitigate the risk of de-obligation of federal funds

In addition to grant and funding management, Redline Global has begun to perform Project Management and construction management services for the Arecibo recovery program to ensure all project delivery is designed and completed in a compliant manner, within scope parameters and target budgets.

**\$300M**  
ESTIMATED DAMAGES

**400**  
PROPERTIES DAMAGES

Redline Global also works on behalf of Arecibo in the development of accurate damage estimates to combine with eligible scope for the

### CLIENT

- Municipality of Arecibo

### SERVICES PROVIDED

- Damage assessments, description and dimensions, eligible scope of work
- Cost estimates
- Grant development and preparation
- Client representation with FEMA and COR3
- Project Management
- 404 Hazard Mitigation development and management
- CDBG-DR funding management

### CLIENT REFERENCE

Lcdo. Jesus Gonzalez  
Deputy Mayor, Municipality of Arecibo  
(787) 629-7265  
Lcdogonzalezcruz4107@gmail.com

### SCHEDULE

- 2018 – present

### CONTRACT COMPENSATION

- \$15M Estimated



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 21: Lobbying Certification**

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**PROPOSAL SUBMITTAL FORM 10**

**LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

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

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
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- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

The Contractor, <sup>PR Disaster Management, LLC</sup> \_\_\_\_\_, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Christopher J. Pellegrin, Managing Member

\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

4/18/2019

\_\_\_\_\_  
Date

PROPOSAL SUBMITTAL FORM 10

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The Contractor, COTE, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

[Signature]  
Signature of Contractor's Authorized Official

EVP  
Name and Title of Contractor's Authorized Official

4-12-19  
Date

**PROPOSAL SUBMITTAL FORM 10**

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\_\_\_\_\_  
Signature of Contractor's Authorized Official

Irene Nigaglioni, President

\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

4/11/2019

\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**

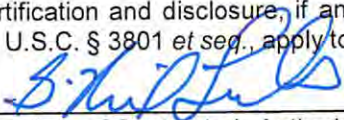
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The Contractor, HORNE LLP, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



\_\_\_\_\_  
Signature of Contractor's Authorized Official

S. Neil Forbes, Partner  
\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

15 Apr 19  
\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**

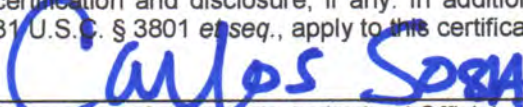
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The Contractor, Carlos Sosa LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

  
Signature of Contractor's Authorized Official

Carlos Sosa, Pricipal  
Name and Title of Contractor's Authorized Official

4/12/2019  
Date

**PROPOSAL SUBMITTAL FORM 10**

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The Contractor, Hagerly Consulting, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Katie Freeman, Director of Operations  
Name and Title of Contractor's Authorized Official

April 12, 2019  
Date

**PROPOSAL SUBMITTAL FORM 10**

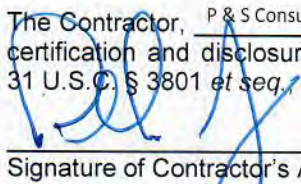
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The Contractor, P & S Consultants, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.* apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Pedro Lorenzo  
\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

04/12/19  
\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**

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The Sub-Contractor, **CERTIFIED RISK MANAGEMENT GROUP LLC**, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



\_\_\_\_\_  
Signature of Sub-Contractor's Authorized Official

Haydée Quiñones Berberena

\_\_\_\_\_  
Name and Title of Sub-Contractor's Authorized Official

April 12, 1029

\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**

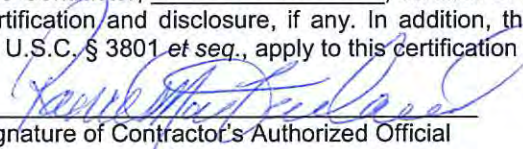
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The Contractor, Redline Global LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Rance MacFarland - CEO  
\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

04-15-2019  
\_\_\_\_\_  
Date

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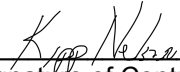
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The Contractor, Emergent Risk Solutions, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Walter Kipp Nelson, Managing Director  
Name and Title of Contractor's Authorized Official

04/13/2019  
Date

**PROPOSAL SUBMITTAL FORM 10**


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

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

The Contractor, Atkins Caribe, LLP, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

C. Ernest Edgar, IV - Assistant Secretary  
\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

April 12, 2019  
\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**


**LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

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

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
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The Contractor, \_\_\_\_\_, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Luis E. Ortiz Ortiz  
\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

4/12/19  
\_\_\_\_\_  
Date

**PROPOSAL SUBMITTAL FORM 10**

**LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

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- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

The Contractor, Hagerly Consulting, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official

Katie Freeman, Director of Operations  
Name and Title of Contractor's Authorized Official

April 12, 2019  
Date



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

**TAB 22: Acknowledgement of Receipt of  
Addenda Form**

## TAB 22: Acknowledgment of Receipt of Addenda

PR Disaster Management, LLC acknowledges receipt of the following Addenda:

Addendum 1: dated March 28, 2019

Addendum 2: dated April 1, 2019

Addendum 2 (revised to reflect this is Addenda #2): dated April 2, 2019

Addendum 3: dated April 2, 2019

Conflict of Interest Form: dated April 3, 2019 (received via email)

Addendum 4: dated April 5, 2019

Notice of April 5, 2019 Question Deadline: dated April 4, 2019 (received via email)

Addendum 5: dated April 9, 2019



# PROGRAM MANAGEMENT SERVICES

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SAN JUAN, PUERTO RICO | RFP# PRDE (ER)-2019-02

## Administrative Information

**Conflict of Interest and Unfair Competitive Advantage Certification**

Identify any conflicts of interest or unfair competitive advantages (collectively called Conflict Situations) by completing this Certification under penalty of false statement by checking either Box No. 1 (Individuals) or Box No. 2 (Firms) below, and Box No. 3 as necessary. If there is a known or potential Conflict Situation, Box No. 3 should be checked, and the required supplementary information provided.

**1. Individuals**

I certify that I do not have a potential or known Conflict Situations as specified in the **RFP NO. PRDE (ER) 2019-02** documents, Puerto Rico Law, and Federal Regulations, for the subject project, except as disclosed in Box No. 3 and the attachments to this Certification.

**2. Firms**

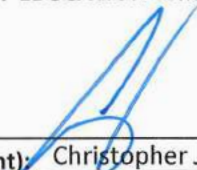
My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

**3. Disclosure**

I am notifying **PUERTO RICO DEPARTMENT OF EDUCATION** of the existence of one or more potential or actual Conflict Situation(s). I have attached to this Certification a document (limited to three pages) with (a) all relevant facts and (b) identified proposed actions to be taken to avoid, neutralize, or mitigate such Conflict Situation (e.g. communications barriers, restraint or restriction upon future contracting activities, or other precaution).

I understand that if at any time I learn of a previously unknown potential or actual conflict of interest or perceived unfair competitive advantage, I will submit a new Certification to the appropriate **PUERTO RICO DEPARTMENT OF EDUCATION** contact person for that phase of the project, updating my previous statements and certifications.

Signature:  Date: 04/16/2019  
Name (type/print): Christopher J. Pellegrin Title: Managing Member  
Legal Name of Firm: PR Disaster Management, LLC  
Address: 361 San Francisco Street, San Juan, Puerto Rico 00901  
Telephone: ( 225 ) 769-0546

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**2. Firms**

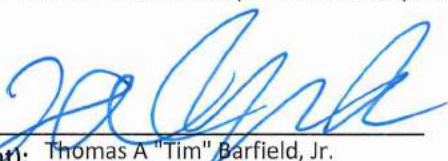
My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
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Signature:  Date: 4/16/2019  
Name (type/print): Thomas A "Tim" Barfield, Jr. Title: President  
Legal Name of Firm: CSRS, Inc.  
Address: 6767 Perkins Road, Suite 200, Baton Rouge, LA 70808  
Telephone: ( 225 ) 769-0546

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**2. Firms**

X

My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

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Signature:  Date: 4-12-19  
Name (type/print): RONALD BORRALLON Title: EVP  
Legal Name of Firm: THE CORE GROUP LTD. / CORE / PROCEED  
Address: 10625 N GUAYAMA RD, PAINA TX 75077  
Telephone: (972) 668-9340

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  - b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
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Signature:  Date: April 12, 2019  
Name (type/print): Katie Freeman Title: Director of Operations  
Legal Name of Firm: Hagerty Consulting, Inc.  
Address: 1618 Orrington Avenue, Suite 201, Evanston, IL, 60201  
Telephone: ( 847 ) 492-8454

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**2. Firms**


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Signature:  Date: 4-15-2019  
Name (type/print): Rance MacFarland Title: CEO  
Legal Name of Firm: Redline Global LLC  
Address: P.O. Box 1597, Arecibo, PR00613  
Telephone: ( 307- ) 413-7875

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**2. Firms**


My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
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Signature:  Date: 04/12/19  
Name (type/print): Pedro Lorenzo Title: PRESIDENT  
Legal Name of Firm: P & S Consultants, LLC  
Address: B-5 Calle Tabonuco, Ste. 216, PMB #328, Guaynabo, PR 00968  
Telephone: ( 787 ) 783-1436

**Conflict of Interest and Unfair Competitive Advantage Certification**

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Signature:  Date: April 12, 2019  
Name (type/print): Haydee Quiñones Berberena Title: President & CEO  
Legal Name of Firm: Certified Risk Management Group LLC  
Address: PO BOX 1415, Guaynabo, PR 00969  
Telephone: ( 787 ) 708-4004

**Conflict of Interest and Unfair Competitive Advantage Certification**

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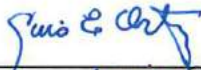
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Signature:  Date: 4/15/2019  
Name (type/print): Luis E. Ortiz Title: CEO  
Legal Name of Firm: Centros Sor Isolina Ferré  
Address: P.O. Box 7313, Ponce, PR 00732-7313  
Telephone: ( 787 ) 842-0000

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- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

**3. Disclosure**

I am notifying **PUERTO RICO DEPARTMENT OF EDUCATION** of the existence of one or more potential or actual Conflict Situation(s). I have attached to this Certification a document (limited to three pages) with (a) all relevant facts and (b) identified proposed actions to be taken to avoid, neutralize, or mitigate such Conflict Situation (e.g. communications barriers, restraint or restriction upon future contracting activities, or other precaution).

