

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

**PROPOSAL TO PROVIDE DISABILITY INCLUSION CONSULTING SERVICES TO  
THE SAN ANTONIO OFFICE OF EMERGENCY MANAGEMENT**

**A. Executive Summary**

BCFS Health and Human Services, Emergency Management Division (BCFS HHS EMD) propose to provide consulting services regarding emergency planning and response inclusion for people with disabilities and other access and functional needs to the San Antonio Office of Emergency Management (SAOEM). BCFS HHS EMD will review the emergency plans, procedures, and programs of the City of San Antonio, focusing on inclusionary processes for people with disabilities and other access and functional needs. Based upon the review, BCFS HHS EMD will develop and present a written gap analysis and corrective recommendations report, provide language/text recommendations to SAOEM and the City of San Antonio to assist in the revision the plans and programs, and facilitate meetings with selected stakeholders and city leadership.

The inclusion and integration of people with disabilities and other access and functional needs in emergency management plans is both a legal and ethical responsibility of local governments. Our staff possesses unparalleled legal, disability integration and emergency management expertise that allow us to provide a level of proficiency in this niche field of disaster preparedness and response.

BCFS HHS EMD believes that based upon the unique experience and the collective distinct services which we possess, along with a long working relationship with the city of San Antonio, there is not a comparative entity that can provide the level or scope of program delivery that SAOEM requires for this project.

**B. Capabilities Statement**

BCFS Health and Human Services is one of nine corporate entities within the BCFS system of non-profit companies, an international corporation with a history of nearly 70 years of caring for populations susceptible to life altering circumstances. Most persons served by BCFS HHS have experienced or are at risk for significant harm; many are victims of disaster, violence, abuse, and/or discrimination. A significant number of those served experience barriers related to disabilities, medical needs, poverty, language, culture, or inadequate systems of care.

BCFS HHS has remained at the forefront of every major disaster affecting Texas since Hurricane Katrina, and as such, BCFS HHS has become a trusted partner of local, state, and national organizations to provide comprehensive planning, management, and response for disaster. BCFS HHS EMD has been a top partner in the emergency management field and has demonstrated its commitment to excellence time and again.

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

BCFS HHS EMD has the full capacity and expertise to provide the necessary resources and support services to assist the SAOEM to ensure inclusionary FNSS planning and programs for people with disabilities and other access and functional needs.

BCFS HHS EMD is recognized as a national expert in the field of disability inclusion in emergency management. Our personnel have sat on national and State Level Task Forces and legislative committees to provide recommendations regarding ADA compliance and integration best practices. Our real-world experience with providing Functional Needs Support Services and Disability Coordinators during disasters gives us real world expertise in applying the requirements and principles of integration and inclusion.

**Specific Project Descriptions and Expertise of BCFS HHS:**

2021 – BCFS HHS EMD SME currently sits on the District of Columbia High Rise Building Evacuation Task Force to ensure inclusion of people with disabilities in the District's evacuation plans.

2018 – 2021 – BCFS HHS EMD was contracted to provide disability inclusion consulting services for Westchester County, New York. This entailed review of existing emergency management plans and procedures and developing a gap analysis and recommendation report for improvement. The project also included developing SOP guidance for county jurisdictions and providing input to the disability advisory committee.

2015 – 2017 – BCFS HHS EMD was retained by the City of Phoenix to review City plans and programs for FNSS capacity and provide recommended corrective actions based on legislative or legal compliance requirements and best practices, BCFS HHS EMD developed plans and programs to ensure equal access, integration, accessibility and inclusion, developed a jurisdiction specific toolkit and Field Operations Guide ("FOG"), and developed a just in time training module on communicating and assisting people with disabilities and other access and functional needs.

2015 -2106 – Our EMD staff served as SME for the City of New York's High-Rise Building Evacuation Task Force to ensure inclusion of people with disabilities in the city's evacuation plans.

