



US Army Corps – DRCA Meeting February 12, 2021

In attendance for DRCA:

- Dan Craig, Tidal Basin
- John Sullivan, DRC
- Billy Sullivan, SLS
- Barrett Holmes, CrowderGulf
- Teresa Carter, Excel USA
- Roy Dunn, CDR Maguire
- Tom Lewis, WSP
- Bob Caudle, United Rentals
- John Buri, Tetra Tech
- Casey Long, DRCA
- Lisa Miller, DRCA

In attendance for USACE:

- Stephen L. Hill, PMP, SES, USACE Director of Contingency Operations, Chief, Office of Homeland Security
- Eric Conrad, ESF 3 Lead Support (across the nation)
Mr. Conrad serves with Cadre members Frank Randon & Tony Hill. There are 6 individuals that coordinate ESF 3 respective in the Divisions.
- Frank Randon, Disaster Program Manager at US Army Corps of Engineers
Leads infrastructure protection and resilience & participates in partnering with the private sector and routinely conducts listening sessions with the private sector.
- Tony Hill, ESF 3 Cadre Member
Focuses on housing.
- Paige Caldwell, USACE Liaison to FEMA
Focus on Response Team leads.
- Pete Rayna, USACE Senior Program Manager

USACE Agenda:

- Opening Remarks, Dan Craig
- DRCA Overview, Casey Long
- Disaster Housing & Sheltering, Billy Sullivan
- Debris Management, Barrett Holmes & John Sullivan
- COVID-19 White Paper, Tom Lewis & Dan Craig
- Closing Remarks, Dan Craig

DRCA Read Ahead Materials sent to USACE (attached):

- Debris Management Talking Points
- Disaster Housing Talking Points
- DRCA White Paper on COVID-19

Call Commenced at 2:02pm EST:

Casey Long: Thanked Steve and his team for carving time out on a Friday to speak with members of DRCA's leadership team.

Steve Hill: We have 10-15 key folks that can influence the Corps HQ and everyone on this call understands HQ and that they have a different function than the MSC - major support and commands units that do all the work. A lot of the discussion should include a broader set of individuals on our team, but we will start small today. To some extent, we may be breaking some new ground here and we want your insights and then we can decide where we might go with the perspective of what's possible between our organizations.

Dan Craig: Opened with thanking the team for taking time to set up this meeting and Dan provided his background.

DISASTER HOUSING DISCUSSION:

Billy Sullivan, SLS: There are a variety of FEMA programs (and the blue tarp programs is of course one we are all familiar with) that focus on Recovery for the disaster survivors. We all know about THU's, MHU's, travel trailers and these are effective in many places and in some places these units don't work in places like the Virgin Islands and Puerto Rico. There's a right housing tool at the right place at the right time. FEMA, over the years, has had as many tools as possible. When an event hits a certain region and you look through your tool bag, we all hope for the best. The most flexible tool is the FEMA STEP program. As you know, that program was a pilot program and used after Hurricane Sandy. It has been used 7 or 8 times and the biggest STEP deployment was Hurricane Maria in PR.

STEP Program: FEMA has now pulled the STEP program tool from the toolkit. FEMA thought it was too robust. We were doing new construction when it was supposed to be a repair program and FEMA wants to study it and determine the better program. What are best practices for a STEP, lessons learned and how can we refine it and redeploy it. There's been discussions about the STEP program and PHC – permanent housing construction... can we combine PHC and STEP? Where this falls with the Corps? The Corps has a methodical structured way of doing things. The FEMA STEP program went too far over FEMA's skis. We would like to have a conversation around the STEP concept with the Corps and we believe we should put some definable metrics behind it so FEMA can put this tool back in the toolbox.

Advantages of STEP:

Speed – Get folks back in their own home quickly. Our firm implemented the LA Shelter at Home Program and we were able to start rehabbing homes 20 days after the storm.

Volume -- As a company, we repaired 27k homes after Hurricane Maria and Tidal Basin was the construction manager for over 110k homes in the STEP program. We could not have done that with the MHU program. Whenever you can keep homeowners in their community, patronizing the local businesses and allowing them to go back to work, there's a better outcome. We can put folks back in their homes more quickly so they can return to normal life.

