

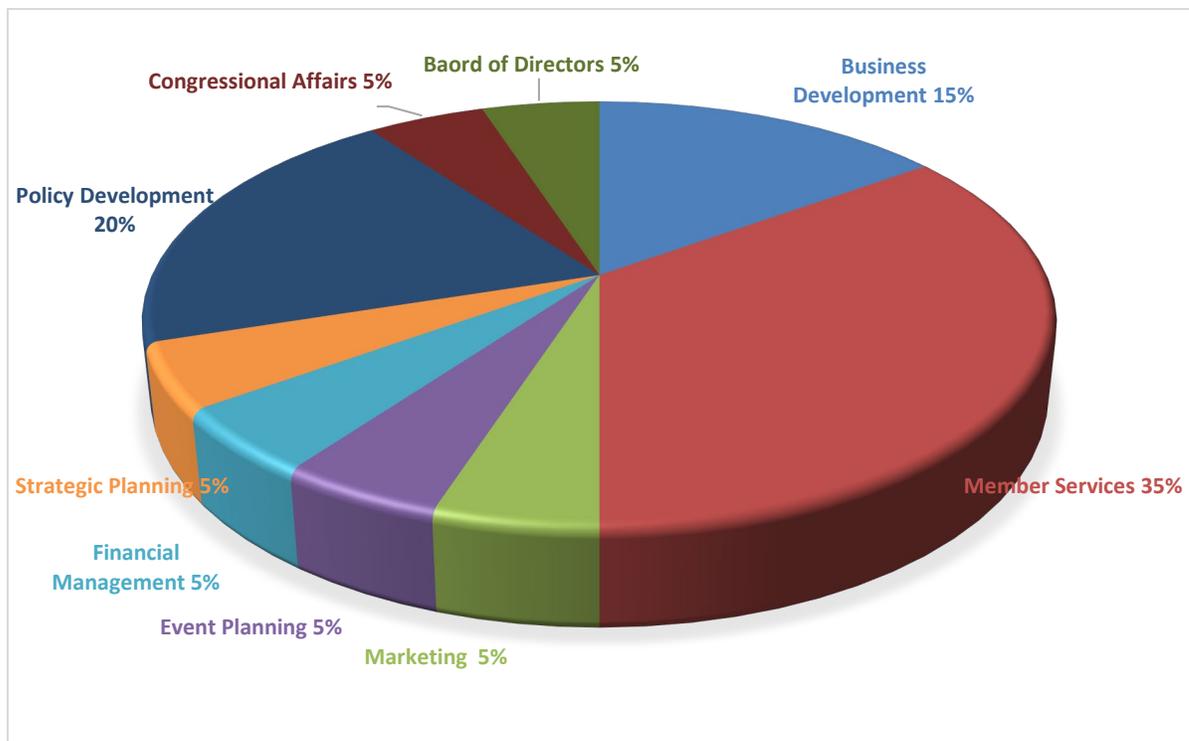
Overview of 2022 Major Accomplishments

- **Financial Strength and Continued Growth:** DRCA continues to strengthen our membership base with great new companies, increase our annual revenues and maintain a strong financial (cash) position heading into 2023.
- **Continued Growth in Membership:** By bringing on 13 new Members this year, DRCA now has 42 members with Deloitte joining as well by year-end. I also moved the majority of our member companies up in membership level from the \$5k level to the \$15 or \$25k level improving DRCA overall revenue stream. Here are the new companies who joined the membership this year:
 1. Coastal Cloud
 2. MERIT
 3. DLR Group
 4. DSW Homes
 5. North Highlands
 6. Sesame Solar
 7. Persons Services Corp.
 8. North Highland
 9. The Sulzer Group
 10. Synergy NDS
 11. Synergy Disaster Recover
 12. Volkert
 13. Deloitte (joining by year end)
- **Effective FEMA Policy Advocacy:** I have established a strong working relationship with FEMA's new leadership team which enabled us to play an influential role on working groups for the "FEMA PA Assessment" as well as the "FEMA Disaster Housing Reimagined" initiatives. To address the PA program & debris, we brought FDEM onboard to sign a letter to FEMA addressing DRCA membership questions and concerns over FEMA's Memo (#2) on Simplifying PA. To address the loss of STEP, we created a new housing program called HELP and pushed for a Post-Disaster Housing roundtable with Reps Dina Titus, Garrett Graves and John Garamendi which resulted in the introduction of important EM legislation.
- **New Legislation:** We have raised the profile of DRCA and dramatically improved our Congressional Affairs influence on the Hill. To date, DRCA has held successful fundraisers with influential members of Congress including Garamendi, Titus, Graves, Peters, Webster, Commack & Garbarino. DRCA played a big role in the bipartisan introduction of the "Disaster Survivors Fairness Act of 2022" which is something to be proud of.
- **HUD & USACE Engagement:** We're also doing a lot more with HUD & USACE. I recently brought Scott Keller onboard to lead DRCA's efforts to work with HUD which I expect will deliver real results. In addition, we have expanded our relationship with USACE and are currently planning 2 events with them right now to focus on innovation & private sector surge capacity.

