



**Notice of:**

**BOARD OF ALDERMEN REGULAR MEETING**

**Tuesday, February 17, 2026 at 6:00 PM**

**Council Chambers, City Hall, 2305 North 7th Street, West Monroe**

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**AGENDA**

**Public Comments:** Any person present who wishes to comment on any matter prior to the vote on that matter should stand prior to the vote and request an opportunity to comment. Comments are limited to three (3) minutes per speaker, and the number of speakers may be limited on a subject.

**NOTICE/MINUTES**

**Call to order/Verification of Attendance**

**Motion to Approve Minutes**

- 1) Motion to approve the Minutes of the February 3, 2026 Regular Council Meeting.

**Recognitions/Presentations**

- 2) City of West Monroe employees to be recognized for years of service.

**Mayor's Review**

**Community Announcements**

**ADMINISTRATION/FINANCE**

- 3) **Ordinance** to accept the recommendation of an award in response to the Request for Proposals for Emergency Management Consulting Services, and to authorize execution of a contractual agreement in accordance with that award.

**BUILDING AND DEVELOPMENT**

**LEGAL**

- 4) **Resolution** ordering and calling an election to be held in the City of West Monroe, State of Louisiana, to authorize the renewal of a sales and use tax therein.

**PUBLIC WORKS**

**COMMUNITY SERVICES**

**PARKS AND RECREATION**

**POLICE/FIRE**

**WMFD**

**WMPD**

**ENGINEERING/CONSTRUCTION PROJECTS**

- 5) West Monroe Sports Complex Parking Addition - City Project #250022

Review submitted bids and engineer's recommendations, and if the project is to be awarded,

**Ordinance** to accept awarded bid, and to authorize execution of a contract for project construction with the low bidder (Grindstone Construction, LLC; \$222,701.00).

- 6) Cypress/Slack Drainage Improvements also known as Cypress Detention South - City Project #000209

**Ordinance** to authorize the Mayor to certify the availability of local funding, as updated, and to affirm the commitment of the required local funds for the project by the City.

- 7) Project Updates

Jonathan Kaufman, City Project Manager, Director of Building & Development will present the City Council with project updates for transportation, drainage, and more.

#### **PUBLIC COMMENTS/OTHER BUSINESS**

- 8) Monthly Budget Reports

#### **ADJOURN**

To view a live broadcast of this meeting, go to: <https://www.youtube.com/@CityofWestMonroe/live>

**If you need special assistance, please contact Andrea Pate at 318-396-2600, and describe the assistance that is necessary.**



**BOARD OF ALDERMEN REGULAR MEETING**  
Tuesday, February 3, 2026 at 6:00 PM  
Council Chambers, City Hall, 2305 North 7th Street, West Monroe

**MINUTES**

**NOTICE/MINUTES**

**Call to order/Verification of Attendance**

PRESENT

- Mayor Staci Mitchell
- Polk Brian
- Morgan Buxton
- Thom Hamilton
- Ben Westerburg

ABSENT

- Rodney Welch

The meeting was opened with prayer by Pastor Mark Fenn of First West and the Pledge of Allegiance was led by Mayor Staci Mitchell.

**Motion to Approve Minutes**

Motion to approve the Minutes of the January 20, 2026 Regular Council Meeting.

Motion made by Brian, Seconded by Hamilton.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

**Recognitions/Presentations**

Aaron Richards of Samaritan's Purse gave the Council information on the services and volunteer work that they are providing the community during the aftermath of Winter Storm Fern.

**ADMINISTRATION/FINANCE**

Ordinance 5566: Ordinance to accept the recommendation of an award in response to the Request for Proposals for Emergency Debris Removal, Hauling, Disposal, and Right-of-Way Clearing/ Tree Cutting Services, and to authorize execution of a contractual agreement in accordance with that award.

Motion made by Westerburg, Seconded by Hamilton.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

Ordinance 5567: Ordinance to accept the recommendation of an award in response to the Request for Proposals for Emergency Debris Monitoring Services, and to authorize execution of a contractual agreement in accordance with that award.

Motion made by Buxton, Seconded by Hamilton.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

**LEGAL**

Ordinance 5568: Ordinance to authorize the City of West Monroe to enter into contract with Breazeale, Sachse & Wilson for a Labor/Employment/HR Law Fixed Fee Retainer Preventive Program.

Motion made by Hamilton, Seconded by Westerburg.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

**PUBLIC WORKS**

Ordinance 5569: Ordinance to authorize the City to enter into the Municipal Water Pollution Prevention Program of the Environmental Protection Agency, Region 6.

Motion made by Westerburg, Seconded by Brian.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

**ENGINEERING/CONSTRUCTION PROJECTS**

Project Updates

Jonathan Kaufman, City Project Manager, Director of Building & Development presented the City with project updates for transportation, drainage, and more.

**ADJOURN**

Motion made by Hamilton, Seconded by Buxton.  
Voting Yea: Brian, Buxton, Hamilton, Westerburg

ATTEST:

APPROVED:

Andrea N. Pate

ANDREA PATE  
CITY CLERK

Staci Albritton Mitchell

STACI ALBRITTON MITCHELL  
MAYOR

STATE OF LOUISIANA  
CITY OF WEST MONROE

ORDINANCE NO. \_\_\_\_\_

MOTION BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

AN ORDINANCE TO ACCEPT THE RECOMMENDATION OF AWARD IN RESPONSE TO THE REQUEST FOR PROPOSALS FOR EMERGENCY MANAGEMENT CONSULTING SERVICES; TO AUTHORIZE THE NEGOTIATION AND THE EXECUTION OF A CONTRACT WITH PLEXOS GROUP, L.L.C. IN ACCORDANCE WITH THE TERMS OF THE REQUEST FOR PROPOSALS AND ITS RESPONSE; AND TO PROVIDE FOR RELATED MATTERS.

WHEREAS, the City of West Monroe and the surrounding area of Northeast Louisiana suffered significant and widespread damages resulting from the ice storm and related weather events beginning on January 24, 2026 (sometimes referred to as “Winter Storm Fern”); and

WHEREAS, in order to address immediate emergency management needs resulting from those events, the City prepared and issued a Request for Proposals for Emergency Management Consulting Services (the “RFP”), attached hereto as Exhibit “A,” to solicit qualified firms to provide expertise, strategic guidance, planning assistance, disaster recovery support and related services; and

WHEREAS, the RFP was publicly advertised and distributed in a manner reasonably designed to promote open and competitive procurement consistent with applicable state and federal requirements; and

WHEREAS, after reviewing and scoring of the proposals based upon the published criteria, the committee determined that the proposal submitted by Plexos Group, L.L.C. represented the proposal most advantageous to the City and in its best interest; and

WHEREAS, the City desires to accept the recommendation of award and authorize the negotiation and execution of a contract consistent with the essential terms, scope and conditions set forth in the RFP and response submitted by Plexos Group, L.L.C., attached hereto as Exhibit “B.”

NOW, THEREFORE,

SECTION 1. BE IT ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that the City hereby accepts the recommendation of award under the Request for Proposals for Emergency Management Consulting Services and awards the contract to Plexos Group, L.L.C.

SECTION 2. BE IT FURTHER ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that Staci Albritton Mitchell, Mayor of the City of West Monroe, Louisiana, be and she is hereby authorized to negotiate a contractual agreement for Emergency Management Consulting Services with Plexos Group, L.L.C. , in accordance with the essential terms and provisions of that Request For Proposals and the Response, and thereafter to enter into that contractual agreement with Plexos Group, L.L.C.

SECTION 3. BE IT FURTHER ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that Staci Albritton Mitchell, Mayor of the City of West Monroe, Louisiana, be and she is hereby authorized to further negotiate and modify any further provisions of the referenced contractual agreement as she determines necessary or appropriate prior to its execution, together with executing any and all further documents and to take any and all other actions which she determines are either necessary or appropriate in conjunction with the contractual agreement authorized above in order to obtain the needed services.

The above Ordinance was read and considered by Sections at a public meeting of the Mayor and Board of Aldermen, in regular and legal session convened, voted on by yea and nay vote, passed and adopted the 17th day of February, 2026, the final vote being as follows:

YEA: \_\_\_\_\_

NAY: \_\_\_\_\_

NOT VOTING: \_\_\_\_\_

ABSENT: \_\_\_\_\_

ATTEST:

APPROVED THIS 17th DAY OF  
FEBRUARY, 2026

\_\_\_\_\_  
ANDREA PATE, CITY CLERK  
CITY OF WEST MONROE  
STATE OF LOUISIANA

\_\_\_\_\_  
STACI ALBRITTON MITCHELL, MAYOR  
CITY OF WEST MONROE  
STATE OF LOUISIANA



# Emergency Management Consulting Services

## *Request for Proposals*

The City of West Monroe invites qualified firms and individuals to submit proposals for Emergency Management Consulting Services for the City of West Monroe. This RFP, issued in response to Winter Storm Fern, addresses immediate emergency management needs and outlines the scope of work, submission requirements, and evaluation criteria.

**Proposals are due by 5:00 p.m. on Monday, February 9.**



**NOTICE**  
**CITY OF WEST MONROE, LOUISIANA**  
**REQUEST FOR PROPOSALS (RFP)**  
**EMERGENCY MANAGEMENT CONSULTING SERVICES**  
**Initiated in Response to Winter Storm Fern**

Issue Date: February 6, 2026

**Proposals Due:** February 9, 2026, by 5:00 p.m.; email to [cityclerk@westmonroe.la.gov](mailto:cityclerk@westmonroe.la.gov)

**PURPOSE**

The City of West Monroe (“City”) is seeking proposals from qualified firms and individuals to provide Emergency Management Consulting Services for the City of West Monroe, Louisiana.

This RFP is issued in response to Winter Storm Fern, to address immediate emergency management needs. The selected Consultant may provide services for this event and for future emergencies or disasters as authorized by the City.

The work consists of but is not limited to providing expertise, strategic guidance, planning assistance, and training related to Emergency Management activities for disaster and emergency events affecting the City of West Monroe. Services shall be provided only upon written authorization by the City and on an as-needed basis.

**SCOPE OF SERVICES**

The services shall include the initiation, coordination and monitoring of activities during all phases of emergency management as needed by the City of West Monroe, including preparedness, response, recovery and mitigation relating to the FEMA Public Assistance (PA) and Hazard Mitigation Program.

All services shall be performed in compliance with FEMA regulations, policies, guidance and 2 CFR Part 200, as applicable.

**1. Preparedness Planning**

- Review, update, and if required, assist in the development of the City’s emergency management and disaster recovery plans.
- Review plans and procedures for FEMA compliance and, if necessary, assist the City in developing RFP/RFQ for standby response and recovery contracts. Consultant may provide technical assistance but shall not submit a bid, participate as a subcontractor, or otherwise profit from any contract they assisted in developing.
- Assist the City in reviewing insurance policies and identifying deductibles for reporting to FEMA in the event of a Presidentially declared disaster.
- Provide training to select City personnel regarding applicable federal regulations and FEMA policy.
- Conduct an annual emergency management training exercise for the Mayor and key administration personnel.

- Coordinate plans and activities with Ouachita Emergency Operations Center, when requested by the City.

## **2. Response Activities**

- Assist City in activating emergency contracts authorized by the City.
- Assist in monitoring debris removal and emergency work contractors for documentation and FEMA compliance purposes.
- Assist in monitoring documentation related to force account labor and force account equipment.
- Assist City staff in resolving issues identified by FEMA or GOHSEP.
- In the event of an adverse FEMA decision, assist with necessary appeals.

## **3. Recovery Activities**

- Assist City with initial damage assessments.
- Attend GOHSEP Applicant Briefings and assist the City in preparing and submitting Requests for Public Assistance.
- Provide grants management oversight and technical assistance.
- Assist in the preparation of FEMA Project Worksheets (PW) in coordination with City personnel and other contractors.
- Make recommendations for Alternate and Improved projects and consult with City project manager regarding hazard mitigation opportunities under the PA Program.
- Assist the City in reviewing contractor invoices for FEMA compliance and eligibility. Coordinate with project manager on mitigation projects.
- Assist in the preparation of FEMA appeals at the direction of the City.

## **AUTHORIZATION OF SERVICES**

No work shall be performed unless authorized in writing by the City through a task order, notice to proceed or other written authorization. While this RFP is issued in response to Winter Storm Fern, services under the resulting contract may also be provided for future emergency events or disasters as needed.

The City makes no guarantee of a minimum amount of work.

## **CONTRACT TERM**

1. The initial contract term shall be for a period of 3 years, with an option to renew in one (1) year increments, for up to two (2) one-year, contingent upon satisfactory performance, continued need and budget approval.
2. Continuation of the contract is subject to the appropriation of funds by the City. Failure to appropriate sufficient funds shall result in termination without penalty.
3. Consultant shall hold all licenses, permits, and certifications required to perform the services in the State of Louisiana and shall comply with all federal, state and local laws and regulations.
4. No portion of the work shall be subcontracted without prior written consent to the City. The Consultant shall remain fully responsible for the performance of all subcontractors.

5. The City may award contracts to one or multiple Consultants and may assign work at its sole discretion.

### **PRICING AND PAYMENT**

- Proposals shall include hourly rates by labor category (Attachment A – Hourly Rate Table), which shall remain fixed for the initial contract term unless otherwise approved by the City.
- All work shall be subject to not-to-exceed amounts established by the City through written authorization.
- Invoices shall include sufficient detail to demonstrate FEMA eligibility, including labor category, hours worked, task description, and applicable authorization reference.
- Payment is subject to City approval and compliance with applicable federal and state requirements.

### **GENERAL CONDITIONS AND CLAUSES**

- The City is exempt from Louisiana state and local sales and use taxes.
- The City may terminate the contract for cause or for convenience with thirty (30) days written notice.
- The Consultant shall comply with all applicable nondiscrimination laws.
- Consultant shall comply with all FEMA conflict-of-interest requirements and shall disclose any actual or potential conflicts of interest.

### **INSURANCE**

Proposers shall maintain insurance coverage meeting City requirements and provide certificates of insurance prior to contract execution and upon request.

### **PROPOSAL CONTENTS**

Proposer shall include as part of their proposal, the following information:

1. INTRODUCTION LETTER – Briefly state consultant’s understanding of services required and a brief background of firm.
2. PROPOSAL – Detailed description of prior experience with FEMA and GOHSEP projects. Must include:
  - a. Professional experience and training credentials in governmental emergency management.
  - b. Qualifications and resumes of key personnel, including licenses and certifications. Consultant must be in good standing with Louisiana Secretary of State and vetted through both state and federal databases.
  - c. Technical Approach and Methodology – Describe strategy for planning, procurement, response, recovery and documentation assistance.
  - d. Cost Proposal – Hourly rate schedule by labor category (Attachment A). Rates shall be fully burdened, including all direct and indirect costs, overhead, profit, and applicable taxes. Rates shall remain fixed unless adjusted with written City approval.

- e. DBE Status (if applicable) – Include current certification and supporting documentation. Failure to provide proof may result in ineligibility for consideration.
3. NON-COLLUSION AFFIDAVIT – Attachment B, signed and notarized.
4. DEBARMENT AND SUSPENSION CERTIFICATION – Attachment C, signed and notarized.
5. W9 and COI – Upon contract award, provide insurance certificates as required.

### **EVALUATION AND SELECTION**

Proposals will be evaluated using the following criteria:

1. Relevant experience with FEMA and GOHSEP projects for comparable governmental entities
2. Qualifications and experience of proposed personnel
3. Technical approach and ability to provide timely, hands-on assistance
4. Cost proposal and reasonableness of rates
5. References
6. DBE certification (if applicable)

The City reserves the right to reject any or all proposals and to make awards in the best interest of the City.

### **ATTACHMENTS**

Attachment A – Hourly Rate Table

Attachment B – Non-Collusion Affidavit

Attachment C – Debarment and Suspension Certification

### **RESERVATION OF RIGHTS**

The City reserves the right to reject any or all proposals, waive informalities, make multiple awards, and cancel this RFP.

### **SUBMISSION INSTRUCTIONS**

Proposals must be received by email to [cityclerk@westmonroe.la.gov](mailto:cityclerk@westmonroe.la.gov) no later than 5:00 p.m. on Monday, February 9, 2026.

Late proposals may be rejected.

### ATTACHMENT A – HOURLY RATE SCHEDULE

<b>Labor Category</b>	<b>Description</b>	<b>Hourly Rate</b>
Program Manager	Overall project oversight and FEMA coordination	\$
Senior Emergency Management Specialist	FEMA PA/HM technical expertise	\$
Grants Management Specialist	Documentation, PWs, compliance	\$
Field Coordinator	On-site monitoring and support	\$
Administrative Support	Clerical and reporting support	\$

*All rates are fully burdened and include all costs, overhead, profit, and applicable taxes.*

**ATTACHMENT B – NON-COLLUSION AFFIDAVIT**

STATE OF \_\_\_\_\_ PARISH/COUNTY OF \_\_\_\_\_

BEFORE ME, the undersigned authority, personally came and appeared:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company/Firm: \_\_\_\_\_

who, being first duly sworn, did depose and state as follows:

1. That the affiant is the duly authorized representative of the proposer submitting a proposal in response to the Request for Proposals for Emergency Management Consulting Services issued by the City of West Monroe, Louisiana.
2. That the proposal submitted by the above-named proposer was made without any prior understanding, agreement, or connection with any other person, firm, or corporation submitting a proposal for the same services, and was made without collusion, conspiracy, or fraud.
3. That the proposer has not directly or indirectly entered into any agreement, participated in any collusion, or engaged in any action intended to:
  - o Fix, maintain, or control prices;
  - o Eliminate or reduce competition; or
  - o Otherwise restrain free and open competition in connection with this procurement.
4. That no officer, employee, or agent of the City of West Monroe has received or will receive any financial benefit, gift, gratuity, or consideration for favorable treatment in connection with this proposal.
5. That the affiant understands that any false statements made herein may result in:
  - o Disqualification of the proposal;
  - o Termination of any contract awarded;
  - o Possible civil or criminal penalties under applicable state or federal law.

---

SIGNATURE: \_\_\_\_\_  
 PRINTED NAME: \_\_\_\_\_  
 TITLE: \_\_\_\_\_  
 COMPANY NAME: \_\_\_\_\_  
 DATE: \_\_\_\_\_

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**NOTARY ACKNOWLEDGMENT**

Sworn to and subscribed before me this \_\_\_\_ day of \_\_\_\_\_, 20.

NOTARY PUBLIC: \_\_\_\_\_  
 Printed Name: \_\_\_\_\_  
 Notary ID / Bar Roll No.: \_\_\_\_\_  
 My commission expires: \_\_\_\_\_

**ATTACHMENT C - DEBARMENT AND SUSPENSION CERTIFICATION**

STATE OF \_\_\_\_\_ PARISH/COUNTY OF \_\_\_\_\_

The undersigned, as an authorized representative of the proposer, hereby certifies, to the best of its knowledge and belief, pursuant to 2 CFR §200.213, that neither the Proposer nor its principals:

1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have within the preceding three (3) years been convicted of, or had a civil judgment rendered against them for:
  - a. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract;
  - b. Violation of federal or state antitrust statutes relating to the submission of offers; or
  - c. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are presently indicted for or otherwise criminally or civilly charged by a governmental entity with any of the offenses listed above; or
4. Have within the preceding three (3) years had one or more public transactions terminated for cause or default.

The undersigned further certifies that, as of the date of this submission, it has checked the System for Award Management (SAM.gov) and that neither the firm nor its principals are listed as excluded.

If the Proposer cannot certify any statement above, it shall attach a written explanation to this certification.

The undersigned acknowledges that falsification, misrepresentation or omission of facts may result in rejection of the proposal, termination of any resulting contract, disqualification from future procurements, and/or civil or criminal penalties under applicable state or federal law.

---

SIGNATURE: \_\_\_\_\_  
 PRINTED NAME: \_\_\_\_\_  
 TITLE: \_\_\_\_\_  
 COMPANY NAME: \_\_\_\_\_  
 DATE: \_\_\_\_\_

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**NOTARY ACKNOWLEDGMENT**

Sworn to and subscribed before me this \_\_\_\_ day of \_\_\_\_\_, 2026.

NOTARY PUBLIC: \_\_\_\_\_  
 Printed Name: \_\_\_\_\_  
 Notary ID / Bar Roll No.: \_\_\_\_\_  
 My commission expires: \_\_\_\_\_



## EMERGENCY MANAGEMENT CONSULTING SERVICES

### INITIATED IN RESPONSE TO WINTER STORM FERN

**SUBMISSION DUE DATE:**  
February 9, 2026, by 5pm

**SUBMITTED TO:**  
cityclerk@westmonroe.la.gov

City of West Monroe  
2305 N. 7th Street  
West Monroe, LA 71291

**OFFEROR:**  
Plexos Group, L.L.C.  
1800 City Farm Drive  
Building Four, Suite B  
Baton Rouge, LA 70806

**CONTACT:**  
Casey Tingle  
Senior Vice President  
T: 225-757-5344  
E: [Proposals@PlexosGroup.com](mailto:Proposals@PlexosGroup.com)

[PlexosGroup.com](http://PlexosGroup.com)

# 1. INTRODUCTION LETTER

February 9, 2026

City of West Monroe  
2305 N. 7th Street  
West Monroe, LA 71291

## Re: Request for Proposals to provide Emergency Management Consulting Services in Response to Winter Storm Fern

Dear Members of the Evaluation Committee,

Plexos Group, L.L.C. (“Plexos”) respectfully submits this proposal in response to the City of West Monroe’s (“City”) Request for Proposals. We understand that the City is seeking an experienced consultant to provide on-demand Emergency Management Consulting Services in direct response to Winter Storm Fern, with the capacity to support future emergencies or disasters as authorized by the City. We recognize the urgency of the City’s ongoing efforts to respond to and recover from the deadly conditions caused by downed power lines, bitter cold, and debris.

Plexos is a highly responsive partner committed to rapidly delivering fully compliant assistance across all phases of emergency management—**preparedness, response, recovery, and mitigation**—as specified in the RFP. Our previous experience with GOHSEP and FEMA on similar engagements qualifies us to be that partner, immediately supporting the recovery priorities of the Mayor, including expediting reimbursements to address cash flow challenges.

We recognize that this support must align with all applicable **FEMA regulations, policies, guidance, and 2 CFR Part 200 requirements**, which the City explicitly identifies as mandatory compliance standards for all contracted work. We understand the City is seeking a consultant who can review and update emergency plans for FEMA compliance, provide training in federal regulations, coordinate with the Ouachita Parish Office of Homeland Security and Emergency Preparedness, and assist in activating and overseeing emergency contracts.

We also understand the City’s need for **strong technical expertise** to guide debris monitoring, force account documentation, insurance and eligibility reviews, initial damage assessments, project worksheet (PW) formulation, mitigation recommendations, appeals, and comprehensive grants management, ensuring all activities meet FEMA Public Assistance and Hazard Mitigation Program standards and withstand federal and state audit requirements. Above all, we understand that the City’s priority is to **quickly stabilize post-storm operations, maximize eligible federal funding**, and **establish compliant, efficient processes** that support both its immediate needs and long-term community resilience.

Established in 2012, Plexos is a **Louisiana-based**, nationally recognized program management and disaster recovery firm with expertise in FEMA Public Assistance, Hazard Mitigation, emergency planning, response, recovery, and grants management. Our team brings more than 200 years of combined senior leadership experience, a workforce of **250+ professionals**, and a record of supporting more than **\$100 Billion in federally funded programs** across **26 states and territories**.

Plexos' experience with GOHSEP and FEMA directly aligns with the City's required services across preparedness, response, recovery, and mitigation as described in the RFP. We routinely support clients with FEMA-compliant planning, documentation, debris monitoring, PW development, insurance and eligibility reviews, hazard mitigation opportunities, and appeals. Our teams have successfully managed complex programs involving FEMA PA Categories A–G, 404/406 mitigation, DRRR Section 1206, force account labor and equipment documentation, GOHSEP coordination, and large-scale reimbursement and closeout efforts.

Built on a foundation of efficiency and accountability, Plexos employs proven systems, tools, and federally compliant processes that **accelerate project delivery** and **ensure accuracy, transparency, and audit readiness**. Our collaborative, hands-on approach ensures City staff receive timely support, clear communication, and technical expertise aligned with federal regulations including the Stafford Act, 2 CFR Part 200, and current FEMA policy. Supporting this approach is our highly experienced team of professionals who are familiar with these challenges, **ready to deploy**, and **dedicated to serving West Monroe throughout its recovery**.

With demonstrated performance across **65 disasters nationwide**, Plexos stands ready to assist the City from immediate response through long-term recovery and closeout, maximizing eligible funding, strengthening documentation, and advancing resilient outcomes for the community. We confirm our commitment to perform the services described in the RFP for the anticipated agreement term of three years, with options for renewal as outlined in the RFP.

I am duly authorized to negotiate on behalf of Plexos and have signed this proposal accordingly. We look forward to partnering with the City of West Monroe to achieve its recovery objectives and stand ready to begin services within the timeframe specified in the RFP. Thank you for considering our proposal. Should you have any questions or require additional information, please do not hesitate to contact me directly.

Sincerely,



Casey Tingle  
Senior Vice President  
Plexos Group, L.L.C.

## 2. PROPOSAL

### a. Professional Experience and Training Credentials in Governmental Emergency Management

#### Experience with FEMA

Plexos brings on-the-ground emergency management and grants expertise to help communities recover faster, with fewer compliance risks. We have supported **over \$100 Billion** in federally funded programs across **26 states and territories** and **65 disasters**, delivering both large and small-scale program management for infrastructure, mitigation, public services, housing, and economic recovery.

As a trusted provider of program and project management services for disaster recovery funding, we help state, local, territorial, and tribal governments **shorten the path from damage to reimbursement**, while protecting them from avoidable eligibility issues, delays, and audit findings. We bring our signature speed-and-compliance discipline across every funding stream we manage, including FEMA PA, Individual Assistance (IA), and the Hazard Mitigation Grant Program (HMGP), as well as HUD CDBG-DR, CDBG-MIT, U.S. Treasury-funded programs, and BIL-IIJA.

Plexos professionals support the full **FEMA grant lifecycle**—prepare, plan, implement, closeout, and maintain compliance—so projects remain eligible from first documentation through final audit. Our experience includes:

- FEMA PA Categories A–G reimbursement support.
- 404 / 406 hazard mitigation and mitigation integration into recovery scopes
- IA and DCM support.
- Standards-based compliance grounded in the Stafford Act, 2 CFR Part 200, VAYGo, and FEMA policy and guidance.

As a leader in providing integrated disaster management services, Plexos is well positioned to assist the City of West Monroe with providing emergency management consulting services in response to Winter Storm Fern. Our experience includes:

- Full disaster lifecycle expertise.
- Proven performance on large, complex FEMA PA and HMGP programs.
- EOC support (scalable surge staffing for EOCs, shelters, field hospitals, and call centers).
- Technical, engineering, program management, and compliance proficiency.
- Strong multi-state and territorial presence.
- Hazard mitigation and resilience planning.
- Program and funding strategy development.
- Pre-disaster program setup and technical assistance.
- Sheltering and mass care.
- Debris monitoring and emergency field operations.
- Rapid infrastructure response.
- FEMA PA program and grant management.
- Case management and individual assistance.

*Figure 1* on the following page, and *Table 1* that follows, demonstrates Plexos' nationwide experience supporting clients across the full disaster lifecycle. Disasters include hurricanes, wildfires, floods, pandemics, severe storms, debris operations, and major infrastructure recovery.