I understand that if at any time I learn of a previously unknown potential or actual conflict of interest or perceived unfair competitive advantage, I will submit a new Certification to the appropriate **PUERTO RICO DEPARTMENT OF EDUCATION** contact person for that phase of the project, updating my previous statements and certifications.

Signature:  Date: 04/13/2019  
Name (type/print): Walter Kipp Nelson Title: \_\_\_\_\_  
Legal Name of Firm: Emergent Risk Solutions, LLC  
Address: 7350 Jefferson Highway, Suite 485-152, Baton Rouge, LA 70806  
Telephone: ( 985 ) 507.2011

**Conflict of Interest and Unfair Competitive Advantage Certification**

Identify any conflicts of interest or unfair competitive advantages (collectively called Conflict Situations) by completing this Certification under penalty of false statement by checking either Box No. 1 (Individuals) or Box No. 2 (Firms) below, and Box No. 3 as necessary. If there is a known or potential Conflict Situation, Box No. 3 should be checked, and the required supplementary information provided.

**1. Individuals**

- I certify that I do not have a potential or known Conflict Situations as specified in the **RFP NO. PRDE (ER) 2019-02** documents, Puerto Rico Law, and Federal Regulations, for the subject project, except as disclosed in Box No. 3 and the attachments to this Certification.


**2. Firms**

- My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:
- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
  - b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
  - c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

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Signature:  Date: April 12, 2019  
Name (type/print): C. Ernest Edgar, IV Title: Assistant Secretary  
Legal Name of Firm: Atkins Caribe, LLP  
Address: Metro Office Park, Lot 15, Street 1, Suite 400, Guaynabo, PR 00968  
Telephone: 787.773.1849

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**1. Individuals**



I certify that I do not have a potential or known Conflict Situations as specified in the **RFP NO. PRDE (ER) 2019-02** documents, Puerto Rico Law, and Federal Regulations, for the subject project, except as disclosed in Box No. 3 and the attachments to this Certification.

**2. Firms**



My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

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Signature: 

Date: 15 April 19

Name (type/print): S. Neil Forbes

Title: Partner

Legal Name of Firm: HORNE LLP

Address: 1215 19<sup>th</sup> Street Northwest, 3<sup>rd</sup> Floor, Washington, D.C.

Telephone: ( 601 ) 326-1000

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**1. Individuals**

I certify that I do not have a potential or known Conflict Situations as specified in the **RFP NO. PRDE (ER) 2019-02** documents, Puerto Rico Law, and Federal Regulations, for the subject project, except as disclosed in Box No. 3 and the attachments to this Certification.

**2. Firms**


My signature certifies that I am authorized to sign as a Representative for the Firm and to the best of my knowledge, information and belief, and after thorough review of the firm's books and records and after reasonable inquiry with knowledgeable persons within the firm, this firm:

- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
- b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
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I understand that if at any time I learn of a previously unknown potential or actual conflict of interest or perceived unfair competitive advantage, I will submit a new Certification to the appropriate **PUERTO RICO DEPARTMENT OF EDUCATION** contact person for that phase of the project, updating my previous statements and certifications.

Signature:  \_\_\_\_\_ Date: 4/16/2019  
Name (type/print): Irene Nigaglioni \_\_\_\_\_ Title: \_\_\_\_\_  
Legal Name of Firm: IN2 Architecture \_\_\_\_\_  
Address: 12222 Merit Drive, Suite 1140, Dallas, TX 75251 \_\_\_\_\_  
Telephone: ( 972 ) 427-1222 \_\_\_\_\_

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**1. Individuals**

- I certify that I do not have a potential or known Conflict Situations as specified in the **RFP NO. PRDE (ER) 2019-02** documents, Puerto Rico Law, and Federal Regulations, for the subject project, except as disclosed in Box No. 3 and the attachments to this Certification.


**2. Firms**

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- a) Has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
  - b) Has no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to **PUERTO RICO DEPARTMENT OF EDUCATION**,
  - c) Has no unfair competitive advantage resulting from work that this firm, its current staff, any key personnel or subconsultants have done to date, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with **PUERTO RICO DEPARTMENT OF EDUCATION**, except as disclosed in Box No. 3 and the attachments to this Certification.

**3. Disclosure**

- I am notifying **PUERTO RICO DEPARTMENT OF EDUCATION** of the existence of one or more potential or actual Conflict Situation(s). I have attached to this Certification a document (limited to three pages) with (a) all relevant facts and (b) identified proposed actions to be taken to avoid, neutralize, or mitigate such Conflict Situation (e.g. communications barriers, restraint or restriction upon future contracting activities, or other precaution).

I understand that if at any time I learn of a previously unknown potential or actual conflict of interest or perceived unfair competitive advantage, I will submit a new Certification to the appropriate **PUERTO RICO DEPARTMENT OF EDUCATION** contact person for that phase of the project, updating my previous statements and certifications.

Signature:  Date: April 12, 2019  
Name (type/print): Katie Freeman Title: Director of Operations  
Legal Name of Firm: Hagerty Consulting, Inc.  
Address: 1618 Orrington Avenue, Suite 201, Evanston, IL, 60201  
Telephone: ( 847 ) 492-8454

**Conflict of Interest and Unfair Competitive Advantage Certification**

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**2. Firms**

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I understand that if at any time I learn of a previously unknown potential or actual conflict of interest or perceived unfair competitive advantage, I will submit a new Certification to the appropriate **PUERTO RICO DEPARTMENT OF EDUCATION** contact person for that phase of the project, updating my previous statements and certifications.

Signature: Carlos Sosa Date: 4/12/2019  
Name (type/print): Carlos Sosa Title: Principal  
Legal Name of Firm: Carlos Sosa LLC  
Address: 1260 Esplanade Ave Unit 2 New Orleans LA 70116  
Telephone: ( 303 ) 215-9394

ATTACHMENT B

AFFIDAVIT

STATE OF: LOUISIANA

PARISH OF: EAST BATON ROUGE

I, Christopher J. Pellegrin, as Managing Member, of PR Disaster Resource Management, LLC, as required by PRDE (EF)-2019-02 Section 3.1.g.iv., attest to the following:

no chair, vice chair, director, executive director, or member of a board of officers or board of directors, or persons discharging similar duties for PR Disaster Resource Management, LLC has been convicted of, or plead guilty to, any of the offenses listed in Section 6.8 of Act No. 8-2017, as amended, known as the "Government of Puerto Rico Human Resources Administration and Transformation Act," or any offenses listed in this Code.

SUBSCRIBED AND SWORN TO BEFORE ME, on the 16<sup>th</sup> day of April, 2019.

Signature Phyllis K. Giardina  
Phyllis K. Giardina, NOTARY PUBLIC  
My Commission expires: at death

Signature \_\_\_\_\_  
Christopher J. Pellegrin



ATTACHMENT B

AFFIDAVIT

STATE OF: LOUISIANA

PARISH OF: EAST BATON ROUGE

I, Thomas A. "Tim" Barfield, Jr., as President, of CSRS, Inc., as required by PRDE (EF)-2019-02 Section 3.1.g.iv., attest to the following:

no chair, vice chair, director, executive director, or member of a board of officers or board of directors, or persons discharging similar duties for CSRS, Inc. has been convicted of, or plead guilty to, any of the offenses listed in Section 6.8 of Act No. 8-2017, as amended, known as the "Government of Puerto Rico Human Resources Administration and Transformation Act," or any offenses listed in this Code.

SUBSCRIBED AND SWORN TO BEFORE ME, on the 16<sup>th</sup> day of April, 2019.

Signature Phyllis K. Giardina  
Phyllis K. Giardina, NOTARY PUBLIC

Signature [Handwritten Signature]  
Thomas A. "Tim" Barfield, Jr.

My Commission expires: at death



**ATTACHMENT B**

**AFFIDAVIT**

**STATE OF:** Texas

**COUNTY OF:** Collin

I, James K Jacobs, as CEO, of CORE Construction Services, L.L.C. as required by PRDE (EF)-2019-02 Section 3.1.g.iv., attest to the following:

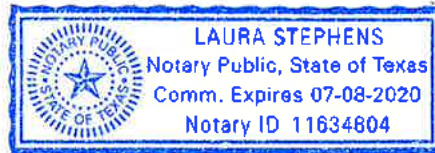
no chair, vice chair, director, executive director, or member of a board of officers or board of directors, or persons discharging similar duties for CORE Construction Services, L.L.C. has been convicted of, or plead guilty to, any of the offenses listed in Section 6.8 of Act No. 8-2017, as amended, known as the "Government of Puerto Rico Human Resources Administration and Transformation Act," or any offenses listed in this Code.

**SUBSCRIBED AND SWORN TO BEFORE ME, on the 16<sup>th</sup> day of April, 2019.**

  
(Signature)  
James K Jacobs

Signature \_\_\_\_\_  
**NOTARY PUBLIC**  
My Commission expires: 7-8-2020

(Seal)



RFP NO: PRDE (ER)-2019-02

PR Disaster Management, LLC, as prime proposer for PRDE's RFP No: PRDE (ER)-2019-02, acknowledges the contents and requirements of Act 237-2004.