- **Active, Effective Congressional Affairs Execution:** Hosted 6 Successful DRCA Congressional Fundraisers for members who hold leadership positions on Congressional Committees with influence/oversight over FEMA.
 1. Rep. John Garamendi
 2. Rep. Dina Titus
 3. Rep. Sam Graves
 4. Rep. Gary Peters
 5. Rep. Daniel Webster
 6. Rep. Kat Commack

Challenges

- **I do 2-3 People's Jobs & Wear a lot of Hats:** With the exception of the invaluable support Lisa Miller provides, I do EVERYTHING to run and manage the day-to-day operations of DRCA. Here is an estimate of where I spend my time managing DRCA.



- **Membership Services:** We work with companies from close to 15 industries which is an extremely diverse and difficult group to manage. On average, I communicate and provide membership services to 3-5 people per member company. Given the fact that I provide member services to 3-5 people per member company, that means I service between 100 to over 200 people. The member service portion of this job is high volume and often time sensitive. Here are a few examples of the number of folks I work with per DRCA member company:
 1. CrowderGulf: 13 people: I work with Ashley Ramsay, Redi Loper, Barrett Holmes, Amber Ramsay, Leigh Ann Ryals, Barton Holmes, Buddy Young, Clayton Young, Gary Jones, John Campbell, Margaret Wright, Don Madio & Gary Jones.
 2. SLSCO: 8 people: William Sullivan, Stan Ledbetter, Aaron Dugas, Josh Hulen, Matt Mignerey, John Sullivan, Chris Lankford & Kurt Thormahlen
 3. Tidal Basin: 5 people: Dan Craig, Mark Mischak, James Joseph, Carlos Castillo & Mollie Mathews.
 4. Tetra Tech: 4 people: Jonathan Burgiel, Chuck Mclendon, John Buri & Allison McCleary

- **Membership Services:** I work with companies from close to 15 different industries which is an extremely diverse and difficult group to manage. Many of these companies compete directly against each other so it can be a challenge to keep everyone happy. On average, I communicate and provide membership services to 3-5 people per member company. Given the fact that I provide member services to 3-5 people per member company and we have 41 members, that means I service between 100 to over 200 different people. The member service portion of this job is very demanding and often time sensitive. Here are a few examples of the volume of folks I work within single member DRCA member companies:
 7. CrowderGulf: 13 people: I work with Ashley Ramsay, Redi Loper, Barrett Holmes, Amber Ramsay, Leigh Ann Ryals, Barton Holmes, Buddy Young, Clayton Young, Gary Jones, John Campbell, Margaret Wright, Don Madio & Gary Jones,
 8. SLSCO: 8 people: William Sullivan, Stan Ledbetter, Aaron Dugas, Josh Hulen, Matt Mignerey, John Sullivan, Chris Lankford & Kurt Thormahlen
 9. Tidal Basin: 5 people: I work with Dan Craig, Mark Misczak, James Joseph, Carlos Castillo & Mollie Mathews
 10. Tetra Tech: 4 People: Jonathan Burgiel, Chuck Mclendon, John Buri & Allison McCleary

- **Creation of New DRCA Content:** Drafting, coordinating, communicating, and getting concurrence from a large number of DRCA members to produce new DRCA content (white papers, policy papers, letters, etc.) is a very time-consuming, difficult process.

- **Back-End Services Not Visible to Members:** I spend a lot of time working on things the members don't see and don't appreciate such as: invoicing, billing, event management, scheduling calls, web site, etc.