# PLEXOS' FEMA EXPERIENCE

**\$17.5B** IN FEMA PROGRAMS

**45** MAJOR DISASTER DECLARATIONS

**17** STATES/TERRITORIES SERVED

Our team provides expert grants management across the full spectrum of FEMA recovery programs, from Public Assistance to Individual Assistance to Hazard Mitigation. While every disaster is unique, our core principles remain constant: **prepare, plan, implement, closeout, and maintain compliance.**

### LEGEND

- FEMA PA
- FEMA HMGP
- FEMA IA
- FEMA CARES
- FEMA STEP

## FEMA CARES ACT

**\$180M** IN COVID-19 RELATED PROGRAMS FOR MULTIPLE STATE AGENCIES & PRIVATE ENTITIES

- Texas, Louisiana, Michigan, New Jersey, Maryland, Ohio, Rhode Island, Pennsylvania, Tennessee, Florida, and Virginia

## SOUTH CAROLINA

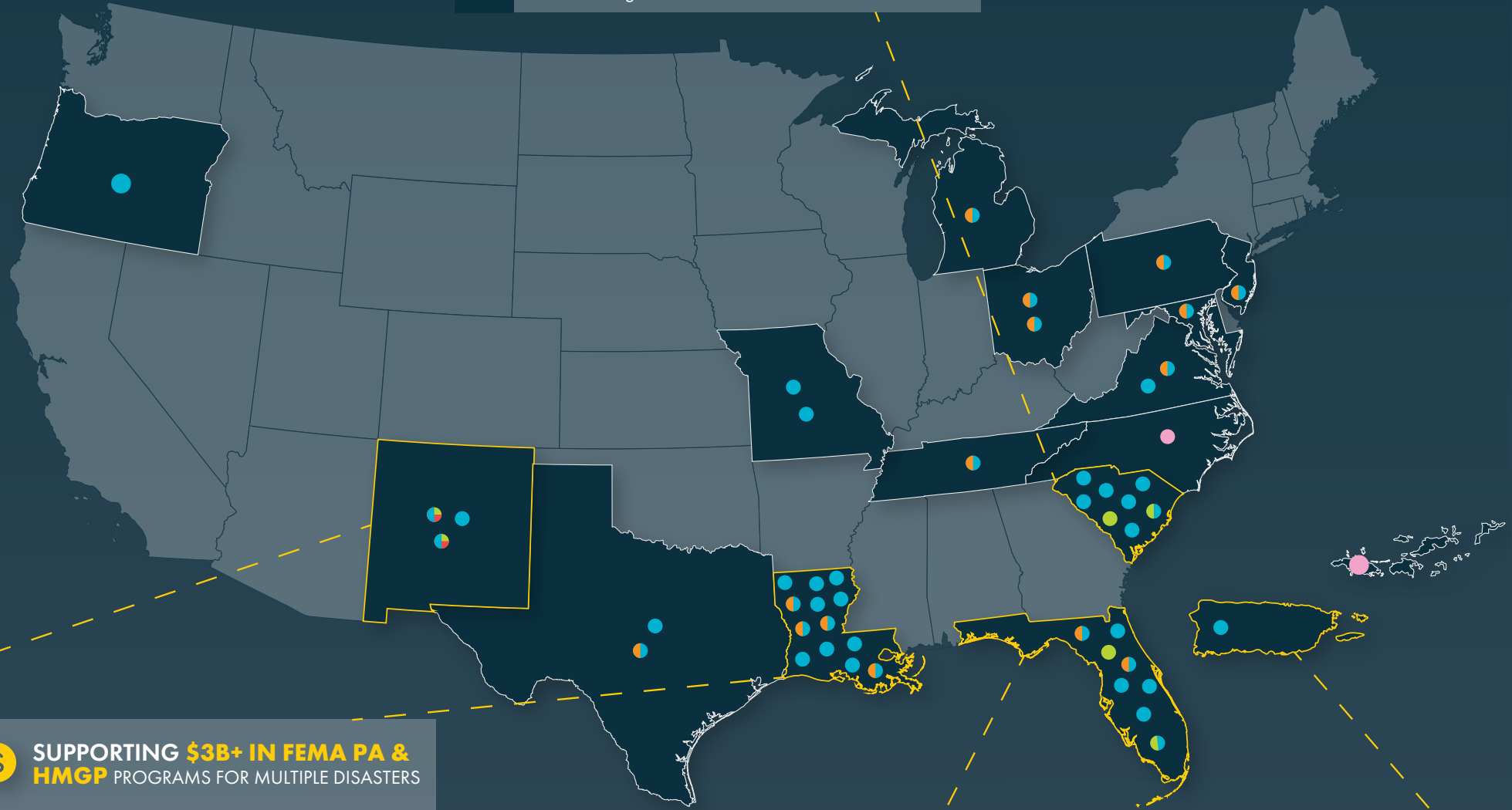
**\$400M** IN FEMA PROGRAMS FOR MULTIPLE DISASTERS

- Serving SCEM, City of Columbia, local government, and private healthcare clients since 2015
- Awarded BRIC Grant Application for \$32.6M resilient water supply
- \$18M in FEMA PA funding for infrastructure
- \$6M in obligated funding secured for Categories A and B in first 30 days of disaster declaration
- Project formulation and technical assistance across all FEMA categories

## FEMA STEP

**\$300M+** MANAGED PMO FOR NORTH CAROLINA EMERGENCY MANAGEMENT & VIRGIN ISLANDS HOUSING FINANCE AUTHORITY

- Provided call center, case management, anti-fraud, waste, and abuse, system of record, quality control, inspections, IT infrastructure and operations, inventory management, project controls, reporting and business intelligence, staff augmentation, and program website.



## NEW MEXICO

**INCREASED FEMA PA FUNDING BY 4,515%**

- 50+ grant applications spanning HMGP, BRIC, and PDM
- \$1.6B in PWs, \$170M+ in PWs for FEMA Category A
- Serving 719+ wildfire-impacted households
- Disaster Case Management for three disaster declarations
- Team of 6 mobilized in less than 3 days; current team 110
- Coordinating with 30+ recovery programs including the FEMA Claims Office
- Coordinated 100+ federal, state, and local partners
- Expanded Incident Period additional 90 days
- 13 grants

## LOUISIANA

**SUPPORTING \$3B+ IN FEMA PA & HMGP PROGRAMS FOR MULTIPLE DISASTERS**

- Serving GOHSEP, DOTD, and local government since 2016
- \$2B and 730 PWs from legacy storms
- Hazard mitigation support on approximately 110 PWs in excess of \$300M
- Closeout support of 50 'high-risk' subrecipients across the Gulf Coast
- Finalized closure of \$9M in remediation costs and \$6M consolidated content PWs for higher education applications
- Expedited closure of PWs from 30+ non-responsive applicants

## FLORIDA

**\$1.6B+** IN FEMA PA & HMGP PROGRAMS FOR MULTIPLE DISASTERS

- Serving FDEM and local government since 2018
- Mitigation measures for \$400M Elevate Florida Program
- 60 Case Managers/Crisis Counselors for Hurricane Ian Shelters
- HMA Engineering Support for Florida Mitigation Bureau Hurricane Ian Recovery
- 400 Floridians hired for COVID-19 Unemployment Call Center

## PUERTO RICO

**138 PWS TOTALING NEARLY \$640M** FOR CATEGORIES A, B, C, E, G

- Grant Management Services for DTOP's \$299M FEMA and HUD program, including FEMA PA and HMGP sections 428, 404, and 406 of the Stafford Act
- Project formulation, damage descriptions and dimensions, and scope of work development for six federally declared disasters

Figure 1. Plexos' nation-wide FEMA experience

Table 1. Plexos' FEMA projects

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
1	South Carolina Emergency Management Division	Recovery of Pickens County and Oconee County, SC	Oct 2024 - ongoing	DR-4829-SC, Hurricane Helene	FEMA PA	FEMA PA Project Management Services, including program and grant management support, damage identification, project formulation, documentation, compliance, cost estimating and reimbursement support, project execution, attend all FEMA meetings, and quarterly reporting	●	●	●
2	New Mexico Department of Homeland Security and Emergency Management (NM DHSEM)	Emergency Operations Center (EOC) Staff Augmentation Services	Aug 2022 - Jan 2023	DR-4652-NM, New Mexico Wildfires, Straight-Line Winds	FEMA PA FEMA HMGP	EOC operations staff augmentation services supporting finance, planning, operations, and logistics activities (federal program management consulting, housing, infrastructure, FEMA and HUD)	●	●	●
3	NM DHSEM	Program Management for Comprehensive Disaster Recovery Services and Disaster Case Management, Federal Funding Strategy and Technical Assistance	Jan 2023 - Jan 2026	DR-4652-NM, Wildfires, Straight-Line Winds; DR-4529-NM, COVID-19 Pandemic; DR-4795-NM, South Fork Fire and Salt Fire; DR-4843-NM, Severe Storm and Flooding; EM-3628-NM	FEMA PA FEMA HMGP CDBG-DR	EOC operations staff augmentation services supporting finance, planning, operations, disaster case management, individual assistance, and logistics activities (federal program management consulting, housing, infrastructure, FEMA and HUD)	●	●	●
4	New Mexico Environment Department	Interim and Permanent Water Treatment Facility for the City of Las Vegas, NM	Jul 2025 - Jan 2026	DR-4652-NM, New Mexico Wildfires, Straight-Line Winds	FEMA Settlement Loan Funds	Emergency procurement to fully implement the planning, design, procurement, construction, testing, delivery, and closeout of an interim and permanent water treatment facility to support the City of Las Vegas's recovery from the Hermits Peak/Calf Canyon Fire	●		●
5	Florida Division of Emergency Management (FDEM) (Subcontractor to KPMG)	FEMA Project Engineering Reviews and Benefit Cost Analysis	Feb 2024 - Jun 2026	DR-4673-FL, Hurricane Ian DR-4734-FL, Hurricane Idalia DR-4806-FL, Hurricane Debby	FEMA HMGP FMA Swift Current	Assist with conducting project engineering reviews, EHP reviews, benefit-cost analyses, and all related FEMA hazard mitigation activities in accordance with FEMA requirements.	●		●
6	FDEM	Sheltering Response	Oct 2022 - Jan 2023	DR-4673, Hurricane Ian	FEMA PA	Crisis counseling, sheltering for seven Dever Center Shelters (Lee County, Charlotte County, Collier County); and two libraries	●	●	
7	FDEM (Subcontractor to AtkinsRealis)	Public Assistance Disaster Recovery Grant Management, COVID-19 Response	Jun 2022 - Nov 2023	DR-4486-FL, COVID-19 Pandemic	FEMA PA/ CARES	Project formulation, project development, FEMA PA activities	●	●	
8	FDEM (Subcontractor to KPMG)	Hurricane Michael Recovery	Jul 2021 - Dec 2024	DR-4399-FL, Hurricane Michael	FEMA PA	Project formulation, project development, FEMA PA activities	●	●	●
9	FDEM (Subcontractor to KPMG)	Hurricane Irma Recovery	Mar 2020 - Dec 2023	DR-4337-FL, Hurricane Irma	FEMA PA	Project formulation, project development, FEMA PA activities	●	●	●
10	Monroe County Board of Commissioners (Subcontractor to CDR Maguire)	Monroe County Board of Commissioners, Hurricane Irma Recovery	Sep 2019 - Sep 2021	DR-4337-FL, Hurricane Irma	FEMA PA	Full spectrum of FEMA PA and HM activities.	●	●	●
11	FDEM (Subcontractor to RSM)	Florida Division of Emergency Management, Hurricanes Irma & Michael Recovery	Sep 2018 - 2020	DR-4337-FL, Hurricane Irma DR-4399-FL, Hurricane Michael	FEMA PA FEMA HMGP	Grant management assistance and closeout activities, full spectrum of FEMA PA closeout activities and 404 and 406 HM measures; project management, comprehensive grant management, technical assistance, pw approval, monitoring and enforcing compliance, audit, financial compliance, regulatory compliance, policies and procedures	●		●
12	Florida Department of Economic Opportunity (FDEO) (Subcontractor to AECOM)	Florida DEO Call Center	Apr 2020 - Sep 2020	DR-4486-FL, COVID-19 Pandemic	FEMA PA/ CARES	Unemployment call center	●	●	
13	Louisiana Department of Transportation and Development (DOTD) (Subcontractor to Metric Engineering)	Debris Monitoring for LA DOTD	Oct 2021 - Feb 2022	DR-4611-LA, Hurricane Ida	FEMA PA	Statewide debris monitoring for Hurricane Ida	●	●	●
14	Ness Healthcare NFP	Ness Healthcare NFP	Oct 2021 - Dec 2024	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Grant management for Category B, COVID-19 reimbursements	●	●	
15	City of DeRidder, Louisiana	Hurricane Laura Recovery for the City of DeRidder, Louisiana	Oct 2020 - Sep 2024	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services, grant management (Categories A, B, C, D, E, F, and G)	●	●	●
16	Beauregard Parish School Board	Hurricane Laura Recovery for Beauregard Parish School Board, Louisiana	Oct 2020 - Jul 2023	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services (Categories B, C, E, and G)	●	●	●

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
17	City of Pineville, Louisiana	Hurricane Laura Recovery for the City of Pineville, Louisiana	Sep 2020 - Jun 2024	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services (Categories A, B, C, D, E, F, and G)	●	●	●
18	Louisiana Governor's Office of Homeland Security and Emergency Management (LA GOHSEP)	GOHSEP Morial Convention Center (MCC) Medical Monitoring Station (Inventory and Supply Chain Logistics)	Apr 2020 - Apr 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Supply chain logistics, inventory tracking and management, warehouse management, materials handling, critical medical PPE supply distribution	●	●	
19	LA GOHSEP (Subcontractor to Dynamic Construction Group)	GOHSEP MCC Buildout of Temporary Alternative Site for New Orleans COVID-19 Hospital	Mar 2020 - Mar 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Full spectrum of IT and logistics support required to build out wire and wireless connectivity for hospital operations for a 3,000-person field hospital, supplemental resource allocation	●	●	
20	GOHSEP Louisiana Workforce Commission	State of Louisiana Unemployment Call Center Expansion due to COVID-19	Apr 2020 - Oct 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Staff augmentation, call center staffing due to increased unemployment calls during COVID pandemic	●	●	
21	LA GOHSEP (Subcontractor to Deloitte/Sides & Associates)	Louisiana FEMA PA Closeout Assistance	Apr 2020 - Oct 2024	Statewide closeout of all open Federal disaster declarations	FEMA PA	Grant management assistance and closeout (statewide) for high-risk subrecipients to close out legacy disasters from 2005 to 2016	●		●
22	LA GOHSEP (Subcontractor to Deloitte/Sides & Associates)	Louisiana FEMA PA Strike Team Assistance for Closeout of Legacy Disasters	Aug 2017-2020	Multiple DRs (1603, 1607, 1786, 1792, 4080, 4263, 4277); Multiple EMs (3322, 3376)	FEMA PA	Statewide closeout of all open federal disaster declarations	●		●
23	East Baton Rouge Parish, LA (Subcontractor to CSRS Engineering)	FEMA PA Reimbursement Operations & Project Management	Oct 2016 - Oct 2017	DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA reimbursement operations and project management for the city-parish, emergency response operations for Categories A, B, E.	●	●	●
24	East Baton Rouge Parish School System, LA (Subcontractor to CSRS Engineering)	FEMA PA Reimbursement Operations & Project Management	Oct 2016 - Sept 2017	DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA program management and short- and long-term recovery and mitigation efforts, PMO support, metrics/project controls/ documentation requirements, staff augmentation, audit	●	●	●
25	Tangipahoa Parish Government (Subcontractor to ARX Disaster Management)	FEMA Recovery Services and Technical Assistance	Apr 2016 - Dec 2016	DR-4263-LA, Severe Storms/Flooding DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA reimbursement operations and project management for the city-parish, emergency response operations for Categories A, B, C, E. (emergency response, debris / program / project / procurement management, damage assessments, PW formulation, audits, 404/406 mitigation, SRIA Pilot Program)	●	●	●
26	Puerto Rico Department of Transportation and Public Works, (DTOP)	Disaster Recovery Grant Management Services	Jan 2024 - Jun 2025	DR-4336-PR, Hurricane Irma; DR-4339-PR, Hurricane Maria; DR-4473-PR, Earthquakes; DR-4493-PR, COVID-19 Pandemic; DR-4649-PR, Severe Storm, Flooding, Landslides; DR-4671-PR, Hurricane Fiona	FEMA / HUD	Disaster recovery grant management services to include: strategic planning, program/project development, financial and grants management support, grant closeout	●	●	●
27	Brooke Grove Foundation, Inc., Maryland	FEMA PA Grant Management for Brooke Grove Foundation (MD Private Non-Profit Assisted Living Facilities)	Apr 2020 - Dec 2023	DR-4491-MD COVID-19 Pandemic	FEMA PA/ CARES	FEMA PA Reimbursements for COVID-19 expenses (Cat B) for private non-profit retirement and senior assisted living facilities (capture, reporting, financial, documentation, analytics, staff aug)	●	●	
28	Asbury Communities, Inc.	MD Asbury Grant Management (FEMA PA Grant Management for Asbury Atlantic Communities/ (MD, PA, TN Senior Living Facilities)	Apr 2020 - Jun 2024	DR-4491-MD; DR-4506-PA; DR-4514-TN; COVID-19 Pandemic	FEMA PA/ CARES	14 senior living facilities in MD, PA, and TN, FEMA PA reimbursements for COVID-19 expenses (Cat B) for private non-profit retirement and senior assisted living facilities (FEMA PA technical assistance, tracking and reporting, risk assessments, documentation, analytics, staff augmentation, other)	●	●	
29	Henry Ford Health System (Subcontractor to Guidehouse), Michigan	FEMA Grant Management for Henry Ford Health Systems	Jan 2022 - Jan 2023	DR-4494-MI COVID-19 Pandemic	FEMA PA/ CARES	Providing subject matter expertise, FEMA PA grant management for reimbursement operations due to COVID-19	●	●	
30	City of Valley Park, MO	City of Valley Park, Missouri Reimbursement Operations and Public Assistance	Mar 2016- Nov 2016	DR-4250-MO, Severe Storms, Tornadoes, Straight-line Winds	FEMA PA	FEMA reimbursement operations and public assistance for recovery of 2015 floods, PMO support, damage assessments, categories A,B,C,G	●	●	●
31	City of Eureka, MO	Reimbursement Operations and Public Assistance for City of Eureka, Missouri	Jan 2016 - Apr 2016	DR-4250-MO, Severe Storms, Tornadoes, Straight-line Winds	FEMA PA	FEMA reimbursement operations and PA for recovery of 2015 floods, PMO support, damage assessments, Categories A,B,C,G	●	●	●
32	Ocean County , NJ Health Department (Subcontractor to Witt O'Briens)	Ocean County NJ COVID-19 Vaccination Call Center	Mar 2021 - Jun 2021	DR-4488-NJ COVID-19 Pandemic	FEMA PA/ CARES	Call center services for Ocean County's vaccination scheduling program	●	●	
33	Genesis HealthCare System, OH	FEMA PA Grant Management	Sep 2022 - Sep 2023	DR-4507-OH COVID-19 Pandemic	FEMA PA/ CARES	Program management; claims/grant processing; field inspections; training; reporting and analytics; facilities management; technical assistance; risk assessment; staff augmentation; and any other related services	●	●	

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
34	Dora Fannon & Associates, SC	Hurricane Helene Debris Pickup	Oct 2024 - ongoing	DR-4829-SC Hurricane Helene	FEMA PA	Project management, project accounting, site supervision, reporting, client management, staff augmentation, and related services	●	●	
35	Roper St. Francis Hospital (RSFH), Charleston SC	Hazard Mitigation Services	Mar 2017 -Nov 2019	DR-4286-SC Hurricane Matthew DR-4241-SC, Severe Storms/Flooding DR-4166-SC, Severe Winter Storm	FEMA HMPG	Engineering assistance for generator projects funded through mitigation funds	●	●	
36	Williamsburg Regional Hospital (WRH), Kingstree, South Carolina	SC WRH Public Assistance (Reimbursement Operations & Public Assistance Program for 2015 Flooding)	Mar 2016 - Jul 2020	DR-4241-SC, Severe Storms/Flooding DR-4286-SC, Hurricane Matthew	FEMA PA	FEMA PA advisory services, HUD CDBG-DR support, 404/406 hazard mitigation expertise, financial and grant management, IT/data management, reporting, engineering support, debris monitoring, categories A, B, E	●	●	●
37	City of Columbia, South Carolina (Subcontractor to Landmark Consulting)	Flood Recovery Project Management Services for City of Columbia due to 2015 Flooding (Emergency Response & Advisory Services)	Feb 2016 - Dec 2024	DR-4241-SC, Severe Storms/Flooding	FEMA PA FEMA HMPG BRIC CDBG-DR	Program management, grant management, grant development, policy support, audit preparation and management (FEMA: engineering assistance for levee projects, hydraulic generator plant and general grant guidance; CDBG-DR: contract/prime \$4.25 Million)	●	●	●
38	Williamsburg Consulting & Representative Services	Emergency Response and Reimbursement Operations for Williamsburg County, SC	Feb 2016 - Feb 2021	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance	●	●	●
39	Williamsburg County, SC (Subcontractor to Landmark Consulting)	Technical Assistance for Williamsburg County	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance, categories A, B, C, E, F	●	●	●
40	Sumter County, South Carolina (Subcontractor to Landmark Consulting)	Emergency Response and Reimbursement Operations for Sumter County, South Carolina	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance	●	●	●
41	City of Sumter, South Carolina (Subcontractor to Landmark Consulting)	City of Sumter, South Carolina	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance, categories A, B, C, D, E, F	●	●	●
42	Parkland Health and Hospital System	TX Parkland Grant Management for Dallas County Hospital District (County-owned Non-Profit)	Apr 2020 - Dec 2024	DR-4485-TX, COVID-19 Pandemic DR-4586-TX, Winter Storm Uri	FEMA PA	FEMA grant management for COVID-19 and Winter Storm Uri 2021	●	●	●
43	The YMCA of the Greater Houston Chapter	FEMA PA Reimbursement Operations for the YMCA, Houston Chapter, Texas	Jan 2018 - 2019	DR-4332-TX, Hurricane Harvey	FEMA PA	FEMA PA reimbursement operations for Categories A, B, E, F	●	●	●
44	The RAND Corporation	Review of Applications for FEMA PA for COVID-19 Relief Funds	Jun 2021 - Mar 2022	COVID-19 Pandemic	FEMA	Expert services related to FEMA PA COVID-19 relief funds and review of FEMA Applications to ensure consistency across all FEMA regions	●	●	●
45	Virgin Islands Housing Finance Authority (Subcontractor to AECOM)	Emergency Home Repair (EHRVI) Program (FEMA STEP Program for the Recovery of Hurricanes Irma and Maria)	Feb 2018 - Sep 2020	DR-4335-VI Hurricane Irma DR-4340-VI Hurricane Maria	FEMA PA STEP	Program management, project management, call center, case management, anti-fraud/waste/abuse, site visits, field inspections, quality control, system of record, IT infrastructure and operations, reporting and business intelligence, project controls, inventory management, website design, roof repairs	●	●	●
46	Sentara Health (Subcontractor to Guidehouse)	Sentara Health	Jan 2022 - Jan 2023	DR-4512-VA COVID-19 Pandemic	FEMA PA/ CARES	FEMA grant management for COVID-19	●	●	
47	Pinnacle Living, Inc. (Virginia United Methodist Homes, Inc.)	VA Pinnacle Living for FEMA PA COVID-19, Grant Management for Retirement and Assisted Living Facilities in VA	Dec 2020 - Jan 2024	DR-4512-VA COVID-19 Pandemic	FEMA PA/ CARES	FEMA PA technical assistance, tracking and reporting, risk assessments, documentation, analytics, staff augmentation, other	●	●	

## Experience with GOHSEP

### *Louisiana Roots and a Longstanding Commitment to the State*

Plexos was founded in Louisiana and maintains its headquarters in Baton Rouge, giving us an intimate understanding of how recovery work moves within Louisiana's unique state-local-federal environment. We have **supported GOHSEP across multiple disasters** and program phases, helping the State and its subrecipients solve eligibility and documentation barriers, accelerate project movement, and reduce risk at closeout.

From 2017–2020, we supported **GOHSEP's FEMA PA Strike Team** pilot by helping high-risk subrecipients resolve technical issues and accelerate closeout for legacy disasters from 2005–2016, assisting **50+ subrecipients** with **730+ PWs** totaling over **\$2 Billion**, including hazard mitigation support on **110 PWs** totaling more **\$300 Million**, and developing an administrative closeout process to expedite stalled/non-responsive applicants.

Since 2020, we have continued providing statewide PA closeout and grant management assistance across **FEMA Categories A–G**, delivering compliance evaluations, reimbursement packaging, reconciliation, training, and ongoing closeout execution. During COVID-19, Plexos also supported **GOHSEP's Field Hospital/Medical Monitoring Station** mission at the Ernest N. Morial Convention Center by leading logistics, supply chain, IT facility buildout, and operations for a 3,000-bed alternative care site. The Plexos team stood up a warehouse/central supply **within 48 hours**, sustaining **24/7 logistics operations**, deploying secure network infrastructure across 16 wings, installing 256 A/V monitoring systems and 3,100 VOIP phones, and managing 7,900 unique inventory items from receiving through distribution.

Beyond GOHSEP, Plexos has supported a wide range of Louisiana entities—including parishes, school systems, municipalities, and agencies—bringing **practical, on-the-ground familiarity** with Louisiana procurement norms, force account documentation, and the operational realities of emergency work and permanent work delivery.

### **Casey Tingle** **Former GOHSEP** **Director, Project** **Executive**



Plexos Senior Vice President Casey Tingle serves as Project Executive for this effort and brings a rare perspective: he is the **former Director of GOHSEP** and has spent more than 15 years **helping Louisiana communities navigate disaster recovery and resilience funding**.

As GOHSEP Director, Casey served as the **Governor's Authorized Representative** for federally declared disasters, working across state and federal partners to drive outcomes, manage expectations, and protect compliance. He led closeout of the **state's largest mitigation project**, giving him first-hand understanding of the technical and administrative requirements that determine whether projects successfully reach completion.

After Hurricane Ida, Casey helped establish and implement a **first-of-its-kind non-congregate sheltering program** that provided shelter to **5,000+ families**, demonstrating operational leadership under high-pressure conditions. Following the historic 2016 flooding, Casey worked with partners to help establish the **Louisiana Watershed Initiative**, reflecting long-term resilience planning and multi-stakeholder coordination. Casey understands how GOHSEP and FEMA evaluate documentation, determine eligibility, and make closeout decisions—because he sat on the State side of those decisions.

### Relevant Projects

Below is a selection of Plexos’ relevant FEMA disaster recovery experience, including multiple engagements supporting GOHSEP and other entities across preparedness, response, recovery, and closeout.

#### FEMA PA – New Mexico Department of Homeland Security and Emergency Management (NMDHSEM)

Aug 2022 to Jan 2023, Jan 2023 to Present	Program Funding \$3.95 Billion
Reference: Ali Rye, State Director 505-470-9913   ali.rye@state.nm.us	Key Staff: Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

**Major Declarations:** DR-4652-NM Wildfires, Flooding, Mudflows and Straight-Line Winds; DR-4529-NM COVID-19 Pandemic; DR-4795-NM South Fork Fire and Salt Fire; DR-4843-NM Severe Storms and Flooding; DR-4886-NM Severe Storms, Flooding, and Landslides

**FMAG Declarations:** FM-5281-NM Ironworks; FM-5386-NM Three Rivers; FM-5430-NM Big Hole; FM-5461-NM Echo Ridge; FM-5579-NM Rio Grande; FM-5588-NM Trout; FM-5593-NM Cotton; FM-5594-NM Cotton 2

In August 2022, Plexos mobilized to support the State of New Mexico after historic wildfire and subsequent monsoon seasons. The team quickly responded to a range of immediate needs statewide, supporting project development to the FEMA Public Assistance Program, advocating for eligible households to the FEMA Individuals and Households Program and Direct Housing Program, oversight of emergency drinking water and wastewater treatment plants, and coordinating 100+ federal, state, and local agency partners through Lines of Effort for recovery. Plexos fully staffed housing, infrastructure, and response management teams consisting of six team members in less than three (3) days. Through the efforts of the Plexos team, we engaged with subrecipients and FEMA to conduct outreach and assessments that brought order and process to the response and recovery efforts needed by the state. Through this process, the estimated public assistance cost increased from an initial ~\$13 Million to ~\$600 Million for this declaration.

In the Summer of 2024, wildfires and subsequent flooding impacted Ruidoso, Lincoln County, and the Mescalero Apache Tribe. Plexos was activated in support of multiple events, deploying staff to:

- Support the local EOC with operations and liaison tasks for response and initial recovery transition activities.
- Assist the State EOC activation with planning and operational support.
- Manage several operational task force teams, including debris management, water, feeding, infrastructure, and shelter support.
- Support the impacted areas for initial state recovery centers and coordinate with mass care and other ESF partners.
- Provide operational coordination with FEMA IMAT teams, EMAC IMT teams, state ESF leads and local EM directors and staff.

On October 19, 2024, an anomalous severe storm event became stationary over the City of Roswell and surrounding areas in Chaves County, resulting in a flash flood event that overwhelmed local drainage systems. Homes were filled with more than four feet of fast-moving muddy water, vehicles were swept into waterways, local responders lost vehicles and IT equipment, and more than 300+ residents required rescue in the middle of the night.

Plexos deployed a **full-scope FEMA Public Assistance team** and is serving local governments with the PA process, from Applicant Briefings to site inspections to cost estimating to project formulation. **Within 48 hours, the Plexos team was on the ground**, conducting damage assessments, helping residents plan for their recovery (e.g., advising muck and gut, taking photos, separating debris), and working with local officials to establish the early tracking of their response operational costs. We maximized identification of damage within the critical timeframe that is required of a flood event. Our team supported the completion of all assessments and garnered a federal declaration within **less than two weeks**, and the approval of a DCM grant in **less than a month**.

In June 2025, heavy rainfall from monsoonal thunderstorms triggered flash flooding in particularly hard-hit Village of Ruidoso, in areas with burn scars from recent wildfires. Plexos immediately responded to this disaster by providing public and individual assistance activities and preparing for upcoming services relating to disaster case management and mitigation activities.

**Project Worksheets.** Plexos is assisting New Mexico with all categories of work. In addition to formulating projects for reimbursement, we are also managing the state’s debris contract and FEMA PA Category A project formulation for the right-of-way pickup. See **Table 2** for total project funding in progress, by category.

**Debris Management.** Plexos is managing a full-scope right-of-way debris operation, and as the DHSEM project manager, oversee debris removal and monitoring contractors so that right-of-way pick-up services occur in compliance with FEMA debris program requirements. Our proactive commitment with the City of Roswell Solid Waste department has helped address time-sensitive debris crises expediently and positioned the City to get the assistance necessary to expand landfill capacity in response to the disaster. As one of most critical components of early community recovery, we ensure debris operations stay on track through a Plexos-led Debris Removal Task Force, which facilitates interagency coordination across permitting authorities (federal and state) and project contractors multiple times per week.

Table 3. Total PA Project Funding in Progress by Category for DRs-4652, 4529, 4795, and 4843

Category	# of Projects	Total Cost
A: Debris Removal	55	\$170,844,421.62
B: Emergency Protective Measures	565	\$1,022,579,334.30
C: Roads and Bridges	103	\$254,759,372.40
D: Water Control Facilities	64	\$114,876,719.23
E: Buildings and Equipment	43	\$17,399,633.39
F: Utilities	21	\$68,323,978.74
G: Parks, Recreational, and Other Facilities	15	\$2,291,221.82
Z: Management Costs	29	\$27,563,683.99
Total # of PA Projects	895	
<b>Total PA Project Funding</b>		<b>\$1,678,638,365.49</b>

**Water Infrastructure.** Plexos supported local operations to provide ~1.5 million gallons of water per day to the City of Las Vegas through the Storrie Lake pre-treatment system, including through negotiation of the anticipated FEMA reimbursement currently valued at more than \$8 Million, Category B, Emergency Protective Measures.

**Incident Period.** In conjunction with New Mexico DHSEM, Plexos successfully negotiated with FEMA to expand the incident period for an additional 90 days, from July 23, 2022 to October 21, 2022 which significantly increased eligible projects, total reimbursement, and the number of households receiving FEMA assistance.

**Funding.** In addition to increasing FEMA PA grant funding by 4,515% (noted above), Plexos identified and developed the grant application from the U.S. Department of Agriculture (USDA) to leverage Rural Development Loan and Grant funds to address utility damage ineligible under FEMA IA (an opportunity which had a one in ten chance of success).