Signed:  \_\_\_\_\_  
Christopher J. Pellegrin / Managing Member

Date: 04/16/2019



# CERTIFICADO DE REGISTRO DE COMERCIANTE

**Nombre Localidad:**

**ATKINS CARIBE, LLP**  
EDIFICIO SANTA MARINA II SUITE C - CALLE C  
#300  
REXCO INDUSTRIAL PARK  
GUAYNABO PR 00969

**Nombre Legal:**

**ATKINS CARIBE LLP**  
EDIFICIO SANTA MARINA II  
CALLE C #300  
STE C  
GUAYNABO PR 00969

# 0438825-0039

## AGENTE RETENEDOR

**Fecha de Emisión:**

14-mar-2018

**Fecha de Expiración:**

30-jun-2019

**Tipo de Certificado:** Comerciante

**Código NAICS:**

54133

**Actividad Comercial:**

Servicios de Ingeniería

Certifico que este comerciante está inscrito en el Registro de Comerciantes del Departamento de Hacienda.

**Secretario Auxiliar de Rentas Internas**

Este Certificado no es transferible y el mismo deberá exhibirse en todo momento en un lugar visible al público en la localidad indicada.



L1368572416

# *State of Florida*

## *Department of State*

I certify from the records of this office that ATKINS NORTH AMERICA, INC. is a corporation organized under the laws of the State of Florida, filed on February 29, 1960.

The document number of this corporation is 233840.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on January 14, 2019, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Fourteenth day of January,  
2019*



*A. J. S.*  
Secretary of State

Tracking Number: 7010617828CC

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

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

**Eliot M Santos Negrón**  
**Arq. Licenciado**

**Expiración CAAPPR: 6/30/2019**

**Licencia # 18127**

**Expira: 12/20/2020**



COLEGIO DE  
ARQUITECTOS Y  
ARQUITECTOS PAISAJISTAS  
DE PUERTO RICO

RENOVACIÓN APROBADA: 08 de diciembre, 2015

RENEWAL APPROVED ON: December 08, 2015



Estado Libre Asociado de Puerto Rico  
*Commonwealth of Puerto Rico*

DEPARTAMENTO DE ESTADO  
*Department of State*

Secretaría Auxiliar de Juntas Examinadoras  
*Office of the Assistant Secretary of State for Examining Boards*

La Junta Examinadora de Arquitectos y Arquitectos Paisajistas  
*The Examining Board of Architects and Landscape Architects*

por la presente certifica que  
*hereby certifies that*

**Eliot M. Santos Negrón**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
*having met all the requirements of law, has been registered as:*

**Arquitecto Licenciado**  
*Licensed Architect*

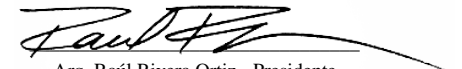
En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
*In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.*

En San Juan, Puerto Rico, efectivo 21 de diciembre de 2015  
*In San Juan, Puerto Rico, effective December 21, 2015.*

**Número de Licencia: 18127**  
*License Number*

**Vencimiento: 20 de diciembre de 2020**  
*Expires: December 20, 2020*



  
Arq. Raúl Rivera Ortiz - Presidente

  
Secretario Auxiliar  
*Under Secretary*



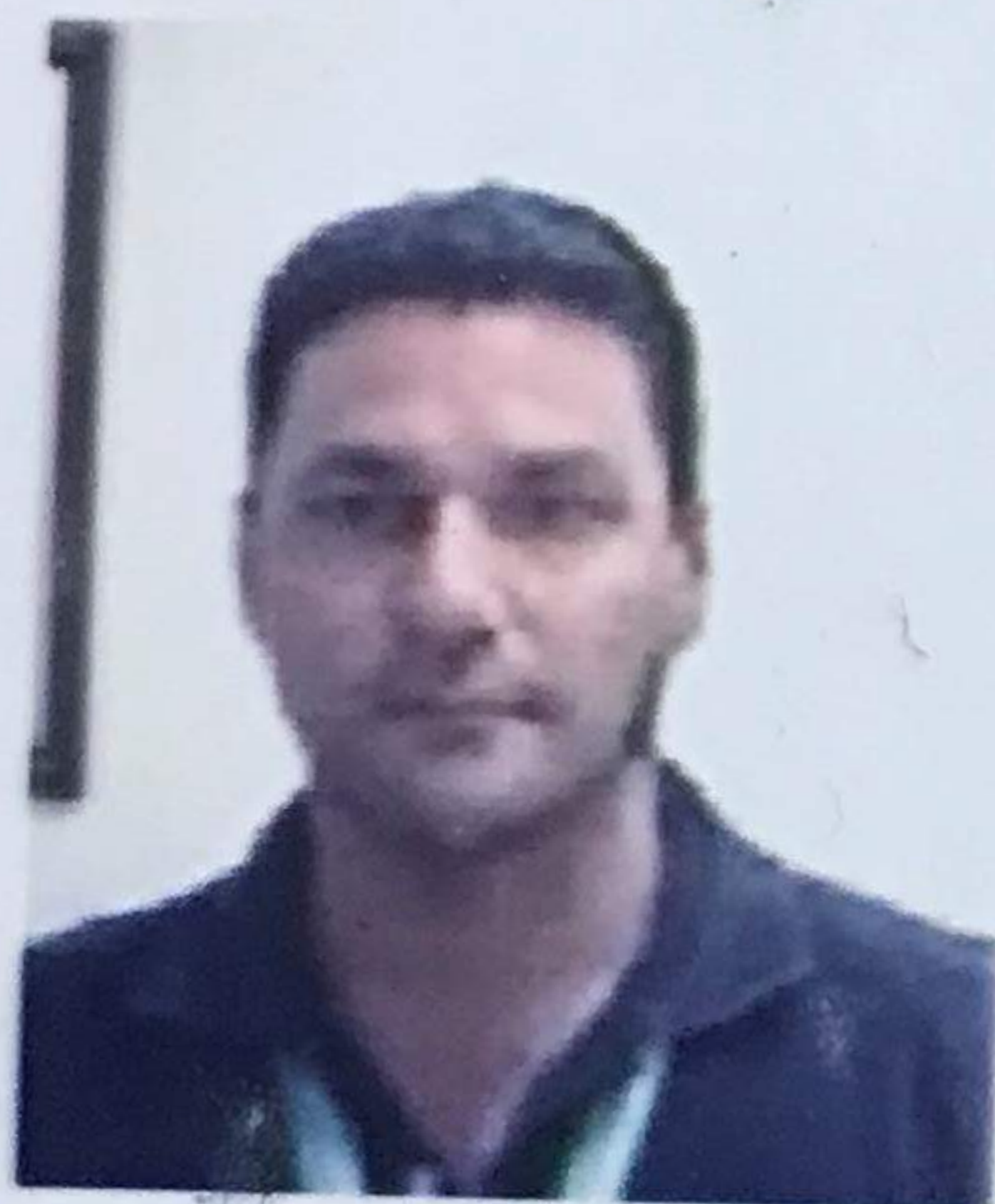
Colegio de Ingenieros y Agrimensores de Puerto Rico

Ing. Jorge G. Rivera Marrero, PE

20169 PE

Exp. 31/08/2019

Miembro en Propiedad



Sede CIAPR  
Urb. Roosevelt  
500 Antolin Nin  
San Juan PR

[www.ciapr.org](http://www.ciapr.org)

787.758.2250  
800.981.5791



# Certificate of Completion

**Maria Perez Martinez**

---

has successfully completed the following course

**Project Management: Professional Techniques**

— 2 hour(s) —

October 29 2018

Course Completion Date



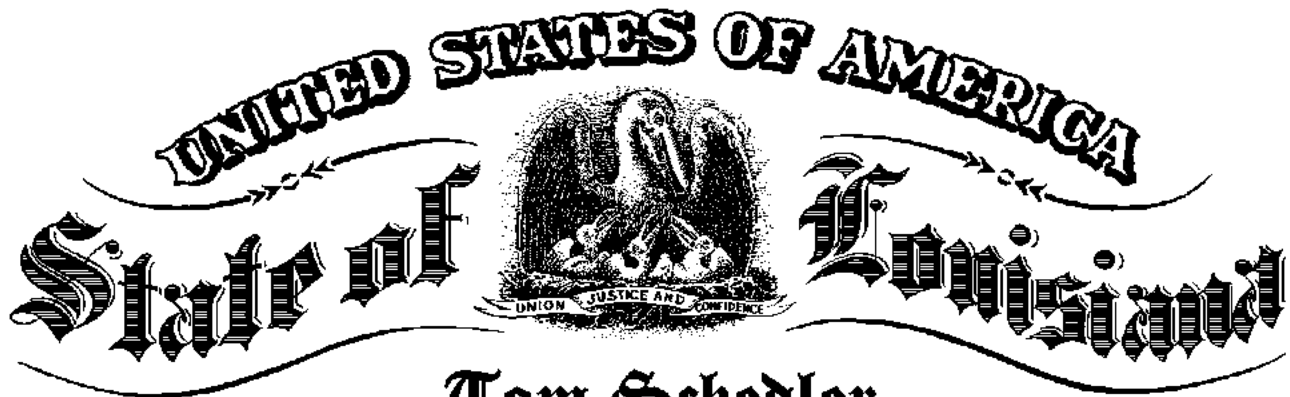
Victoria Zambito, VP of Product Management

RedVector.com  
Two Urban Centre  
4890 West Kennedy Boulevard Suite 300  
Tampa, FL 33609  
866.546.1212



As an IACET Accredited Provider, RedVector offers CEUs for its programs that qualify under the ANSI/IACET Standard

**RedVector**<sup>®</sup>  
Leaders in Online Education & Training



**Tom Schedler**

SECRETARY OF STATE

*As Secretary of State of the State of Louisiana, I do hereby Certify that*

**ATKINS NORTH AMERICA, INC.**

A corporation domiciled in TAMPA, FLORIDA,

Filed charter and qualified to do business in this State on September 30, 1998,

I further certify that the records of this Office indicate the corporation has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned is in good standing and is authorized to do business in this State.