2016 - BCFS HHS EMD provided expert input to the revision to San Diego UASI Regional Emergency Operations Plans, programs, initiatives, policies, and procedures to determine disability integration and ADA compliance. BCFS HHS assisted in the development of

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

tools, aides, capacity building, mass care site assessment, as well as training and exercise to ensure all aspects of the emergency management program were compliant with legal and best practices for disability inclusion and integration.

2015 – Retained to review and provide recommendations for disability inclusion to the emergency management procedures and practices for the Houston Airport Systems, to include George Bush Intercontinental Airport, William P. Hobby Airport and Ellington Filed.

2015 - City and County of San Diego. BCFS HHS EMD was sole source contracted by the City of San Diego to conduct a gap analysis of its EOPs and provide recommendations for compliance and appropriate inclusion for people with disabilities and others with access and functional needs. The contract included a workshop that trained and prepared regional stakeholders to integrate disability and Functional Needs Support Services concepts into the emergency management process.

2012 – 2014 City of Los Angeles: BCFS HHS was appointed by the US Federal Court in Los Angeles, California as the Subject Matter Expert consultant to review and revise all components of the City of Los Angeles Emergency Operations Plan related to inclusion of people with disabilities and others with access and functional needs to ensure compliance with federal laws, acts and regulations. This included a thorough evaluation and gap analysis of all emergency operations plans, revision of plans and overseeing the implementation of the revised plans by the City of Los Angeles. This project was expanded to include assisting the City develop its departmental Standard Operating Procedures for compliance and includes full SOP review, revision, and development for seventeen (17) city departments. This project also required development of training modules to educate city personnel and stakeholders about concepts of Functional Needs Support Services (FNSS) and inclusion of people with disabilities and others with access and functional needs into the emergency management process.

2014 – BCFS HHS developed and delivered a two-day FNSS workshop and tabletop exercise for the City of Los Angeles and its surrounding jurisdictional neighbors, including the Counties of Riverside, Ventura, San Bernardino, Orange, and San Diego. The workshop and exercise provided in-depth training on integration of FNSS into the emergency management process.

2014 – Broward County, Florida sole sourced a contract to BCFS to deliver a Train-the-Trainer workshop in Shelter Management and Functional Needs Support Services to be taught to 500 governmental personnel within the jurisdiction. The Sole Source justification was based on BCFS HHS' unique knowledge related to mass care, sheltering, and functional needs support services and working with persons with disabilities; our role as the

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

sole sourced author of FEMA's Guidance on Integration of Functional Needs Support Service document; our role as the lead agency for medical sheltering for the State of Texas; our operational response capacity in caring for thousands of people with disabilities, access and functional needs; and our federal appointment of subject matter expert to the city of Los Angeles all supported the sole source justification.

2012 – FEMA awarded BCFS HHS its highly competitive Whole Community Continuing Training Grant funded through the Homeland Security Grant Program (HSGP). Under contract, BCFS HHS developed the training curriculum and delivered a multi-level national training program for Whole Community Planning to ensure jurisdictions, throughout the United States and US Territories, understand the importance of developing emergency plans that include provisions for the whole community. This program was designed specifically to enhance community resiliency and security by teaching participants how to build collaboration with diverse populations and to develop emergency management processes that are inclusive of the whole community.

2011 – 2012 Texas Division of Emergency Management contracted BCFS HHS to train local jurisdictions on general population shelter operations (including FNSS) and medical shelter operations in which BCFS HHS utilizes its nationally recognized proprietary curriculum and manual. As a part of the same contract the Texas Division of Emergency Management contracted BCFS HHS to lead two (2) State committees on FNSS: the FNSS Training Sub Committee and the Statewide FNSS Task Force. BCFS led the committee in the development of the Texas FNSS Toolkit, the number one downloaded resource that is available through NACCHO.

2009 – 2010 FEMA (sole-source): When FEMA required the development of national guidance and training for emergency managers for integrating functional needs support services into emergency management planning, they sole-sourced the contract to BCFS HHS. BCFS HHS authored FEMA's Guidance on Planning for Integration of Functional Needs Support Services (FNSS) in General Population Shelters.