**Grant Management.** As reflected in *Figure 2*, Plexos tracks subrecipient information and monitors each project through the reconciliation process to ensure accuracy and compliance. Our Reimbursement Specialists review all contracted work and invoice payments, using structured workflows that allow DHSEM to know where each project stands at any time. We maintain detailed data that enables exception reporting across the program, helping identify duplicate invoices or contracts and correct clerical errors or detect potential fraud—issues that can otherwise be difficult to catch given the volume of transactions. In addition to exception and operational reporting, we produce reliable dashboards that provide real-time visibility into progress and are shared at the governor level to support informed decision-making.

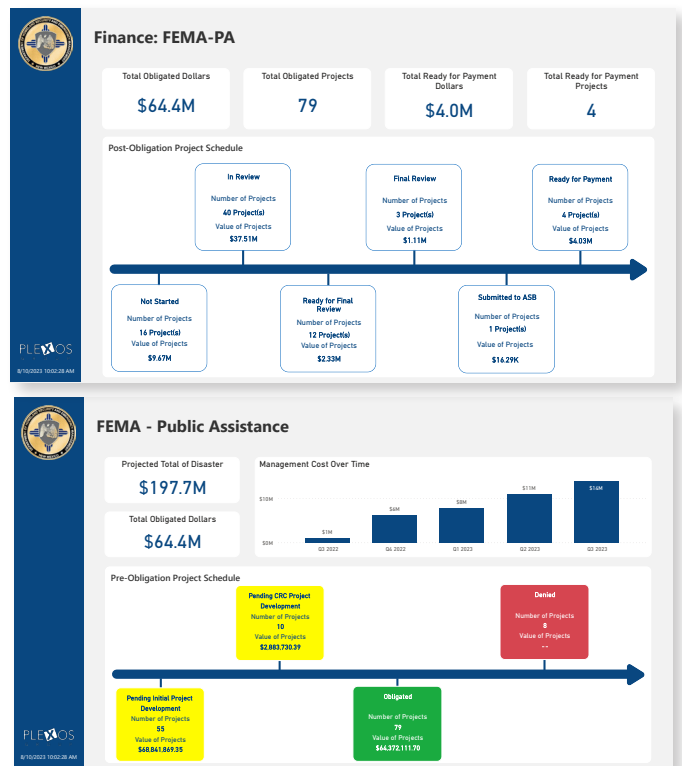


Figure 2. The Plexos team uses dashboards to monitor real-time funding for FEMA PA obligated projects.

**EMAC and IMAS Packages.** Our role has focused on the processing of Emergency Management Assistance Compact (EMAC) and Intrastate Mutual Aid System (IMAS) packages after work completion, to support audit, reconciliation, and payment processing, as well as initiating project reimbursement through FEMA-PA for work completed. We have led these reviews for all DR-4652 and DR-4795 projects. As part of our work, we have conducted external communications with EMAC and IMAS partners so that their documentation packages include all the necessary information required to meet the program’s requirements.

To date, Plexos is advising NM DHSEM and formulating projects for FEMA Public Assistance Categories A-G for disasters: DR-4652-NM, DR-4529-NM, DR-4795-NM, DR-4843, and DR-4886-NM. These efforts are designed to both facilitate immediate response and recovery program delivery, as well as grow capacity and preparedness for the state’s ability to respond to future disasters. With our current roster of 148 team members supporting these efforts, Plexos is continuing to provide services relating to public assistance, hazard mitigation, community technical assistance, disaster case management, CDBG-DR, and claims activities for the numerous major and fire management declarations that continue to impact the State of New Mexico. This includes support for Preliminary Damage Assessments (PDA’s) for Public Assistance, Individual Assistance support for Individual Assistance Programs to include Disaster Recovery Center staffing, DCM program management and case work, and temporary housing programs support for Community Development Block Grant Disaster-Recovery (CDBG-DR) programs.

FEMA IA and DCM — NMDHSEM

<b>Jan 2023 to Present</b>	<b>Program Funding \$3.95 Billion</b>
Reference: Ali Rye, State Director 505-470-9913   ali.rye@state.nm.us	Key Staff: Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

**Major Declarations:** DR-4652-NM Wildfires, Flooding, Mudflows and Straight-Line Winds; DR-4529-NM COVID-19 Pandemic; DR-4795-NM South Fork Fire and Salt Fire; DR-4843-NM Severe Storms and Flooding; DR-4886-NM Severe Storms, Flooding, and Landslides

**FMAG Declarations:** FM-5281-NM Ironworks; FM-5386-NM Three Rivers; FM-5430-NM Big Hole; FM-5461-NM Echo Ridge; FM-5579-NM Rio Grande; FM-5588-NM Trout; FM-5593-NM Cotton; FM-5594-NM Cotton 2

After serving the state for an emergency period of four months, which began August 2022, Plexos was awarded a \$13 Million contract under a competitive sealed bid process to deliver comprehensive disaster services. We increased staff from an initial team of 55 to nearly 150 to both enhance support to ongoing FEMA Stafford Act program delivery by the state, as well as provide a full-service DCM Program, assist financial reconciliation of projects prior to payment, and build capacity for delivery of hazard mitigation programs.

The Plexos team is currently supporting FEMA IA efforts for both Direct Housing and DCM. These efforts are immediately relevant for both increasing the total financial assistance received by households, as well as maximizing their chance of receiving units through the Direct Housing Program. Beyond regular audits of the FEMA IA program, Plexos also works to identify creative solutions that can increase the impact of the Direct Housing Program specifically, which has had a limited impact due to the importance of staying on private property across the impacted population.

Plexos is serving 719+ households impacted by the 2022 wildfires, is coordinating 30+ programs to help households, including the HPCC Claims Office, and is also providing emergency response augmentation and case management services resulting from fire management declarations for the Cotton, Cotton 2, Trout, and Rio Grande fires. To support these efforts, we have successfully deployed Projexis™. This DCM System represents some very complex functionality that is being used to monitor, track, and report on key milestones and deliverables of the recovery program

Highlights include:

- Collection of Resident Information.
- Collection of Damaged Property Information.
- Development of initial DCM reporting dashboards for NM DHSEM. (Figure 3)
- Generation of an automated Tier assignment as a system calculated value from responses collected during the Triage step in DCM.

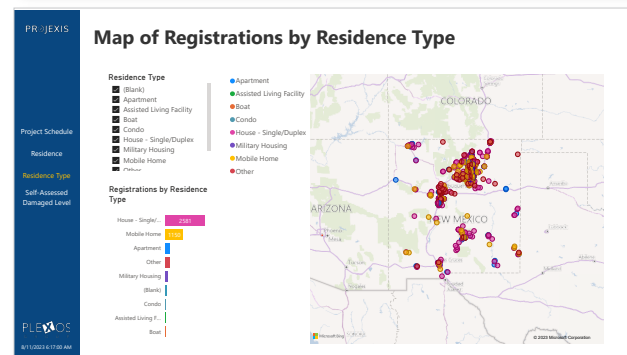
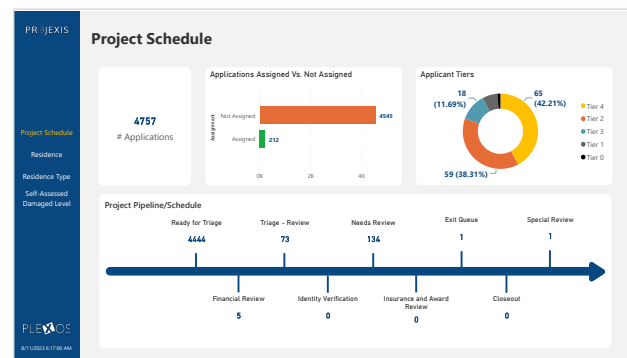


Figure 3. DCM reporting dashboards for NM DHSEM

- Development of a Needs Review Assessment by the Case Manager that automatically spawns a list of task actions for the Case Manager to be worked as part of the DCM process which also enables tracking of unmet needs per applicant.
- Development of the document library structure.
- Ability for suspected fraud and non-responsive applications to be removed from the active DCM pipeline and tracked.
- Development and implementation of a system that can support multiple programs that an applicant is eligible to participate in, each with its own workflow unique to the rule of the program.

Criteria are coordinated through a tier system, which is generated using a weighted calculation of the applicability of different characteristics to the household. The tier then determines the amount of time and regular follow-up designated to that household. A Disaster Case Manager is assigned to each household as a consistent point of contact for both the program itself, as well as its many partners, to support the resident through their disaster recovery.

**Serving LMI Households and Rural, Underserved Communities**

The New Mexico DCM program provides support for disaster-impacted residents, **prioritizing vulnerable populations** such as low-income households, limited-English speakers, families with children or elderly, those whose primary homes were severely damaged or destroyed, and individuals at high risk of flooding. Our tiered approach applies a weighted assessment of household characteristics to determine follow-up needs and assign a dedicated Case Manager to guide each resident through recovery. **Service delivery covers every step of the process:** developing and implementing a personalized Disaster Recovery Plan, applying for the 30+ available state and federal programs, assisting with contractor selection, and connecting residents to nonprofit financial resources—**ensuring that awarded funds translate into real progress toward recovery.**

**FEMA Hazard Mitigation — NMDHSEM**

Aug 2022 to Jan 2023, Jan 2023 to Present	Program Funding \$3.95 Billion
<i>Reference:</i> Ali Rye, State Director 505-470-9913   ali.rye@state.nm.us	<i>Key Staff:</i> Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

Plexos is supporting HMGP subapplication development and grant management for the Ironworks, Three Rivers, Big Hole, and Echo Ridge fires as well as providing sub-grant management for 13 grants spanning HMGP, BRIC, and PDM. We are supporting the development of 50+ applications for the solicitations for the DR-4652 404 HMGP program and have conducted Hydrologic and Hydraulic Studies (H&H) for 75 individual culverts to move 406 mitigation projects forward.

**FEMA PA – Pickens and Oconee Counties, South Carolina (subcontractor to GMC for South Carolina Emergency Management Division)**

Jan 2025 to Present	Project Allocation: \$3M (Pickens); \$3.5M (Oconee)
<i>Reference:</i> Andy Childs, Director, Pickens County Emergency Management Office: 864-898-5943   Cell: 864-423-9568   andrewc@pickenscountysc.gov	<i>Key Staff:</i> LaToya Johnson
<i>Reference:</i> Scott Krein, Director, Oconee County Emergency Services 864-638-4200   Cell: 864-710-7027   skrein@oconeesc.com	<i>Key Staff:</i> LaToya Johnson

**Background:** Hurricane Helene caused significant damage across 33 counties in South Carolina in September 2024, bringing 21 tornadoes, hurricane-force winds, heavy rain, and widespread flash and river flooding. Pickens County sustained extensive infrastructure damage, erosion of critical roadways and bridges, public facility impairments, and debris accumulation across county-maintained rights-of-way. Pickens County initiated emergency protective measures to restore essential services and preserve public health and safety. FEMA Public Assistance funding will support 14 projects across Pickens County to stabilize and mitigate measures to reduce impacts from future disasters.

Oconee County experienced widespread wind damage resulting in numerous downed trees, blocked roadways, and damage to electrical infrastructure. Oconee County implemented emergency protective measures to clear debris and restore access to critical transportation corridors. FEMA Public Assistance funding will support nine projects in Oconee County for eligible emergency work and permanent work to repair and restore disaster-damaged public infrastructure such as county roadways, drainage systems, bridges, and other essential facilities to pre-disaster condition.

**Plexos Role:** Through a contractual agreement with GMC, the Plexos team provides the South Carolina Emergency Management Division (SCEMD) with project management services to support the recovery of hurricane-damaged Pickens and Oconee Counties resulting from Hurricane Helene. Services include program and grant management support, damage identification and project formulation, documentation and compliance, cost estimating and reimbursement support, project execution, attendance at all FEMA meetings, and quarterly reporting with SCEMD.



**Spotlight on LaToya Johnson**

LaToya is on the front lines of **Hurricane Helene recovery** in Pickens and Oconee Counties, driving projects toward obligation by tightening documentation, navigating FEMA compliance requirements, and **keeping key reviews moving** without bottlenecks.

City of Columbia, South Carolina, Recovery from 2015 Flooding

<b>2016 to Present</b>	<b>\$334M FEMA PA; \$18M FEMA HMGP; \$26M CDBG-DR; \$32.6M FEMA BRIC</b>
<i>Reference:</i> Missy Caughman, Assistant City Manager 803-545-3201   missy.caughman@columbiasc.gov	<i>Key Staff:</i> Anil Desa, JD, PE

Plexos has been supporting the City of Columbia, South Carolina, with disaster response, recovery, and mitigation efforts on infrastructure projects since 2016. The City of Columbia has been a subrecipient of FEMA PA, HMGP, CDBG-DR, and BRIC funding resulting from disasters since the 2015 flooding (DR-4241). We have been providing technical assistance to the City including managing the City's FEMA PA, HMGP, BRIC projects and providing SME support and training to city officials during the administration of CDBG-DR funds. Scope of services also includes damage assessments, FEMA compliance, procurement assistance, writing and editing version requests, 404 Hazard Mitigation Grant preparation, and project management for the City of Columbia's flood recovery program. Projects include the Canal Embankment Repair estimated at \$40 Million, Category B emergency response; repairs to the Metro wastewater treatment plant, water and wastewater collection system; and Lost Creek bridge with a total estimate cost of over \$18 Million.

**Spotlight on Anil Desa, JD, PE**

For the City of Columbia's severe flooding recovery, Anil managed a **\$334M+ portfolio** spanning FEMA PA, HMGP, and CDBG housing and infrastructure projects, providing the technical leadership to keep scopes, engineering reviews, compliance, and mitigation requirements aligned for successful funding and project delivery.



**Public Assistance — Response and Recovery:** In early 2016, Plexos served as the program manager for a 90-day emergency contract to manage the City of Columbia's response and early recovery efforts. We assisted the City with establishing the foundation for long-term recovery and mitigation efforts. Within the first 30 days of the disaster declaration, we secured \$5.7 Million in FEMA obligated funding for expedited emergency response costs, including debris removal and Emergency Protective Measures (Categories A and B, respectively).

**Public Assistance — Infrastructure:** More recently, Plexos assisted the City in obtaining \$18 Million in FEMA PA funding for infrastructure projects. In addition, we are assisting the City with the Canal Embankment repairs at an estimated cost of over \$40 Million. The October 2015 floods caused an overtopping and subsequent breach of the Columbia Canal which is the primary source of water for the Columbia Water Treatment plant. Plexos has been involved in the damage assessment, preparation of A/E procurement documents response to FEMA RFI's regarding causation of damages, review of A/E invoices and schedule, assisting FEMA with preparation of the environmental documents and Memorandum Of Agreement (MOA), and review of bid documents. The final design and coordination with FERC are in process and the project is anticipated to be bid for construction in the spring of 2025.

**Hazard Mitigation:** Plexos assisted the City with preparation of HMGP grants for Metro Wastewater Treatment Plant Levee upgrade, plant generators, and Housing Acquisition and Demolitions. The Housing and Acquisitions grant totaled over \$8 Million. FEMA provided 75% of the funds, and

CDBG-DR contributed the 25% match. The Metro Wastewater generator project has a budget of approximately \$9 Million. Using FEMA’s BCA software, Plexos performed Benefit Cost Analyses for the City’s hazard mitigation projects, assisted with the preparation of backup documentation and response to FEMA RFI’s, and provided procurement assistance and project management.

**Building Resilient Infrastructure and Communities (BRIC):** Plexos worked with design professionals and City officials to prepare the BRIC Grant Application which ranked 5th in the nationwide competition and was the only large construction project awarded in South Carolina. This application, for the City of Columbia’s Resilient Water Supply Project, totaled \$46.6 Million (\$32.6 Million federal funds) to benefit 233,000 residents.

The permanent resilient water supply intake/pump station proposed on the Congaree River adjacent to the Canal dike will have an initial capacity of 30 million gallons per day (MGD) and is capable of being expanded in the future to 80 MGD.

The facilities to be constructed with this project includes: resilient water supply intake screening, four (4) submersible pumping units with a total firm capacity of 30 MGD, Intake/ pump station structure, site grading and bank stabilization, bridged access to intake/pump station from the end of Calhoun Street, bridged access to intake/pump station structure from the dike crest, new piping from the intake to the existing raw water piping, connection to existing raw water piping prior to reservoir discharge, and emergency natural gas generator station and miscellaneous site work.

**Application / Project Development:** Plexos, in conjunction with Landmark, assisted the City in developing FEMA PA applications estimated at over \$58 Million. Plexos also developed the City’s CDBG-DR Action Plan for \$26 Million in federal funding.

**Community Development Block Grant – Disaster Recovery:** Plexos developed the City’s Risk Assessment, Pre-Award Implementation Plan and CDBG-DR Action Plan for \$26 Million in federal funding. We completed Action Plan Amendment 5 (APA 5) in October 2019 which was approved by HUD the same week.

**FEMA PA – Puerto Rico Department of Transportation and Public Works (DTOP)**

2024 to Present	Program Funding \$299 Million
Reference: Paloma D. Cordero, Director - Federal Funds Office (787) 722-2929, Ext. 12050   pcordero@dtop.pr.gov	Key Staff: Anil Desa, JD, PE

*DR-4336-PR, Hurricane Irma, Sep 2017; DR-4339-PR, Hurricane Maria, Sep 2017; DR-4473-PR, Earthquakes, Jan 2020; DR-4493-PR, COVID-19 Pandemic, Mar 2020; DR-4649-PR, Severe Storm, Flooding, Landslides, Mar 2022; DR-4671-PR, Hurricane Fiona, Sep 2022*

The Commonwealth of Puerto Rico represents one of the most complex disaster recovery environments in the nation, with ongoing efforts spanning multiple, overlapping major disasters, including Hurricanes Irma, Maria, and Fiona, as well as earthquakes and the COVID-19 pandemic. In 2024, the Puerto Rico Department of Transportation and Public Works (DTOP) awarded Plexos a contract to provide critical grant management and technical assistance for their portfolio of infrastructure projects funded by FEMA PA, HUD, and ARPA. Our role is to provide strategic planning, project development, and financial grants management to bring order and compliance to this uniquely challenging, long-term recovery.

Our team is directly responsible for managing 138 of the 147 PA reconstruction projects for Hurricane Maria (See **Table 3**). Our embedded team provides the detailed, hands-on technical assistance essential for ensuring federal compliance and expediting reimbursement. This includes performing critical pre-work for all Project Worksheets and Requests for Reimbursement, such as validating vendor invoices, ensuring federal clause compliance in bid proposals, and conducting debarment checks for all contractors. This engagement showcases our ability to manage a high volume of complex projects and bring forward momentum to a long-term, multi-disaster recovery mission.

Table 2. Total PA Project Funding in Progress by Category

FEMA Category	# of PWs	Total (*)	Total Disbursed (**)
Category A : Debris Removal	8	\$249,282,785.09	\$202,670,258.83
Category B: Emergency protective measures	12	\$11,030,889.80	\$4,828,989.30
Category C: Roads and Bridges	147 (***)	\$360,781,492.13	\$70,290,708.90
Category E: Buildings and Equipment	15	\$7,742,175.78	\$1,722,173.90
Category G: Parks, Recreational, and Other Facilities	1	\$11,043,600.00	\$0.00

(\*) Total Project Cost

(\*\*) Total Disbursed Amount

(\*\*\*) Based on the 147 reconstruction projects obligated by FEMA for Hurricane Maria. Plexos Group is responsible for 138 of them.

### FEMA HMGP and Elevate Florida Recovery Program, Florida Division of Emergency Management (subcontractor to KPMG)

<b>Feb 2024 to Present</b>	<b>\$1.03B, FEMA HMGP funding for Ian; \$191M, FEMA HMGP funding for Idalia; \$400M State-funded Elevate Florida program</b>
Reference: FEMA PA for FDEM Samantha Rummo, KPMG Project Manager 516-526-9697   srummo@KPMG.com	Reference: Elevate Florida Program Maggie Mickler, KPMG managing partner 850-509-6001   maggiemickler@kpmg.com

Plexos is providing a team of engineers to FDEM under subcontract with KPMG for the recovery of Hurricanes Ian and Idalia, and is expected to include work for the recovery of Hurricane Debby as of August 2025. We assist with conducting and clearing project engineering and EHP reviews, performing benefit-cost analyses, and supporting all related FEMA hazard mitigation activities in accordance with FEMA requirements, as needed by FDEM.

Additionally, we are supporting the \$400 Million Elevate Florida Program, a “first-of-its-kind”, groundbreaking statewide residential mitigation program designed to protect homes and communities by reducing damage caused by natural disasters like hurricanes and floods.

**FEMA PA Strike Team — Louisiana GOHSEP**

<b>Aug 2017 to Apr 2020</b>	<b>\$2.1 Billion</b>
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349   Cell: 225-335-1442	

From 2017 to 2020, Plexos assisted the Louisiana GOHSEP with closeout of high-risk subrecipients for all legacy disasters that occurred between 2005 and 2016. This pilot program, initiated by FEMA to closeout projects from legacy disasters, created strike teams to help “high-risk” subrecipients in danger of not closing out. Plexos worked with subrecipients across the gulf coast to identify and resolve various technical problems and to expedite legacy projects through the state’s comprehensive, strategic closeout initiative.

For this initiative, Plexos:

- Assisted more than 50 subrecipients with closing out more than 730 project worksheets in excess of \$2 Billion.
- Assisted subrecipients with hazard mitigation on approximately 110 project worksheets in excess of \$300 Million.
- Finalized closure of \$9 Million in remediation costs and \$6 Million consolidated content project worksheets for higher-education applications.
- Drafted and implemented an administrative closeout process to expedite closure of project worksheets from more than 30 non-responsive applicants.

**Closeout Assistance — Louisiana GOHSEP**

<b>Apr 2020 to Oct 2024</b>	<b>\$3 Billion</b>
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349   Cell: 225-335-1442	

Since 2020, Plexos has been providing statewide closeout and grant management assistance for Stafford Act Public Assistance programs for all open disasters, including FEMA Categories A-G. The scope of services includes the implementation and execution of GOHSEP’s strategic plan to meet closeout and grant management metrics as well as to comply with deadlines.

Accomplishments include:

- Closing out 35 PWs at approximately \$2.4 Million, including hazard mitigation.
- Providing technical assistance, compliance evaluations, closeout assistance, applicant consultation, reimbursement packaging, final experience reconciliation, and training.
- Providing subject matter expertise on FEMA closeout procedures.

**Field Hospital Logistics and Supply Chain Management — Louisiana GOHSEP**

<b>Apr 2020 to Apr 2021</b>	<b>\$5 Million</b>
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349   Cell: 225-335-1442	

Plexos supported GOHSEP with the IT and facility build out, logistics, supply chain management, and operations of the Medical Monitoring Station at the Ernest M. Morial Convention Center in New Orleans, Louisiana during the COVID-19 pandemic. Key highlights included:

- Assisting with the build out of a 3,000-bed temporary alternative site hospital.
- Standing up a warehouse and central supply within 48 hours and providing staff to enable 24/7 operations.
- Supplying and installing all secure network switches, core switches and wireless access points for WIFI coverage for 16 wings, 8 pods per wing.
- Supplying and installing 256 bi-directional audio and video patient monitoring systems and 3100 VOIP phones in patient rooms.
- Managing 7900 unique inventory items, 24/7 logistics operation including logistics, inventory, receiving, packing, and shipping.

**FEMA PA Stafford Act Assistance For Hurricane Laura Subrecipients — Cities of Pineville and Deridder, Louisiana, Beauregard Parish School Board, Louisiana**

<b>Pineville, Sep 2020 to Jun 2024; Deridder, Oct 2020 To Sep 2024; Beauregard Parish School Board, Oct 2020 to Jul 2023</b>	<b>\$5 Million</b>
<i>Reference:</i> David Humphries, Finance Director, City of Pineville 318-449-5660   dhumphries@pineville.net	<i>Key Staff:</i> Jerrod Messina

As a result of the catastrophic damage resulting from Hurricane Laura in August 2020, Plexos assisted local applicants in southwestern Louisiana capture \$15 Million in FEMA PA reimbursements for disaster-related expenses. Plexos provided technical assistance, subject matter expertise, compliance with Stafford Act, Section 428, and subrecipient management for Beauregard Parish School Board (13 school locations), City of DeRidder, and City of Pineville. This included damage and cost estimation, project worksheet formulation and development, reimbursement measures, Section 428, and subrecipient management.

## Project References

### **Louisiana Governor's Office of Homeland Security and Emergency Preparedness**

Lynne Browning, Assistant Director – Public Assistance  
Office: 225-932-6349 | Cell: 225-335-1442

### **City of Pineville, Louisiana**

David Humphries, Finance Director  
318-449-5660 | dhumphries@pineville.net

### **New Mexico Department of Homeland Security and Emergency Management**

Ali Rye, State Director  
505-470-9913 | ali.rye@state.nm.us

### **Pickens County Emergency Management**

Andy Childs, Director  
Office: 864-898-5943 | Cell: 864-423-9568 | andrewc@pickenscountysc.gov

### **Oconee County Emergency Services**

Scott Krein, Director  
864-638-4200 | Cell: 864-710-7027 | skrein@oconeesc.com

### **City of Columbia, South Carolina**

Missy Caughman, Assistant City Manager  
803-545-3201 | missy.caughman@columbiasc.gov

### **Puerto Rico Department of Transportation and Public Works**

Paloma D. Cordero, Director - Federal Funds Office  
(787) 722-2929, Ext. 12050 | pcordero@dtop.pr.gov

### **KPMG – Florida Projects**

#### *FEMA PA for FDEM*

Samantha Rummo, KPMG Project Manager  
516-526-9697 | srummo@KPMG.com

#### *Elevate Florida Program*

Maggie Mickler, KPMG managing partner  
850-509-6001 | maggiemickler@kpmg.com

## ***b. Qualifications and resumes of key personnel, including licenses and certifications***

### **About the Plexos Team**

Plexos is proposing a hands-on, Louisiana-informed delivery team built to support the City's immediate and ongoing needs across preparedness planning, response documentation, and FEMA PA/Hazard Mitigation recovery. Our leadership brings practical, field-tested expertise in strengthening plans and procedures, monitoring emergency work documentation, supporting Project Worksheet development, and quickly addressing eligibility or compliance questions that arise during coordination with FEMA and GOHSEP.

The team presented here will be the same team engaged on delivery—providing responsive on-site/field support as needed and remaining involved through closeout. Our team's experience aligns directly with the relevant FEMA work included in this proposal, spanning both long-duration grant management and closeout efforts, and high-tempo response environments where disciplined documentation and coordination under compressed timelines are essential. Together, this ensures the City receives experienced oversight plus practical capacity, so recovery actions move quickly, records remain audit-ready, and eligible reimbursement is protected from day one through final reconciliation.

#### ***Casey Tingle, Project Executive***

Casey brings direct GOHSEP leadership experience to this engagement, having served as Director of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) from 2022–2024 and as the Governor's Authorized Representative for federally declared disasters, including major hurricanes impacting Louisiana. Most relevant to West Monroe's needs, he led the closeout of Louisiana's largest mitigation project and has deep, practical familiarity with how GOHSEP and FEMA evaluate eligibility, documentation, and compliance from project development through closeout—experience that helps applicants protect reimbursement and keep projects moving.

#### ***Abbey Hull, Program Manager***

Abbey is a FEMA PA leader with 18+ years of experience managing PA delivery from damage inventories and site inspections through project formulation, Grants Portal administration, and closeout, with strong working knowledge of the Stafford Act, 2 CFR Part 200, and the PAPPG to keep documentation compliant and audit-ready. She supports Plexos' FEMA PA operations for NM DHSEM as a PA Subject Matter Expert, where she analyzes case records, interprets federal/state requirements, and drafts/reviews appeals tied to eligibility determinations and program deadlines.

#### ***Anil Desa, JD, PE, Senior Emergency Management Specialist***

A seasoned FEMA PA and hazard mitigation specialist, Anil has 27+ years of experience helping public agencies structure compliant, technically sound projects and move them efficiently from development through approval. Most notably, Anil managed the City of Columbia, South Carolina's recovery portfolio, overseeing more than \$334M in FEMA PA, HMGP, and CDBG-funded housing and infrastructure projects, providing the engineering and compliance leadership needed for scopes, cost validation, and mitigation strategy to support successful funding outcomes.

### **LaToya Johnson, Senior Emergency Management Specialist**

Currently supporting FEMA PA operations for Hurricane Helene recovery in Pickens and Oconee Counties, LaToya Johnson helps keep projects progressing by tightening documentation, navigating federal compliance requirements, and coordinating key reviews so work can move toward obligation without avoidable delays. She brings 17 years of emergency management and PA experience to this role, pairing strong regulatory instincts with practical, applicant-facing support that helps jurisdictions maintain momentum across multiple categories of work.

### **Jerrod Messina, Grants Specialist**

Jerrod is a FEMA PA closeout and grants management specialist who brings hands-on experience moving complex projects from documentation through reimbursement and final reconciliation. He has led large-project FEMA closeout operations for the State of New Mexico, managing PA portfolios totaling tens of millions of dollars and serving as a go-to resource on insurance reconciliation, cost reasonableness, and eligibility compliance to advance stalled projects toward reimbursement. He also brings big-portfolio experience from prior Katrina recovery work supporting the Sewerage & Water Board of New Orleans, where he helped oversee more than \$3B in PA funding and close hundreds of projects across Categories A–G.

### **Jonathan Sterns, Field Coordinator**

Jonathan brings strong field execution experience, drawing on roles with FEMA as an Emergency Management Specialist and in PA delivery leadership positions, which translates into practical, on-the-ground support that keeps recovery tasks moving and documentation clean. In New Mexico, he serves as a Plexos' State Applicant Liaison supporting FEMA PA operations for DHSEM across multiple declared events, where he helps subrecipients troubleshoot program administration issues, collect and analyze damage assessment data, and assemble documentation needed for PWs and audit-ready files. He also supports Disaster Recovery Center operations and field-based activities such as site inspections.