2022 Calendar of Monthly Achievements

JANUARY

- Partnered with Director Guthrie and FDEM to co-host Florida's "PA Summit" intended to streamline the FEMA PA program.
- Held Multiple DRCA-FDEM Working Group Calls in the PA Summit
- Renew D&O Insurance for DRCA Board of Directors
- Renewed Tidal Basin's Membership
- Renewed Ernst & Young's Membership
- Renewed Atkins Global Membership
- Renewed United Rentals Membership
- Welcomed Synergy NDS to DRCA's Membership and conducted a DRCA Membership Onboarding Call with 3 members of Management
- Welcomed MERIT as a new DRCA's Member & conducted a DRCA Membership Onboarding Call with members of management.
- Held Conference Calls with the following DRCA members:
 - o Ernst & Young
 - o United Rentals
 - o CDR Maguire
 - o DRC
 - o Lemoine Company
 - o Southern Disaster Recovery
 - o Tyton Government Services
 - o Tetra Tech
 - o Lowe's
 - o Synergy DR
 - o Tyton GS

FEBRUARY

- Set up & Hosted USACE – DRCA Video Conference Call with 9 USACE Officials
- Scheduled Video Conference Call with TX GLO to discuss Disaster Housing
- Held Multiple DRCA-FDEM Working Group Calls in the PA Summit
- Renewed SLS/DRC Membership
- Set up Interviews for DRCA General Counsel Role with:
 - o Ernie Abbott
 - o Pepper Allgood
 - o Dan Davis
- Coordinated with the Executive Committee to select DRCA's General Counsel
- Negotiated and Finalized the Agreement between DRCA & Baker Donelson to bring on DRCA legal representation.
- Worked with Tom Quinn at LSN Partners to develop a Congressional Affairs Strategy to hold Fundraisers for members on the House T&I Subcommittee in Economic Development, Public Buildings & Emergency Management.
- Conducted an Onboarding Call with new POC at Ernst & Young
- Welcomed North Highland to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Hill International Call with Management to agree on DRCA membership goals
 - o Any Robinson
 - o Luis Lugo
- Conducted Video Conference Call with FEMA Mitigation Team on BRIC Funding (Camille Crain & Team)
- Coordinated with DRCA members to develop a White Paper on Driving Equity in Emergency Management to Under-Served Communities

FEBRUARY Cont.

- Held Conference Calls with the following DRCA members:
 - o TFR Enterprise
 - o Custom Tree Care
 - o Stantec
 - o Eisman & Russo
 - o CDR Maguire
 - o DSW Homes
 - o DRC
 - o CrowderGulf
 - o Tyton Government Services
 - o Debris Tech
 - o Tyton GS

MARCH

- Pulled together a group of members to prep for upcoming DRCA Meetings with HUD & FEMA
- Scheduled call with Casey Tingle, GOHSEP to discuss DRCA White Papers on Debris and Disaster Housing
- Met multiple times to work with DRCA's Accountant to pull together quarterly financials.
- Set up FEMA Recovery Meeting for DRCA Members with Doctor Melissa Forbes, FEMA Assistant Administrator Recovery & Colt Hagmaier, FEMA's Deputy Assistant Administrator Recovery and Ana Montero, FEMA PA Director for 12-15 DRCA members.
- Renewed Hill, International Membership
- Renewed Lemoine Company Membership
- Set up DRCA Meeting with Steven Hill, Director of USACE Contingency Operations, and his entire leadership team at USACE HQ in DC for close to 20 DRCA members.
- Welcomed Volkert to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Hosted a Dinner in Washington, DC, for 15 DRCA members
- Raised money and organized membership support and attendance at the DRCA Fundraiser for Rep. Dina Titus
- Scott Keller Meeting to discuss DRCA Strategy with HUD and his role in driving disaster housing strategy for DRCA
- Organized DRCA Conference Call to set our agenda for House T& I Committee & Recovery Meeting
- Organized DRCA Meeting at NEMA Conference with FEMA Recovery Leadership and House T&I Committee
- Meeting with USACE (Frank Randon) at NEMA Conference
- Meeting with FEMA Private Sector Division at NEMA Conference
- Held Conference Calls with the following DRCA members:
 - o Thompson Consulting
 - o United Rentals
 - o Jacobs
 - o Ducky Johnson
 - o Tetra Tech
 - o Lowe's
 - o CrowderGulf
 - o Debris Tech
 - o Eisman & Russo
 - o Stantec
 - o Southern DR