DEBRIS MANAGEMENT DISCUSSION

Barrett Holmes, CrowderGulf: Col. Holmes discussed the USACE field reporting process and that these USACE field reporters have been instructed to report what they are observing with debris operations and with clients, monitoring and debris removal firms. Barrett shared an actual USACE debris monitoring report from Hurricane Sally from October to December 2020. One of the frustrations is the USACE team will come out and say we are here to observe and yet the debris firms don't get the feedback. From 10 days to two weeks later the feedback arrives and documentation will be allegations that are frankly untrue or unsubstantiated. The red, amber, green is used to code problems and there's a lot of red on reports with no opportunity for feedback or clarification. We want immediate feedback, and a lot of these reports point out problems and no coordination. When a client gets these reports down the road it causes an adversarial

relationship with clients. When a USACE rep shows up on site, in my opinion they should have a dialog with a field manager and let's work through these problems together. It doesn't make sense to discuss the issue 2-3 weeks later. The information is cumulative and there is no coordination to fix the problems at the site. Please assist us in developing more coordination with the USACE field reporters and let's see how we can work together on this.

Steve Hill, USACE: What Barrett has shared "pushes my hot buttons." This is noted and I will be in touch about this issue.

John Sullivan, DRC: The Corps has worked hard to initiate an Advanced Contract Initiative (ACI). We had a procurement cancelled and re-procured. That was disappointing and expensive for us to do a wide-open contract. DRC...and others were the original award recipients and then the contract cancelled. We continue to see the value to advanced contracts. We want you to know what we look like and vice versa before the event happens. It helps us all plan. The GAO came out with a report of a review of Maria, Irma and Harvey. We think the GAO did a fairly good job on what could be done better.

Senator Rubio passed a bill called the FACE Act and it said we agree with you now Corps and FEMA...let's implement these GAO recommended changes. We have requested that our trade group be a part of the discussion because we have working knowledge of what works well and what doesn't, and we can save a lot of time and effort and put some best practices in place. Corps is off to a good start and FEMA is too... sometimes the contracting process fails and that hurts the taxpayer. We can share the FACE Act with you and it has the Corps and FEMA all over it. We know the GAO report well and we were in all the disasters the GAO reviewed. We want to have a working relationship with the Corps. At the end of the day, you rely on us to do the work and we rely on you to give us clear guidance to spend taxpayer dollars wisely.

COVID-19 DISCUSSION

Tom Lewis, WSP: I was recently promoted as head of WSP's Climate, Resilience and Sustainability sector and working with my replacement on my other WSP duties. We have Retired Lt. Gen. Todd Semonite who just joined WSP. DRCA firms and WSP have been involved in all aspects of COVID with decontamination to the surge hospitals. Now more recently into vaccine sites and testing sites and other activities. We have been thrust into the middle with other collaborators and stakeholders. Health and safety and strategic communications are our mainstays but took on a whole new life. We stayed involved and learned a lot. We worked with medical service providers which created challenges with insurance and indemnification with our risk management processes. We worked for under-resourced communities who can't get to the mega sites and can't get their needs immediately met. Mobile or agile solutions are what we constantly work on with virtual remote services. We ask ourselves... what does the office of tomorrow look like? We want to share lessons learned and insights and we have our white paper that is provided, and we will update as we go. There is time to benefit from lessons learned and the value of ACI contracts is more important than ever. How can we use these better and show the states and communities to use USACE ACI vehicles to help them be more ready to quickly address challenges within the framework of an ACI contract? We want to share with the Corps and make our partnership better through the relationship with the DRCA.

VACCINE DISTRIBUTION DISCUSSION

Dan Craig, Tidal Basin: CDR Maguire, Sullivan Companies, and Tidal Basin are heavily involved in vaccine administration. If FEMA is going to be successful, it will be the whole of government. Keep us in mind as you continue your (USACE) mission. We are doing all we can to train folks from managing QR codes to actually giving shots in the arm. This is a significant cost to the government. We're doing all we can to keep the costs down to support our federal partners. We have a stretch goal to have a shot in the arm by July, but there is a lot of work that needs to be done over the next 12-18 months and work seems never ending.

Roy Dunn, CDR Maguire: We still have these other threats and hazards...wildfires, floods, etc. We want to do what we can to help with those missions and we are looking over the horizon. We all know what's coming while we are trying to collectively support our clients.

Steve Hill, USACE: For most of the work you are doing for vaccine distribution... is that state or federal?