**C. Scope of Work/Implementation Plan**

The Scope of Work includes the following deliverables:

- Conduct an in person meeting with SAOEM to coordinate with the SAOEM to determine specific plans, policies, programs, and procedures that will be included in this project, and determine and agree upon the specific project plan including milestones and associated deadlines.
- Conduct an in-person project initial kick-off meeting with SAOEM and any other selected departments of the City. The purpose of the Kickoff Meeting will to roll out project, provide training on disability inclusion, garner engagement and buy in from City departments, and delineate responsibilities of department participants.

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

- Conduct a review of selected emergency plans and programs regarding people with disabilities and other access and functional needs. The review will also entail interviews with city staff and departments to obtain information that may not be documented in existing plans. BCFS HHS EMD staff will meet one on one with departments as needed to gather required information. The intent will be to review all Emergency Management related plans, including the Basic Emergency Operations Plan and associated 22 Annexes, Family Reunification and Family Assistance Plan, Hazard Mitigation Plan, IMT hurricane EOP, applicable SAFD response plans, Crisis Communication Plan, Pandemic Preparedness Plan, applicable SAPD response plans, THIRA/HIRA, vendor contracts and any additional city department plans that relate to emergency preparedness. Additionally, during the review period, BCFS HHS EMD will review City emergency communication venues and websites for accessibility. This includes the Ready South app, social media materials and emergency alert processes.
- Develop a written gap analysis report that will identify areas for improvement related to inclusion of people with disabilities and other access and functional needs. This may include identifying EOP's and SOP's that have not been developed and are needed to have a comprehensive emergency management program.
- Develop recommended corrective actions report to include corrective action implementation steps.
- Facilitate 10 council district community feedback sessions, with specific focus for individuals with disabilities and other representative stakeholders to gain input regarding city inclusionary planning concerns and perceptions.
- Assist SAOEM to set up a Stakeholder Engagement Task Force for the project that will bring diverse disability stakeholders of the community together to participate in the project. Participation will include three (3) Task Force meetings that BCFS HHS EMD will facilitate with SAOEM. The goal of the Task Force will be to give stakeholders with relevant disability concerns and interests and opportunity to learn what gaps are being identified and provide their input to those gaps, and to provide recommendations for improvement and strategies for implementation. This will ensure planning is done "with" individuals with disabilities and not "for" them. This reinforces the concept of "no planning about us without us".
- Assist city with revision to identified plans and processes to ensure inclusionary and inclusive processes and compliance with ADA requirements by providing suggested language and text.
- Conduct a presentation on project to DAAC at start of project to gain input on disability inclusion in city disaster planning. A second meeting would follow after gap analysis to gather recommendations to include in recommendation report. The meetings can coincide with the DAAC's monthly meeting dates to reduce additional meeting requirements for the group.

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

- Conduct an in-person presentation to key City personnel on the findings and recommendations from the gap analysis report and recommendation report.

**D. Key Elements for Success of Project**

BCFS HHS EMD, as demonstrated above, has significant experience working with cities and jurisdictions on projects of this nature. Experience has shown that several elements are required for a successful outcome:

1. Support from key leadership and officials. The project will require effort from many departments of the city, who we understand are already busy with day-to-day operations. While it is the aim of BCFS HHS EMD to make this project as seamless and convenient for city staff as possible, it will still require attendance at meetings, provision of requested plans and procedures, and potential revision or development of policies and procedures. Without the support and directives for participation from senior leadership, it will be very difficult to gather the required information and keep engagement. It is our recommendation that from the start of the project (i.e. Kick off meeting) that senior leadership demonstrates its commitment to the project and department involvement.

2. Having the right people at the table. We recommend when determining who from each city department will participate in the project, those selected have knowledge or operational processes and also have a level of authority that will allow them to speak for the department. As this project has a very short timeline, having the right representative from the departments will expediate getting the correct information from the start and a rapid ability to authorize change and policy revision if needed.