### **Amber Buras, Administrative Support**

Amber strengthens project delivery by keeping FEMA-related documentation organized, accurate, and moving, an essential need for maintaining compliance and audit-ready files during response and recovery. She has supported high-volume, documentation-driven recovery work as a Case Manager/Quality Control Specialist on federally funded programs, including the U.S. Virgin Islands ERAP and Minnesota/Texas ERAP efforts, where she performed detailed document reviews, conducted internal quality checks, and helped implement/improve QC procedures to prevent bottlenecks and rework.

Please see our staff resumes on the pages that follow for more details on our team's experience.

## **Consultant must be in good standing with Louisiana Secretary of State and vetted through both state and federal databases.**

Plexos meets this requirement: we are registered and in good standing with the Louisiana Secretary of State, and we are eligible for award as verified through applicable state and federal vetting databases (including SAM.gov). Our Louisiana Certificate of Good Standing is attached to this proposal, and additional supporting documentation can be provided upon request.

# CASEY TINGLE

## PROJECT EXECUTIVE

Casey Tingle is an emergency management professional with over 20 years of experience in disaster preparedness, response, recovery, and mitigation. Throughout his career, he has played a critical role in coordinating large-scale emergency operations, advancing strategic reforms, and delivering effective recovery outcomes for disaster-impacted communities.

Casey served as Director of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) from 2022 to 2024. In this role, he acted as the Governor's Authorized Representative for federally declared disasters, including Hurricane Laura, Hurricane Ida, and the 2023 Saltwater Intrusion emergency. He was instrumental in developing statewide initiatives such as the Louisiana Center for Safe Schools and the Louisiana Cyber Assurance Program, and he led the closeout of the state's largest mitigation project to date.

As GOHSEP's Deputy Director and Chief of Staff, he managed responses to major disasters such as the 2016 Floods, Hurricanes Laura, Delta, Zeta, and Ida, and the COVID-19 emergency. Under his leadership, Louisiana implemented the first disaster non-congregate sheltering program using travel trailers, which provided emergency shelter to over 5,000 families after Hurricane Ida. He also advanced the development of the state's cyber response strategy through ESF-17, now considered a national model. As Assistant Deputy Director for Hazard Mitigation, he oversaw a \$1.5 Billion portfolio of FEMA mitigation programs, and as Director of Finance, he led FEMA reimbursement processes and strengthened financial operations.

Casey continues to shape national policy and best practices through advisory roles with FEMA. His expertise spans FEMA programs, the Stafford Act, IJJA funding, and public communication during crises.

### EDUCATION

Master of Theology, New Orleans Baptist Theological Seminary, 2000

B.A., General Studies, Louisiana State University, 1996

### EMERGENCY MANAGEMENT

Over 20 years of experience in emergency management, including his former role as Director of GOHSEP

### FEMA HAZARD MITIGATION EXPERT

Managed \$1.5 Billion mitigation portfolio while Deputy Director at Louisiana GOHSEP

### RESPONSE AND RECOVERY

Guided all agency response and recovery efforts for several large disasters, including hurricanes and COVID-19 emergencies

### A RECOGNIZED LEADER

Served as the Response and Recovery Chair for the National Emergency Management Association (NEMA)

## CASEY TINGLE | PAGE 2

**SELECT RELEVANT EXPERIENCE****Senior Vice President - Jul 2024 to Present**

Plexos Group, LLC, Baton Rouge, LA

- Responsible for leading and supporting the implementation of efficient federal grant management strategies in infrastructure, utilities, broadband, housing, economic development and disaster recovery and mitigation efforts.

**Director - 2022 to 2024**

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for leading and supporting state preparedness, response, recovery, and mitigation programs with local, state, and local partners.
- Responsible for leading and supporting state preparedness, response, recovery, and mitigation programs with local, state, and local partners.
- Served as Governor's Authorized Representative for all federally declared disasters including Hurricane Laura, Ida, 2023 Saltwater Intrusion and as well as numerous older events.
- Oversaw creation of Louisiana Center for Safe Schools and Louisiana Cyber Assurance Program and led the closeout of the state's largest mitigation project.
- Provided testimony in support of the Risk Rating 2.0 lawsuit filed by Attorney General Landry and other policy or legal forums involving emergency management and FEMA programs.
- Developing and implementing innovative and efficient solutions to meet the unique economic, geographic, and cultural aspects of each community and match those needs with tailored resources and local staffing.
- Helped communities analyze federal funding options while navigating complex financial and compliance requirements.

**Deputy Director/Chief of Staff - 2017 to 2021**

Louisiana GOHSEP, Baton Rouge, LA

- Guided and supported all agency response and recovery efforts for several large disasters including 2016 Floods, Hurricanes Laura, Delta, Zeta, and Ida, and the COVID-19 emergency. Increased collaboration with Congressional and legislative partners through frequent briefings and work on several important legislative reforms.
- Helped establish and implement the first of its kind disaster non-congregate sheltering program utilizing travel trailers following Hurricane Ida, providing shelter to over 5000 families.
- Supported the creation and implementation of the state cyber response through ESF-17 which serves as a model for other states.

**PROFESSIONAL AFFILIATIONS**

FEMA National Pre-Disaster Housing Initiative Pilot Program

FEMA Regional Advisory Council

National Emergency Management Association Response and Recovery (Former Chair)

## CASEY TINGLE | PAGE 3

***Assistant Deputy Director, Hazard Mitigation - 2012 to 2017***

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for implementation of FEMA hazard mitigation programs across the state including management of mitigation funding portfolio in excess of \$1.5 Billion.
- Improved collaboration with FEMA and parishes resulting in increased efficiency of funding process and increased funding approvals. Managed the successful implementation of a grants management system improving transparency for all stakeholders.
- Negotiated funding approvals with FEMA HQ resolving a significant state budget challenge.
- Resolved significant lingering pre-Katrina mitigation project closeout issues for communities in coastal Louisiana.

***Director of Finance - 2009 to 2012***

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for financial administration and budgeting for GOHSEP including overseeing FEMA reimbursement process for state and local partners.
- Worked closely with Legislative Auditor, Division of Administration and FEMA to reduce legacy audit issues and improve the fiscal operations of the agency.

***Senior Associate - 2007 to 2009***

Quadel Consulting, Baton Rouge, LA

- Responsible for improving data integrity efforts and reporting for subcontractor on the Louisiana Road Home Program which provided CDBG funds to residents impacted by Hurricanes Katrina and Rita.

***Budget Manager, Grants Administrator - 2003 to 2007***

Louisiana Department of Public Safety

- Managed the grant reimbursement process for State Police including the State Homeland Security Grant Program and Motor Carrier Safety Assistance Program.

# ABBEY HULL

## PROGRAM MANAGER

Abbey Hull is an emergency management professional with more than 18 years of experience leading FEMA PA operations for federal, state, tribal, and local governments. Her background includes extensive work implementing federal regulations such as the Stafford Act, 2 CFR Part 200, and the PAPPG, as well as coordinating directly with FEMA to resolve eligibility issues, interpret policy, and guide applicants through all phases of the FEMA PA lifecycle.

In her current role with Plexos, Abbey supports day-to-day PA operations and serves as a primary point of contact for applicants, FEMA, and state agencies. She manages workflow across Damage Inventories, site inspections, project formulation, cost estimating, and closeout while validating and approving deliverables—including PWs, Site Inspection Reports, amendments, mitigation proposals, and time extension requests—to ensure full compliance with FEMA policy and state objectives. She oversees Grants Portal activity, including documentation uploads, RFIs, Recipient Reviews, drawdowns, quarterly reporting, and audit-ready recordkeeping.

Abbey's career reflects a consistent record of leadership in disaster recovery, with prior roles in Colorado, Florida, Louisiana, New Jersey, and FEMA itself. Her strong command of federal policy, her ability to manage cross-functional teams, and her hands-on expertise includes FEMA systems—including NEMIS, EMMIE, MB3, and Grants Portal.

### EDUCATION

(In Progress) Doctorate,  
Business Management,  
Grand Canyon University

M.S., Leadership in  
Emergency Management and  
Disaster Preparedness, 2011

B.A., Visual Journalism,  
Brooks Institute, 2008

### LICENSES/CERTIFICATIONS

FEMA Trainings: IS-100.a,  
IS-100.b, IS-101, IS-106, IS-  
106.11, IS-107.11, IS-15.a, IS-  
16, IS-18, IS-18.11, IS-197 SP,  
IS-20.11, IS-200.a, IS-200.b,  
IS-21.11, IS-253, IS-292, IS-  
33.11, IS-331, IS-340, IS-35.10,  
IS-362, IS-5.a, IS-546, IS-547,  
IS-650, IS-7, IS-700, IS-700.a,  
IS-701, IS-703, IS-800.b, IS-  
860

### COMPREHENSIVE DISASTER PROGRAM MANAGEMENT

Over 18 years leading large-scale PA  
operations.

### FEDERAL FUNDING EXPERTISE

Extensive federal grants experience including  
compliance with Stafford Act, 2 CFR Part 200,  
PAPPG, 44 CFR, and the 9500 Series.

### PROVEN RESULTS

Completed full closeouts for all categories  
of work while reconciling federal funds and  
resolving complex eligibility issues.

### INTEGRATED EMERGENCY MANAGEMENT EXPERTISE

Leads seamless coordination among  
applicants, FEMA, and state agencies

## ABBEY HULL | PAGE 2

### SELECT RELEVANT EXPERIENCE

#### ***PA Subject Matter Expert - Jan 2026 to Present***

Plexos Group, L.L.C.

FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), DR-4652-NM, DR-4529-NM, DR-4795, DR-4843, DR-4886-NM

- Draft, review, and support appeals related to eligibility determinations.
- Analyze case records, interpret federal and state regulations, and translate findings into clear, persuasive appeal documentation.
- Ensure appeals are legally sound, well-structured, and compliant with program policies and deadlines.

#### ***PA Project Manager - Jul 2018 to Present***

CDR Maguire

FEMA PA, Commonwealth of Kentucky

- Led full-cycle FEMA PA operations including DI development, site inspections, project formulation, cost estimating, workflow management, closeout, and Grants Portal administration
- Coordinated directly with FEMA, state agencies, and applicants, serving as primary POC for policy interpretation, eligibility issues, documentation compliance, RFIs, and audit readiness.
- Supervised and mentored PA staff; validated and approved PWs, SIRs, amendments, time extensions, and mitigation proposals (404/406) to ensure alignment with Stafford Act, 2 CFR 200, and PAPPG requirements.

#### ***Disaster Recovery Specialist - Oct 2017 to Jul 2018***

CDR Maguire, Panama City, FL

FEMA PA, Pinellas County

- Compiled Damage Inventories and developed documentation to support PW formulation, including work orders, timesheets, contracts, equipment logs, and insurance.
- Entered PW data into Grants Portal, uploaded documentation, and responded to RFIs to resolve eligibility issues.
- Assisted applicants in understanding FEMA documentation requirements and policy interpretations.

#### ***State PA Crew Leader-Florida - Jan 2017 to Oct 2017***

Florida Disaster Consultants, Flagler Beach, FL

State of Florida, FEMA PA

- Conducted State-led Kickoff Meetings and collaborated with FEMA/subgrantees to develop, review, and enter PWs into EMMIE.
- Ensured timely submission of time extensions, mitigation opportunities, and appeals; supported applicants with procurement, documentation, and compliance issues. Conducted Exit Briefings and quarterly reporting to maintain grant compliance.

## ABBEY HULL | PAGE 3

### ***Grants Manager - Sep 2014 to Dec 2017***

Florida Disaster Consultants, Denver, CO  
State of Colorado, FEMA PA

- Reviewed Requests for Reimbursement and validated documentation, ensuring scopes of work aligned with invoices, insurance, and eligibility rules.
- Evaluated force account labor, equipment, materials, and procurement compliance for PA grant reimbursement. Ensured timely completion of work and cost reasonableness while supporting subgrantees in gathering proper documentation.

### ***PA Tribal Relations - Sep 2014 to Dec 2014***

FEMA, Kansas City, KS

- Coordinated directly with tribal governments across multiple states to manage PA operations and disaster recovery activities.
- Conducted PDAs, identified damages, developed cost estimates, and facilitated Kickoff Meetings and PW formulation. Led project closeouts, trainings, regulatory implementation (44 CFR), and federal reporting requirements.

### ***Closeout Specialist - Aug 2013 to Sep 2014***

Witt, Bergen County, NJ  
New Jersey State Police, Lincroft, NJ

- Developed closeout plans, SOPs, workflows, and tracking systems supporting Hurricane Sandy recovery for state and local law enforcement agencies.
- Completed PWs and closeouts across all PA categories, presented EMMIE/MB3 training, and processed requests for time extensions, alternate/improved projects.
- Submitted recommendations to FEMA for grant variances and supported applicants in submitting payment requests.

### ***Closeout Specialist - Dec 2012 to Aug 2013***

Witt, Baton Rouge, LA  
State of Louisiana

- Managed complex PA closeouts, including review of contracts, timesheets, rental agreements, equipment logs, and procurement documentation. Processed funding requests, time extensions, alternate/improved projects, and grant adjustments in MB3.

### ***PA Disaster Specialist - Sep 2005 to Dec 2012***

FEMA, Denton, TX  
State of Colorado

- Supervised disaster closeout operations for legacy disasters by composing, negotiating, reviewing, and tracking PWs and appeals; managing improved and alternate projects; researching documentation; implementing 44 CFR, the 9500 Series, and the Public Assistance Guide; briefing FEMA, state, tribal, and local officials; obligating and de-obligating funds; resolving complex eligibility issues; and maintaining detailed quarterly and federal reporting.

# ANIL DESA, JD, PE

## SENIOR EMERGENCY MANAGEMENT SPECIALIST

Anil Desa, P.E., J.D. is a seasoned emergency management and federal grants specialist with more than 27 years of experience supporting large-scale FEMA PA, FEMA Hazard Mitigation (HMGP/404), and HUD CDBG-DR/MIT programs. In the last 10 years, Anil has managed multi-disciplinary teams to complete over 410 projects totaling over \$1 Billion in federal funding in Texas, Louisiana, South Carolina, and Puerto Rico, providing high-level expertise in FEMA compliance, engineering oversight, environmental review, procurement, mitigation strategy development, and Benefit-Cost Analysis. His mitigation portfolio includes extensive leadership on BRIC, HMGP, and CDBG-MIT programs—such as preparing BRIC applications for major resilient infrastructure projects, developing CDBG-MIT competitive applications, formulating mitigation scopes, and evaluating hazard mitigation opportunities under FEMA PA. He has repeatedly delivered successful outcomes for municipalities by ensuring technical accuracy, regulatory compliance, and sound documentation.

At Plexos, Anil has played key roles in the development and implementation of major mitigation and resilience programs, where he has managed BRIC, FEMA PA, and HMGP projects. His mitigation experience includes performing Benefit-Cost Analyses using FEMA BCA software, preparing hazard mitigation grant applications, overseeing engineering and design components of resilient infrastructure, and advising on alternate/improved project strategies under PA.

### EDUCATION

J.D., Law, Loyola University,  
College of Law, 2022

M.B.A., Tulane University,  
2010

M.S. Civil Engineering,  
Louisiana State University,  
1989

B.S. Civil Engineering,  
University of Bombay, 1989

### LICENSES/CERTIFICATIONS

Professional Engineer:  
Licensed in Louisiana,  
Mississippi, and South  
Carolina

Licensed Attorney in  
Louisiana

#### EMERGENCY & MITIGATION LEADERSHIP

Over 27 years of experience leading complex FEMA and HUD-funded disaster recovery and mitigation initiatives

#### FEDERAL GRANT & COMPLIANCE EXPERTISE

Managed more than \$1B in FEMA PA, HMGP, CDBG-DR, and CDBG-MIT

#### PROVEN RESULTS

Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects for City of Columbia

#### MITIGATION & RECOVERY EXPERTISE

Demonstrates unmatched capability in guiding jurisdictions through FEMA PA and Hazard Mitigation workflows

**SELECT RELEVANT EXPERIENCE*****Subject Matter Expert - 2015 to Present***

Plexos Group, LLC,, Baton Rouge, LA

**Project Development SME**, Puerto Rico City Revitalization Program (CRP) Infrastructure and Economic Revitalization

- Supports the development and procurement compliance of infrastructure and economic revitalization projects across 21 municipalities in Puerto Rico, securing \$246M in CDBG-DR funding for public works including roads, parks, drainage, and civic spaces.

**Subject Matter Expert**, Puerto Rico Department of Transportation

- Provided support for hazard mitigation proposals, grant applications and cost-benefit analysis.

**Project Manager**, City of Columbia, South Carolina, Severe Flooding

- Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects, overseeing BCA, grant applications, engineering procurement, design reviews, and FEMA compliance for major capital improvements.

**Project Development SME**, City of Galveston CDBG-MIT Administrative Services, Hurricane Harvey State Mitigation Competition and HGAC Regional Mitigation Program Administrative Services

- Supports the CDBG-MIT programs by providing technical oversight on engineering, procurement, and federal grant compliance, leveraging his subject matter expertise in disaster recovery and HUD-funded infrastructure implementation.

**Project Development SME**, Puerto Rico City Revitalization Program (CRP) Infrastructure and Economic Revitalization

- Led the development and procurement compliance of infrastructure and economic revitalization projects across 21 municipalities in Puerto Rico, securing \$246M in CDBG-DR funding for public works including roads, parks, drainage, and civic spaces.

**Project Manager**, City of Columbia, South Carolina, Severe Flooding

- Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects, overseeing BCA, grant applications, engineering procurement, design reviews, and FEMA compliance for major capital improvements.

***Program/Project Manager - 2008 to 2015***

CDM Smith, Baton Rouge, LA

**Program Manager**, Plaquemines Parish Hurricane Recovery

- Directed CDBG and FEMA-funded disaster recovery efforts including the \$110M Plaquemines Parish Detention Center, ensuring cost reasonableness, grant eligibility, and compliance with DBRA, procurement, and design standards for over 400 infrastructure projects.

**Program Manager**, Gustav/Ike Disaster Recovery, CDBG

- Managed and reviewed construction plans, Addenda, change orders, and CDBG compliance

## ANIL DESA, JD, PE | PAGE 3

for over 400 Hurricane Gustav/Ike recovery projects totaling over \$400M and conducted DBRA compliance reviews for federally funded economic development initiatives.

**Project Manager**, Hancock County Jail Engineering Design, CDBG

- Managed a multidisciplinary design team for the \$35M CDBG-funded jail and courthouse reconstruction, ensuring all civil, structural, electrical, and mechanical engineering components met FEMA and HUD compliance standards.

**Project Manager**, Gretna Police Station, FEMA Hazard Mitigation and CDBG

- Oversaw FEMA 404 Hazard Mitigation and CDBG-funded elevation and renovation of the police station, ensuring design compliance, labor standards adherence, and eligibility under mitigation programs.

**Project Manager**, Louisiana Land trust (LLT) Demolition Program

- Supported environmental reviews and prepared construction documents for federally funded demolition projects, including the Hendee Street Incinerator in New Orleans.

# LATOYA JOHNSON

## SENIOR EMERGENCY MANAGEMENT SPECIALIST

LaToya Johnson is an emergency management specialist with 17 years of experience supporting state and local governments through complex preparedness, response, recovery, and mitigation operations. LaToya has technical expertise in FEMA PA and mitigation programs, including conducting eligibility reviews, advancing mitigation-focused project strategies, and supporting the development of resilient infrastructure solutions. Her background includes working directly on risk-reduction planning for diverse communities recovering from major disasters.

In her current role as a Senior Consultant with Plexos Group, LaToya provides critical support to ongoing FEMA PA operations, including her work in Pickens and Oconee Counties for Hurricane Helene recovery, where she manages project documentation, guides applicants through federal compliance requirements, and helps advance projects toward obligation.

Her longstanding contributions throughout Louisiana—in state agencies, community development programs, and disaster recovery operations—have strengthened her understanding of local needs, recovery processes, and long-term resilience strategies. Known for her collaborative approach, meticulous documentation skills, and ability to navigate complex regulatory frameworks, she consistently delivers high-quality guidance that enhances community readiness and supports sustainable recovery outcomes.

### EDUCATION

M.P.A., Southern University  
A&M College, 2007

B.A., Political Science,  
Southern University A&M  
College, 2004

### LICENSES/CERTIFICATIONS

Contract Writing and  
Implementation, Continuing  
Education, Louisiana State  
University, 2017

Housing Quality Standards  
Certification, Quadel Housing

FEMA NIMS/IS Courses:  
IS-21.22, IS-100, IS-120.a,  
IS-200.a, IS-230.d, IS-235.b,  
IS-240.a, IS-241.a, IS-242.a,  
IS-244.b, IS-253.a, IS-393.a, IS-  
403, IS-632.a, IS-634, IS-700.a,  
IS-772.a, IS-800.b, IS-907, IS-  
1000, IS-1023

### FEDERAL PROGRAMS EXPERT

Demonstrated experience working in  
federally-funded programs since 2008

### COMPLIANCE EXPERT

Experienced in compliance & regulatory  
oversight including NIMS, ICS, the Stafford  
Act and Uniform Guidance

### DISASTER RECOVERY EXPERIENCE

Includes Hurricane Harvey, Maria,  
Superstorm Sandy, Hurricane Irene, Tropical  
Storm Lee and COVID-19

### AREAS OF EXPERTISE

FEMA PA, NEMIS, EMMIE, Procurement,  
Negotiations, Contract Proposals, Emergency  
Management

**SELECT RELEVANT EXPERIENCE*****Senior Consultant, FEMA PA - Jan 2025 to Present***

Plexos Group LLC, Baton Rouge, LA

**Senior Consultant**, South Carolina, Hurricane Helene Response, DR-4829-SC

- Supports FEMA PA operations for Hurricane Helene (DR-4829-SC), providing project and grant management support to the South Carolina Emergency Management Division (SCEMD) for recovery efforts across Pickens and Oconee Counties.
- Provides expertise for a \$3.3M FEMA PA portfolio supporting 23 projects across Categories A, B, C, E, F, and G, including debris removal, roads and bridges, facilities, and infrastructure
- Advanced 7 projects to obligation totaling over \$155K, while coordinating EHP reviews, PDMG reviews, CRC submissions, and pending awards to maintain recovery momentum.

**FEMA PA Specialist**, Minnesota COVID-19 Pandemic Response

- Conducts eligibility determinations and cost validations to ensure full compliance with evolving FEMA COVID-19 policies and guidance.
- Coordinates with the recipient to get supporting documentation to document projects and resolve documentation gaps to submit the project for payment.

**Senior Consultant**, Asbury Atlantic-Maryland, Asbury Atlantic Pennsylvania, Albright Care Services, Asbury Inc.-Tennessee, COVID-19

- Provides expertise in capturing eligible COVID-19 pandemic expenses, contributing to the development of 167 PWs addressing PPE, staffing, and other healthcare-related reimbursements for 501(c) non-profit applicants, and supporting documentation associated with \$37 Million in approved reimbursements.

***Manager, FEMA Programs - Jul 2022 to Jan 2025***

EisnerAmper, Baton Rouge, LA

FEMA PA Program, Hurricane Ida and the COVID-19 Pandemic

- Managed and led a team to coordinate \$50M+ in FEMA Public Assistance Program for Hurricane Ida and the COVID-19 Pandemic, ensuring compliance with regulatory requirements and streamlining reporting processes. Developed strategies to improve operational efficiency, resulting in a 20% reduction in document processing time.
- Served as the primary point of contact for state and federal agencies, fostering strong relationships that facilitated smoother project implementation. Actively contributed to business development, identifying new opportunities, proposal writing, and helping to secure new contracts worth over \$5M in grant funding.

***Disaster Recovery Specialist III - Feb 2021 to Jul 2022***

IEM, Baton Rouge, LA

Hurricane Maria and COVID-19 Pandemic Recovery Programs

- Led the oversight of disaster recovery programs for state and local governments, ensuring FEMA compliance across multiple projects with a total value of \$15M+ for the COVID-19 Pandemic and Hurricane Maria.

## LATOYA JOHNSON | PAGE 3

- Identified and implemented process improvements that reduced compliance issues by 30%.

**Senior Associate /Team Lead - Aug 2018 to Feb 2021**

KPMG, LLP

- Lead team members through compliance reviews and risk mitigation for FEMA Public Assistance Program from Hurricanes Irma, Michael, and prior year storms.

**Supervisor, State Recovery Officer - Oct 2017 to Jul 2018**

Horne, LLP, Houston, TX

Hurricane Harvey State and Local Disaster Recovery

- Managed a team to support state and local governments in FEMA PA recovery efforts, ensuring compliance with federal and state policies for disaster recovery projects.
- Spearheaded compliance reviews for Hurricane Harvey recovery efforts, reducing processing time for claims by 15%.

**State Contracts and Grants Officer - Oct 2015 to Sep 2017**

State of Louisiana, Office of State Procurement, Baton Rouge, LA

- Led the development and management of complex statewide contracts, totaling over \$50M in state purchases for a variety of government agencies.
- Supervised the entire lifecycle of large-scale procurement processes, ensuring compliance with state and federal regulations.

**Disaster Recovery Specialist - Feb 2014 to Oct 2015**

Louisiana GOHSEP, Baton Rouge, LA

- Led a team in ensuring compliance for PA program applicants, working with state and local entities to close out over \$20M in disaster recovery funding.
- Delivered technical assistance to sub-grantees, resolving complex issues that led to an 18% reduction in delayed projects.

**Hazard Mitigation Specialist - Sep 2013 to Jan 2014**

Adjusters International, Albany, NY

New York State 404 Hazard Mitigation Programs, Hurricane Irene, Tropical Storm Lee and Superstorm Sandy

- Assist applicant's applying for federal funding for 404 Hazard Mitigation Programs (HMGP) such as generator, drainage, elevation and acquisition projects affected by Hurricane Irene, Tropical Storm Lee and Superstorm Sandy under the Robert T. Stafford Act

**Housing Specialist, Program Manager - Oct 2009 to Mar 2012**

State of Louisiana, Office of Community Development, Disaster Recovery Unit, Baton Rouge, LA

- Served as program manager with Small Rental Department working with the Louisiana Land Assembly project, State Appeals for Katrina and Rita programs and serve as program manager working with Terrebonne Parish Buyout program for Hurricanes Ike/Gustav.

**Case Manager - May 2008 to Dec 2011**

Louisiana Road Home Program, Baton Rouge, LA

- Managed the Louisiana Land Assembly project and the Small Rental Property Program, overseeing the disbursement of HUD CDBG funding for homeowners affected by Hurricanes Katrina and Rita sub-grantees, resolving complex issues that led to an 18% reduction in delayed projects.

# JERROD MESSINA

## GRANTS SPECIALIST

Jerrod Messina is a disaster recovery and grants management specialist with 17+ years of hands-on experience guiding public entities through FEMA PA and Hazard Mitigation programs across 20+ federally declared disasters. He has supported applicants end-to-end—from initial damage assessments and project formulation to documentation validation, insurance reconciliation, and closeout—consistently translating complex federal requirements into clear, actionable steps for state agencies, municipalities, utilities, higher-education institutions, and nonprofits. His background includes advanced cost analysis (e.g., Xactimate and RSMMeans) and lifecycle stewardship through FEMA Grants Portal (RPA> RTM>Closeout), enabling accurate, defensible funding requests and clean audits.

In his current role with Plexos Group, Jerrod leads large-project FEMA closeout operations, managing portfolios totaling tens of millions of dollars while troubleshooting eligibility, cost reasonableness, and documentation gaps to move stalled projects to reimbursement. Previously, as a team lead supporting the Sewerage & Water Board of New Orleans, he helped oversee \$3B+ in Public Assistance funding tied to post-Katrina recovery and closed hundreds of large-scale projects spanning Categories A–G—work that sharpened his command of force account labor/equipment documentation, contractor invoice review, and insurance/duplication-of-benefits analysis. Earlier in his career, he adjusted millions of dollars in catastrophe claims, a foundation that now informs his precise approach to FEMA insurance reconciliation and cost validation. Collectively, this portfolio reflects his record of safeguarding applicant eligibility, accelerating reimbursements, and strengthening compliance outcomes.

### EDUCATION

B.A., General Studies,  
Southeastern Louisiana  
University, 2004

### LICENSES/CERTIFICATIONS

FEMA Program Delivery  
Manager – Certified

FEMA Public Assistance  
Subject Matter Expert

FEMA Hazard Mitigation & PA  
Badged

#### ADVANCED DISASTER RECOVERY EXPERTISE

Over 17 years of experience across 20+  
federally declared disasters

#### FEDERAL FUNDING MANAGEMENT

Experience managing FEMA PA portfolios  
through detailed eligibility review, insurance  
reconciliation & robust documentation

#### PROVEN RESULTS

Oversaw more than \$3B in FEMA PA funding  
for Hurricane Katrina recovery

#### AREAS OF EXPERTISE INCLUDE:

FEMA PA, HMGP 404 & 406, Federal  
Reimbursement Strategy

## JERROD MESSINA | PAGE 2

### SELECT RELEVANT EXPERIENCE

#### ***Senior Disaster Recovery Specialist – Oct 2020 to Present***

Plexos Group, L.L.C., Baton Rouge, LA

**Senior Disaster Recovery Specialist**, FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), FEMA PA, DR-4652, DR-4529-NM, DR-4795-NM, DR-4843-NM, DR-4886-NM

- Led large-project FEMA closeout operations for the State of New Mexico while managing Public Assistance portfolios totaling tens of millions of dollars in federal funding, serving as the subject matter expert on insurance reconciliation, cost reasonableness, and eligibility compliance across multiple concurrent disaster declarations.
- Resolved complex project issues and advanced stalled large projects toward reimbursement by balancing urgency, accuracy, and federal compliance requirements, ensuring successful closeout and optimized funding outcomes for the state.

**Senior Disaster Recovery Specialist**, Hurricane Laura & Covid -19 Public Assistance, City of Pineville

- Collaborates with team facilitating Public Assistance requests for the City of DeRidder, City of Pineville, and Beauregard Parish School Board; assists with the processing of expedited funds for debris removal and emergency protective measures; formulates Damaged Inventory Reports.
- Facilitates communications between the client, FEMA, the State Liaison, Mitigation Specialist, Environmental Historical and Preservation Specialist, maximizing reimbursement potential through research and documentation.
- Coordinates medical Public Assistance requests for Genesis Health Care Systems, Mary Washington Hospital, Brooke Grove Retirement Center, and Dallas County hospital district. Utilizes TDEM Grants Management System and Grants Portal to create reimbursement requests, log expenses and upload required backup documentation.