APRIL

- Scheduled a call with DRCA members in housing business and Scott Keller to discuss DRCA's strategy and goals in working with HUD.
- Renewed Southern Disaster Recovery Membership
- Renewed TFR Enterprises Membership
- Renewed Cohn Reznick Membership
- Renewed Custom Tree Care Membership
- Scheduled DRCA Meeting at National Hurricane Conference in Orlando, Florida.
- Held Conference Calls with the following DRCA members:
 - o CrowderGulf
 - o Debris Tech
 - o Lowe's
 - o Tyton GS
 - o Ernst & Young
 - o Atkins
 - o MERIT
 - o United Rentals
 - o Tetra Tech
 - o Ducky Johnson
 - o SLSCO

MAY

- Organized, hosted, and ran DRCA Meeting at Florida Governor's Hurricane Conference in West Palm Beach.
- Worked with FEMA to schedule a call for DRCA Members to Provide industry feedback to FEMA as part of their Disaster Housing Reimagined Initiative. Our comments were drafted into notes and shared with FEMA leadership.
- Organized, hosted, and ran a DRCA Video Conference call with FEMA as part of their FEMA PA Assessment initiative. Our feedback was shared with FEMA leadership.
- Renewed Stantec Membership
- Welcomed the DLR Group to DRCA's Membership and conducted a DRCA Membership Onboarding Call with 3 members of Management
- Participated & spoke on FEMA NBEOC Call
- Conducted an Onboarding Call to renew IBM's membership with new contact.
- Held Conference Calls with the following DRCA members:
 - o Hill, International
 - o Debris Tech
 - o Lowe's
 - o Ernst & Young
 - o DRC
 - o Thompson Consulting

JUNE

- Texas Governor's Hurricane Conference
- Hosted a DRCA – USACE Video Conference Call with Contingency Operations Division
- Scheduled Video Conference Calls with Kathy Hill, FEMA's new Director of Private Sector Division
- Scheduled Video Conference Call with Carla Gammon and Jeff Dorko, FEMA Logistics
- Scheduled and managed DRCA Call with FEMA on "Disaster Housing Reimagined Initiative" (DHRI)
- Welcomed the Persons Services Corp. to DRCA's Membership and conducted a DRCA Membership Onboarding Call with 3 members of Management
- DRCA Participated in the House T&I Subcommittee on Economic Development, Public Buildings, and Emergency Management Hosts a Roundtable on Post-Disaster Housing.

- Renewed Eisman & Russo Membership
- Renewed CDR Maguire Membership
- Welcomed DSW Homes to DRCA's Membership and conducted a DRCA Membership Onboarding Call with 3 members of Management
- Participated on FEMA's Office of Business, Industry, and Infrastructure Integration announces the Monthly Broad Stakeholder Business & Industry Coordination Calls
- Held Conference Calls with the following DRCA members:
 - o Cohn Reznick
 - o Ducky Johnson
 - o Tetra Tech
 - o Lowe's
 - o SLSCO
 - o DLR Group
 - o Thompson Consulting
 - o Hill, Int.

JULY

- Hosted a DRCA Member Call to discuss FEMA's Interpretation of Leaner & Hanger Documentation
- Presented to Board at DRCA Board of Directors Call
- Welcomed the Sulzer Group to DRCA's Membership and conducted a DRCA Membership Onboarding
- Renewed Thompson Consulting Membership
- Renewed Jacobs Membership
- US Chamber of Commerce 11th Annual Building Resilience Through Private-Public Partnerships Conference
- Numerous Calls with LSN and members on Congressional Affairs Fundraisers
- Held Conference Calls with the following DRCA members:
 - o Snyergy NDS
 - o Synergy Disaster Recovery
 - o Hill, Int.
 - o IBM
 - o Hill, Int.
 - o SLSCO
 - o The Sulzer Group
 - o DLR Group