3. On time turnaround of deliverables. Due to the short timeline (similar project completion ranges from two (2) to three (3) years), meeting the deliverables stated in the proposal can only be accomplished if commitments are kept as outlined in the timeline. This is particularly true of timelines for document delivery for review and turnaround for gap analysis and procedural revisions.

**BCFS HHS Key Team Members:**

**Project Executive:** Dwight Graves, Director of Business and Program will serve as the Project Executive. In this position, Mr. Graves will provide senior oversight to the project and will be responsible for the overall direction of the entire project. Mr. Grave's role will be to ensure the absolute success of the project and that services will be delivered on time and within budget.

**Project Manager:** Dee Grimm RN, JD, as the Senior Project Specialist for BCFS HHS

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

EMD will be the Project Manager and as such will be responsible for directing all day-to-day operations of the project, including serving as the POC to SAOEM, document development and delivery, quality control, managing the flow of the project and ensuring all milestones and deliverables are met on a timely basis. Ms. Grimm has over 25 years in emergency management and has extensive experience in consulting, preparing, and training for disasters to hospitals, businesses, and public agencies in the emergency management field. She was the Project Manager for the EOP revision portion of the L.A. EOP Review project, the Phoenix Inclusionary Project, and the Westchester County Inclusionary Project.

Ms. Grimm served as the Project Manager for the Nevada Statewide Evacuation, Mass Care and Sheltering Plans Initiative from 2006 -2009 and the Statewide Mass Fatality Management Plan, responsible for oversight of plan development and production, coordinating all activities associated with planning process, acted as liaison between agencies and organizations to gather data and input, and facilitated the 40-person task forces for both projects. A critical element of the Statewide Evacuation and Mass Care project was the inclusion of functional needs in all aspects of mass care planning. Ms. Grimm served on the functional needs subcommittee for Nevada and helped develop legislative recommendations regarding care of functional needs populations in disaster

planning. She also served as the chair of the FNSS Training subcommittee for the Texas State Disability Task Force and helped develop the Emergency Planning for People with Access and Functional Needs Texas FNSS training. Ms. Grimm is a frequent speaker at national conferences on disaster law and integration of disability populations in disaster preparedness.

**SME Reviewer and Facilitator:** Dr. Katie Sanches - Katie Sanches chaired the Texas Disability Task Force on Emergency Management, an advisory group that provides recommendations to state agencies and local governments on training, preparedness and response activities that are inclusive of people with disabilities. Dr. Sanches was instrumental in the development of the Texas FNSS Toolkit. Dr. Sanches contributed to the development of the Texas course on Emergency Planning for People with Access and Functional Needs among other FNSS related trainings. While working at the Department of State Health Services, Dr. Sanches served as the FNSS subject matter expert during a review of state public health and medical plans and in the development of new response guidelines and operational tools. Dr. Sanches has presented multiple times on disability awareness and etiquette, whole community planning and the legal rights of people with disabilities. Dr. Sanches worked with the Governor's Committee on People with Disabilities researching policies that impact people with disabilities, conducting outreach and providing technical assistance to members of the disability community. Dr. Sanches will provide additional document review and recommendations to the gap analysis and recommendation report and assist with facilitation of group meetings.

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

**SME Reviewer and Task Force Facilitator:** Ms. Dawn Skaggs – Ms. Skaggs is a national consulting expert with experience in human services, inclusion strategies, and emergency management for people with disabilities and marginalized populations; providing consultation, training, and technical assistance and training to public and private agencies, for policies, procedures, and programs to exceed legal expectations and meet highest standards of practice. She has served as a co-manager for multiple disability inclusion projects with BCFS HHS EMD.