#### ***Senior Consultant / State Applicant Liason - 2024 to Present***

Hagerty Consulting, Inc.

- Lead FEMA PA coordination by directing damage assessments, developing damage inventories, determining project eligibility, and conducting virtual/on-site inspections to ensure documentation integrity, regulatory compliance, and strong applicant advocacy throughout the full grant lifecycle—from RPA through RTM and closeout.
- Advise municipalities, state agencies, nonprofits, and higher-education institutions on documentation strategy, eligibility, risk mitigation, and Hazard Mitigation requirements under Sections 404 and 406, building trust-based relationships while resolving issues in FEMA coordination meetings and protecting applicant funding outcomes.

## JERROD MESSINA | PAGE 3

**GCR, Inc. FEMA PA – Dec 2013 to Jan 2019**

Closeout Specialist/Team Lead

- Specialized in locating, cataloging, and submitting required documentation for LouisianaPA.com system detailing expenses.
- Accessed specific project work statuses, costing, and supporting documents, comparing, and contrasting them to the grants' scope of work in order to reconcile estimated project costs of the completed scope of work. He demonstrated extensive knowledge of FEMA Grants Portal.
- Proved adaptable to widely diverse circumstances, as well as a wide variety of personalities in numerous emotional states while meeting deadlines in time-sensitive projects.
- Conversated with public assistance applicants with ease regardless of the means of contact.

**Alacrity / State Farm – 2008 to Present**

Claims Adjuster

- Adjusted high-severity commercial and residential catastrophe claims totaling millions of dollars by delivering accurate, time-critical damage assessments and applying advanced expertise in policy interpretation, documentation standards, and cost validation.
- Applied this claims experience to FEMA contexts by informing insurance reconciliation and duplication-of-benefits analysis, ensuring precise alignment between verified damages, policy coverage, and federal eligibility requirements.

# JONATHAN STERNS

## FIELD COORDINATOR

Jonathan Sterns is an experienced emergency management professional with a proven track record supporting complex disaster operations across multiple FEMA regions. He brings extensive hands-on expertise in Preliminary Damage Assessments, site inspections, project lifecycle management, and regulatory compliance, strengthened by his work on numerous federally declared disasters. Jonathan has coordinated directly with state, local, tribal, and territorial partners, providing guidance on Public Assistance requirements, delivering outreach to tribal communities, and managing applicant workloads that span multiple counties and diverse incident types. He has regularly served in multifaceted roles—acting as a Site Inspector, Task Force Lead, Program Delivery Manager, and Public Assistance Group Supervisor—where he was responsible for oversight of large applicant groups, contractor coordination, project quality, and mission-critical documentation.

### EDUCATION

B.S., Cultural Anthropology,  
Southern Illinois University,  
2013

### LICENSES/CERTIFICATIONS

FEMA Courses: PDMG,  
PDTFL and FEMA Manager  
Certifications, IS-100, IS-200,  
IS-632, IS-700, IS-800, IS-1000,  
IS-1001, IS-1002, IS-1003 to  
IS-1015, IS-546.A, IS-547.A, IS-  
1300, E/L/K 1301, E/L/K 1302

In addition to his operational field experience, Jonathan has a strong foundation in grants management, having negotiated, reviewed, and processed federally regulated awards for the Department of Energy, including over 77 COVID-19-related actions requiring precise documentation and compliance verification. His background demonstrates a deep understanding of federal regulations, programmatic integrity, conflict resolution, and data accuracy. With FEMA certifications in PDMG, PDTFL, and management coursework, he consistently supports disaster operations with professionalism, attention to detail, and the ability to navigate evolving field conditions while maintaining clear, accurate, and audit-ready documentation. Jonathan’s combination of field leadership, technical expertise, and experience coordinating multidisciplinary teams positions him as a highly capable and versatile asset for field-based operational support.

**FEDERAL FUNDING OVERSIGHT & COMPLIANCE**  
Managed federally regulated grant awards for the Department of Energy

**OPERATIONAL DISASTER MANAGEMENT**  
Over 5 years supporting federally declared disasters

**PROVEN RESULTS**  
Completed 100+ site inspections and supervised inspection teams and contractor PDMGs

**FIELD EXPERTISE**  
Experience in direct coordination with SLTT partners, tribal nations, and multi-disciplinary federal teams

**SELECT RELEVANT EXPERIENCE*****State Applicant Liaison, FEMA PA Team - Jun 2025 to Present***

Plexos Group, LLC, Sante Fe, NM

FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), FEMA PA, DR-4652, DR-4529-NM, DR-4795-NM, DR-4843-NM, DR-4886-NM

- In coordination with experienced Liaisons, support clients and sub-recipients regarding program administration, policies, procedures, resolve related issues and concerns, and ensure uniformity in grant and contract management.
- Collect and analyze damage assessment data to support state requests for federal assistance. Support document collection required to complete PWs and meet audit requirements for the FEMA-PA program.
- Participate in the establishment and operation of Disaster Recovery Centers.
- Assist in site inspections, PPDR (Personal/Commercial Property Debris Removal), and Waterway Debris Removal Debris Program.

***Emergency Manager Specialist - Dec 2023 to Feb 2025***

FEMA, Denver, CO

Region 8 PA Program Deployments, Damage Assessments, PA, IA, Tribal Support including DR-4807-SD, DR-4842-CRST

- Led comprehensive disaster recovery activities including Preliminary Damage Assessments, full-cycle project management, compliance interpretation, and tribal outreach while managing site inspections, obligations, and closeout activities across multiple disaster events.
- Demonstrated operational coordination through volunteer support roles, strategic program execution, and completion of advanced FEMA management certifications.

***Grants Manager - May 2020 to Jul 2022***

Department of Energy, Golden, CO

- Oversaw negotiation, compliance, and execution of federal grant awards, resolving complex issues involving intellectual property, cost-sharing, and regulatory requirements.
- Ensured accuracy of federally reportable data and processed over 77 COVID-19-related grant actions requiring precise documentation and timeline oversight.

***Emergency Manager Specialist - Sep 2019 to May 2020***

FEMA, Region 5, Chicago, IL

- Executed hazard mitigation, environmental, and public assistance program activities, completing over 100 site inspections and reviews with a high degree of accuracy.
- Supervised multi-county applicant groups, led inspection teams, and coordinated with contractors and technical leads to support large-scale disaster operations across multiple federally declared events.

# AMBER BURAS

## ADMINISTRATIVE SUPPORT

Amber Buras is an experienced administrative and case management professional with over three years supporting high-volume, documentation-driven programs across disaster recovery, quality control, real estate appraisal, and federally funded initiatives. She has experience reviewing building plans, blueprints, photographs, structural assessments, and program-specific records to ensure accuracy, completeness, and compliance with established procedures. In her roles supporting FEMA-funded recovery efforts, she monitored multiple concurrent projects, evaluated damage documentation, and ensured adherence to regulatory requirements while coordinating with applicants and internal teams. Her background includes conducting internal audits, improving quality-control operating procedures, identifying documentation inconsistencies, and escalating issues requiring resolution—demonstrating strong attention to detail and a thorough understanding of compliance-focused workflows.

Amber's administrative capabilities span document management, file organization, confidential record handling, client interaction, reception duties, and public-facing communication. She has supported budget reviews, analyzed financial discrepancies, managed deliverables and schedules, and performed a wide range of clerical functions essential to maintaining accurate project documentation. Her experience coordinating applicant support, organizing legal documents, executing marketing tasks, and participating in outreach demonstrates versatility and professionalism across multiple operational environments.

### EDUCATION

A.S., Business Administration,  
Baton Rouge Community  
College, 2021

### ADMINISTRATIVE SKILLS

Types 60 WPM  
Conflict Resolution  
Microsoft Office  
Problem-Solving  
Leadership  
Communication

### CASE & DOCUMENT MANAGEMENT

Over 3 years experience in federally-funded case management

### FEDERAL GRANT EXPERIENCE

Supported FEMA projects by reviewing damage documentation, conducting audits and ensuring compliance requirements.

### PROVEN RESULTS

Successfully managed multiple concurrent FEMA-related recovery projects

### DOCUMENTATION EXPERTISE

Has demonstrated strong capability in managing high-volume case loads and resolving documentation bottlenecks.

## AMBER BURAS | PAGE 2

**SELECT RELEVANT EXPERIENCE*****Construction Case Manager - Aug 2023 to Present***

## Team Title

- Monitors FEMA-funded recovery projects, reviewing building plans, blueprints, and structural documentation to assess damage and safety conditions.
- Manages multiple concurrent projects, ensuring adherence to applicable laws, regulations, policies, and procedures across each project lifecycle.
- Supports public outreach by providing information on available FEMA services to affected communities.

***Case Manager / Quality Control Analyst - May 2022 to Aug 2023***

Plexos Group, L.L.C., Baton Rouge, LA

**Case Manager, Quality Control Specialist, U.S. Virgin Islands ERAP**

- Conducted detailed reviews of program-specific documents, identifying inconsistencies, performing internal audits, and escalating process weaknesses when necessary.
- Implemented and improved quality-control procedures while troubleshooting issues and coordinating resolution with appropriate teams.
- Performed administrative tasks supporting project schedules, documentation accuracy, and applicant assistance.

Case Manager / Quality Control and Budget Specialist, Minnesota and Texas ERAP COVID-19 Project

- Reviewed financial and program documentation, scrutinizing discrepancies and ensuring accuracy across applicant and budget records.
- Conducted audits, enhanced QC procedures, and escalated workflow weaknesses while supporting deliverable tracking and time management.
- Completed administrative tasks supporting overall project schedules and process efficiency.

***Romano and Associates, LA - Mar 2019 to May 2022***

Real Estate Appraisal Assistant

- Collected appraisal data, managed reception duties, and performed client service tasks while maintaining confidentiality.
- Organized and categorized legal documents, ensuring accurate filing and record maintenance
- Conducted marketing and public-relations tasks supporting office operations.

### c. Technical Approach and Methodology

#### 1. Preparedness Planning

Review, update, and if required, assist in the development of the City's emergency management and disaster recovery plans.

Our planning process turns existing emergency management and disaster recovery plans into clear, usable playbooks that help staff make decisions, assign responsibilities, and capture the right information while events are unfolding. The work starts by reading the current plans end-to-end, then meeting with City leadership and key departments to confirm what actually happens in the field and where procedures need to be tightened. Each update is checked against the rules that matter most for disasters (FEMA program requirements and federal grant rules, including 2 CFR Part 200) so the City's plans support eligible actions, defensible documentation, and smoother coordination during FEMA PA and mitigation activities.

Figure 4. Plexos' Disaster Recovery Plan for NMDHSEM

The New Mexico Governor's Office launched the RSFs in July 2022. While these RSFs provided a helpful framework to start critical dialogue between partner agencies, the Federal Emergency Management Agency (FEMA) Interagency Recovery Coordination (IRC) team and the State agreed that RSFs did not provide a logical structure for long-term recovery operations based on New Mexico's needs. To incorporate functions not addressed under a traditional recovery structure, a hybrid structure is being leveraged to manage NM-focused LOEs (see Table 1).

Table 1: Lines of Effort Leadership and Cross-Cutting Elements

Line of Effort	Community Outreach	Drinking Water
Department Lead	Department of Homeland Security and Emergency Management	Environment Department
LOE Sponsor	David Dye and Kelly Hamilton	James Kenney
Operational Lead	David Lienemann	John Rhoderick
Cross Cutting Elements for Post-Disaster Recovery	<ul style="list-style-type: none"> <li>Improve New Mexico preparedness</li> <li>Support local capacity building</li> <li>Prioritize highly vulnerable areas</li> <li>Prioritize the preservation of critical infrastructure</li> <li>Coordinate with and support the Action Strategy.</li> </ul>	

The main difference between this structure and the previous structure is that this structure includes cross-cutting coordination, standardized metrics to track progress, and a clear line of communication. As described above, each LOE is a general oversight for a successful recovery and tactical coordination.

We applied this same "built for execution" approach on DR-4652 for New Mexico DHSEM through Lines of Effort Planning, which organized recovery priorities into practical workstreams with clear steps and realistic funding paths. This approach helped communities stabilize quickly instead of getting stuck with a plan that looks good on paper but can't be used. Additionally, Casey Tingle, our Project Executive, served on the FEMA/HUD workgroup for the Pre-Disaster Housing Planning Initiative. That experience strengthens how we update disaster recovery plans, adding practical housing recovery steps, partner coordination points, and decision triggers that staff can actually use during recovery.

Figure 5. Plexos' Lines of Effort Operational Guide for NMDHSEM

*Review plans and procedures for FEMA compliance and, if necessary, assist the City in developing RFP/RFQ for standby response and recovery contracts. Consultant may provide technical assistance but shall not submit a bid, participate as a subcontractor, or otherwise profit from any contract they assisted in developing.*

Plexos uses a **simple, repeatable process** to make sure the City's plans and internal procedures support FEMA eligibility, reimbursement, and audit-ready documentation. The review starts with a focused read-through of current plans, procurement procedures, and "who does what" workflows, then compares them to the requirements that drive reimbursement decisions so **gaps are identified** before they become findings, delays, or deobligations. The output is a short, practical set of updates: **what to change, why it matters**, and the **exact forms/checkpoints** staff use during an event (e.g., documentation steps, approval paths, and records needed for emergency work, contracts, and force account). As part of our support for Puerto Rico DTOP's FEMA-funded work, we performed the "**pre-work**" that **keeps procurements and payments defensible**—validating vendor invoices, ensuring federal clause compliance in bid packages, and conducting debarment checks—the same controls that reduce risk for West Monroe.

When standby contracts are needed, Plexos provides **technical assistance** to develop RFPs/RFQs that **protect FEMA reimbursement**, including clear scopes, clean evaluation criteria, and the required contract language and documentation expectations vendors must follow. This support is strictly advisory and stays fully aligned with the City's conflict-of-interest requirement.

*Assist the City in reviewing insurance policies and identifying deductibles for reporting to FEMA in the event of a Presidentially declared disaster.*

We assist our clients not only in identifying **eligible costs upfront**, but also in **retaining those funds** through closeout and any subsequent reviews or audits. Our team analyzes insurance-related issues at the project level, applying an approach tailored to the specific coverage, damages, and documentation for each facility or asset. We translate complex insurance considerations into **clear, practical decision points**, helping federal, state, and local partners understand how the insurance details apply. We also respond to RFIs from FEMA quickly and accurately to reduce delays, limit appeal risk, and keep obligated funds moving.

In many cases, applicants settle claims with their insurers and later discover that FEMA's estimate of anticipated insurance proceeds was higher than what was actually received. When that occurs, the record typically needs to be supported—and often discussed with the FEMA/State insurance specialist—to clearly define what damages were covered, what costs were paid by insurance, and what remains eligible. The Plexos recovery team reconciles FEMA's estimated proceeds against the actual settlement amounts and updates the Project Worksheet values to reflect the correct eligible total. Addressing these discrepancies early helps **protect reimbursement** and **reduces cash-flow impacts** caused by inflated insurance offsets.

*Provide training to select City personnel regarding applicable federal regulations and FEMA policy.*

Plexos delivers training as a **practical, role-based program** that helps City staff apply federal requirements correctly while the work is happening. Training is organized into short modules by department and **tailored to each group's real responsibilities**, with clear takeaways tied to FEMA policy and federal grant rules.

When requirements change or an event triggers urgent questions, Plexos provides **just-in-time coaching** that targets the exact issue in front of the City (ex., documentation standards, eligibility questions, procurement steps, or labor compliance such as Davis-Bacon). Delivery is flexible, with short classroom sessions, virtual briefings, self-paced reference materials, and on-the-job mentoring, so the City can **absorb guidance quickly** without slowing operations. “Policy/process change” briefings are used to roll out new or updated guidance immediately, ensuring staff understand what changed, why it matters, and how to apply it the same day.

**Conduct an annual emergency management training exercise for the Mayor and key administration personnel.**

Plexos will conduct an annual executive-level emergency management exercise for the Mayor and key administration personnel using **The Homeland Security Exercise and Evaluation Program (HSEEP)-aligned practices**, starting with a short concept & objectives session to confirm leadership priorities, select the right exercise type, and define 3-5 measurable objectives tied to the City’s plans and real-world risks. We then develop the exercise materials, coordinate participation across departments and partners, and run the exercise with **structured facilitation** designed for executives, focusing on policy decisions, communications, resource prioritization, and interagency coordination.

Immediately after the exercise, Plexos facilitates a brief discussion and produces an **After-Action Report/Improvement Plan (AAR/IP)** that documents what worked, what needs improvement, and a short corrective-action roadmap with owners and target dates, so the City can track progress year-over-year and build readiness over time. This cycle—**plan, conduct, evaluate, and implement improvements**—follows the HSEEP model for continuous improvement and ensures the annual exercise results in practical, leadership-owned actions rather than a one-time event.

**Coordinate plans and activities with Ouachita Emergency Operations Center, when requested by the City.**

When the City requests coordination with the Ouachita Emergency Operations Center (EOC), Plexos functions as a **bridge between** City operations and the broader parish response structure, ensuring that priorities, information, and documentation **move cleanly in both directions**. Coordination starts by establishing points of contact, a simple communication rhythm, and a shared action log. This keeps West Monroe aligned with EOC situational updates, resource movements, and any county/parish-level decisions that affect City response and recovery actions, while ensuring the City’s needs and constraints are clearly represented in EOC discussions.



Figure 6. Plexos’ Lines of Effort Planning Documents for NMDHSEM

This is a **familiar operating model** for Plexos because our teams routinely embed into EOC environments as liaison and coordination support. In New Mexico, **Plexos deployed staff to support a local EOC** with operations and liaison tasks, assist State EOC activation, and manage operational task forces (including debris, water, shelter, and infrastructure), while coordinating with FEMA IMAT teams, EMAC IMT teams, state ESF leads, and local emergency managers—the same type of multi-agency coordination West Monroe may need when working through the Ouachita EOC during an event. Additionally, Plexos has coordinated **100+ federal, state, and local partners** in large-scale recovery operations, demonstrating the disciplined communication and follow-through needed to keep multiple agencies moving in the same direction without creating extra burden for local staff.

## 2. Response Activities

### Assist City in activating emergency contracts authorized by the City.

Upon authorization by the City, Plexos helps rapidly stand up and execute emergency contracts, translating the City's approval into an **actionable kickoff** that **aligns scope, roles, documentation, and compliance expectations** from **day one**. Our support typically includes coordinating the initial mobilization with City leadership and departments, establishing the operational rhythm for contractor oversight, and ensuring the contract is implemented in a way that preserves FEMA eligibility.

For the City of Columbia, South Carolina, Plexos served as **program manager** for a **90-day emergency contract** to manage response and early recovery, helping the City establish the foundation for long-term recovery efforts while **accelerating early obligated funding**. Similarly, in New Mexico, Plexos has supported emergency procurement-driven work and managed debris-related contract operations through coordinated task force execution. This experience reinforces our ability to help the City activate authorized contracts quickly while maintaining the documentation discipline needed for FEMA review.

### Assist in monitoring debris removal and emergency work contractors for documentation and FEMA compliance purposes.

Plexos assists the City in monitoring debris removal and emergency work contractors by setting clear documentation expectations up front, then verifying through routine checks that the field record matches what FEMA requires for reimbursement. A key part of this support is **expediting funding**: we focus on getting FEMA the complete, consistent debris “story” it needs to obligate the work and

**Background**

The New Mexico Department of Homeland Security and Emergency Management mobilized a right-of-way debris removal program to serve residents impacted by DR-4843: New Mexico Severe Storm and Flooding. The purpose of the program is to address debris removal from rights-of-way throughout Chaves County, which was impacted by a severe flood event beginning October 19, 2024. A full summary of the scope of debris services provided under this program is detailed in Appendix A.

**Procurement Process**

DHSEM utilized the Emergency Procurement provisions outlined in NMSA 1978, Sections 13-1-127, for the initial procurement of Chaves County Debris Removal cleanup due to the severe flooding which, in some places, brought more than four feet of water, mud, and other debris into homes and public facilities. The devastation caused by the floods necessitates this emergency procurement to initiate the debris removal process as swiftly as possible, which is a crucial step for the community to begin its long road to recovery and rebuilding. Two vendors were selected under this process.

**State of New Mexico Chaves County Debris Removal Program**  
Updated as of November 4, 2024

**Kickoff Meeting Agenda**

Time	Agenda Item
11:00 a.m.	<b>Opening Remarks and General Expectation Setting</b> <ul style="list-style-type: none"> <li>All-Rye, State Director</li> <li>Regina Chason, Deputy Secretary of the Administrative Services</li> </ul>
11:15 a.m.	<b>Introductions and Roles/Responsibilities</b> <ul style="list-style-type: none"> <li>New Mexico Department of Homeland Security and Emergency Management               <ul style="list-style-type: none"> <li>Managing State agency for all Debris Removal operations and Recipient overseeing FEMA Public Assistance funding.</li> </ul> </li> <li>Plexos Group, LLC (Comprehensive Disaster Services Contractor)               <ul style="list-style-type: none"> <li>Conduct management functions related to Disaster Case Management, FEMA project formulation, Task Force coordination, and cost documentation review.</li> </ul> </li> <li>AshBritt, Inc. (Debris Removal Contractor)               <ul style="list-style-type: none"> <li>Execute debris removal services and disposal at approved locations.</li> </ul> </li> <li>King Industries Corporation (Debris Monitoring Contractor)               <ul style="list-style-type: none"> <li>Conduct monitoring at debris removal site locations and collect documentation to support FEMA project formulation and cost management.</li> </ul> </li> </ul>
11:30 a.m.	<b>Communications Structure</b> <ul style="list-style-type: none"> <li>Discuss regular communications structure (e.g., frequency and type of required reporting).</li> <li>Confirm the primary points of contact.</li> <li>Identify who to report critical needs and issues.</li> <li>Confirm other communications expectations.</li> </ul>
11:50 a.m.	<b>Operational Planning</b> <ul style="list-style-type: none"> <li>Review expectations and status of current debris operation.</li> <li>Discuss the initial draft debris plan and review next steps for inputs by all parties.</li> <li>Review mobilization timelines.</li> <li>Discuss critical needs to support an effective operation.</li> </ul>
12:10 p.m.	<b>Cost Documentation Process</b> <ul style="list-style-type: none"> <li>Review expectations for invoice management.</li> <li>Discuss how project-level cost tracking will be managed.</li> <li>Discuss how project tracking (e.g., load tickets) will be expected to correlate with invoices.</li> </ul>
12:20 p.m.	<b>Subcontractor Management</b> <ul style="list-style-type: none"> <li>Highlight the prioritization of subcontracting locally.</li> <li>Discuss how subcontractors should be proposed if needed, including:               <ul style="list-style-type: none"> <li>Background of subcontractor (see “Contractor Pre-Qualification” section below).</li> <li>History in the impacted area, and</li> <li>Justification for additional capacity to the project.</li> </ul> </li> </ul>
12:25 p.m.	<b>Closing Remarks and Action Items</b>

Figure 7. Plexos' Debris Removal Program Documentation

release dollars—by organizing load tickets and monitoring records, validating quantity and disposal/reduction documentation, and packaging cost support in a FEMA-ready format, while coordinating directly with FEMA and GOHSEP to resolve questions and RFIs early rather than letting them stall funding later.

In New Mexico’s debris program kickoff approach, Plexos’ role is structured around **task force coordination** and **cost documentation review**, while the debris removal and debris monitoring contractors are responsible for site monitoring and collecting the field documentation that supports project formulation and cost management. This kickoff structure may work well for the City.

Plexos’ kickoff structure establishes the mechanics that keep documentation clean: a defined communications cadence, an agreed cost documentation process, and standing coordination to resolve issues early rather than at closeout. In practice, this monitoring model uses weekly coordination and field verification to keep operations compliant and transparent. This approach sets expectations for **tracking debris from pickup to final disposal**, requires contractors to maintain detailed records on agreed templates, and includes regular site inspections and random audits to confirm that operational guidelines are being followed. It also builds reporting into the operation—daily updates for quantities/issues and **weekly status reporting**—so the City has continuous visibility and can correct documentation gaps while work is underway. This is consistent with our broader recovery support, where team members assist with debris program activities specifically to maintain FEMA requirements and documentation readiness.

***Assist in monitoring documentation related to force account labor and force account equipment.***

To assist the City in monitoring force account documentation, Plexos will implement a workflow that aligns City timekeeping and activity records to **FEMA-ready formats**. We establish standardized labor documentation using City timesheets/activity logs, confirm alignment to the City’s pay policies and fringe benefit methodology, and roll the data into FEMA labor summaries (or equivalent) so overtime/regular time and work locations/tasks are consistently supported. Plexos then performs **routine completeness checks** and **resolves gaps early**, before costs flow into PWs, reimbursement requests, or audits.

For force account equipment, Plexos sets up **equipment-use logs** that mirror the labor record and verifies that claimed use reflects actual operation on eligible work, not standby. We help the City apply the appropriate equipment rate basis and ensure supporting documentation is retained in a clean file structure for fast reviewer access. As a final control, Plexos reconciles equipment logs against labor time and flags exceptions immediately, reducing RFIs and protecting reimbursement eligibility.

***Assist City staff in resolving issues identified by FEMA or GOHSEP.***

When FEMA or GOHSEP flags an issue, Plexos helps the City move from question to resolution quickly, without turning it into a drawn-out back-and-forth. Support starts by triaging the issue, then building a **clear response package**: what happened, what the records show, what action is being taken, and what FEMA/GOHSEP needs next. Our team brings specialized expertise and can pull in additional subject matter experts as needed to address complex or unusual issues the City may encounter, so **problems are solved instead of stalled**.

This approach has been proven in high-pressure, high-scrutiny environments, including when Plexos supported **GOHSEP’s FEMA PA Strike Team** and closeout efforts, working directly with

subrecipients to identify and resolve technical problems and keep legacy projects moving through closeout. Plexos assisted **50+ subrecipients** in closing out **730+ project worksheets** totaling over **\$2 Billion**, including resolving hazard mitigation questions on **110 PWs** exceeding **\$300 Million**, and even created an administrative closeout process to move projects forward for **30+ non-responsive applicants**—all examples of turning “stuck” issues into documented, defensible outcomes.

*In the event of an adverse FEMA decision, assist with necessary appeals.*

When an adverse FEMA determination occurs, Plexos runs a disciplined appeals process that focuses on **speed, clarity**, and a **defensible record**. Support starts by isolating the exact reason for denial or reduction, then building an appeals package that makes FEMA’s decision easy to reconsider: a concise issue statement, the governing policy basis, a clean timeline, and the supporting documentation organized to match FEMA’s review path. The same team that supports day-to-day project formulation also manages appeals tracking and deadlines, keeps the City informed with **plain-language updates**, and coordinates **targeted follow-ups** so the appeal does not stall in information requests.

For New Mexico DHSEM, Plexos was responsible for **two successful appeals** totaling nearly **\$25 Million** and currently has three additional appeals totaling \$13.8 Million in review, demonstrating the ability to turn adverse decisions into **funded outcomes** through well-supported, policy-aligned submissions. For more example appeals, see the following **Table 5**.

Table 5. Plexos example appeals

EXAMPLE APPEALS	
Duration	Description / Outcome
12/5/2023 – 7/18/2024	FEMA approved an appeal concerning a \$17,489,653.15 contract for COVID-19 testing, as the costs were demonstrated to be directly tied to eligible emergency protective measures.
12/19/2023 – 7/18/2024	FEMA approved an appeal concerning a \$6,092,337.08 contract for COVID-19 testing, as the costs were demonstrated to be directly tied to eligible emergency protective measures.
05/23/2024 – OPEN	In review for an appeal concerning costs of \$12,820,756.41 for COVID-19 testing using PCR tests.
03/11/2024 – OPEN	In recipient review for costs of \$653,762.84 associated with contract services to conduct COVID-19 testing.
02/27/2024 – OPEN	In review for costs of \$372,085.90 associated with force account labor overtime (FAL) working the emergency operating center (EOC) to distribute bulk food and food boxes to communities state-wide.
08/22/2023 – 12/22/2023	Successful negotiation of resolution to an appeal (\$753,319.78) resulting in agreement to fund claims with an alternate funding source.

**3. Recovery Activities**

*Assist City with initial damage assessments.*

Plexos supports initial damage assessments by getting the City to an **organized, FEMA-ready picture of impacts** fast. We identify what is damaged, where it is, what category of work it falls under, and what documentation needs to start immediately to protect eligibility. The work focuses on **rapid field intake** (site visits and virtual intake as needed), consistent photo and location capture, and a simple tracking list that ties each damage location to the City department owner and the early records FEMA typically asks for during project development. This is the same front-end discipline that sets up stronger Requests for Public Assistance, smoother site inspections, and cleaner Project Worksheets later.

We have proven this approach in active disaster environments like in Roswell and Chaves County, New Mexico, where our team **deployed within 48 hours** for the October 2024 flash flood event and immediately began conducting damage assessments and helping local officials establish early tracking of response costs. This work **maximized identification of damage** within the critical timeframe and supported the completion of assessments that **helped secure a federal declaration in less than two weeks**.

**Attend GOHSEP Applicant Briefings and assist the City in preparing and submitting Requests for Public Assistance.**

At the GOHSEP Applicant Briefing, Plexos serves as the City's **advocate and organizer**, capturing incident-specific guidance, eligibility reminders, and documentation expectations, then converting them into a **simple action plan** for City departments and any supporting contractors. This includes clarifying what information GOHSEP/FEMA will expect early, such as damage summaries, facility lists, points of contact, insurance considerations, and documentation standards, and establishing the near-term schedule and responsibilities so the City is positioned to move cleanly into the PA process. This approach reflects how Plexos has supported applicants through the front end of PA delivery in other events—mobilizing quickly and helping local governments **navigate the process** starting at Applicant Briefings and carrying that into project development activities.