I further certify that this Certificate is not intended to reflect the financial condition of this corporation since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

May 4, 2016

*Secretary of State*

Web 34690554F



Certificate ID: 10707995#BFT93

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.  
[www.sos.la.gov](http://www.sos.la.gov)



Gobierno de Puerto Rico

## CERTIFICADO DE EXISTENCIA

Yo, **LUIS G. RIVERA MARÍN**, **Secretario de Estado** del Gobierno de Puerto Rico,

**CERTIFICO:** Que, de acuerdo con nuestros archivos, "**CENTROS SOR ISOLINA FERRE, INC**" con número de registro **2366**, es una **corporación doméstica sin fines de lucro** organizada el **02 de mayo de 1957**.

*Esta certificación no implica que esta corporación haya cumplido con el requisito de radicar informes anuales conforme a la Ley General de Corporaciones, según enmendada. Si usted interesa saber si esta corporación ha rendido informes anuales, deberá solicitar una Certificación de Cumplimiento ("Good Standing").*



**EN TESTIMONIO DE LO CUAL**, firmo el presente y hago estampar en él el Gran Sello del Gobierno de Puerto Rico, en la ciudad de San Juan, Puerto Rico, hoy, **27 de marzo de 2019**.

**LUIS G. RIVERA MARÍN**  
Secretario de Estado

Para validar este certificado acceda a:

<http://estado.pr.gov/>

Este certificado podrá ser validado un número ilimitado de veces antes de la fecha de expiración 26-mar-2020.

Número de Validación del Certificado: **289905-23560409**



Gobierno de Puerto Rico

## CERTIFICADO DE CUMPLIMIENTO ("GOOD STANDING")

Yo, **LUIS G. RIVERA MARÍN**, Secretario de Estado del Gobierno de Puerto Rico,

**CERTIFICO:** Que, **CENTROS SOR ISOLINA FERRE, INC**, registro número **2366**, una corporación **doméstica sin fines de lucro** organizada bajo las leyes de Puerto Rico el **02 de mayo de 1957**, ha cumplido con la radicación de sus Informes Anuales.



**EN TESTIMONIO DE LO CUAL**, firmo el presente y hago estampar en él el Gran Sello del Gobierno de Puerto Rico, en la ciudad de San Juan, Puerto Rico, hoy, **27 de marzo de 2019**.

**LUIS G. RIVERA MARÍN**  
Secretario de Estado

---

Para validar este certificado acceda a:

<http://estado.pr.gov/>

Este certificado podrá ser validado un número ilimitado de veces antes de la fecha de expiración 26-mar-2020.

Número de Validación del Certificado: **289903-93911811**



CERTIFICACION NUM. SJ-17295-CN

PARA DEDICARSE AL NEGOCIO DE CONTRATISTAS DE PUERTO RICO

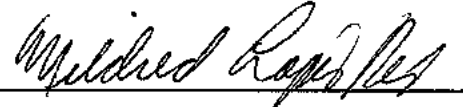
CERTIFICO QUE: CORE CONSTRUCTION SERVICES LLC  
JASON C. BRUZIK  
3131 N. I-10 SERVICE RD. EAST. STE. 401  
METAIRIE, LA 70002

Ha cumplido con los requisitos que establece la Ley 146 del 10 de agosto de 1995, según enmendada, conocida como Ley de Registro de Contratistas.

Se expide esta licencia hoy 8 de mayo de 2018 en San Juan, Puerto Rico y estará en vigor hasta el 20 de abril de 2019.



Lcdo. Michael Pierluisi Rojo  
Secretario



Lcda. Mildred López Pérez  
Director (a)  
Oficina Regional de San Juan



# **CONTRATISTA REGISTRADO**

**Certificación Núm. SJ-17295-CN**

**EXPIRA EL 20/abril/2019**  
Radica a la Comisión Estatal de Elecciones NÚM. CEE-SA-12 -6238



**GOBIERNO DE PUERTO RICO**  
Departamento de Asuntos del Consumidor

8 de mayo de 2018

Core Construction Services LLC  
Jason C. Bruzik  
3131 N. I-10 Service Rd. East Ste. 401  
Metairie, LA 70002

Estimados señores:

Le incluimos su Certificado de Registro de Contratistas Núm. **SJ-17295-CN**, según requiere la Ley 146 del 10 de agosto de 1995, según enmendada y el Reglamento promulgado a su amparo. La misma es intransferible y estará en vigor hasta el **20 de abril de 2019**.

Toda renovación o cancelación de su registro deberá ser solicitada **treinta (30) días** antes de que venza su licencia, de lo contrario se expone a la imposición de una multa administrativa de \$1,000.00 o lo que proceda conforme a derecho, según lo establece el Artículo VI de la referida Ley.

No deberá tener multas pendientes por pagar u órdenes emitidas por este Departamento sin cumplir porque, de lo contrario el Departamento tiene la facultad de iniciar un trámite de mostrar causa por lo cual no deba revocársele su licencia. Para conseguir la Solicitud, Hoja de Cotejo y Declaración de Cumplimiento buscar [www.daco.pr.gov](http://www.daco.pr.gov). Se puede comunicar al teléfono (787) 722-7555, Ext. 14036.

Cordialmente,

Lcda. Mildred López Pérez  
Directora  
Regional de San Juan

Anejos

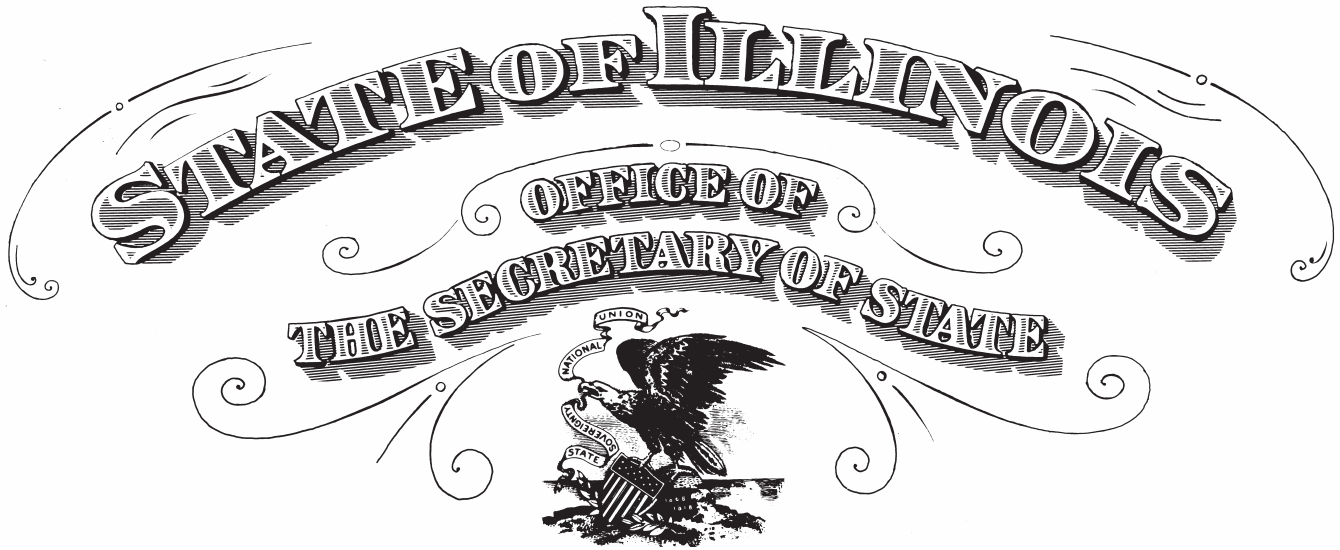
CERTIFIED RISK MANAGEMENT GROUP - CORE TEAM

| Name      | Last               | Lic   | PE  | Jurisdiction |
|-----------|--------------------|-------|-----|--------------|
| Haydee    | Quiñones Berberena | 12696 | Yes | Puerto Rico  |
| Juan A.   | Gonzalez Moscoso   | 25844 | Yes | Puerto Rico  |
| Nelson A. | Mattei Sanchez     | 8125  | Yes | Puerto Rico  |

Validation Site: <http://secure.ciapr.org/index.php?node=1041>

File Number

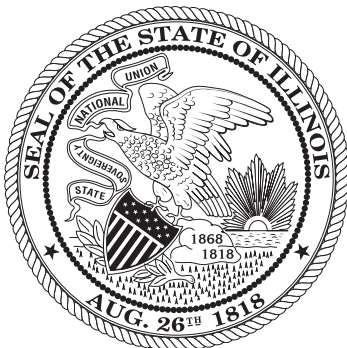
6233-663-3



**To all to whom these Presents Shall Come, Greeting:**

*I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that*

HAGERTY CONSULTING, INC., A DOMESTIC CORPORATION, INCORPORATED UNDER THE LAWS OF THIS STATE ON JULY 11, 2002, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE BUSINESS CORPORATION ACT OF THIS STATE RELATING TO THE PAYMENT OF FRANCHISE TAXES, AND AS OF THIS DATE, IS IN GOOD STANDING AS A DOMESTIC CORPORATION IN THE STATE OF ILLINOIS.



***In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 5TH day of SEPTEMBER A.D. 2018 .***

*Jesse White*

SECRETARY OF STATE

Authentication #: 1824801580 verifiable until 09/05/2019

Authenticate at: <http://www.cyberdriveillinois.com>

# Delaware

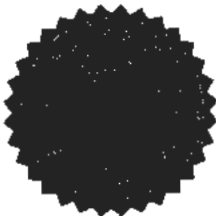
PAGE 1

*The First State*

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE STATEMENT OF QUALIFICATION OF "HORNE LLP", FILED IN THIS OFFICE ON THE TWENTY-FIRST DAY OF DECEMBER, A.D. 2004, AT 6:33 O'CLOCK P.M.

3879341 8100

040929133



*Harriet Smith Windsor*

Harriet Smith Windsor, Secretary of State

AUTHENTICATION: 3569997

DATE: 12-22-04

# Delaware

Page 1

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "HORNE LLP" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE EIGHTEENTH DAY OF MARCH, A.D. 2019.



3879341 8300

SR# 20192051623

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

A handwritten signature in black ink, appearing to read "JBULLOCK", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed in a small font.