Dan Craig, Tidal Basin: State and local. There is some federal support and Tidal Basin holds FEMA's HIS contract along with WSP. There is support on the federal side for different items and we leverage these contract resources.

Teresa Carter, Excel USA: Has long background with ESF-3 and working with USACE . I actually was involved when the ACI contracts were initially developed in '96 when Hurricane Fran hit NC and the USACE contracts continued to be protested. And we had to get state parks cleaned out and the contracts couldn't get past GO. But that is what the ACI contract initiative came from. I agree with all of the speakers about ACI contracts. For years, I have listened to the problems and how lack of proper pre-positioned contracts affects local governments. There's some work to be looked at. A highly successful and very important part of the program are the ACI procurement efforts.

STEP Program: As a former public assistance officer and now with Excel, we did a lot of work with SLS and others and the STEP Program. In talking to FEMA, the one issue that is clear (and the reason they got rid of STEP) is that the states were dragging out too long before they started those houses and started STEP. There is an opportunity to assist with those pre-positioned contracts as they have things shelved and so they can move quickly. FEMA says we are not getting those activated in an emergency timely manner and if we can come up another way... I have ideas to accomplish that goal that the STEP program could be brought back and MHU's are not the answer. MHU's are impossible to get and it just doesn't work in a big disaster.

Casey Long, DRCA: Discussed DRCA's 501(c)(6) nonprofit status and provided an explanation of DRCA's mission. All of these companies sit on our Board of Directors. In many cases, these companies compete with each other and have to win new business on their own merits. They dedicate time to DRCA in an effort to improve disaster recovery efforts and play a critical role working with Federal, state and local governments across the country. We thank them for their continued involvement and support. DRCA has worked closely with FEMA for over a decade and we hope to work closely with USACE and HUD moving forward.

Steve Hill, USACE: The team is getting some of this as a first shot. Good to know what DRCA is focused on and it is encouraging. I am giving some thoughts on how we go forward.

Eric Conrad, USACE: How do we go forward? Some of things discussed here are not our call. The STEP program... we are the people supporting the program and this is a FEMA program. We can try to encourage FEMA, but again, we are here to support their program. You know the challenges we have with ACI contracts.

Steve Hill, USACE: Asked Frank, "can you tie together execution and the policy piece please?"

Frank Randon, USACE: Most of us have worked together in disasters and maybe bringing this group (or part of this group) into the Corps strategic partnership call may be a good piece. That's a place where we can say DRCA is a strategic partner over the next 5-7 years.

Steve Hill, USACE: When you work with HQ and tie into the policy piece, the frustration is ours. The best way to solve those challenges is to decrease budget opportunities. How do we put our heads together to do this...? The challenge is when industry and government put their heads together and it can end badly, and folks get risk adverse and won't go down that road. I want to have a more aggressive effort to make better partners. Should that go bad, then I will raise my hand.

Steve Hill, USACE: My Comment on the COVID piece: Incredible to see FEMA play the role as lead agency and we have supported that. We provide services and capabilities in the playbook. Over 300 sites out there... I wrestle with the debate that everything will be done at state level and FEMA Regions and the Feds will only participate if the states cry uncle. That's turning a bit. What I heard in the past 2 or 3 years...it was state and local had to do it all.

Let's work on listening sessions so we can have dialog. Allow us to have dialog to have scenarios which are not about a specific contractor. Not everyone across the USACE team understands the nuance of working with the private sector. The ask if I can put it out there...how do we put our heads together... the strategy, approach, concept, and charter with fundamental guidelines to help us interface. Frank said he would help with strategic partnerships and he understands the industry perspective and gets the nuance.

Last point: Lt. General Spellman was USACE Deputy Commanding General for Civil and Emergency Operations and NW division of USACE out of Portland Oregon and now chief of Engineers since September.

He has 4 focus areas (PRPR):

1. People
2. Readiness
3. Partnerships
4. Revolutionize

We have been pushing strategic partnerships to develop ways to develop appropriate ways to work together. I am very excited and in a great position where I think I have been provided an opportunity to get a sense of national service and benefit from folks from the industry to gain perspective. I came back to the USACE from being on the outside and to tie that together for the nations' benefit. Casey and Frank will work together on this.

Dan Craig: Closed the call and thanked everyone for participating.

The Call concluded at 2:44pm EST.