From there, Plexos assists the City in preparing and submitting the **Request for Public Assistance** (RPA) (if this hasn't already occurred) by assembling the core applicant package and ensuring the submission is complete, consistent, and aligned with what GOHSEP/FEMA emphasized at the briefing. We coordinate inputs across City departments, so the RPA reflects accurate applicant information and a coherent snapshot of damages and emergency actions, and we maintain an organized record set to support downstream validation and project formulation. This is consistent with Plexos' demonstrated ability to **guide applicants through high-volume PA environments**, where the team supports structured project development workflows and coordinates the documentation and stakeholders needed to keep submissions moving efficiently through the review pipeline.

**Provide grants management oversight and technical assistance.**

Plexos provides grants management oversight by keeping the City's recovery work organized, documented, and moving. Each project is tracked from **first intake through closeout** using a simple set of checkpoints, giving City leadership **clear visibility** into status, risks, and decisions. This approach reduces rework, prevents common compliance breakdowns, and helps the City **maximize eligible funding** while staying aligned with FEMA requirements and applicable federal grant rules.

Technical assistance is delivered as **hands-on support** embedded in that workflow, answering eligibility and documentation questions as they arise, preparing review-ready packages, supporting cost estimating and reimbursement, and staying engaged through FEMA touchpoints so **issues are resolved quickly**. This operating model is currently being applied in South Carolina on Hurricane Helene recovery for Pickens and Oconee Counties, where Plexos supports **23 FEMA PA projects** across Categories A, B, C, E, F, and G and provides grant management support. Results to date show active progress through the FEMA pipeline—projects already obligated in both counties, additional projects in environmental/historic review, and others advancing through PDMG/CRC review—demonstrating the **day-to-day oversight** and technical follow-through that **keeps recovery moving**.

**Assist in the preparation of FEMA Project Worksheets (PW) in coordination with City personnel and other contractors.**

Plexos supports development of FEMA PWs by partnering with City staff and any other contractors to assemble **complete, review-ready PW packages**. We begin with field-based damage documentation and translate those findings into PW-ready narratives, scopes, and cost-support inputs tied to eligible Emergency Work and Permanent Work. In parallel, we coordinate with City departments to align force account records, contracts, invoices, and other supporting documentation so the scope and cost support match before submission.

When needed to strengthen PW scoping, Plexos coordinates targeted technical input to confirm storm-related impacts and support an accurate scope and budget. We also assist with cost development and reconciliation, including applying **FEMA Cost Estimating Factors (CEF)** when appropriate, followed by a quality-control review to ensure each PW is complete, clearly presented, and organized to reduce RFIs and rework. This approach is informed by our **Louisiana GOHSEP** experience where we assisted in closing out 730+ PWs totaling over \$2B, and supported hazard mitigation resolution on roughly 110 PWs exceeding \$300M.

Plexos also compiles and submits Damage Inventories following FEMA guidance that make it easy for FEMA and GOHSEP to validate damages and move projects into formulation quickly. We start with a **standardized intake process and consistent templates** to capture all required details (location/asset ID, damage description, dimensions/quantities, emergency vs. permanent work indicators, and category alignment), supported by clear, time-stamped photos, sketches, and source documentation that ties damages to the event. We then perform **quality control** before submission—checking for completeness, internal consistency, and readiness for site inspections and PW development—so the City can reduce RFIs, avoid rework, and maintain a clean, traceable record from initial damage assessment through project formulation.

**Make recommendations for Alternate and Improved projects and consult with City project manager regarding hazard mitigation opportunities under the PA Program.**

Plexos helps the City identify where it makes sense to **“build back smarter”** under FEMA PA by evaluating candidate projects for Improved Project, Alternate Project, and PA hazard mitigation opportunities. Starting from the City’s damage inventory and draft PWs, we flag Permanent Work projects where restoring pre-disaster conditions may not be the best long-term solution and **develop practical options** for the City Project Manager to consider. For Improved Projects, we confirm the project will restore the pre-disaster function and capacity while **incorporating enhancements** not otherwise required by codes/standards, and we coordinate the required Recipient/GOHSEP approvals and any FEMA review needed for significant configuration changes. For Alternate Projects, when the City determines restoring the original function is not in the public interest, we help **define an eligible permanent project** that benefits the same general service area and align allowable uses of funds with City priorities.

Additionally, Plexos consults with the City Project Manager to **identify PA mitigation measures** that can be incorporated into Permanent Work projects to **reduce future damage** to the damaged portions of eligible facilities. We develop a mitigation option list, coordinate any needed technical input, and prepare the supporting narrative, scope language, and cost documentation so mitigation measures are clearly separated from base repair work and can be evaluated efficiently by GOHSEP/FEMA. The result is a **set of clear recommendations** that the City can confidently select and carry through PW development and approval.

**Assist the City in reviewing contractor invoices for FEMA compliance and eligibility. Coordinate with project manager on mitigation projects.**

Our approach reflects the same disciplined invoice-review controls we use on large PA portfolios, where reimbursement specialists review contracted work and invoice payments, maintain exception reporting to **catch discrepancies early**, and keep project-level documentation **organized for audit readiness**. We apply a structured reconciliation workflow that ties each invoice to the approved scope, contract terms, procurement requirements, and required supporting records, with built-in checks to identify duplicate billings, missing support, or other issues that can delay reimbursement or trigger RFIs.

Plexos will coordinate closely with the City's Project Manager to **identify and advance mitigation opportunities** as projects are scoped and implemented, ensuring mitigation elements are planned, documented, and sequenced to align with the City's delivery priorities and FEMA requirements. Drawing on our experience **supporting 404/406 hazard mitigation** workstreams and integrating mitigation considerations during the project worksheet and delivery phases, we help keep mitigation decisions synchronized with design, permitting, and cost development so that mitigation measures are feasible, supportable, and positioned for efficient review.

**Assist in the preparation of FEMA appeals at the direction of the City.**

At the City's direction, Plexos will support in the preparation of FEMA appeals by building a **clear, well-documented record** that responds directly to the basis of FEMA's determination. Our team helps compile and organize the supporting materials FEMA expects to see and prepares a concise appeal narrative that ties the facts to the eligibility issue in question and positions the package for efficient Recipient/State and FEMA review.

When an adverse FEMA decision occurs, Plexos can quickly move the appeal from "issue identified" to "ready to submit" by using the same **disciplined approach** we have applied on large PA portfolios: developing structured trackers to manage deadlines and documentation, coordinating with stakeholders to close gaps, and delivering an appeal package that is **complete and audit-minded**. This approach is grounded in demonstrated outcomes, as seen in our New Mexico work where we have supported appeals resulting in FEMA approvals for high-value items and have managed multiple additional appeals through the review pipeline, reinforcing our ability to assemble defensible, well-supported submissions.

**Reimbursement Support**

Plexos applies the latest FEMA PA Program guidance and tools, using industry best practices to undertake the estimation, justification, and document production necessary to **comply with reimbursement standards**. Our team will support gathering, organizing, reviewing, and submitting reimbursement requests to GOHSEP, and addressing any questions based upon their review.

Plexos understands it is essential to document and report the City's recovery efforts, monitor program performance, and comply with federal and state requirements. We are adept at **managing the dynamic nature of the disaster recovery environment** where federal requirements can often vary by disaster, program requirements can shift during the lifecycle of implementation, and stakeholder needs incrementally change over time.

### Closeout Support

Plexos approaches closeout as a **disciplined, documentation-first** effort that keeps the City aligned with both GOHSEP and FEMA through final reconciliation. Our closeout teams coordinate routinely with GOHSEP and FEMA to confirm expectations, address open items early, and ensure the administrative record **clearly supports reimbursement and final resolution**.

The Plexos team prepares all project documentation in real-time as each task in the process is completed. This allows us to have ready access to all project data and documentation upon approval of the payout of the final disbursement. Collating this information in the form and format each funding source required is then just a matter of business process so that the final closeout package can be timely delivered.

Because we employ advanced technology and robust document and data management processes, we can **streamline closeout package assembly**, reducing manual labor, and allowing our team to focus on the quality review of these packages prior to submission. Efficiently creating, processing, and submitting these packages at the close of each project, rather than waiting and grouping project closeouts, supports the City's own document management and oversight responsibilities.

#### ***d. Cost Proposal***

Our cost proposal is based on fully burdened hourly rates for the core team identified in this proposal, the same personnel who will be responsible for day-to-day delivery, responsiveness, and follow-through from activation through closeout. As needs evolve, Plexos can quickly scale capacity by adding additional staff and specialized subject matter experts to match the incident's pace, workload, and technical requirements, while maintaining continuity of oversight and consistent documentation standards. Any expansion of staffing or scope will occur only at the City's direction and under written authorization, with work controlled through not-to-exceed tasking to ensure transparency and cost control.

See Attachment A on the following page.

### ATTACHMENT A – HOURLY RATE SCHEDULE

<b>Labor Category</b>	<b>Description</b>	<b>Hourly Rate</b>
Program Manager	Overall project oversight and FEMA coordination	\$ 180.00
Senior Emergency Management Specialist	FEMA PA/HM technical expertise	\$ 160.00
Grants Management Specialist	Documentation, PWs, compliance	\$ 140.00
Field Coordinator	On-site monitoring and support	\$ 145.00
Administrative Support	Clerical and reporting support	\$ 50.00

*All rates are fully burdened and include all costs, overhead, profit, and applicable taxes.*

**e. DBE Status**

Plexos Group is not currently certified as a Disadvantaged Business Enterprise (DBE) and therefore no DBE documentation is included with this proposal.

ATTACHMENT B – NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH/COUNTY OF East Baton Rouge Parish

BEFORE ME, the undersigned authority, personally came and appeared:

Name: David F. Odom, PE, PMP

Title: President and CEO

Company/Firm: Plexos Group, L.L.C.

who, being first duly sworn, did depose and state as follows:

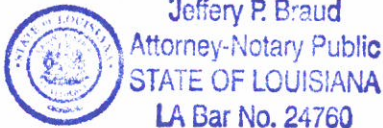
1. That the affiant is the duly authorized representative of the proposer submitting a proposal in response to the Request for Proposals for Emergency Management Consulting Services issued by the City of West Monroe, Louisiana.
2. That the proposal submitted by the above-named proposer was made without any prior understanding, agreement, or connection with any other person, firm, or corporation submitting a proposal for the same services, and was made without collusion, conspiracy, or fraud.
3. That the proposer has not directly or indirectly entered into any agreement, participated in any collusion, or engaged in any action intended to:
  - o Fix, maintain, or control prices;
  - o Eliminate or reduce competition; or
  - o Otherwise restrain free and open competition in connection with this procurement.
4. That no officer, employee, or agent of the City of West Monroe has received or will receive any financial benefit, gift, gratuity, or consideration for favorable treatment in connection with this proposal.
5. That the affiant understands that any false statements made herein may result in:
  - o Disqualification of the proposal;
  - o Termination of any contract awarded;
  - o Possible civil or criminal penalties under applicable state or federal law.

\_\_\_\_\_  
 SIGNATURE: *David Odom*  
 PRINTED NAME: David F. Odom, PE, PMP  
 TITLE: President and CEO  
 COMPANY NAME: Plexos Group, L.L.C.  
 DATE: 2/9/2026

NOTARY ACKNOWLEDGMENT

Sworn to and subscribed before me this 9th day of February, 2026

NOTARY PUBLIC: *JPS*  
 Printed Name: \_\_\_\_\_  
 Notary ID / Bar Roll No.: \_\_\_\_\_  
 My commission expires: *At my death*



ATTACHMENT C - DEBARMENT AND SUSPENSION CERTIFICATION

STATE OF Louisiana

PARISH/COUNTY OF East Baton Rouge Parish

The undersigned, as an authorized representative of the proposer, hereby certifies, to the best of its knowledge and belief, pursuant to 2 CFR §200.213, that neither the Proposer nor its principals:

- 1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
- 2. Have within the preceding three (3) years been convicted of, or had a civil judgment rendered against them for:
  - a. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract;
  - b. Violation of federal or state antitrust statutes relating to the submission of offers; or
  - c. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- 3. Are presently indicted for or otherwise criminally or civilly charged by a governmental entity with any of the offenses listed above; or
- 4. Have within the preceding three (3) years had one or more public transactions terminated for cause or default.

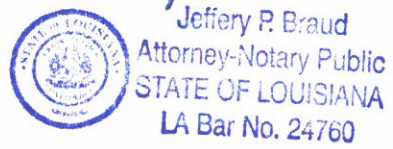
The undersigned further certifies that, as of the date of this submission, it has checked the System for Award Management (SAM.gov) and that neither the firm nor its principals are listed as excluded.

If the Proposer cannot certify any statement above, it shall attach a written explanation to this certification.

The undersigned acknowledges that falsification, misrepresentation or omission of facts may result in rejection of the proposal, termination of any resulting contract, disqualification from future procurements, and/or civil or criminal penalties under applicable state or federal law.

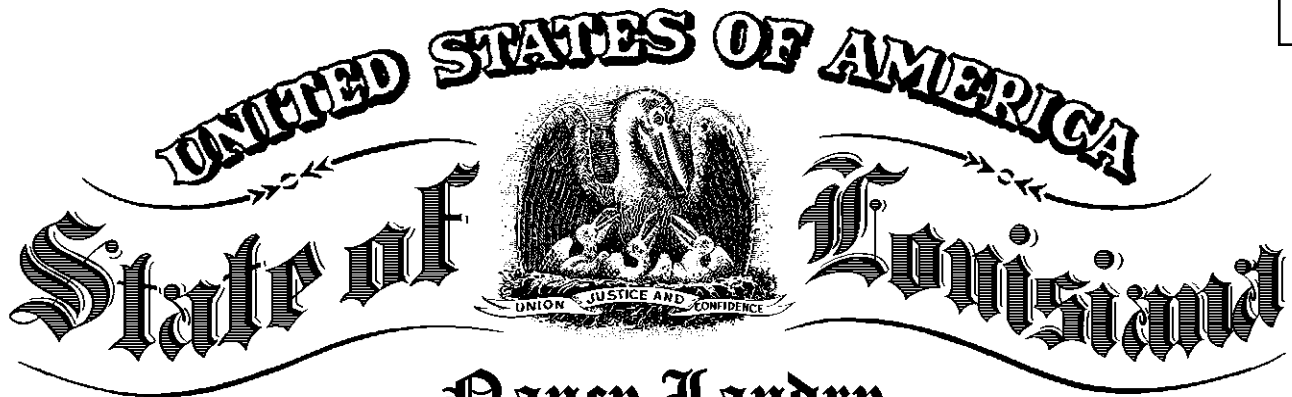
\_\_\_\_\_  
 SIGNATURE: David F. Odom  
 PRINTED NAME: David F. Odom, PE, PMP  
 TITLE: President and CEO  
 COMPANY NAME: Plexos Group, L.L.C.  
 DATE: 2/9/2026

NOTARY ACKNOWLEDGMENT  
 Sworn to and subscribed before me this 9th day of February, 2026.  
 NOTARY PUBLIC: [Signature]  
 Printed Name: \_\_\_\_\_  
 Notary ID / Bar Roll No.: \_\_\_\_\_  
 My commission expires: at my death



## 5. W9 AND COI

If awarded, Plexos will provide a completed W-9 and all required insurance certificates upon contract award and prior to commencing services.



**Nancy Landry**  
 SECRETARY OF STATE

*As Secretary of State of the State of Louisiana, I do hereby Certify that*

**PLEXOS GROUP, L.L.C.**

A limited liability company domiciled in BATON ROUGE, LOUISIANA,

Filed charter and qualified to do business in this State on April 13, 2012,

I further certify that the records of this Office indicate the company 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 company since this information is not available from the records of this Office.

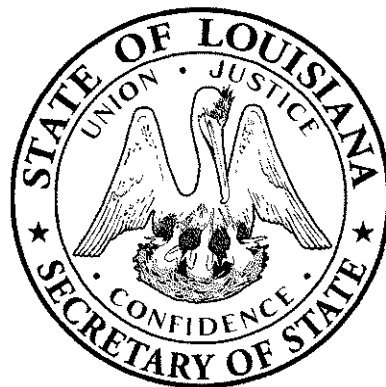
In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

December 23, 2025

*Nancy Landry*

*Secretary of State*

Web 40804797K



Certificate ID: 12129709#BR93

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)

# Request for Taxpayer Identification Number and Certification

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

**Before you begin.** For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	<b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) <b>Plexos Group L.L.C.</b>		
	<b>2</b> Business name/disregarded entity name, if different from above.		
	<b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> <b>LLC.</b> Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . <u>  P  </u> <b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____  <i>(Applies to accounts maintained outside the United States.)</i>	
	<b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . <input type="checkbox"/>		
	<b>5</b> Address (number, street, and apt. or suite no.). See instructions. <b>1800 City Farm Drive, Building 4B</b>		
	<b>6</b> City, state, and ZIP code <b>Baton Rouge, LA 70806</b>		
	<b>7</b> 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.

<b>Social security number</b>									
			-						
<b>or</b>									
<b>Employer identification number</b>									
4	5	-	5	0	4	0	7	9	9


**Note:** If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**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>	<b>Signature of U.S. person</b> 	<b>Date</b> 2/9/2026
------------------	--	----------------------

**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).

**What's New**

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

The following resolution was offered by \_\_\_\_\_ and seconded by

\_\_\_\_\_:

**RESOLUTION # 873**

A resolution ordering and calling a special election to be held in the City of West Monroe, State of Louisiana, to authorize the renewal of a sales and use tax therein, making application to the State Bond Commission and providing for other matters in connection therewith.

BE IT RESOLVED by the Mayor and Board of Aldermen of the City of West Monroe, State of Louisiana (the "Governing Authority"), acting as the governing authority of the City of West Monroe, State of Louisiana (the "City"), that:

SECTION 1. Election Call. Subject to the approval of the State Bond Commission, and under the authority conferred by the Constitution of the State of Louisiana of 1974, including Article VI, Section 29 thereof, the applicable provisions of the Louisiana Election Code, and other constitutional and statutory authority, a special election is hereby called and ordered to be held in the City on **SATURDAY, JUNE 27, 2026**, between the hours of seven o'clock (7:00) a.m. and eight o'clock (8:00) p.m., in accordance with the provisions of La. R.S. 18:541, and at the said election there shall be submitted to all registered voters qualified and entitled to vote at the said election under the Constitution and laws of this State and the Constitution of the United States, the following proposition, to-wit:

**PROPOSITION  
(SALES TAX RENEWAL)**

Shall the City of West Monroe, Louisiana (the "City"), continue to levy and collect a 1% sales and use tax (the "Tax") in accordance with Louisiana law (an estimated \$9,800,000 reasonably expected at this time to be collected from the levy of the Tax for an entire year), for a period of 10 years from and after January 1, 2027, with the net proceeds of the Tax to continue to be deposited monthly as follows: (1) 25% of net collections into a General Fund Special Account to be used for, but not limited to, deposits into a workman's compensation fund and payments required for the policemen and firemen pension obligations and (2) 75% of the collections into a Capital Fund Special Account for purchases and improvements of assets having a life of one year or greater, related professional services and programs, and for paying for capital improvements, constructions and repairs to or for the benefit of the City's infrastructure and facilities?

SECTION 2. Publication of Notice of Election. A Notice of Special Election shall be published in the official journal of the City once a week for four consecutive weeks, with the first publication to be made not less than forty-five (45) days nor more than ninety (90) days prior to the date of the election, which Notice shall be substantially in the form attached hereto as "Exhibit A" and incorporated herein by reference the same as if it were set forth herein in full.

Notwithstanding the foregoing, prior to the publication of the Notice of Special Election, the Mayor is authorized and directed to make any amendments to the foregoing proposition that may be required to comply with any state or federal regulatory agencies.

SECTION 3. Canvass. This Governing Authority shall meet at its regular meeting place, the West Monroe Council Chambers, 2305 N. 7<sup>th</sup> Street, West Monroe, Louisiana, on **TUESDAY, JULY 7, 2026, at 6:00 P.M.**, and shall then and there in open and public session proceed to examine and canvass the returns and declare the result of the said special election.

SECTION 4. Polling Places. The polling places for the precincts set forth in the aforesaid Notice of Special Election are hereby designated as the polling places at which to hold the said election, and the Commissioners-in-Charge and Commissioners, respectively, will be the same persons as those designated in accordance with law.

SECTION 5. Election Commissioners; Voting Machines. The officers designated to serve as Commissioners-in-Charge and Commissioners pursuant to Section 4 hereof, or such substitutes therefor as may be selected and designated in accordance with La. R.S. 18:1287, shall hold the said special election as herein provided, and shall make due returns of said election for the meeting of the Governing Authority to be held as provided in Section 3 hereof. All registered voters in the City will be entitled to vote at the special election, and voting machines shall be used.

SECTION 6. Authorization of Officers. The City Clerk of the City is hereby empowered, authorized and directed to arrange for and to furnish to said election officers in ample time for the holding of said election, the necessary equipment, forms and other paraphernalia essential to the proper holding of said election and the Mayor and/or City Clerk of the City are further authorized, empowered and directed to take any and all further action required by State and/or Federal law to arrange for the election.

SECTION 7. Furnishing Election Call to Election Officials. Certified copies of this resolution shall be forwarded to the Secretary of State, the Clerk of Court and *Ex-Officio* Parish Custodian of Voting Machines of Ouachita Parish and the Registrar of Voters of Ouachita Parish, as notification of the special election, in order that each may prepare for said election and perform their respective functions as required by law.

SECTION 8. Application to State Bond Commission. Application is made to the State Bond Commission for consent and authority to hold the special election as herein provided, and in the event said election carries for further consent and authority to continue to levy and collect the sales and use tax provided for therein. A certified copy of this resolution shall be forwarded to the State Bond Commission on behalf of this Governing Authority, together with a letter requesting the prompt consideration and approval of this application.

SECTION 9. Employment of Counsel. This Governing Authority finds and determines that a real necessity exists for the employment of special counsel on matters related to the special election, and accordingly, Foley & Judell, L.L.P., is hereby employed as special counsel for said purpose for a term not exceeding one (1) year from the date of this resolution. The fee to be paid said special counsel shall be an amount computed at hourly rate based on the Attorney General's then current Maximum Hourly Fee Schedule, not to exceed \$2,000 in the aggregate, together with reimbursement of out-of-pocket expenses, and payment for the work herein specified is hereby approved without further action of this Governing Authority as and when invoices are presented. The scope of this legal representation does not involve federal claims.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS: \_\_\_\_\_

NAYS: \_\_\_\_\_

ABSENT: \_\_\_\_\_

And the resolution was declared adopted on this, the 17<sup>th</sup> day of February, 2026.

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor



**EXHIBIT "A"****NOTICE OF SPECIAL ELECTION**

Pursuant to the provisions of a resolution adopted by the Mayor and Board of Aldermen of the City of West Monroe, State of Louisiana (the "Governing Authority"), acting as the governing authority of the City of West Monroe, State of Louisiana (the "City"), on February 17, 2026, NOTICE IS HEREBY GIVEN that a special election will be held within the City on **SATURDAY, JUNE 27, 2026**, and that at the said election there will be submitted to all registered voters in the City qualified and entitled to vote at the said election under the Constitution and Laws of the State of Louisiana and the Constitution of the United States, the following proposition, to-wit:

**PROPOSITION  
(SALES TAX RENEWAL)**

Shall the City of West Monroe, Louisiana (the "City"), continue to levy and collect a 1% sales and use tax (the "Tax") in accordance with Louisiana law (an estimated \$9,800,000 reasonably expected at this time to be collected from the levy of the Tax for an entire year), for a period of 10 years from and after January 1, 2027, with the net proceeds of the Tax to continue to be deposited monthly as follows: (1) 25% of net collections into a General Fund Special Account to be used for, but not limited to, deposits into a workman's compensation fund and payments required for the policemen and firemen pension obligations and (2) 75% of the collections into a Capital Fund Special Account for purchases and improvements of assets having a life of one year or greater, related professional services and programs, and for paying for capital improvements, constructions and repairs to or for the benefit of the City's infrastructure and facilities?

The said special election shall be held at the polling places for the following precincts, which polls will open at seven o'clock (7:00) a.m. and close at eight o'clock (8:00) p.m., in accordance with the provisions of La. R.S. 18:541, to-wit:

**PRECINCTS**

The polling places for the precincts set forth above are hereby designated as the polling places at which to hold the said elections, and the Commissioners-in-Charge and Commissioners, respectively, shall be those persons designated according to law.

The estimated cost of this election as determined by the Secretary of State based upon the provisions of Chapter 8-A of Title 18 and actual costs of similar elections is \$ \_\_\_\_\_.

The said special election will be held in accordance with the applicable provisions of Chapter 5 and Chapter 6-A of Title 18 of the Louisiana Revised Statutes of 1950, as amended, and other constitutional and statutory authority, and the officers appointed to hold the said election, as provided in this Notice of Special Election, or such substitutes therefor as may be selected and designated in accordance with La. R.S. 18:1287, will make due returns thereof to said Governing Authority, and NOTICE IS HEREBY FURTHER GIVEN that the Governing Authority will meet at its regular meeting place, the West Monroe Council Chambers, 2305 N. 7<sup>th</sup> Street, West Monroe, Louisiana, on **TUESDAY, JULY 7, 2026**, at **6:00 P.M.**, and shall then and there in open and public session proceed to examine and canvass the returns and declare the result of the said special election. All registered voters of the City are entitled to vote at said special election and voting machines will be used.

STATE OF LOUISIANA

PARISH OF OUACHITA

I, the undersigned City Clerk of the City of West Monroe, State of Louisiana (the "City"), do hereby certify that the foregoing pages constitute a true and correct copy of the proceedings taken by the Mayor and Board of Aldermen of the City on February 17, 2026, ordering and calling a special election to be held in the City of West Monroe, State of Louisiana, to authorize the renewal of a sales and use tax therein, making application to the State Bond Commission, and providing for other matters in connection therewith.

IN FAITH WHEREOF, witness my official signature at West Monroe, Louisiana, on this, the 17<sup>th</sup> day of February, 2026.

---

City Clerk

STATE OF LOUISIANA  
CITY OF WEST MONROE

ORDINANCE NO. \_\_\_\_\_

MOTION BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

AN ORDINANCE TO AUTHORIZE THE CITY OF WEST MONROE, LOUISIANA, TO ACCEPT THE LOW BID SUBMITTED WHICH MEETS THE PLANS AND SPECIFICATIONS AND IS WITHIN THE ESTIMATED COST OF CONSTRUCTION, BEING THE BID OF GRINDSTONE CONSTRUCTION, LLC. FOR \$222,701.00; AND THEREAFTER TO ENTER INTO A CONSTRUCTION CONTRACT WITH GRINDSTONE CONSTRUCTION, LLC., FOR THE NECESSARY CONSTRUCTION SERVICES IN CONNECTION WITH THE PROJECT KNOWN AS “WEST MONROE SPORTS COMPLEX PARKING ADDITION”; AND TO OTHERWISE PROVIDE WITH RESPECT THERETO.

SECTION 1. BE IT ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that the City of West Monroe accepts the low bid which met the plans and specifications for that work described as the “West Monroe Sports Complex Parking Addition”, being the bid of Grindstone Construction, LLC., in the amount of \$222,701.00.

SECTION 2. BE IT FURTHER ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that Staci Albritton Mitchell, as Mayor, and on behalf of the City of West Monroe, Louisiana, be and she is hereby authorized to enter into a construction contract with Grindstone Construction, LLC., for the necessary construction services in connection with the “West Monroe Sports Complex Parking Addition”, with the terms, conditions and provisions to be set forth in a construction contract utilizing the format of and including the necessary terms and provisions of the Agreement attached as Exhibit “A”.

SECTION 3. BE IT FURTHER ORDAINED by the Mayor and Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that Staci Albritton Mitchell, Mayor of the City of West Monroe, Louisiana, be and she is hereby authorized to further negotiate and modify any further provisions of the referenced contract as she determines necessary or appropriate, and thereafter to execute such contract, together with executing any and all further documents determined to be either necessary or appropriate in conjunction with the contract authorized above, and to take any and all other actions either necessary or appropriate in order to comply the terms of that executed contract.

The above Ordinance was read and considered by Sections at a public meeting of the Mayor and Board of Aldermen, in regular and legal session convened, voted on by yea and nay vote, passed and adopted the 17th day of February, 2026, the final vote being as follows:

YEA: \_\_\_\_\_

NAY: \_\_\_\_\_

NOT VOTING: \_\_\_\_\_

ABSENT: \_\_\_\_\_

ATTEST:

APPROVED THIS 17TH DAY OF  
FEBRUARY, 2026

\_\_\_\_\_  
ANDREA PATE, CITY CLERK  
CITY OF WEST MONROE  
STATE OF LOUISIANA

\_\_\_\_\_  
STACI ALBRITTON MITCHELL, MAYOR  
CITY OF WEST MONROE  
STATE OF LOUISIANA

## SECTION 00 52 43

## AGREEMENT FORM – UNIT PRICE

**THIS AGREEMENT** is by and between City of West Monroe  
 (hereinafter called OWNER) and Grindstone Construction, LLC  
 (hereinafter called CONTRACTOR).

OWNER and CONTRACTOR, in consideration of the mutual covenants hereinafter set forth, agree as follows:

**ARTICLE 1 - WORK**

1.01 CONTRACTOR shall complete all Work as specified or indicated in the Contract Documents. The Work is generally described as follows:

Concrete parking additions and associated improvements at the West Monroe Sports & Events Complex on Constitution Drive in West Monroe, LA.

**ARTICLE 2 - THE PROJECT**

2.01 The Project for which the Work under the Contract Documents may be the whole or only a part is generally described as follows:

West Monroe Sports Complex  
 Parking Addition  
 West Monroe, Louisiana

**ARTICLE 3 - ENGINEER**

3.01 The Project has been designed by:

Lazenby & Associates, Inc.  
 2000 North 7<sup>th</sup> Street  
 West Monroe, LA 71291

who is hereinafter called ENGINEER and who is to act as OWNER's representative, assume all duties and responsibilities, and have the rights and authority assigned to ENGINEER in the Contract Documents in connection with the completion of the Work in accordance with the Contract Documents.

**ARTICLE 4 - CONTRACT TIMES**

4.01 *Time of the Essence*

A. All time limits for Milestones, if any, Substantial Completion, and completion and readiness for final payment as stated in the Contract Documents are of the essence of the Contract.