Authentication: 202461507

Date: 03-18-19



## Government of Puerto Rico

### Certificate of Authorization to do Business of a Foreign Partnership

#### Article I - Partnership Name

**Horne LLP is a Foreign For Profit Limited Liability Partnership organized under the laws of Delaware duly authorized to do business in Puerto Rico as HORNE LLP.**

**Desired term for the entity name is: LLP**

#### Article II - Home State Details

**Its home state is Delaware.**

**Its date of organization, creation or establishment in Delaware is 21-Dec-2004, and the term of existence is Perpetual.**

#### Article III - Physical Address of Domicile

The street address of its domicile is:

Street Address      **1020 Highland Colony Parkway, Suite 400, RIDGELAND, MS, 39157**

#### Article IV - Designated Office and Authorized Person

Its designated office in the Government of Puerto Rico will be located at:

Street Address      **361 San Francisco street 4th Floor, SAN JUAN, PR, 00901**

Mailing Address    **P.O. Box 9022946, SAN JUAN, PR, 00902**

The name, street and mailing address of the Authorized Person in charge of said office is:

Name                 **CT Corporation System**

Street Address     **361 San Francisco street 4th Floor, SAN JUAN, PR, 00901**

Mailing Address    **P.O. Box 9022946, SAN JUAN, PR, 00902-2946**

Email                 **CT-GlobalServices@wolterskluwer.com**

#### Article V - Nature of Business

The description of the business which it proposes to carry on is the following:

Accounting Services

#### Article VI - Authorized Partners

The name, street and mailing address of each Authorized Partner is as follows:

Name **Eversole, Wendy F.**  
 Street Address **127 Claiborne Cove, RIDGELAND, MS, 39157**  
 Mailing Address **127 Claiborne Cove, RIDGELAND, MS, 39157**  
 Email **wendy.eversole@hornellp.com**

Name **Eversole, Wendy**  
 Street Address **127 Claiborne Cove, RIDGELAND, MS, 39157**  
 Mailing Address **127 Claiborne Cove, RIDGELAND, MS, 39157**  
 Email **CT-GlobalServices@wolterskluwer.com**

**Article VII - Partnership's Corporate Charter**

A certified copy of the partnership's corporate charter or the application of registration or renewal of a partnership organized under the Laws of Puerto Rico or other jurisdiction is accompanying this filing.

**Article VIII - Terms of Existence**

The term of existence of this partnership will be:

21-Mar-2020

The date from which the partnership will be effective is:

21-Mar-2019

**Supporting Documents**

| <b>Document</b>              | <b>Date Issued</b> |
|------------------------------|--------------------|
| Application Act              | 18-Mar-2019        |
| Certificate of Good Standing | 18-Mar-2019        |
| Other                        | 21-Mar-2019        |

**STATEMENT UNDER PENALTY OF PERJURY**

IN WITNESS WHEREOF, I/We the undersigned, for the purpose of doing business in Puerto Rico pursuant to the laws of Puerto Rico, hereby swear that the facts herein stated are true. This 21st day of March, 2019.

|   |
|---|
| Government of Puerto Rico<br>Department of State<br><br>Transaction Date: 21-Mar-2019<br>Register No: 424763<br>Order No: 1553594 |
|---|



Government of Puerto Rico

## CERTIFICATE OF AUTHORIZATION TO DO BUSINESS IN PUERTO RICO

I, **LUIS G. RIVERA MARÍN**, **Secretary of State** of the Government of Puerto Rico;

**CERTIFY:** That **HORNE LLP**, register number **424763**, is a **Foreign For Profit Limited Liability Partnership** organized under the laws of Delaware duly authorized to do business in Puerto Rico on this **21st of March, 2019 at 04:39 PM**



**IN WITNESS WHEREOF**, the undersigned by virtue of the authority vested by law, hereby issues this certificate and affixes the Great Seal of the Government of Puerto Rico, in the City of San Juan, Puerto Rico, today, **March 21, 2019**.

A handwritten signature in blue ink, appearing to be "Luis G. Rivera Marín", written in a cursive style.

**LUIS G. RIVERA MARÍN**  
Secretary of State



Government of Puerto Rico

## CERTIFICATE OF GOOD STANDING

I, **LUIS G. RIVERA MARÍN**, **Secretary of State** of the Government of Puerto Rico,

**CERTIFY:** That, pursuant to Puerto Rico's General Law of Corporations, **MOMA CONSULTING GROUP, LLC**, register number **2192**, a **for profit domestic** Limited Liability Company organized under the laws of Puerto Rico on **March 15, 2010**, has complied with the payment of its Annual Fees.



**IN WITNESS WHEREOF**, the undersigned by virtue of the authority vested by law, hereby issues this certificate and affixes the Great Seal of the Government of Puerto Rico, in the City of San Juan, Puerto Rico, today, **April 12, 2019**.

A handwritten signature in blue ink, appearing to be "Luis G. Rivera Marín", is written over a horizontal line.

**LUIS G. RIVERA MARÍN**  
Secretary of State

---

To validate this certificate go to: <http://estado.pr.gov/>

This certificate can be validated an unlimited number of times before its expiration date of 11-Apr-2020.

Certificate Validation Number: **293293-21999715**

Estado Libre Asociado de Puerto Rico  
DEPARTAMENTO DE ESTADO  
San Juan, Puerto Rico

## CERTIFICADO DE ORGANIZACION

Yo, **KENNETH McCLINTOCK HERNANDEZ**, Secretario de Estado del Estado Libre Asociado de Puerto Rico,

CERTIFICO: Que **"MOMA CONSULTING GROUP, LLC"**, registro 2192, es una Compañía de Responsabilidad Limitada, organizada bajo las leyes de Puerto Rico el 15 de marzo de 2010, a las 10:57 AM.

EN TESTIMONIO DE LO CUAL, firmo el presente y hago estampar en el el Gran Sello del Estado Libre Asociado de Puerto Rico, en la ciudad de San Juan, hoy 16 de marzo de 2010.

  
**KENNETH McCLINTOCK HERNANDEZ**  
Secretario de Estado



# CERTIFICADO DE REGISTRO DE COMERCIANTE

**Nombre Localidad:**

**MOMA CONSULTING GROUP, LLC**  
URB. RIVER GARDEN  
CALLE FLOR DE LIRIO N-3  
CANOVANAS PR 00729

**Nombre Legal:**

**ROGELIO M. MARZAN**  
URB. RIVER GARDEN 271  
CANOVANAS PR 00729

# 0445506-0018

## AGENTE RETENEDOR

**Fecha de Emisión:**

01-may-2019

**Fecha de Expiración:**

30-abr-2020

**Tipo de Certificado:** Comerciante

**Código NAICS:**

54199

**Actividad Comercial:**

Otros Servicios Profesionales, Científicos y Técnicos

Certifico que este comerciante está inscrito en el Registro de Comerciantes del Departamento de Hacienda.

**Secretario Auxiliar Área de Rentas Internas**

Este Certificado no es transferible y el mismo deberá exhibirse en todo momento en un lugar visible al público en la localidad indicada.



**L2086938112**



**P & S CONSULTANTS**

ARCHITECTURE  
ENVIRONMENTAL  
ENGINEERING  
MANAGEMENT

Plaza Caparra Shopping Center  
1498 Roosevelt Ave. Office 210-B  
Guaynabo, PR 00961

Phone: (787) 783-1436

Fax: (787) 783-1909



**Ing. Aniel Grillasca**

**Lic. # 12195**

**Expira: 31/08/2019**

RENOVACIÓN APROBADA: 17 de noviembre, 2014

RENEWAL APPROVED ON: November 17, 2014



Estado Libre Asociado de Puerto Rico  
*Commonwealth of Puerto Rico*

DEPARTAMENTO DE ESTADO  
*Department of State*

Secretaria Auxiliar de Juntas Examinadoras  
*Office of the Assistant Secretary of State for Examining Boards*

La Junta Examinadora de Ingenieros y Agrimensores  
*The Examining Board of Engineers and Land Surveyors*

por la presente certifica que  
*hereby certifies that*

**Aniel G. Grillasca Rodríguez**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
*having met all the requirements of law, has been registered as:*

**Ingeniero Licenciado**  
*Licensed Engineer*

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
*In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.*

En San Juan, Puerto Rico, efectivo 04 de octubre de 2014  
*In San Juan, Puerto Rico, effective October 04, 2014.*

Número de Licencia: 12195  
*License Number*

Vencimiento: 03 de octubre de 2019  
*Expires: October 03, 2019*



Presidente

Secretario Auxiliar Ldo. Francisco Rodríguez Bernier  
*Under Secretary*



**P & S CONSULTANTS**

ARCHITECTURE  
ENVIRONMENTAL  
ENGINEERING  
MANAGEMENT

Plaza Caparra Shopping Center  
1498 Roosevelt Ave. Office 210-B  
Guaynabo, PR 00961

Phone: (787) 783-1436

Fax: (787) 783-1909



**Ing. Antonio J. Jiménez**

**Lic. # 14558**

**Expira: 31/08/2019**

RENOVACIÓN APROBADA: 22 de junio, 2015

RENEWAL APPROVED ON: June 22, 2015



Estado Libre Asociado de Puerto Rico  
*Commonwealth of Puerto Rico*

DEPARTAMENTO DE ESTADO  
*Department of State*

Secretaría Auxiliar de Juntas Examinadoras  
*Office of the Assistant Secretary of State for Examining Boards*

La Junta Examinadora de Ingenieros y Agrimensores  
*The Examining Board of Engineers and Land Surveyors*

por la presente certifica que  
*hereby certifies that*

**Antonio J. Jiménez Quiñones**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
*having met all the requirements of law, has been registered as:*

**Ingeniero Licenciado, RPA**  
*Licensed Engineer, PRS*

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
*In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.*

En San Juan, Puerto Rico, efectivo 03 de marzo de 2015.  
*In San Juan, Puerto Rico, effective March 03, 2015.*

Número de Licencia: 14558  
*License Number*

Vencimiento: 03 de marzo de 2020  
*Expires: March 03, 2020*



  
*Presidente*

  
*Secretaria Auxiliar Ludo Francisco Rodriguez Benier  
Under Secretary*

Commonwealth of Puerto Rico  
**DEPARTMENT OF STATE**  
San Juan, Puerto Rico

**CERTIFICATE OF CONVERSION**

I, **DAVID E. BERNIER RIVERA**, Secretary of the Commonwealth of Puerto Rico;

**CERTIFY:** That on **April 26, 2013** at **10:17 a.m.** was filed a certificate of Conversion of **"P & S CONSULTANTS, INC."**, register number **130632** is a **profit close corporation**, changing to a Limited Liability Company, under the name for read **"P & S CONSULTANTS, LLC"** file number **3996-LLC**

**IN WITNESS WHEREOF**, the undersigned by virtue of the authority vested by law, hereby issues this certificate and affixes the Great Seal of the Commonwealth of Puerto Rico, in the city of San Juan today, April 29, 2013.