Ms. Skags expertise includes development and execution of innovative programs, projects and global efforts that exponentially increase the engagement and inclusion of people with disabilities and other marginalized people who are traditionally excluded and underserved and pursuing avenues for disability led organizations to build assets and empowerment in disaster preparedness, planning, response, recovery, and resilience. She excels in providing technical assistance to large corporate, non-profit, health organizations, and humanitarian aid agents on building resilience, capacity, and health through an inclusive whole person-whole community strategy.

Ms. Skaggs also has relevant experience as the National Director of Whole Community Planning and training, responsible for overseeing the development of the national FEMA curriculum of Whole Community Planning for Emergency Managers.

Ms. Skaggs has served on multiple task Forces and Workgroups, including:

- United Nations Disaster Risk Reduction Disability Resilience Group Workstream
- Consortium for Citizens with Disabilities Emergency Management Task Force
- EIS Council Advisory Committee for EarthX Global Exercise
- FEMA-BCFS Individual Assistance Support, Inclusion Planning Advisory
- Texas A&M Engineering Extension Service Inclusive Learning Committee
- Abilene Christian University Disability Integration and Diversity Inclusion Advisory
- Texas Division of Emergency Management Disability Task Force
- Trade Venture Development Group Advisory Council
- United Rescue Alliance Advisory Board
- Johns Hopkins School of Medicine, Psychological First Aid Student Mentor
- Hawaii Interagency Disability Inclusive Emergency Management Working Group
- Honolulu C & C Regional Catastrophic Hurricane Preparedness Working Group
- Hawaii Civil Defense Mass Care Council, Shelter Staffing Workgroup – Chairperson

Ms. Skaggs is the author of multiple publications on whole community preparedness and inclusion, disability inclusion and has presentation at numerous conferences on diversity, equity, and inclusion in disasters.



**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

**Document Review, Gap Analysis of Selected EOPs and Programs, and  
Recommendation Report:**

BCFS HHS will review emergency plans and programs with the final goal of identifying gaps in disability inclusionary and Functional Needs Support Services planning. The SAOEM POC will provide electronic copies of the selected emergency plans and supporting documents to BCFS HHS for review. Determination of selected plans and support documents will be discussed with the SAOEM at the initial meeting. The review process will also entail interviews (both virtually and in person) with City Departments that have relevant documentation and informal information knowledge about emergency response plans.

Upon completion of the review process, BCFS HHS will provide a comprehensive gap analysis relative inclusion of people with disabilities and other access and functional needs into the emergency management process. BCFS HHS' recommendations and gaps will be developed based on federal, state, and local legal requirements and best practices related to integration of people with disabilities and others with access and functional needs. These resources and references include but are not limited to:

- National Response Framework
- FEMA Comprehensive Preparedness Guide 101, Version 2.0
- FEMA Guidance on Planning for Integration of Functional Needs Support Services in General Populations Shelters
- ADA Best Practice Toolkit for State and Local Governments
- Applicable federal, state, and local law
- BCFS' best practices and lessons learned from review and development of revised EOPs for the State of Texas, the City of Los Angeles, the City of Phoenix, San Diego UASI Region, New York City, Westchester County and the District of Columbia.

Based on the results of the gap analysis, BCFS HHS EMD will then develop a recommendation report for SAOEM. The focus of the report will be recommendations to enhance the development of comprehensive emergency plans and programs that are inclusionary and integrated to include planning for people with disabilities and other access and functional needs. This can include, but not be limited to identifying solutions for the following goals as they relate to disability integrated planning:

- Assessment of the efficacy of current emergency plans; and
- Advance identification of needs and resources; and
- Provision of public notification and communications; and
- Provision of policies or procedures concerning mass care and sheltering; and
- Provision of assistance with evacuation and transportation; and

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

- Provision of temporary housing; and
- Provision of assistance in recovery and remediation efforts after an emergency or disaster

**Revision Input**

It is anticipated that as a result of the gap analysis and recommendation report, the City of San Antonio will be revising their existing plans and developing new plans as identified. BCFS HHS EMD will assist SAOEM and the City with these revisions by providing appropriate language/text recommendations related to disability inclusion to the extent possible within the time frame of the project contract. We understand that some policies and procedures can take time for approval processes and legal review. With this in mind, BCFS HHS EMD will help focus on sustainment strategies for any policies that will require extended review and approval requirements.