#### 4.02 *Days to Achieve Substantial Completion and Final Payment*

A. The Work will be substantially completed within 45 days after the date when the Contract Times commence to run as provided in paragraph 2.03 of the General Conditions, and completed and ready for final payment in accordance with paragraph 14.07 of the General Conditions within 60 days after the date when the Contract Times commence to run.

#### 4.03 *Liquidated Damages*

A. CONTRACTOR and OWNER recognize that time is of the essence of this Agreement and that OWNER will suffer financial loss if the Work is not completed within the times specified in paragraph 4.02 above, plus any extensions thereof allowed in accordance with Article 12 of the General Conditions. The parties also recognize the delays, expense, and difficulties involved in proving in a legal or arbitration proceeding the actual loss suffered by OWNER if the Work is not completed on time. Accordingly, instead of requiring any such proof, OWNER and CONTRACTOR agree that as liquidated damages for delay (but not as a penalty), CONTRACTOR shall pay OWNER \$400.00 for each day that expires after the time specified in paragraph 4.02 for Substantial Completion until the Work is substantially complete. After Substantial Completion, if CONTRACTOR shall neglect, refuse, or fail to complete the remaining Work within the Contract Time or any proper extension thereof granted by OWNER, CONTRACTOR shall pay OWNER \$400.00 for each day that expires after the time specified in paragraph 4.02 for completion and readiness for final payment until the Work is completed and ready for final payment.

### **ARTICLE 5 - CONTRACT PRICE**

5.01 OWNER shall pay CONTRACTOR for completion of the Work in accordance with the Contract Documents an amount in current funds equal to the sum of the amounts determined pursuant to paragraph 5.01.A below:

- A. For all Unit Price Work included in the Base Bid, an amount equal to the sum of the established unit price for each separately identified item of Unit Price Work, as stated in CONTRACTOR's Bid, attached hereto as an exhibit, times the actual quantity of that item.

5.02 Based on a summation of the established unit price for each separately identified item of Unit Price Work, as stated in CONTRACTOR's Bid, times the estimated quantity of that item, the initial Contract Price is determined to be Two Hundred Twenty-Two Thousand, Seven Hundred One Dollars and No Cents (\$ 222,701.00 ).

The Bid prices for Unit Price Work set forth as of the Effective Date of the Agreement are based on estimated quantities. As provided in Paragraph 11.03 of the General Conditions, estimated quantities are not guaranteed, and determinations of actual quantities and classifications are to be made by Engineer as provided in Paragraph 9.07 of the General Conditions.

### **ARTICLE 6 - PAYMENT PROCEDURES**

#### 6.01 *Submittal and Processing of Payments*

A. CONTRACTOR shall submit Applications for Payment in accordance with Article 14 of the General Conditions. Applications for Payment will be processed by ENGINEER as provided in the General Conditions.

## 6.02 *Progress Payments; Retainage*

A. OWNER shall make progress payments on account of the Contract Price on the basis of CONTRACTOR's Applications for Payment on or about the 10<sup>th</sup> day of each month during performance of the Work as provided in paragraphs 6.02.A.1 and 6.02.A.2 below. All such payments will be measured by the schedule of values established in paragraph 2.07.A of the General Conditions (and in the case of Unit Price Work based on the number of units completed) or, in the event there is no schedule of values, as provided in the General Requirements:

1. Prior to Substantial Completion, progress payments will be made in an amount equal to the percentage indicated below but, in each case, less the aggregate of payments previously made and less such amounts as ENGINEER may determine or OWNER may withhold, in accordance with paragraph 14.02 of the General Conditions:

a. 90 % of Work completed (with the balance being retainage).

2. Upon Substantial Completion, OWNER shall pay an amount sufficient to increase total payments to CONTRACTOR to 90 % of the Work completed, less such amounts as ENGINEER shall determine in accordance with paragraph 14.02.B.5 of the General Conditions and less 100 % of ENGINEER's estimate of the value of Work to be completed or corrected as shown on the tentative list of items to be completed or corrected attached to the certificate of Substantial Completion.

## 6.03 *Final Payment*

A. Upon final completion and acceptance of the Work in accordance with paragraph 14.07 of the General Conditions, OWNER shall pay the remainder of the Contract Price as recommended by ENGINEER as provided in said paragraph 14.07.

## **ARTICLE 7 - CONTRACTOR'S REPRESENTATIONS**

7.01 In order to induce OWNER to enter into this Agreement CONTRACTOR makes the following representations:

A. CONTRACTOR has examined and carefully studied the Contract Documents and the other related data identified in the Bidding Documents.

B. CONTRACTOR has visited the Site and become familiar with and is satisfied as to the general, local, and Site conditions that may affect cost, progress, and performance of the Work.

C. CONTRACTOR is familiar with and is satisfied as to all federal, state, and local Laws and Regulations that may affect cost, progress, and performance of the Work.

D. CONTRACTOR has obtained and carefully studied (or assumes responsibility for having done so) all examinations, investigations, explorations, tests, studies, and data concerning conditions (surface, subsurface, and Underground Facilities) at or contiguous to the Site which may affect cost, progress, or performance of the Work or which relate to any aspect of the means, methods, techniques, sequences, and procedures of construction to be employed by CONTRACTOR, including applying the specific means, methods, techniques, sequences, and procedures of construction, if any, expressly required by the Contract Documents to be employed by CONTRACTOR, and safety precautions and programs incident thereto

E. CONTRACTOR does not consider that any further examinations, investigations, explorations, tests, studies, or data are necessary for the performance of the Work at the Contract Price, within the Contract Times, and in accordance with the other terms and conditions of the Contract Documents.

F. CONTRACTOR is aware of the general nature of work to be performed by OWNER and others at the Site that relates to the Work as indicated in the Contract Documents.

G. CONTRACTOR has correlated the information known to CONTRACTOR, information and observations obtained from visits to the Site, reports and drawings identified in the Contract Documents, and all additional examinations, investigations, explorations, tests, studies, and data with the Contract Documents.

H. CONTRACTOR has given ENGINEER written notice of all conflicts, errors, ambiguities, or discrepancies that CONTRACTOR has discovered in the Contract Documents, and the written resolution thereof by ENGINEER is acceptable to CONTRACTOR.

I. The Contract Documents are generally sufficient to indicate and convey understanding of all terms and conditions for performance and furnishing of the Work.

## ARTICLE 8 - CONTRACT DOCUMENTS

### 8.01 *Contents*

A. The Contract Documents consist of the following:

1. This Agreement (pages 1 to 7, inclusive);
2. Performance Bond (pages 1 to 4, inclusive);
3. Payment Bond (pages 1 to 4, inclusive);
4. General Conditions (pages 1 to 42, inclusive);
5. Supplementary Conditions (pages 1 to 11, inclusive);
6. Specifications as listed in the table of contents of the Project Manual;
7. Drawings consisting of a title sheet and sheets numbered 1 through 4 , inclusive, with each sheet bearing the following general title: West Monroe Sports Complex Parking Addition;
8. Addenda (numbers 1 to 1, inclusive);
9. Exhibits to this Agreement (enumerated as follows):
  - a. Notice to Proceed (1 page);
  - b. CONTRACTOR's Bid (pages 1 to 3, inclusive);

10. The following which may be delivered or issued on or after the Effective Date of the Agreement and are not attached hereto:

- a. Written Amendments;
- b. Work Change Directives;
- c. Change Order(s).

B. The documents listed in paragraph 8.01.A, which comprise the entire Agreement between OWNER and CONTRACTOR, are all hereby made a part of this Agreement to the same extent as if incorporated herein in full.

C. There are no Contract Documents other than those listed above in this Article 8.

D. The Contract Documents may only be amended, modified, or supplemented as provided in paragraph 3.05 of the General Conditions.

## ARTICLE 9 - MISCELLANEOUS

### 9.01 *Terms*

A. Terms used in this Agreement will have the meanings indicated in the General Conditions.

### 9.02 *Assignment of Contract*

A. No assignment by a party hereto of any rights under or interests in the Contract will be binding on another party hereto without the written consent of the party sought to be bound; and, specifically but without limitation, moneys that may become due and moneys that are due may not be assigned without such consent (except to the extent that the effect of this restriction may be limited by law), and unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under the Contract Documents.

### 9.03 *Successors and Assigns*

A. OWNER and CONTRACTOR each binds itself, its partners, successors, assigns, and legal representatives to the other party hereto, its partners, successors, assigns, and legal representatives in respect to all covenants, agreements, and obligations contained in the Contract Documents.

### 9.04 *Severability*

A. Any provision or part of the Contract Documents held to be void or unenforceable under any Law or Regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon OWNER and CONTRACTOR, who agree that the Contract Documents shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

IN WITNESS WHEREOF, OWNER and CONTRACTOR have signed this Agreement in duplicate. One counterpart each has been delivered to OWNER and CONTRACTOR. All portions of the Contract Documents have been signed or identified by OWNER and CONTRACTOR or on their behalf.

This Agreement will be effective on February 17, 2026 (which is the Effective Date of the Agreement).

OWNER:

CONTRACTOR:

City of West Monroe

Grindstone Construction, LLC

By: Staci Albritton Mitchell, Mayor

By: Ben Cunningham, Manager

[CORPORATE SEAL]

[CORPORATE SEAL]

Attest \_\_\_\_\_

Attest \_\_\_\_\_

Address for giving notices:

Address for giving notices:

2305 North 7<sup>th</sup> Street

2501 Newcombe Street

West Monroe, Louisiana 71291

Monroe, LA 71201

(If OWNER is a corporation, attach evidence of authority to sign. If OWNER is a public body, attach evidence of authority to sign and resolution or other documents authorizing execution of OWNER-CONTRACTOR Agreement.)

License No. 63774  
(Where applicable)

Agent for service of process: \_\_\_\_\_

Designated Representative:

(If CONTRACTOR is a corporation or a partnership, attach evidence of authority to sign.)

Designated Representative:

Name: Staci Albritton Mitchell

Name: Ben Cunningham

Title: Mayor

Title: Manager

Address: 2305 North 7<sup>th</sup> Street

Address: 2501 Newcombe Street

West Monroe, Louisiana 71291

Monroe, LA 71201

Phone: (318) 396-2600

Phone: (318) 718-1200

Facsimile: \_\_\_\_\_

Facsimile: \_\_\_\_\_

END OF DOCUMENT

STATE OF LOUISIANA  
CITY OF WEST MONROE

ORDINANCE NO. \_\_\_\_\_

MOTION BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

ORDINANCE TO AUTHORIZE THE MAYOR TO CERTIFY THE AVAILABILITY OF LOCAL FUNDING, AS UPDATED, FOR THE CYPRESS/SLACK DRAINAGE IMPROVEMENTS PROJECT, AND TO AFFIRM THE COMMITMENT OF THE REQUIRED LOCAL FUNDS FOR THE PROJECT BY THE CITY.

WHEREAS, the City of West Monroe secured grant funding for the Cypress/Slack Drainage Improvements project under the Louisiana Watershed Initiative Grant Program, Local and Regional Round 1 (Grant B-18-DP-22-001 / PO#2000766243, totaling \$1,084,578; and

WHEREAS, the current estimated project cost is \$1,443,767.50, and accordingly, the difference in funding needed for the project is \$359,189.50; and

WHEREAS, although Resolution #834 provided the earlier authority for specifically updating the authority of the Mayor to certify to all funding and funding information requests and to sign and deliver the requested letter of funds commitment in the form required by the Louisiana Office of Community Development, specific authority for an updated amount is now necessary for the commitment of necessary local funding for the awarded project has been requested; and

WHEREAS, the City has adequate available and uncommitted funds to make the requested updated commitment of \$359,189.50 for the Cypress/Slack Drainage Improvements project.

NOW, THEREFORE,

BE IT ORDAINED by the Mayor and the Board of Aldermen of the City of West Monroe, Louisiana, in regular and legal session convened, that funds in the amount of \$359,189.50 are hereby allocated and here committed to the funding of the local portion of funding required for the Cypress/Slack Drainage Improvements project, and that Staci Albritton Mitchell, as Mayor of the City of West Monroe, is hereby authorized to certify to the availability and commitment of that funding for the Cypress/Slack Drainage Improvements project to the office of Community Development, State of Louisiana, and to such other agencies or entities as are necessary or appropriate.

The above ordinance was read and considered by sections at a public meeting of the Mayor and Board of Aldermen, in regular and legal session convened on the 17th day of February, 2026, voted on by yea and nay vote, passed and adopted, the final vote being as follows:

YEA: \_\_\_\_\_

NAY: \_\_\_\_\_

NOT VOTING: \_\_\_\_\_

ABSENT: \_\_\_\_\_

ATTEST:

APPROVED THIS 17TH DAY OF  
FEBRUARY, 2026

\_\_\_\_\_  
ANDREA PATE, CITY CLERK  
CITY OF WEST MONROE  
STATE OF LOUISIANA

\_\_\_\_\_  
STACI ALBRITTON MITCHELL, MAYOR  
CITY OF WEST MONROE  
STATE OF LOUISIANA

<b>UNDER CONSTRUCTION</b>			
<b>Project</b>	<b>Description</b>	<b>Funding</b>	<b>Status</b>
New Drago Sanitary Sewer Lift Station	New sanitary sewer lift station to replace Drago LS. Funding from LA Water Sector Program.	WSP/City	Construction in progress. Approx. 75% complete.
Crosley Sanitary Sewer Improvements	Sanitary sewer rehabilitation along Crosley, from Trenton to N. 7th.	City	Construction underway.
N 6th Street Sidewalks (2023 DOTDTAP)	Construction of sidewalks along N. 6th Street, from WMHS to Clayton Street.	LaDOTD/City	Notice to Proceed: 2/13/26. Amethyst preparing to begin construction within 30 days.
McMillan Rd. Sidewalks (LaDOTD Safe Routes to Public Places Program)	New sidewalks along the south side of McMillan Road, from Hilton Street to the library.	LaDOTD/City	Notice to Proceed: 2/16/26. (LADOTD is administering).
Well 10 GAC Replacement	Removal and replacement of 40,000 lbs. of granulated activated carbon (GAC) in filters 1 and 2 of Well No. 10.	CWEF/City	Contract signed by Womack and City. Working on setting the Notice to Proceed.

**Project Classifications**

Transportation
Drainage
Water System
Sewer System
Quality-of-Life/Economic/Safety

Prepared by Robert L. George, IV, P.E.



<b>IN DESIGN</b>			
<b>Project</b>	<b>Description</b>	<b>Funding</b>	<b>Status</b>
S. 8th Street Drainage Improvements (LGAP FY22-23)	Conflict box and drainage pipe replacement at the S. 8th/Linderman intersection.	LGAP/City	Design Phase. LGAP contract received.
Black Bayou Canal - Thomas Rd. Area (EDA)	Repair concrete canal near Assembly and Walmart.	EDA/FEMA/ City	Received EDA comments; plan to advertise for bids 02/17/26.
Crosley Street Rehabilitation	Mill & Overlay with sidewalk replacement, from Trenton St. to N. 7th Street.	Urban Systems (80/20)	Design Phase. First review sent to DOTD on 12/24/25. DOTD letting date: 12/9/26.
Arkansas Road Improvements	Widen and Rehabilitate Arkansas Road, From N. 7th to Otis St.	Urban Systems (80/20)	Design Phase. DOTD letting date: 12/9/26.
Black Bayou Canal Improvements (HMGP)	Improvements including cleaning, widening, and armoring portions of the Black Bayou Canal south of I-20.	FEMA/City	Awaiting FEMA EHP approval and USACE Draft 404 permit and mitigation requirements.
Kiroli Sidewalk Project	Install new sidewalks along Kiroli Road from Post Oak Apartments to Arkansas Road. Install pedestrian crossing at Kiroli Elementary.	DOTD TAP (80/20)	Addressing 60% Comments
New Austin Sanitary Sewer Lift Station	New sanitary sewer lift station to replace Austin LS.	EDA/City	Plan Development.
Parkwood Sanitary Sewer Main Improvements (DRA-SEDAP)	Replacement of approx. 1,345 feet of 24" sewer main and rehabilitation of five (5) manholes along Black Bayou Canal near Parkwood Dr.	DRA-SEDAP/City	Preliminary design and utility verification.
Mid-City Drainage (Fed Approp/FEMA-PDM)	Drainage improvements between Trenton Street and Black Bayou Canal. (\$2.4M Award)	FEMA/City	Scope modification and budget variance approved. Revised 60% Preliminary Plans submitted to FEMA. EA coordination underway.
Cypress/Slack Drainage Improvements (LWI-DSP)	Drainage improvements at Golf Course Creek crossings of Cypress and Slack Streets.	LWI/City	H&H study submitted. Environmental clearance and 60% plans in progress.
Black Bayou Pump Station (LWI Round 2)	New stormwater pump station. (\$10.0M Award)	LWI/City	H&H analysis complete. Environmental clearance and prelim engr underway.
Trenton Corridor Bike/Ped and Utilities (Fed Approp/LaDOTD)	Bury utilities and construct bike/ped path along Trenton St. from Otis St. to Bridge St. (\$5.0M Award)	FEMA/City	Preliminary design and utility verification.

**Project Classifications**

Transportation
Drainage
Water System
Sewer System
Quality-of-Life/Economic/Safety

Prepared by Robert L. George, IV, P.E.



**FEBRUARY 17, 2026**  
**WEST MONROE CITY COUNCIL MEETING**  
**ENGINEERING UPDATE**  
**L&A, INC. PROJECT NO. 26E038.00**

**Kirola Walk Trail Improvements**

- Benchmark Construction Group is substantially complete

**Sunshine Heights Drainage Improvements**

- Kepper Trucking & Dirt Contracting is under construction

**Downtown Utility Survey & Preliminary Engineering**

- Initial TV camera footage of drainage pipe has been performed. Our firm will view footage to determine underground features

**Downing Pines Road: Roundabout at Mane Street**

- State Project Number H.016019
- LDOTD in process of consultant procurement, short list announced October 14
- Selection of Neel-Schaffer, Inc. announced December 8, LDOTD held a kick-off scoping meeting on January 7, 2026

**Cotton Street Sidewalk & Street Improvements**

- Bridge Street to Wood Street
- Initial TV camera footage of drainage pipe & sewer services has been performed. Our firm will view footage to determine underground features

**Cotton Street Water & Sewer Utility Improvements**

- Pine Street to Wood Street
- DRA Funded Project (SEDAP) LA-7333
- Initial TV camera footage of drainage pipe & sewer services has been performed. Our firm will view footage to determine underground features

**Julia Street Improvements**

- Cypress Street to McMillan Road
- Topographic survey initial field work is complete
- Our firm establishing existing right-of-way & preparing plans

**West Monroe Sports Complex Parking Addition**

- Bids were opened February 12. Recommending award to low bidder Grindstone Construction

FUND 901 Utility Enterprise Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
101 01 00	Cash / Operating Cash	2,422,016.78	
115 10 10	Utility Billing / Utility	1,991,641.47	
115 12 00	Accounts Receivable / Billed Services	23,064.25	
115 40 20	Due From Employees / Travel Advances		182.00
115 50 10	NSF Checks / NSF	.00	
115 70 15	Due From Other Entities / Georgia Pacific	.00	
115 70 20	Due From Other Entities / Riverwood	12,125.00	
116 10 00	Allowance for Uncollectab / Utility Billing		1,198,917.19
126 12 10	Ouachita Parish / Sewer Dist #5	243,064.55	
130 60 18	Due From Other Funds / City General Fund	.00	
149 10 00	Deferred Charges / Net Pension Liability	1,463,595.96	
151 10 00	Non-Current Assets / Investments	.00	
161 00 00	Fixed Assets / Land	74,150.00	
162 00 00	Fixed Assets / Infrastructure	54,969,535.00	
162 10 00	Infrastructure / Accumulated Depreciation		33,781,306.94
163 00 00	Fixed Assets / Building	73,435.92	
163 10 00	Building / Accumulated Depreciation		73,434.75
164 00 00	Fixed Assets / Imp Other Than Buildings	.00	
164 10 00	Imp Other Than Buildings / Accumulated Depreciation	.00	
165 00 00	Fixed Assets / Machinery & Equipment	2,196,582.28	
165 10 00	Machinery & Equipment / Accumulated Depreciation		1,910,537.26
166 00 00	Fixed Assets / Construction in Progress	.00	
202 00 00	Current Liabilities / Vouchers/Accounts Payable	3,086.99	
202 10 00	Vouchers/Accounts Payable / Accounts Payable General		.00
206 00 00	Current Liabilities / Retainage Payable		.00
207 10 35	Sales Tax Payable / Water		77,287.17

FUND 901 Utility Enterprise Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
208 11 00	Due to Other Funds / City General Fund		.00
208 23 00	Due to Other Funds / 2010 DEQ SRB Sinking Fund		.00
208 24 00	Due to Other Funds / 2010 DEQ SRB Reserve Fund		.00
208 25 00	Due to Other Funds / 2010 DEQ SRB Cap Add & Cn		528,000.00
217 10 35	Taxes Payable / Unemployment Tax		.00
218 01 00	Payroll Liabilities / Accrual Offset		.00
218 02 00	Payroll Liabilities / Salaries Payable		.00
218 03 00	Payroll Liabilities / Accrued VAC/SIC		87,056.68
223 10 00	Deferred Revenue / Overpayments		8,925.00
223 11 00	Deferred Revenue / Net Pension Liability		773,110.45
228 10 10	Utilities / Water		257,385.20
238 10 00	Net Pension Obligation / MERS		4,506,603.34
242 10 00	Fund Equity / Revenue Control Account		5,071,929.39
242 20 00	Fund Equity / Expenditure Cntrl Summary	3,765,214.68	
243 00 00	Fund Equity / Encumbrance Control	38,203.85	
244 00 00	Fund Equity / Reserve for Encumbrances		38,203.85
250 00 00	Fund Equity / Pr Yr Res for Encumbrance		112,618.84
254 10 00	Retained Earnings / Unreserved Retnd Earnings	33,621,362.13	
261 10 00	Invested in Capital Assts / Contributed Capital		52,471,580.80
	FUND TOTALS	100,897,078.86	100,897,078.86
	FUND IS IN BALANCE		

City of West Monroe

FUND 901 Utility Enterprise Fund		ACCOUNT	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
340		Charges for Services								
344		Sanitation								
	10 15	Sewer	140,292	156,266.07	111	982,044	1,100,777.23	112	1,683,500	582,722.77
	10 20	Sewer Line Services	0	.00		0	.00		0	.00
	10 35	Excess Trash Rev	0	.00		0	.00		0	.00
	10 *	Utilities	140,292	156,266.07	111	982,044	1,100,777.23	112	1,683,500	582,722.77
	15 10	Sewer Dist 5	133,333	146,387.01	110	933,331	829,034.30	89	1,600,000	770,965.70
344	**	Sanitation	273,625	302,653.08	111	1,915,375	1,929,811.53	101	3,283,500	1,353,688.47
348		Public Works								
	10 10	Water	191,983	188,380.58	98	1,343,881	1,415,908.66	105	2,303,791	887,882.34
	10 20	Treatment Plant	218,370	227,226.12	104	1,528,590	1,635,676.19	107	2,620,440	984,763.81
	10 25	Penalty	7,083	15,456.48	218	49,581	78,807.70	159	85,000	6,192.30
	10 50	Taps	0	225.00		0	7,352.98		0	7,352.98
	10 *	Utilities	417,436	431,288.18	103	2,922,052	3,137,745.53	107	5,009,231	1,871,485.47
348	**	Public Works	417,436	431,288.18	103	2,922,052	3,137,745.53	107	5,009,231	1,871,485.47
340	***	Charges for Services	691,061	733,941.26		4,837,427	5,067,557.06		8,292,731	3,225,173.94
350		Fines								
352		Fees								
	81 00	NSF Fee	0	.00		0	.00		0	.00
352	**	Fees	0	.00		0	.00		0	.00
350	***	Fines	0	.00		0	.00		0	.00
360		Invstmnts,Rents,Contribut								
361		Investment Earnings								
	10 00	Interest Revenue	0	.00		0	.00		0	.00
361	**	Investment Earnings	0	.00		0	.00		0	.00
360	***	Invstmnts,Rents,Contribut	0	.00		0	.00		0	.00
390		Other Financing Sources								
391		Interfund Transfers In								
	12 00	Transfers In	0	.00		0	.00		0	.00
391	**	Interfund Transfers In	0	.00		0	.00		0	.00
392		Proceeds from Asset Disp								
	10 00	Sale of Assets	0	.00		0	.00		0	.00
392	**	Proceeds from Asset Disp	0	.00		0	.00		0	.00

City of West Monroe

FUND 901 Utility Enterprise Fund		***** CURRENT *****			***** YEAR-TO-DATE *****			ANNUAL	UNREALIZED
ACCOUNT	DESCRIPTION	ESTIMATED	ACTUAL	%REV	ESTIMATED	ACTUAL	ESTIMATE	BALANCE	
393	10 00 Gen Long Term Debt Issued General Obligation Bonds	0	.00		0	.00	0	.00	
393	** Gen Long Term Debt Issued	0	.00		0	.00	0	.00	
394	10 00 Miscellaneous Revenue Other Misc Revenue	0	300.00		0	4,372.33	0	4,372.33-	
394	** Miscellaneous Revenue	0	300.00		0	4,372.33	0	4,372.33-	
390	*** Other Financing Sources	0	300.00		0	4,372.33	0	4,372.33-	
FUND TOTAL Utility Enterprise Fund		691,061	734,241.26		4,837,427	5,071,929.39	8,292,731	3,220,801.61	
GRAND TOTAL		691,061	734,241.26		4,837,427	5,071,929.39	8,292,731	3,220,801.61	

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
101 01 00	Cash / Operating Cash	8,255,860.50	
101 04 00	Cash / Old General Fund Cash	.00	
101 11 00	Cash / 86 Sales Tax Account	.00	
101 20 00	Cash / Investment in LAMP	3,763,801.36	
101 22 00	Cash / Money Market Account	.00	
101 30 00	Cash / Investment in MM	.00	
102 10 00	Cash with Fiscal Agent / Crawford & Company	.00	
102 20 10	Petty Cash / Cash Boxes	17,323.91	
103 10 00	Current Investments / Reserve Cash	5,112,767.14	
105 00 00	Current Assets / Property Tax Receivable	.00	
111 00 00	Current Assets / Tax Lien Receivable	.00	
115 00 00	Current Assets / Accounts Receivable	140,130.14	
115 10 10	Utility Billing / Utility	79,200.11	
115 12 00	Accounts Receivable / Billed Services	7,175.84	
115 20 10	Code Enforcement / Code Enforcement	105,199.33	
115 25 10	Building Permits / Building Permits	8,732.00	
115 30 10	Parks & Recreation / KIROLI Park	1,002.00	
115 35 10	Cultural & Recreation / Convention Center		7,967.94
115 35 15	Cultural & Recreation / Expo Center	24,915.00	
115 40 10	Due From Employees / Insurance Premiums	3,274.08	
115 40 15	Due From Employees / Payroll Levy		3,086.01
115 40 20	Due From Employees / Travel Advances	11,738.03	
115 40 25	Due From Employees / Advance Checks	.00	
115 45 10	Special Details / Police Details	50,062.18	
115 50 10	NSF Checks / NSF	1,107.00	
115 70 10	Due From Other Entities / Golf Course	.00	

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
115 70 15	Due From Other Entities / Georgia Pacific	.00	
115 70 20	Due From Other Entities / Riverwood	.00	
115 80 00	Accounts Receivable / Due from Other Entities	.00	
115 80 10	Due from Other Entities / Energy Lease	.00	
115 80 11	Due from Other Entities / Cable Franchise Fee	29,952.81	
115 80 12	Due from Other Entities / Due from Art Council	.00	
115 80 13	Due from Other Entities / WPS Building Lease Receiv	56,295.00	
115 80 15	Due from Other Entities / Marshal's Office	.00	
115 80 16	Due from Other Entities / WM City Court	8,978.03	
115 80 17	Due from Other Entities / WOPT	21,500.00	
115 80 30	Due from Other Entities / ATMOS Gas	.00	
115 80 35	Due from Other Entities / Entergy	102,148.88	
126 10 00	Due From DEQ / State	65,677.51	
126 10 15	State / Mosquito Abatement	.00	
126 12 00	Due From DEQ / Ouachita Parish	.00	
126 14 10	City of Monroe / Sales Tax		1,714,059.71
126 14 11	City of Monroe / Automobile Rental Tax	.00	
126 15 00	Due From DEQ / Federal Govt	.00	
126 15 10	Federal Govt / FEMA	.00	
126 15 12	Federal Govt / IRS	.00	
126 15 17	Federal Govt / Dept of Justice	.00	
130 60 10	Due From Other Funds / Utility Enterprise Fund	.00	
130 60 11	Due From Other Funds / Street Maintenance Fund	.00	
130 60 12	Due From Other Funds / WOSC Fund	.00	
130 60 13	Due From Other Funds / Workman's Comp Res Fd	.00	
130 60 14	Due From Other Funds / General Insurance Fund	.00	

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
130 60 15	Due From Other Funds / Grant Fund	.00	
130 60 16	Due From Other Funds / Sales Tax Fund	.00	
130 60 17	Due From Other Funds / Employee Health Ins Fund	.00	
130 60 19	Due From Other Funds / Capital Fund	326,713.00	
130 60 20	Due From Other Funds / Office of Motor Vehicles	.00	
130 60 21	Due From Other Funds / Sec 8 Housing Fund		253,177.59
130 60 22	Due From Other Funds / Hasley 75%	.00	
130 60 23	Due From Other Funds / Hasley 25%	.00	
130 60 24	Due From Other Funds / Juvenile Justice Fund	.00	
130 60 25	Due From Other Funds / LCDBG Fund	.00	
130 60 26	Due From Other Funds / Detention Basin Fund	.00	
130 60 28	Due From Other Funds / OCOG	.00	
130 60 30	Due From Other Funds / BeardFest Fund	.00	
141 10 00	Inventories / Office Supplies		1,649.15
141 15 00	Inventories / Parts	12,346.38	
141 20 00	Inventories / Food Inventory Conv Cntr	.00	
141 25 00	Inventories / Food Inventory Expo Cntr	.00	
143 10 10	Prepaid Services / Phone Cards	.00	
143 10 15	Prepaid Services / Advertising	.00	
151 10 00	Non-Current Assets / Investments	.00	
202 00 00	Current Liabilities / Vouchers/Accounts Payable		715,587.78
202 10 00	Vouchers/Accounts Payable / Accounts Payable General		.00
206 00 00	Current Liabilities / Retainage Payable		.00
207 10 40	Sales Tax Payable / Convention Center		9,935.18
207 10 41	Sales Tax Payable / Expo Center		.00
207 10 42	Sales Tax Payable / Golf Course		.00