**DAVID E. BERNIER RIVERA**  
Secretary of State

RENOVACIÓN APROBADA: 18 de agosto, 2014

RENEWAL APPROVED ON: August 18, 2014



Estado Libre Asociado de Puerto Rico  
*Commonwealth of Puerto Rico*

DEPARTAMENTO DE ESTADO  
*Department of State*

Secretaría Auxiliar de Juntas Examinadoras  
*Office of the Assistant Secretary of State for Examining Boards*

La Junta Examinadora de Ingenieros y Agrimensores  
*The Examining Board of Engineers and Land Surveyors*

por la presente certifica que  
*hereby certifies that*

**Edgar O. Flores Castro**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
*having met all the requirements of law, has been registered as:*

**Ingeniero Licenciado, RPA**  
*Licensed Engineer, PRS*

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
*In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.*

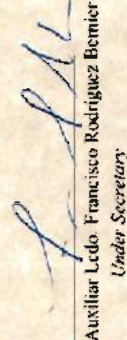
En San Juan, Puerto Rico, efectivo 14 de junio de 2014  
*In San Juan, Puerto Rico, effective June 14, 2014.*

Número de Licencia: 12713  
*License Number*

Vencimiento: 15 de junio de 2019  
*Expires: June 15, 2019*



  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretario Auxiliar Lcdo. Francisco Rodríguez Bernier  
*Under Secretary*





Gobierno de Puerto Rico

## CERTIFICADO DE CUMPLIMIENTO ("GOOD STANDING")

Yo, **LUIS G. RIVERA MARÍN**, **Secretario de Estado** del Gobierno de Puerto Rico,

**CERTIFICO:** Que, a tenor con la Ley General de Corporaciones de Puerto Rico, **P & S CONSULTANTS, LLC**, registro número **3996**, una Compañía de Responsabilidad Limitada **doméstica con fines de lucro** organizada bajo las leyes de Puerto Rico el **20 de septiembre de 2002**, ha cumplido con el pago de los Derechos Anuales.



**EN TESTIMONIO DE LO CUAL**, firmo el presente y hago estampar en él el Gran Sello del Gobierno de Puerto Rico, en la ciudad de San Juan, Puerto Rico, hoy, **12 de febrero de 2019**.

A handwritten signature in blue ink, appearing to be "Luis G. Rivera Marín".

**LUIS G. RIVERA MARÍN**  
Secretario de Estado

Para validar este certificado acceda a:

<http://estado.pr.gov/>

Este certificado podrá ser validado un número ilimitado de veces antes de la fecha de expiración 12-feb-2020.

Número de Validación del Certificado: **284182-70897910**



**P & S CONSULTANTS**

ARCHITECTURE  
ENVIRONMENTAL  
ENGINEERING  
MANAGEMENT

Plaza Caparra Shopping Center  
1498 Roosevelt Ave. Office 210-B  
Guaynabo, PR 00961

Phone: (787) 783-1436

Fax: (787) 783-1909



**Ing. Miguel Menar Figueroa**

**Lic. # 13051**

**Expira: 31/08/2019**

RENOVACIÓN APROBADA: 19 de julio, 2017.

RENEWAL APPROVED ON: July 19, 2017.



Gobierno de Puerto Rico  
Government of Puerto Rico

DEPARTAMENTO DE ESTADO  
Department of State

Secretaría Auxiliar de Juntas Examinadoras  
Office of the Assistant Secretary of State for Examining Boards

La Junta Examinadora de Ingenieros y Agrimensores  
The Examining Board of Engineers and Land Surveyors

por la presente certifica que  
hereby certifies that

**Miguel Angel Menar Figueroa**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
having met all the requirements of law, has been registered as:

**Ingeniero Licenciado**  
Licensed Engineer

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.

En San Juan, Puerto Rico, efectivo 19 de julio de 2017  
In San Juan, Puerto Rico, effective July 19, 2017.

Número de Licencia: 13051  
License Number

Vencimiento: 01 de mayo de 2022  
Expires: May 01, 2022



  
Presidente

  
Directora  
Director



**P & S CONSULTANTS**

ARCHITECTURE  
ENVIRONMENTAL  
ENGINEERING  
MANAGEMENT

**POSTAL ADDRESS:**  
B5 calle Tabonuco Ste 216  
PMB 328  
Guaynabo, PR 00968



**PHONE:**  
(787) 783-1436

**Ing. Pedro Lorenzo, PE**

**Lic. # 14756**

**Expira: 31/08/2019**

RENOVACIÓN APROBADA: 25 de abril, 2016

RENEWAL APPROVED ON: April 25, 2016



Estado Libre Asociado de Puerto Rico  
*Commonwealth of Puerto Rico*

DEPARTAMENTO DE ESTADO  
*Department of State*

Secretaría Auxiliar de Juntas Examinadoras  
*Office of the Assistant Secretary of State for Examining Boards*

La Junta Examinadora de Ingenieros y Agrimensores  
*The Examining Board of Engineers and Land Surveyors*

por la presente certifica que  
*hereby certifies that*

**Pedro Lorenzo López**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
*having met all the requirements of law, has been registered as:*

**Ingeniero Licenciado**  
*Licensed Engineer*

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
*In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.*

En San Juan, Puerto Rico, efectivo 14 de julio de 2016  
*In San Juan, Puerto Rico, effective July 14, 2016.*

**Número de Licencia: 14756**  
*License Number*

**Vencimiento: 13 de julio de 2021**  
*Expires: July 13, 2021*



Presidente

Secretario Auxiliar Ldo. Francisco Rodriguez Bernier  
*Under Secretary*



**P & S CONSULTANTS**

ARCHITECTURE  
ENVIRONMENTAL  
ENGINEERING  
MANAGEMENT

Plaza Caparra Shopping Center  
1498 Roosevelt Ave. Office 210-B  
Guaynabo, PR 00961

Phone: (787) 783-1436

Fax: (787) 783-1909



**Arq. Samuel Pérez Adorno**

**Lic. # 16925**

**Expira: 24/03/2023**

RENOVACIÓN APROBADA: 12 de junio, 2018

RENEWAL APPROVED ON: June 12, 2018



Gobierno de Puerto Rico  
Government of Puerto Rico

DEPARTAMENTO DE ESTADO  
Department of State

Secretaría Auxiliar de Juntas Examinadoras  
Office of the Assistant Secretary of State for Examining Boards

La Junta Examinadora de Arquitectos y Arquitectos Paisajistas  
The Examining Board of Architects and Landscape Architects

por la presente certifica que  
hereby certifies that

**Samuel Pérez Adorno**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
having met all the requirements of law, has been registered as:

**Arquitecto Licenciado**  
Licensed Architect

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.

En San Juan, Puerto Rico, efectivo 12 de junio de 2018  
In San Juan, Puerto Rico, effective June 12, 2018.

Número de Licencia: 16925  
License Number

Vencimiento: 24 de marzo de 2023  
Expires: March 24, 2023



*Laura Cordero Agrait*  
Arq. Laura Cordero-Agrait - Presidenta

*Marianne E. Costello Aldabes*  
Directora  
Director



Government of Puerto Rico  
Department of State

Transaction Date: 17-Aug-2018  
Register No: 414327  
Order No: 1497313

## Government of Puerto Rico

### Certificate of Formation of a Limited Liability Company

#### Article I - Limited Liability Company Name

**The name of the Domestic Limited Liability Company is: PR DISASTER MANAGEMENT LLC**  
**Desired term for the entity name is: LLC**

#### Article II - Principal Office and Resident Agent

Its principal office in the Government of Puerto Rico will be located at:

Street Address      **361 San Francisco Street, SAN JUAN, PR, 00901**  
Mailing Address     **361 San Francisco Street, SAN JUAN, PR, 00901**  
Phone                 **(212) 590-9009**

The name, street and mailing address of the Resident Agent in charge of said office is:

Name                 **CT Corporation System**  
Street Address      **361 San Francisco Street, SAN JUAN, PR, 00901**  
Mailing Address     **361 San Francisco Street, SAN JUAN, PR, 00901**  
Email                 **ctglobalservicesomc@wolterskluwer.com**  
Phone                 **(212) 590-9009**

#### Article III - Nature of Business

This is a For Profit entity whose nature of business or purpose is as follows:

**Disaster recovery services**

#### Article IV - Authorized Persons

The name, street and mailing address of each Authorized Person is as follows:

Name                 **Enríquez-Aranda, Enrique S.**  
Street Address      **255 Ponce de León Avenue, MCS Plaza, 10th Floor, SAN JUAN, PR, 00917-1913**  
Mailing Address     **255 Ponce de León Avenue, MCS Plaza, 10th Floor, SAN JUAN, PR, 00917-1913**  
Email                 **enriquez@reichardescalera.com**

#### Article V - Administrators

If the faculties of the Authorized Persons will end upon the filing of the Certificate of Formation of a Limited Liability Company, the names, physical and mailing address of the persons who will act as Administrators until the first annual meeting of the members or until their successors replace them are

as follows:

Name **CSRS, Inc.**  
 Street Address **6767 Perkins Road, Suite 200, BATON ROUGE, LA, 70802**  
 Mailing Address **6767 Perkins Road, Suite 200, BATON ROUGE, LA, 70802**  
 Email **ctglobalservicesomc@wolterskluwer.com**  
 Expiration Date **Indefinite**

Name **Barfield, Tim**  
 Title **President**  
 Street Address **6767 Perkins Road, Suite 200, BATON ROUGE, LA, 70808**  
 Mailing Address **6767 Perkins Road, Suite 200, BATON ROUGE, LA, 70808**  
 Email **ctglobalservicesomc@wolterskluwer.com**  
 Expiration Date **Indefinite**

#### Article VI - Terms of Existence

The term of existence of this entity will be: **Perpetual**

The date from which the entity will be effective is: **17-Aug-2018**

#### Supporting Documents

| Document | Date Issued |
|----------|-------------|
|----------|-------------|

#### STATEMENT UNDER PENALTY OF PERJURY

IN WITNESS WHEREOF, I/We Enríquez-Aranda, Enrique S., the undersigned, for the purpose of forming a limited liability company pursuant to the laws of Puerto Rico, hereby swear that the facts herein stated are true. This 17th day of August, 2018.