**Presentation and Community Feedback Sessions**

BCFS HHS EMD will assist SAOEM with facilitating multiple community feedback sessions throughout the city council districts to garner input from disability stakeholders. Presentations to the DAAC, the ELT and the city departmental leadership will also be developed and delivered.

**Project Close Out:**

At the close of the project BCFS HHS shall provide an in-person presentation to selected City personnel on the findings and recommendations from the gap analysis report and recommendation report, a summary of the revisions and plans developed and suggested sustainment strategies.

BCFS HHS will assemble all project documents from the contract period in an electronic document to be submitted to the SAOEM POC at the end of the contract. The electronic record will include, but is not limited to:

- Gap Analysis findings from the review of the selected city and regional plans; and
- Recommendations Report and suggested next steps; and
- any other documents related to the performance work of the project phases and/or requested by the SAOEM POC.

BCFS HHS will conduct a final meeting with the SAOEM POC at the conclusion of the project, to make any final recommendations on how the City can phase project work into permanent city-wide operations.

**Project Timeline:**

**EXHIBIT A - PROFESSIONAL SERVICES AGREEMENT  
FOR DISABILITY CONSULTING SERVICES  
(BCFS HHS EMD)**

It is estimated that the project will take a minimum of 9 months to complete. As there is no identified start date at this time, the proposed timeline is based on a 9 month's service period and assumes that SAOEM will provide all documents for review to BCFS HHS within seven days of contract signing that are identified above, and that SAOEM will be able to provide any additional documents required to be reviewed within a week of being requested. As the encumberment and expenditure of funds needs to be completed by September 30<sup>th</sup>, 2022, this proposed timeline is predicated on the assumption that the project will start at the latest by January 1<sup>st</sup>, 2022. (In the event the signing of the contract occurs any time after the January 1<sup>st</sup> date, BCFS is amenable to a no cost extension of the contract if the 9-month service delivery timeline exceeds September 30<sup>th</sup>, 2022 due to starting the project after the first of the year).

- Initial meeting with SAOEM to finalized project plan by January 7<sup>th</sup>, 2022.
- In-person kick off meeting with City Departments by January 21<sup>st</sup>, 2022.
- Initial presentation to DAAC by January 31<sup>st</sup>, 2022.
- Department interviews, review of selected plans and procedures completed by March 31<sup>st</sup>, 2022. This includes review of city emergency communication venues and websites for accessibility.
- Development of Gap Analysis and meet with SAOEM for review by April 30<sup>th</sup>, 2022.
- Meet with DAAC to review Gap Analysis and gain input to recommendation document by May 13<sup>th</sup>, 2022
- Development of Recommendation Report and finalize any changes to Gap Analysis by May 31<sup>st</sup>, 2022
- Inclusionary language input to documents and assistance with development of any additional documents identified by August 31<sup>st</sup>, 2022.
- Presentations to ELT and close out meeting with SAOEM and delivery of final invoices by September 30<sup>th</sup>, 2022

Schedule for Community Feedback meetings in coordination with SAOEM rep and council districts will be determined at initial meeting with SAOEM. It is estimated that all meetings will be completed by May 15<sup>th</sup>, 2022.

**D. PRICING PROPOSAL**

This proposal is for a fixed price fee for services of \$185,264.10, which includes all fixed fees and costs of operation, services, and materials (personnel, materials, computer support, travel mileage) through September 30<sup>th</sup>, 2022. BCFS HHS proposes the following phased, deliverables-based invoicing and payment plan:

**First Invoice:**

Upon completion of and approval of gap analysis = \$92,632.05

**Second Invoice:**

Upon completion of Recommendation Report and project final meeting = \$92,632.05