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
207 10 43	Sales Tax Payable / KIROLI		.00
207 20 10	Due to State / Handicap Parking		.00
207 20 11	Due to State / Due to State		.00
207 30 10	Due to Other Agencies / Cost of Court Distributn		212,465.08
207 30 12	Due to Other Agencies / OPOHSEP		.00
207 30 15	Due to Other Agencies / District Attorney		.00
207 30 16	Due to Other Agencies / 4TH Judicial Dist Court		.00
207 30 17	Due to Other Agencies / O.P.S.O		.00
207 30 19	Due to Other Agencies / Monroe Police Department		.00
207 30 20	Due to Other Agencies / OPSD Bond Premiums		.00
207 30 22	Due to Other Agencies / The Wellspring		.00
207 30 25	Due to Other Agencies / Metro Narcotics Unit		.00
207 30 48	Due to Other Agencies / City of Monroe		.00
207 40 10	Court Cost Distribution / Marshal Special Fund		.00
207 40 11	Court Cost Distribution / Court Special Fund		.00
207 40 12	Court Cost Distribution / Indigent Defender Board		.00
207 40 14	Court Cost Distribution / Crime Lab		.00
207 40 16	Court Cost Distribution / Crime Victim Fund		.00
207 40 18	Court Cost Distribution / Law Enf Trng Assistance		.00
207 40 20	Court Cost Distribution / CMIS / State Treasury		.00
207 40 22	Court Cost Distribution / Injury Trust Fund		.00
207 40 24	Court Cost Distribution / Crime Stoppers		.00
207 40 26	Court Cost Distribution / Restitution		.00
207 40 28	Court Cost Distribution / Pub Safety App. Tech		.00
207 40 30	Court Cost Distribution / ROC Due to Clerks		.00
207 40 32	Court Cost Distribution / Witness Fee		.00

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
207 40 34	Court Cost Distribution / Cash Bonds		.00
207 40 35	Court Cost Distribution / LA Supreme Court		.00
207 41 10	Marshal Office Payables / Seizures and Forfeitures		.00
208 12 00	Due to Other Funds / Credit Union Fund		.00
208 13 00	Due to Other Funds / Grant Fund		.00
208 14 00	Due to Other Funds / Capital Projects Fund		.00
208 16 00	Due to Other Funds / Juvenile Justice Grnt Fd		.00
208 17 00	Due to Other Funds / Due to Capital Fund		135,541.00
208 20 00	Due to Other Funds / 2007 DFC Fund		.00
208 21 00	Due to Other Funds / O.C.O.G.		.00
216 10 10	Police / state supplemental	27,320.00	
217 10 10	Taxes Payable / Medicare/Social Security	1,167.97	
217 10 20	Taxes Payable / Federal Taxes	539.01	
217 10 30	Taxes Payable / State Taxes		159.38
217 10 35	Taxes Payable / Unemployment Tax		.00
217 10 50	Taxes Payable / Property Tax		.00
217 20 10	Pensions Payable / MERS	2,926.12	
217 20 20	Pensions Payable / Police	2,197.62	
217 20 30	Pensions Payable / Fire		2.26
217 20 40	Pensions Payable / Judge	.09	
217 30 10	Deferred Compensation / PEBSCO		.00
217 30 20	Deferred Compensation / VALIC		.00
217 35 10	HSA Contributions / UMB		.00
217 40 05	Insurances Payable / Voluntary Life AD&D	970.93	
217 40 10	Insurances Payable / Health	677.72	
217 40 15	Insurances Payable / Critical Illness	22.66	

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
217 40 16	Insurances Payable / Group Life Insurance		1,711.74
217 40 17	Insurances Payable / Long Term Disability	1,049.07	
217 40 18	Insurances Payable / Short Term Disability	625.02	
217 40 20	Insurances Payable / Accident Insurance		989.98
217 40 25	Insurances Payable / Gap Insurance		.00
217 40 30	Insurances Payable / National Teachers		.00
217 40 35	Insurances Payable / UNUM Life & Critical Care		.00
217 40 40	Insurances Payable / Vision	1,827.37	
217 40 45	Insurances Payable / US Legal		.00
217 40 50	Insurances Payable / Dental	36,374.89	
217 40 55	Insurances Payable / Prepaid Legal		.35
217 40 56	Insurances Payable / Cancer		.00
217 40 57	Insurances Payable / AFLAC		155.53
217 40 58	Insurances Payable / Met Life Dental		.00
217 40 59	Insurances Payable / Met Life Insurance		19,983.88
217 40 60	Insurances Payable / Brokers National		.00
217 40 61	Insurances Payable / Assurity		.00
217 50 10	Charities Payable / United Way		.00
217 60 10	Other Deductions / Bankruptcy		.00
217 60 15	Other Deductions / Judgements		8.60
217 60 20	Other Deductions / Fitness Mem Payable		50.00
217 60 50	Other Deductions / Credit Union		.00
217 70 10	Union Dues / Fire Union		.00
217 70 20	Union Dues / Police Association		.00
217 70 25	Union Dues / Police Union		.00
217 70 30	Union Dues / MPOA/LPOA Relief		.03

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	DEBIT BALANCE	CREDIT BALANCE
218 01 00	Payroll Liabilities / Accrual Offset		.00
218 02 00	Payroll Liabilities / Salaries Payable	553.26	
222 10 00	Gratuities / WMCC Gratuities		.00
223 10 00	Deferred Revenue / Overpayments		58,585.83
223 12 00	Deferred Revenue / Deferred Rent Income		.00
223 15 00	Deferred Revenue / Property Tax Redemptions		.00
223 20 00	Deferred Revenue / Property Tax		.00
227 10 10	Collection Fee Pay / Archon		.00
228 20 10	Building Inspection / Contractor's Deposits		37,352.00
228 30 10	EVIDENCE DEPOSIT / Kiroli Park		.00
228 30 15	EVIDENCE DEPOSIT / Recreation Center		.00
228 30 20	EVIDENCE DEPOSIT / Convention Center		17,722.82
228 30 25	EVIDENCE DEPOSIT / Expo Center		53,100.00
228 30 30	EVIDENCE DEPOSIT / POLICE		.00
239 50 00	Other Non-Current Liab / Prpty Tax Under Protest		.00
239 60 10	Unearned Income / DF Lease		.00
242 10 00	Fund Equtiy / Revenue Control Account		15,188,669.64
242 20 00	Fund Equtiy / Expenditure Cntrl Summary	14,431,335.52	
243 00 00	Fund Equity / Encumbrance Control	93,509.01	
244 00 00	Fund Equity / Reserve for Encumbrances		93,509.01
250 00 00	Fund Equity / Pr Yr Res for Encumbrance		343,894.18
253 10 00	Fund Balance / Unreserved Fund Balance		13,937,631.82
	FUND TOTALS	32,806,996.49	32,806,996.49
	FUND IS IN BALANCE		

City of West Monroe

FUND 001 General Fund		ACCOUNT DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
310		Taxes								
311		Property Tax								
	10 00	Real Property	108,333	804,476.50	743	758,331	938,055.78	124	1,300,000	361,944.22
	20 00	Personal Property	0	.00		0	.00		0	.00
311	**	Property Tax	108,333	804,476.50	743	758,331	938,055.78	124	1,300,000	361,944.22
313		Sales & Use Tax								
	00 00	Sales & Use Tax	1,666,667	1,781,943.04	107	11,666,669	10,743,652.51	92	20,000,000	9,256,347.49
	10 00	Auto Rental Tax	1,750	2,407.73	138	12,250	16,694.63	136	21,000	4,305.37
313	**	Sales & Use Tax	1,668,417	1,784,350.77	107	11,678,919	10,760,347.14	92	20,021,000	9,260,652.86
316		Gross Receipts Business Insurance Premuim Tax								
	10 61		45,833	18,780.00	41	320,831	27,810.00	9	550,000	522,190.00
316	**	Gross Receipts Business	45,833	18,780.00	41	320,831	27,810.00	9	550,000	522,190.00
318		Other Taxes								
	20 10	CATV	9,333	.00		65,331	50,238.03	77	112,000	61,761.97
	20 15	ATMOS Gas	6,667	27,543.36	413	46,669	62,755.13	135	80,000	17,244.87
	20 20	Entergy	63,333	.00		443,331	410,662.69	93	760,000	349,337.31
	20 25	Adelphia	0	.00		0	.00		0	.00
	20 *	Franchise Tax	79,333	27,543.36	35	555,331	523,655.85	94	952,000	428,344.15
318	**	Other Taxes	79,333	27,543.36	35	555,331	523,655.85	94	952,000	428,344.15
319		Penalties and Interest								
	10 10	Property Tax	333	300.32	90	2,331	1,365.35	59	4,000	2,634.65
	10 60	Occupational License	500	75.96	15	3,500	2,218.07	63	6,000	3,781.93
	10 61	Insurance	0	.00		0	.00		0	.00
	10 *	Taxes	833	376.28	45	5,831	3,583.42	62	10,000	6,416.58
319	**	Penalties and Interest	833	376.28	45	5,831	3,583.42	62	10,000	6,416.58
310	***	Taxes	1,902,749	2,635,526.91		13,319,243	12,253,452.19		22,833,000	10,579,547.81
320		Licenses and Permits								
321		Business Licenses								
	10 10	Alcoholic Beverages	2,167	1,426.50	66	15,169	23,822.75	157	26,000	2,177.25
	10 60	Occupational	75,000	166,182.56	222	525,000	262,178.12	50	900,000	637,821.88
	10 62	ROW Usage Lic	0	.00		0	.00		0	.00
	10 65	Taxi Permits	0	.00		0	.00		0	.00
	10 *	Business Licenses	77,167	167,609.06	217	540,169	286,000.87	53	926,000	639,999.13

City of West Monroe

FUND 001 General Fund									
ACCOUNT	ACCOUNT DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
20 10	Contractor Certificate	1,083	3,300.00	305	7,581	5,550.00	73	13,000	7,450.00
321 **	Business Licenses	78,250	170,909.06	218	547,750	291,550.87	53	939,000	647,449.13
322	Nonbusiness								
10 10	Building	5,000	8,896.75	178	35,000	50,932.67	146	60,000	9,067.33
10 20	Electrical	1,250	246.00	20	8,750	7,709.00	88	15,000	7,291.00
10 25	Plumbing	833	430.00	52	5,831	5,615.00	96	10,000	4,385.00
10 30	Gas	0	.00		0	.00		0	.00
10 35	Heat & Air	833	210.00	25	5,831	2,895.00	50	10,000	7,105.00
10 40	Mobile Home	8	.00		56	.00		100	100.00
10 *	Inspection Permits	7,924	9,782.75	124	55,468	67,151.67	121	95,100	27,948.33
20 10	House Moving	0	.00		0	.00		0	.00
20 15	Rental Inspection	0	.00		0	.00		0	.00
20 20	ROW Usage	208	1,500.00	721	1,456	3,500.00	240	2,500	1,000.00-
20 *	Special Permits	208	1,500.00	721	1,456	3,500.00	240	2,500	1,000.00-
322 **	Nonbusiness	8,132	11,282.75	139	56,924	70,651.67	124	97,600	26,948.33
320 ***	Licenses and Permits	86,382	182,191.81		604,674	362,202.54		1,036,600	674,397.46
330	Intergovernmental Revenue								
331	Federal Grants								
18 00	Section 8	20,015	.00		140,105	.00		240,181	240,181.00
21 00	EPA	12,750	.00		89,250	.00		153,000	153,000.00
22 00	Dept of Homeland Security	0	.00		0	.00		0	.00
40 00	Dept of Justice	4,583	.00		32,081	.00		55,000	55,000.00
43 00	LA Comm Law Enf Adm CrmJS	0	.00		0	.00		0	.00
331 **	Federal Grants	37,348	.00		261,436	.00		448,181	448,181.00
332	Ouachita Parish								
10 00	Court Support	1,917	.00		13,419	7,666.68	57	23,000	15,333.32
12 00	Workforce Development	0	.00		0	.00		0	.00
13 00	District Attorney	0	.00		0	.00		0	.00
14 00	Police Jury	0	.00		0	33,333.33		0	33,333.33-
332 **	Ouachita Parish	1,917	.00		13,419	41,000.01	306	23,000	18,000.01-
334	State Revenue								
11 00	State Revenue	0	.00		0	45,000.00		0	45,000.00-
12 00	Dpt of Military Affairs	0	.00		0	.00		0	.00
14 00	LA Hwy Safety Commission	8,333	.00		58,331	100,065.22	172	100,000	65.22-
15 00	Office of Business Devel	0	.00		0	.00		0	.00
16 00	Homeland Securty & Emg Prp	0	.00		0	115,878.00		0	115,878.00-

City of West Monroe

FUND 001 General Fund

ACCOUNT	DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
17 00	LA Comm on Law Enfrcemnt	0	.00		0	.00		0	.00
21 00	Division of Administratio	0	.00		0	.00		0	.00
25 00	Culture Rec & Tourism	0	.00		0	.00		0	.00
29 00	DOTD	896	12,093.13	1350	6,272	12,093.13	193	10,750	1,343.13-
90 10	State Signal Light	1,867	.00		13,069	22,400.00	171	22,400	.00
90 12	Misc Rev	0	.00		0	.00		0	.00
90 15	State Street Maint	1,542	20,593.13	1336	10,794	20,593.13	191	18,500	2,093.13-
90 25	2nd Injury Reinbursement	0	.00		0	.00		0	.00
90 *	Other State Rev	3,409	20,593.13	604	23,863	42,993.13	180	40,900	2,093.13-
334 **	State Revenue	12,638	32,686.26	259	88,466	316,029.48	357	151,650	164,379.48-
335	State Shared Revenues								
10 70	Beer Tax	1,667	5,152.28	309	11,669	16,118.94	138	20,000	3,881.06
10 90	Fire Insurance 2%	7,083	.00		49,581	91,043.54	184	85,000	6,043.54-
10 *	Taxes	8,750	5,152.28	59	61,250	107,162.48	175	105,000	2,162.48-
335 **	State Shared Revenues	8,750	5,152.28	59	61,250	107,162.48	175	105,000	2,162.48-
330 ***	Intergovernmental Revenue	60,653	37,838.54		424,571	464,191.97		727,831	263,639.03
340	Charges for Services								
341	General Government								
10 10	Cost of Court	0	.00		0	.00		0	.00
10 12	Marshal Revenue	0	.00		0	.00		0	.00
10 15	City Attorney Work Rev	0	.00		0	.00		0	.00
10 *	Court	0	.00		0	.00		0	.00
30 10	Zoning Fee	583	75.00	13	4,081	4,400.00	108	7,000	2,600.00
30 15	Vant Strct Reg Fee	0	.00		0	.00		0	.00
30 *	Zoning	583	75.00	13	4,081	4,400.00	108	7,000	2,600.00
50 10	Activity Revenue	0	.00		0	.00		0	.00
50 12	Misc Revenue	0	.00		0	.00		0	.00
50 14	Building Rent	0	.00		0	.00		0	.00
50 *	Community Development	0	.00		0	.00		0	.00
341 **	General Government	583	75.00	13	4,081	4,400.00	108	7,000	2,600.00
342	Public Safety								
10 10	Housing Prisoners Rev	0	.00		0	.00		0	.00

City of West Monroe

FUND 001 General Fund

ACCOUNT	ACCOUNT DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
10 15	Misc Rev	0	.00		0	.00		0	.00
10 *	Jail Revenue	0	.00		0	.00		0	.00
15 10	Police Fees	250	570.05	228	1,750	2,265.05	129	3,000	734.95
15 12	Bonds & Surrety	1,417	930.00	66	9,919	7,725.00	78	17,000	9,275.00
15 13	Metro Reimbursement	3,333	20,471.31	614	23,331	49,235.95	211	40,000	9,235.95-
15 15	Miscellaneous Rev	667	1,252.50	188	4,669	13,190.00	283	8,000	5,190.00-
15 17	Property Owner's Serv Fee	0	.00		0	.00		0	.00
15 19	Drug Forfeiture Rev	167	.00		1,169	5,475.07	468	2,000	3,475.07-
15 *	Police	5,834	23,223.86	398	40,838	77,891.07	191	70,000	7,891.07-
20 10	Service Charge	167	.00		1,169	2,280.00	195	2,000	280.00-
342 **	Public Safety	6,001	23,223.86	387	42,007	80,171.07	191	72,000	8,171.07-
343	Charges for Services								
10 00	Grass Cut	2,917	275.00	9	20,419	28,066.76	138	35,000	6,933.24
12 00	Demolition	833	11,825.00	1420	5,831	11,825.00	203	10,000	1,825.00-
13 00	Electricity charging sale	42	115.16	274	294	592.01	201	500	92.01-
14 05	CE Trash Removal	21	.00		147	900.00	612	250	650.00-
14 10	Express Trash Service	292	24,821.05	8500	2,044	31,155.17	1524	3,500	27,655.17-
14 *	Trash Removeal	313	24,821.05	7930	2,191	32,055.17	1463	3,750	28,305.17-
15 00	CE Structure Security	417	875.00	210	2,919	80.00	3	5,000	4,920.00
16 00	Administration Fee	1,250	1,510.00	121	8,750	16,813.52	192	15,000	1,813.52-
17 10	RAD Class	0	.00		0	.00		0	.00
343 **	Charges for Services	5,772	39,421.21	683	40,404	89,432.46	221	69,250	20,182.46-
344	Sanitation								
10 30	Garbage	80,417	80,772.71	100	562,919	564,977.17	100	965,000	400,022.83
10 35	Excess Trash Rev	5,833	5,247.00	90	40,831	39,880.00	98	70,000	30,120.00
10 *	Utilities	86,250	86,019.71	100	603,750	604,857.17	100	1,035,000	430,142.83
344 **	Sanitation	86,250	86,019.71	100	603,750	604,857.17	100	1,035,000	430,142.83
345	Health & Safety								
50 10	Stray Animal Fee	0	.00		0	.00		0	.00
345 **	Health & Safety	0	.00		0	.00		0	.00
346	Community Development								
10 10	Activity Revenue	250	428.00	171	1,750	3,907.50	223	3,000	907.50-
10 12	Misc Revenue	25	.00		175	.00		300	300.00

City of West Monroe

FUND 001 General Fund									
ACCOUNT	ACCOUNT DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
10 14	Program Revenue	0	.00		0	.00		0	.00
10 16	Concession Revenue	0	.00		0	.00		0	.00
10 *	Community Center	275	428.00	156	1,925	3,907.50	203	3,300	607.50-
346 **	Community Development	275	428.00	156	1,925	3,907.50	203	3,300	607.50-
347	Culture & Recreation								
10 02	Entrance Fees	13,333	6,324.00	47	93,331	79,782.90	86	160,000	80,217.10
10 03	Season Pass	833	1,600.00	192	5,831	10,763.00	185	10,000	763.00-
10 04	Lodge Rent Fees	0	.00		0	.00		0	.00
10 05	Registration Fee	0	.00		0	.00		0	.00
10 06	Shelter Rent Fees	5,417	1,825.00	34	37,919	30,915.01	82	65,000	34,084.99
10 08	Other Facility Rent Fees	8	.00		56	.00		100	100.00
10 10	Concessions	250	102.47	41	1,750	2,294.46	131	3,000	705.54
10 90	Miscellaneous Revenue	833	282.00	34	5,831	7,725.50	133	10,000	2,274.50
10 *	Capital Campaign	20,674	10,133.47	49	144,718	131,480.87	91	248,100	116,619.13
13 10	Shelter Rent	0	.00		0	.00		0	.00
13 12	Misc Rev	0	.00		0	.00		0	.00
13 14	Activity Revenue	0	.00		0	.00		0	.00
13 *	Restoration Park	0	.00		0	.00		0	.00
15 10	BMX Track	0	.00		0	.00		0	.00
15 90	Miscellaneous Revenue	0	.00		0	.00		0	.00
15 *	Lazarre Park	0	.00		0	.00		0	.00
20 10	Facility Rent	1,250	1,640.00	131	8,750	12,792.00	146	15,000	2,208.00
20 11	Memberships	500	130.00	26	3,500	1,190.00	34	6,000	4,810.00
20 12	Concessions	50	52.61	105	350	280.22	80	600	319.78
20 15	Program Revenue	2,083	876.00	42	14,581	6,478.75	44	25,000	18,521.25
20 16	Basketball Revenue	0	.00		0	.00		0	.00
20 *	Recreation Center	3,883	2,698.61	70	27,181	20,740.97	76	46,600	25,859.03
30 10	Membership Fee	0	.00		0	.00		0	.00
30 15	Booth Rental	917	.00		6,419	6,571.00	102	11,000	4,429.00
30 20	Pea Sheller	250	.00		1,750	2,817.00	161	3,000	183.00
30 21	Pecan Sheller	200	503.00	252	1,400	7,185.25	513	2,400	4,785.25-
30 25	Freezer Rental	583	.00		4,081	4,636.00	114	7,000	2,364.00
30 30	Misc Revenue	26	.00		182	227.00	125	315	88.00
30 *	Farmer's Market	1,976	503.00	26	13,832	21,436.25	155	23,715	2,278.75
40 10	Non-Catered Event Income	0	.00		0	.00		0	.00

City of West Monroe

FUND 001 General Fund

ACCOUNT	DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
40 11	Equipment Rental	2,500	.00		17,500	9,733.75	56	30,000	20,266.25
40 12	Concessions	1,333	.00		9,331	4,981.45	53	16,000	11,018.55
40 13	Deposit Forfieture	65	.00		455	.00		775	775.00
40 14	Catering	1,000	.00		7,000	1,298.95	19	12,000	10,701.05
40 15	Interagency Promotion	83	.00		581	.00		1,000	1,000.00
40 16	Outside Caterer Fee	1,833	.00		12,831	10,003.75	78	22,000	11,996.25
40 17	RV Space Rental	0	.00		0	.00		0	.00
40 18	Room Rental	8,167	.00		57,169	34,618.75	61	98,000	63,381.25
40 19	Special Events	258	.00		1,806	2,849.50	158	3,100	250.50
40 20	Beverage Revenue	917	.00		6,419	2,456.41	38	11,000	8,543.59
40 21	Catering IKE	0	.00		0	.00		0	.00
40 22	Other Rev	0	.00		0	.00		0	.00
40 23	Ticket Sales Cnv Cntr	0	.00		0	.00		0	.00
40 *	Convention Center	16,156	.00		113,092	65,942.56	58	193,875	127,932.44
45 10	Equine Event Rental	23,750	1,700.00	7	166,250	107,165.00	65	285,000	177,835.00
45 11	Rental Forfeiture	0	.00		0	.00		0	.00
45 12	Stall Rentals	15,833	1,950.00	12	110,831	77,435.00	70	190,000	112,565.00
45 13	Shavings Sales	16,000	6,740.00	42	112,000	73,160.00	65	192,000	118,840.00
45 14	Other Event Rental	4,167	.00		29,169	89,710.00	308	50,000	39,710.00-
45 16	RV Space Rental	9,167	800.00	9	64,169	50,800.00	79	110,000	59,200.00
45 17	Concessions	14,333	25,621.00	179	100,331	75,916.30	76	172,000	96,083.70
45 18	Equipment Rental	5,833	960.00	17	40,831	24,228.01	59	70,000	45,771.99
45 19	Interagency Promotion	183	.00		1,281	.00		2,200	2,200.00
45 20	General Parking Fee Rev	0	.00		0	.00		0	.00
45 21	Sponsorships	0	.00		0	.00		0	.00
45 22	Security	250	.00		1,750	2,640.00	151	3,000	360.00
45 23	Ticket Sales - Ike	0	.00		0	.00		0	.00
45 24	Misc Rec - Ike	0	.00		0	.00		0	.00
45 25	Beverage Sales	250	.00		1,750	.00		3,000	3,000.00
45 *	Ike Hamilton Expo Center	89,766	37,771.00	42	628,362	501,054.31	80	1,077,200	576,145.69
347 **	Culture & Recreation	132,455	51,106.08	39	927,185	740,654.96	80	1,589,490	848,835.04
348	Public Works								
20 10	Street Cuts	0	.00		0	100.00		0	100.00-
348 **	Public Works	0	.00		0	100.00		0	100.00-
340 ***	Charges for Services	231,336	200,273.86		1,619,352	1,523,523.16		2,776,040	1,252,516.84
350	Fines								
351	Court Fines								
10 10	City Court Fines	40,000	38,114.34	95	280,000	206,581.23	74	480,000	273,418.77
10 12	General Court Costs	9,167	26,415.00	288	64,169	73,979.00	115	110,000	36,021.00
10 15	Parking Ticket Fines	0	.00		0	.00		0	.00

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10 18	DWI Fines	4,167	700.04	17	29,169	22,133.04	76	50,000	27,866.96
10 20	DWI Special Cost	458	100.00	22	3,206	2,450.00	76	5,500	3,050.00
10 21	DL Suspension	0	.00		0	.00		0	.00
10 *	Court	53,792	65,329.38	121	376,544	305,143.27	81	645,500	340,356.73
351 **	Court Fines	53,792	65,329.38	121	376,544	305,143.27	81	645,500	340,356.73
352	Fees								
81 00	NSF Fee	0	.00		0	15.00		0	15.00-
352 **	Fees	0	.00		0	15.00		0	15.00-
350 ***	Fines	53,792	65,329.38		376,544	305,158.27		645,500	340,341.73
360	Invstmnts,Rents,Contribut								
361	Investment Earnings								
10 00	Interest Revenue	25,250	5,681.69	23	176,750	59,642.88	34	303,000	243,357.12
10 10	General Govt	0	.00		0	.00		0	.00
10 15	Hasley Cemetary Trust	0	.00		0	.00		0	.00
10 *	Interest Revenue	25,250	5,681.69	23	176,750	59,642.88	34	303,000	243,357.12
361 **	Investment Earnings	25,250	5,681.69	23	176,750	59,642.88	34	303,000	243,357.12
362	Rents and Royalties								
10 00	Rent of Office Space	250	100.00	40	1,750	1,400.00	80	3,000	1,600.00
20 10	Energy Lease Royalties	542	297.44	55	3,794	3,652.27	96	6,500	2,847.73
30 10	Golf Course Rent	0	.00		0	.00		0	.00
30 12	Ice Machine IKE	0	.00		0	.00		0	.00
30 15	ATM	167	158.00	95	1,169	687.25	59	2,000	1,312.75
30 *	Leases	167	158.00	95	1,169	687.25	59	2,000	1,312.75
362 **	Rents and Royalties	959	555.44	58	6,713	5,739.52	86	11,500	5,760.48
363	Escheats								
10 00	Sales of Recyclables	4,500	791.85	18	31,500	9,906.09	31	54,000	44,093.91
363 **	Escheats	4,500	791.85	18	31,500	9,906.09	31	54,000	44,093.91
364	Contributions / Donations								
10 00	Kiroli Contributions	0	.00		0	.00		0	.00
12 00	Expo Center Contributions	0	.00		0	.00		0	.00
13 00	Community Development	0	.00		0	.00		0	.00
30 00	Private Contributions	3,333	1,000.00	30	23,331	7,265.07	31	40,000	32,734.93
364 **	Contributions / Donations	3,333	1,000.00	30	23,331	7,265.07	31	40,000	32,734.93
360 ***	Invstmnts,Rents,Contribut	34,042	8,028.98		238,294	82,553.56		408,500	325,112.44

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ACCOUNT	ACCOUNT DESCRIPTION	***** ESTIMATED	CURRENT ACTUAL	***** %REV	***** ESTIMATED	YEAR-TO-DATE ACTUAL	***** %REV	ANNUAL ESTIMATE	UNREALIZED BALANCE
390	Other Financing Sources								
391	Interfund Transfers In								
12 00	Transfers In	0	.00		0	.00		0	.00
13 00	86 Sales Tax Capital	0	.00		0	.00		0	.00
18 00	Section 8 Fund	0	.00		0	.00		0	.00
19 00	Utility Enterprise Fund	0	.00		0	.00		0	.00
391 **	Interfund Transfers In	0	.00		0	.00		0	.00
392	Proceeds from Asset Disp								
10 00	Sale of Assets	20,833	17,568.50	84	145,831	153,504.44	105	250,000	96,495.56
20 00	Comp on Loss of Cap Asset	0	.00		0	.00		0	.00
392 **	Proceeds from Asset Disp	20,833	17,568.50	84	145,831	153,504.44	105	250,000	96,495.56
393	Gen Long Term Debt Issued								
10 00	General Obligation Bonds	0	.00		0	.00		0	.00
393 **	Gen Long Term Debt Issued	0	.00		0	.00		0	.00
394	Miscellaneous Revenue								
10 00	Other Misc Revenue	7,083	7,059.45	100	49,581	36,045.37	73	85,000	48,954.63
10 05	Unknown	0	.00		0	.00		0	.00
10 06	Credit Card Fee	1,000	1,146.72	115	7,000	8,038.14	115	12,000	3,961.86
10 10	Re-Insurance Claims Rev	0	.00		0	.00		0	.00
10 12	Claims	0	.00		0	.00		0	.00
10 *	Other Misc Revenue	8,083	8,206.17	102	56,581	44,083.51	78	97,000	52,916.49
394 **	Miscellaneous Revenue	8,083	8,206.17	102	56,581	44,083.51	78	97,000	52,916.49
390 ***	Other Financing Sources	28,916	25,774.67		202,412	197,587.95		347,000	149,412.05
FUND TOTAL General Fund		2,397,870	3,154,964.15		16,785,090	15,188,669.64		28,774,471	13,585,801.36
GRAND TOTAL		2,397,870	3,154,964.15		16,785,090	15,188,669.64		28,774,471	13,585,801.36