Government of Puerto Rico

## CERTIFICATE OF ORGANIZATION

I, **LUIS G. RIVERA MARÍN**, Secretary of State of the Government of Puerto Rico;

**CERTIFY:** That **PR DISASTER MANAGEMENT LLC**, register number **414327**, is a **Domestic Limited Liability Company For Profit** organized under the laws of Puerto Rico on this **17th of August, 2018 at 03:36 PM.**



**IN WITNESS WHEREOF**, the undersigned by virtue of the authority vested by law, hereby issues this certificate and affixes the Great Seal of the Government of Puerto Rico, in the City of San Juan, Puerto Rico, today, **August 17, 2018.**

A handwritten signature in blue ink, appearing to be "Luis G. Rivera Marín", written in a cursive style.

**LUIS G. RIVERA MARÍN**  
Secretary of State



Centro de Recaudación de Ingresos Municipales  
Estado Libre Asociado de Puerto Rico

PROPIETARIO / OWNER  
PR DISASTER MANAGEMENT, LLC.

**CERTIFICACION DE DEUDA POR TODOS LOS CONCEPTOS**

LAS SIGUIENTES PROPIEDADES FIGURAN EN NUESTRO SISTEMA COMPUTADORIZADO A NOMBRE DE PR DISASTER MANAGEMENT, LLC. CON NUMERO DE SEGURO SOCIAL PATRONAL: 660-90-5500

**Numero de Catastro**

| <b>o Cuenta Personal</b> | <b>Localizacion de la Propiedad</b>           | <b>Concepto</b> | <b>Deuda Total</b> |
|--------------------------|---|-----------------|--------------------|
| 660-90-5500              | 6767 PERKINS ROAD SUITE 200 BATON ROUGE 70802 | MUEBLE          | 0.00               |
|                          |   | <b>Total:</b>   | <b>0.00</b>        |

ESTA CERTIFICACION NO SERA OFICIAL SIN EL IMPORTE DE \$2.50 EN ESTAMPILLAS EMITIDAS POR EL CRIM. ES VALIDA PARA GESTIONES DE COBROS.

PARA EL DETALLE DE LA DEUDA SE DEBERA EMITIR UNA CERTIFICACION DE DEUDA INDIVIDUAL POR CADA PROPIEDAD.

Fecha de Intereses: 21/03/2019 dd/mm/yyyy.

Date of this notice: 08-21-2018

Employer Identification Number:  
66-0905500

Form: SS-4

Number of this notice: CP 575 A

PR DISASTER MANAGEMENT LLC  
TIM BARFIELD MBR  
361 SAN FRANCISCO STREET  
SAN JUAN, PR 00901

For assistance you may call us at:  
1-800-829-4933

IF YOU WRITE, ATTACH THE  
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 66-0905500. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

Based on the information received from you or your representative, you must file the following form(s) by the date(s) shown.

|            |            |
|------------|------------|
| Form 941PR | 10/31/2018 |
| Form 940PR | 01/31/2019 |
| Form 1065  | 03/15/2019 |

If you have questions about the form(s) or the due date(s) shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, *Accounting Periods and Methods*.

We assigned you a tax classification based on information obtained from you or your representative. It is not a legal determination of your tax classification, and is not binding on the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2004-1, 2004-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, *Entity Classification Election*. See Form 8832 and its instructions for additional information.

A limited liability company (LLC) may file Form 8832, *Entity Classification Election*, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, *Election by a Small Business Corporation*. The LLC will be treated as a corporation as of the effective date of the S corporation election and does not need to file Form 8832.

If you are required to deposit for employment taxes (Forms 941, 943, 940, 944, 945, CT-1, or 1042), excise taxes (Form 720), or income taxes (Form 1120), you will receive a Welcome Package shortly, which includes instructions for making your deposits electronically through the Electronic Federal Tax Payment System (EFTPS). A Personal Identification Number (PIN) for EFTPS will also be sent to you under separate cover. Please activate the PIN once you receive it, even if you have requested the services of a tax professional or representative. For more information about EFTPS, refer to Publication 966, *Electronic Choices to Pay All Your Federal Taxes*. If you need to make a deposit immediately, you will need to make arrangements with your Financial Institution to complete a wire transfer.

The IRS is committed to helping all taxpayers comply with their tax filing obligations. If you need help completing your returns or meeting your tax obligations, Authorized e-file Providers, such as Reporting Agents (payroll service providers) are available to assist you. Visit the IRS Web site at [www.irs.gov](http://www.irs.gov) for a list of companies that offer IRS e-file for business products and services. The list provides addresses, telephone numbers, and links to their Web sites.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at [www.irs.gov](http://www.irs.gov). If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

**IMPORTANT REMINDERS:**

- \* Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.** You may give a copy of this document to anyone asking for proof of your EIN.
- \* Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- \* Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is PRDI. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.



Government of Puerto Rico  
Department of State

Transaction Date: 28-Mar-2019  
Register No: 401938  
Order No: 1560164

## Government of Puerto Rico Amendment to Articles of Incorporation

### 401938 - REDLINE GLOBAL, LLC

*A resolution was adopted setting forth (a) proposed amendment(s) to the Certificate of Incorporation of said corporation, declaring said amendment(s) to be advisable.*

*RESOLVED, that the Certificate of Incorporation of this corporation be amended by changing the following Article(s)*

### Administrators

The name, street and mailing addresses and email address of the officers are:

Name: **MACFARLAND, RANCE**  
Title(s): **CHIEF EXECUTIVE OFFICER**  
Street Address: **382 DORADO BEACH EAST, DORADO, PR, 00646**  
Mailing Address: **382 DORADO BEACH EAST, DORADO, PR, 00646**  
Email: **RANCE@ATLYSGLOBAL.COM**

Name: **ROBINSON, FRANK**  
Title(s): **CHAIRMAN OF THE BOARD**  
Street Address: **407 CHANNEL DR. PLEASANT BEACH, POINT PLEASANT BEACH, NJ, 08742**  
Mailing Address: **407 CHANNEL DR. PLEASANT BEACH, POINT PLEASANT BEACH, NJ, 08742**  
Email: **FRANK@ATLYSGROUP.COM**

Name: **SANCHEZ, JORGE**  
Title(s): **CHIEF FINANCIAL OFFICER**  
Street Address: **Fernando Ribas Dominicci Airport, Hangares 4 Sur, Southwest End,, SAN JUAN, PR, 00907**  
Mailing Address: **Fernando Ribas Dominicci Airport, Hangares 4 Sur, Southwest End,, SAN JUAN, PR, 00907**  
Email: **JSANCHEZ@REDLINEGLLC.COM**

### Supporting Documents

| Document                 | Date Issued |
|--------------------------|-------------|
| Administrator Resolution | 28-Mar-2019 |

### STATEMENT UNDER PENALTY OF PERJURY

IN WITNESS WHEREOF, I, MURRAY, ANTHONY [Attorney/Paralegal - Attorney] the undersigned, being authorized to file amendment(s) for the corporation, hereby swear that the facts herein stated in this certificate are true, this 28th day of March, 2019.



Government of Puerto Rico

## CERTIFICATE OF ORGANIZATION

I, **LUIS G. RIVERA MARÍN**, Secretary of State of the Government of Puerto Rico;

**CERTIFY:** That **REDLINE GLOBAL, LLC**, register number **401938**, is a **Domestic Limited Liability Company For Profit** organized under the laws of Puerto Rico on this **30th of November, 2017 at 04:34 PM.**



**IN WITNESS WHEREOF**, the undersigned by virtue of the authority vested by law, hereby issues this certificate and affixes the Great Seal of the Government of Puerto Rico, in the City of San Juan, Puerto Rico, today, **November 30, 2017.**

A handwritten signature in blue ink, appearing to be "Luis G. Rivera Marín", written over a horizontal line.

**LUIS G. RIVERA MARÍN**  
Secretary of State

RENOVACIÓN APROBADA: 15 de marzo, 2017

RENEWAL APPROVED ON: March 15, 2017



Gobierno de Puerto Rico  
Government of Puerto Rico

DEPARTAMENTO DE ESTADO  
Department of State

Secretaría Auxiliar de Juntas Examinadoras  
Office of the Assistant Secretary of State for Examining Boards

La Junta Examinadora de Ingenieros y Agrimensores  
The Examining Board of Engineers and Land Surveyors

por la presente certifica que  
hereby certifies that

**Julio C. Del Moral Morales**

habiendo cumplido todos los requisitos de Ley, se ha inscrito en el Registro de esta Junta como  
having met all the requirements of law, has been registered as:

**Ingeniero Licenciado**  
Licensed Engineer

En testimonio de lo cual, se expide esta licencia para el ejercicio de dicha profesión, bajo el sello de la Junta Examinadora.  
In testimony whereof, this license is issued to practice this profession, under the seal of the Board of Examiners.