AUGUST

- Scheduled a DRCA Listening Session for DRCA Members with FEMA's PA Assessment Team. Notes provided to leadership.
- Participated on FEMA NBEOC Call
- Scheduled a meeting in Baton Rouge with Casey Tingle, GOHSEP Director for 23 DRCA Members
- Scheduled a call with Tracy Brasher, FEMA on Disaster Housing
- Scheduled a Conference Call with DRCA members to discuss DRCA approach and strategy to working with FEMA & HUD on disaster housing.
- Scheduled Conference Call with Texas GLO to discuss their support of disaster housing (STEP)
- Renewed CrowderGulf Membership
- Held Conference Calls with the following DRCA members:
 - o The Sulzer Group
 - o Lowe's
 - o DLR Group
 - o United rentals
 - o Jacobs
 - o Thompsons Consulting & Hill, Int.

SEPTEMBER

- Scheduled call with WSP to discuss DRCA - USACE Events (private sector surge capacity & innovations in disaster recovery)
- Renewed Ducky Johnson Membership
- Scheduled a DRCA call with the members to discuss DRCA Response to FEMA's New PA Memo #2
- DRCA invited to attend IBM Meeting, "Preparing for Future Shocks: Renewing Investments in Emergency Preparedness"
- Worked on concurrence and finalizing DRCA response to FEMA PA memo #2
- Welcomed Sesame Solar to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Held Conference Calls with the following DRCA members:
 - o The Sulzer Group
 - o Sesame Solar
 - o Lowe's
 - o WSP
 - o SLSCO
 - o Thompson Consulting
 - o Cohn Reznick

OCTOBER

- Welcomed Timberline Construction to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Scheduled a call with Andrew Romer, Private Sector Liaison at FEMA Region 4
- Renewed Tetra Tech's Membership
- Participated on Florida State-Led Disaster Housing Task Force Bi-Weekly Calls
- Drafted DRCA letter for FDEM Director Kevin Guthrie to send to FEMA on PA Memo #2
- Hosted a meeting at NEMA Annual Conference in Stowe, VT, with Melissa Forbes, FEMA Recovery & Ana Montero, Director PA.
- Meet with DRCA Accountant on Tax Return
- Call with Danielle Ayman and Ernie Abbott at Baker Donelson
- Renewed Debris Tech Membership
- Renewed ER Assist Membership
- Held Conference Calls with the following DRCA members:
 - o Lowe'
 - o SLSCO
 - o Ernst & Young
 - o North Highland
 - o Synergy DR
 - o IBM
 - o Hill, Int.
 - o Coastal Cloud
 - o The Sulzer Group

NOVEMBER

- Participated on Florida State-Led Disaster Housing Task Force Bi-Weekly Calls
- Renewed Lowe's Membership
- Scheduled a DRCA Congressional Post-Election Discussion Call with Tom Quinn, LSN Partners
- Hosted a meeting with FEMA Grant Programs at IAEM Annual Conference in Savannah, GA
- Scheduled a call for DRCA Members to discuss November 8th election and the new political environment.
- Scheduled a DRCA meeting to discuss follow up from DRCA - FEMA Meeting at NEMA Conference
- Welcomed Synergy NDS to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Welcomed Coastal Cloud to DRCA's Membership & conducted a DRCA Membership Onboarding Call
- Held Conference Calls with the following DRCA members:

- Timberline Construction
- WSP
- Lowe's
- Volkert
- North Highland
- Thompson
- SLSCO
- Synergy DR
- Persons Services Corp
- Thompson Consulting
- Hill, Int.

DECEMBER

- Scheduled a Prep Meeting for DRCA Membership to prepare for Senator Rubio Staff Call
- Participated on Florida State-Led Disaster Housing Task Force Bi-Weekly Calls
- Hosted DRCA Call with Senator Rubio's Staff to Discuss FEMA Implementation of the FACE Act
- Renewed WSP Membership
- Scheduled a meeting in DC for 9 members with Eric Heighberger, Policy Director of House Homeland Security Committee
- Scheduled a meeting with Senator Rubio's staff on disaster housing legislation, DSFA and a Senate companion bill in 2023.
- Held Conference Calls with the following DRCA members:
 - Lowe's
 - WSP
 - Persons Services Corp.
 - Custom Tree Care
 - Tetra Tech
 - DSW Homes
 - SLSCO
 - Synergy NDS
 - Coastal Cloud