En San Juan, Puerto Rico, efectivo 17 de marzo de 2017  
In San Juan, Puerto Rico, effective March 17, 2017.

**Número de Licencia: 15760**  
License Number

**Vencimiento: 16 de marzo de 2022**  
Expires: March 16, 2022



  
Presidente

  
Directora  
Director







**RIESGOS ASEGURADOS**

Número de Póliza  
**1916000058**

Página 3 de 3

| Clasificación          | Clave | Grupo | Nómina       | %  | Tipo   | Prima      |
|------------------------|-------|-------|--------------|----|--------|------------|
| AUDITORES Y CONTADORES | 8803  | 350   | \$500,000.00 | 0% | \$0.70 | \$3,500.00 |

|                            |              |                   |
|----------------------------|--------------|-------------------|
| Totales                    | \$500,000.00 | \$3,500.00        |
| Sistema de Méritos         | Ninguno 0%   | \$0.00            |
| Crédito Agrícola           |              | \$0.00            |
| Adicional                  |              | \$0.00            |
| <b>Total Prima a Pagar</b> |              | <b>\$3,500.00</b> |

Sr. Jesús M. Rodríguez Rosa  
Administrador

  
ELIZABETH COLON FIGUEROA  
Oficial de Investigaciones y Seguros



**GLENN HEGAR** TEXAS COMPTROLLER OF PUBLIC ACCOUNTS

The Texas Comptroller of Public Accounts (CPA) administers the Statewide Historically Underutilized Business (HUB) Program for the State of Texas, which includes certifying minority-, woman- and service disabled veteran-owned businesses as HUBs and facilitates the use of HUBs in state procurement and provides them with information on the state's procurement process. The CPA has established Memorandums of Agreement with other organizations that certify minority-, woman- and service disabled veteran-owned businesses that meet certification standards as defined by the CPA. The agreements allow for Texas-based minority-, woman- and service disabled veteran-owned businesses that are certified with one of our certification partners to become HUB certified through one convenient application process.

In accordance with the Memorandum of Agreement the CPA has established with the Dallas/Fort Worth Minority Supplier Development Council (D/FWMSDC), we are pleased to inform you that your company is now certified as a HUB. Your company's profile is listed in the State of Texas HUB Directory and may be viewed online at <https://mycpa.cpa.state.tx.us/tpasscmbsearch/index.jsp>. Provided that your company continues to remain certified with the D/FWMSDC, and they determine that your company continues to meet HUB eligibility requirements, the attached HUB certificate is valid for the time period specified.

You must notify the D/FWMSDC in writing of any changes affecting your company's compliance with the HUB eligibility requirements, including changes in ownership, day-to-day management, control and/or principal place of business. Note: Any changes made to your company's information may require the D/FWMSDC and/or the HUB Program to re-evaluate your company's eligibility. Failure to remain certified with the D/FWMSDC, and/or failure to notify them of any changes affecting your company's compliance with HUB eligibility requirements, may result in the revocation of your company's certification.

Please visit our website at <http://comptroller.texas.gov/procurement/prog/hub/> and reference our publications (i.e. Grow Your Business pamphlet, HUB Brochure and Vendor Guide) that will provide you with addition information on state procurement resources that can increase your company's chances of doing business with the state.

Thank you for your participation in the HUB Program! If you have any questions, you may contact a HUB Program representative at 512-463-5872 or toll-free In Texas at 1-888-863-5881.

**Texas Historically Underutilized Business (HUB) Certificate**



Certificate/VID Number: **1822817182500**  
File/Vendor Number: **506710**  
Approval Date: **09-JAN-2019**  
Scheduled Expiration Date: **31-JAN-2020**

In accordance with the Memorandum of Agreement between the  
Dallas/Fort Worth Minority Supplier Development Council (D/FWMSDC)  
and the Texas Comptroller of Public Accounts (CPA), the CPA hereby certifies that

**IN2 ARCHITECTURE, INC.**

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate, printed 23-JAN-2019, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, addresses, phone and fax numbers or authorized signatures) provided in the submission of the business' application for registration/certification into the D/FWMSDC's program, you must immediately (within 30 days of such changes) notify the D/FWMSDC's program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility. If your firm ceases to remain certified in the D/FWMSDC's program, you must apply and become certified through the State of Texas HUB program to maintain your HUB certification.

*Laura Cagle-Hinojosa, Statewide HUB Program Manager  
Statewide Support Services Division*

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<https://mycpa.cpa.state.tx.us/tpasscmbsearch/index.jsp>) or by contacting the HUB Program at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

# WBENC

WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

# National Women's Business Enterprise Certification

to

## IN2 Architecture, Inc.

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

WBENC National WBE Certification was processed and validated by  
Women's Business Council - Southwest, a WBENC Regional Partner Organization.

Certification Granted: June 7, 2018

Expiration Date: June 7, 2019

WBENC National Certification Number: WBE1801041



Authorized by Debbie Hurst, President  
Women's Business Council - Southwest



WOMEN'S  
BUSINESS  
COUNCIL  
—  
SOUTHWEST

NAICS: 541310  
UNSPSC: 94101605





GOVERNMENT OF PUERTO RICO  
Puerto Rico Highway and Transportation Authority

August 23, 2018

Mr. Pedro Lorenzo López  
President  
**P & S Consultant, LLC**  
B 5 Tabonuco St Suite 216 PMB 328  
San Juan, PR 00968

Dear Mr. Lorenzo:

The Puerto Rico Unified Certification Program (UCP) has completed its review of your no change affidavit and attachments submitted for annual review of your firm's certification as a disadvantaged business enterprise. Your firm will continue to be included in our DBE Directory of certified firms considered to participate in bid contracting, subcontracting opportunities, purchase, professional services, materials, etc., when such services are needed with the Department of Transportation and Public Works-Puerto Rico Highway and Transportation Authority (DTPW-PRHTA).

You are required to notify us, at any time, if the disadvantaged status of your firm changes. Failure to report such changes may result in your firm being decertified as provided in regulation 49 CFR, Part 26, 26.83 (h)(j).

Annually, you should submit a No-Change Affidavit along with your copy of your corporate income tax return on your certification letter anniversary date (**SEPTEMBER 16**) If this information is not received your eligibility as such may be removed from the program.

If you have any question or doubts, you may contact the Civil Rights Office between the hours 7:30.m. to 4:00 p.m. - Monday through Friday at (787) 721-8787 ext. 1741/1740.

Cordially,

Ana Iris Del Moral  
Deputy Director  
Civil Rights Office

3004/





U.S. Small Business  
Administration

[mariano.torresfeliciano@sba.gov](mailto:mariano.torresfeliciano@sba.gov) | 787-766-5420 | [www.sba.gov/pr](http://www.sba.gov/pr)  
Puerto Rico & US Virgin Island District Office  
273 Ponce de Leon Ave., Plaza 273, Suite 510 | San Juan, PR, 00917

November 15, 2018

Mr. Pedro Lorenzo, President  
P & S Consultants, LLC  
B5 Calle Tabonuco  
Suite 216 PMB 328  
Guaynabo, PR 00968-3029

Dear Mr. Lorenzo:

**RE: 2019 ANNUAL REVIEW APPROVAL**

The **PUERTO RICO AND USVI DISTRICT OFFICE** of the U.S. Small Business Administration (SBA) has completed its review of your 8(a) Annual Update (SBA Form 1450) and supporting documentation for program year **10/12/2017 through 10/11/2018**.

It is our determination that your firm continues to meet the criteria for 8(a) status. Most contracts that are awarded under the 8(a) Program are usually a result of the self-marketing efforts of the 8(a) firm. SBA will do its best to assist you in your efforts to obtain contracting opportunities.

You are encouraged to utilize all of the SBA's business counseling resources available to you including the Service Corps of Retired Executives (SCORE), and the Small Business & Technology Development Centers (SBTDCs) and Women's Business Institute (WBI). Please feel free to contact Mariano Torres Feliciano, Business Opportunity Specialist at 787-766-5420 to discuss these services or your firm's developmental requirements.

We wish you continued success in the growth and development of your business.

Sincerely,

A handwritten signature in blue ink, appearing to read "Yvette T. Collazo", is written over a printed name and title.

*mag* **Yvette T. Collazo**  
District Director



# Estado Libre Asociado de Puerto Rico

Administración de Servicios Generales  
Registro Único de Licitadores

## CERTIFICADO DE ELEGIBILIDAD

Fecha de Expedición

**16-Abril-2019**

Número de Certificado

**201900679**

Fecha de Vencimiento

**31-October-2019**

Nombre del Licitador: **PR DISASTER MANAGEMENT, LLC**

Seguro Social: **660905500**

Número de Licitador: **28864**

Dirección Postal: **361 SAN FRANCISCO STREET , SAN JUAN PR, 00901**

Teléfono: **2125909009 / 2257690549**

Fax:

Email: **steve.laplace@csrinc.com**

| Persona Autorizada a Firmar Oferta | Título que Ostenta |
|------------------------------------|--------------------|
| Thomas A. Barfield                 | Administrator      |

La vigencia de la elegibilidad está sujeta a que en 16-October-2019 el licitador evidencie su cumplimiento con el inciso E del Artículo 24 Plan de Reorganización Núm. 3 del 21 de noviembre de 2011 presentando la Declaración Jurada requerida por ley. Será responsabilidad de cada Agencia Ejecutiva, Corporación Pública o Municipio validar la elegibilidad del licitador antes de adjudicar cualquier procedimiento de adquisición, órdenes de compra u otorgar contratos.

ADVERTENCIA: Cualquier alteración anula este certificado y podría ser sancionado criminalmente conforme a las disposiciones aplicables del Código Penal de Puerto Rico. Para validar la información en este certificado, favor de acceder al portal <https://serviciosonline.gobierno.pr/validacionelectronica/> y usar el número de certificado como código de validación.

