

# The Resilience Blueprint

Empowering Puerto Rico's communities  
to be stronger than before





# Be stronger than before

Whether you're looking to improve your preparedness or you're responding to a disaster, every interaction you have with Tidal Basin Caribe will put your community and the businesses and people within it in a stronger, more resilient position than they were before.

## Puerto Rico's partner for a stronger tomorrow

During times of emergencies and periods of calm, Tidal Basin Caribe stands as a steadfast ally and partner. We empower and guide government, healthcare, education, transportation, and other industry clients toward optimal financial and infrastructural resilience in the face of both natural and human-caused disasters. Our multifaceted approach to emergency management, program oversight, and enterprise solutions sets us apart.

In today's unpredictable world, the ability to both preemptively prepare for and efficiently respond to emergencies is paramount. At Tidal Basin Caribe, we understand the intricacies and challenges that come with large-scale disasters, as well as the nuances of non-disaster public programs. Our seasoned team, with a rich reservoir of experience and know-how, is adept at delivering programmatic and technical disaster management expertise. We've partnered with governments, organizations, and communities to weave a safety net of integrated disaster management solutions that allows them to not just recover but to thrive.

### Our commitment goes beyond traditional disaster management.

Recognizing the evolving and distinct needs of our clients in Puerto Rico, Tidal Basin Caribe has pioneered a suite of enterprise solutions. Addressing critical aspects from state-of-the-art technology and customized software to robust call center support, our solutions provide the tools needed for seamless communication and operations. Furthermore, our financial and risk compliance advisory consulting services offer invaluable insights, ensuring your programs are compliant and receive all available funding to enable speedy recovery and assist in rebuilding resilient communities that can **Be stronger than before™**.

### Our philosophy is simple.

Every challenge is unique, and so should be the solution. Collaborating closely with our clients, we mold our services to align with your distinct requirements, ensuring you have a partner who understands and caters to your every need. Together, we build a resilient Puerto Rico, ready and robust for the challenges of today and the promises of tomorrow.





Preparedness



Response



Recovery



Mitigation



Managed over  
**\$40B**  
in federally-funded  
disaster programs  
nationwide

## Emergency Management

For more than three decades, our team of subject matter experts has provided counsel and surge staff support to governments and communities at their greatest times of need. We work with your team to provide a comprehensive range of services and customized approaches to manage your portfolio of disaster management activities.

**The Tidal Basin Caribe team provides scalable support for rapid response and program technical assistance, and has the best-in-class tools and talent to navigate complex government funding source requirements across the full emergency management cycle.**

### Prepare

Tidal Basin Caribe can help you prepare for incidents and support your team and community, helping you become stronger and more resilient. A leader in the field of preparedness planning and analysis, our reputation is based on strategic thinking and effective management of the national preparedness system. The Tidal Basin Caribe team provides expert preparedness services through custom-tailored capability and program assessments, deliberate and crisis action planning, training, exercises, and after-action reporting. Our preparedness services include:

- Emergency Operations Plans (EOP)
- Comprehensive Emergency Management Plans (CEMP)
- Continuity of Operations (COOP) / Business Continuity Plans (BCP)
- Threat & Hazard Identification and Risk Assessment (THIRA)
- Long-Term Recovery Plans
- Program Assessment / GAP Analysis
- Debris Planning
- Field and Operational Training
- Training and Curriculum Development, eLearning, and Computer-Based Training (CBT)
- Homeland Security Exercise and Evaluation Program (HSEEP) Consistent Exercise
- After-Action Reports (AAR)
- Program Assessments

### Respond

Rapidly deploying our staff within 24-48 hours of activation, Tidal Basin Caribe offers scalable, adaptable response support. Because we provide comprehensive emergency management services, our experts are well-versed in all aspects of emergencies, allowing us to respond more effectively and efficiently. We help you operationalize your response plans and procedures when a disaster strikes. Our team provides the following response support:

- Emergency Operations Center (EOC) and Command Center Management
- Incident Management
- Logistics
- Crisis Communications
- Call Center Support
- Debris Management and Monitoring
- Staff and Surge Support
- Staff Augmentation (Field or Operations Centers)



### Recover

At Tidal Basin Caribe, we are uniquely familiar with the policies, procedures, and requirements associated with providing disaster recovery portfolio and grants management services for all federal and state funding sources. Our team has practical experience overseeing response and recovery efforts at federal, state and local levels, supporting successful disaster recovery initiatives from some of the largest disasters across the country. Specific recovery solutions include:

- Grant and Program Management
- FEMA Public Assistance (PA), Individual Assistance (IA), and 428 PA Alternative Procedures (PAAP) Programs
- Customized Grant and Case Management Software Solutions
- Outreach and Communications
- Call Center Support
- Sheltering and Temporary Essential Power (STEP)
- HUD Community Development Block Grant – Disaster Recovery (CDBG-DR)
- Debris Management and Monitoring
- Property Damage Assessments
- Cost Tracking
- Financial and Risk Compliance Advisory Consulting

### Mitigate

Working alongside government and local jurisdictions for decades, we have provided strategic, tactical, hands-on experience implementing FEMA's Hazard Mitigation Assistance (HMA) programs. Our staff includes several former State Hazard Mitigation Officers (SHMOs). We are currently the primary Hazard Mitigation contractor for the states of New York, Alaska, and Hawaii, successfully implementing acquisitions, elevations, infrastructure projects, greenspace development, wetland restoration, and more. Our mitigation solutions include:

- Mitigation Planning
- Benefit Cost Analysis (BCA)
- FEMA Hazard Mitigation Assistance (HMA) Programs
  - Building Resilient Infrastructure and Communities (BRIC)
  - Flood Mitigation Assistance (FMA)
- Pre-Disaster Mitigation (PDM)
- Hazard Mitigation Grant Program (HMGP)
- Section 404 and 406 Mitigation
- HUD Community Development Block Grant Mitigation (CDBG-MIT)
- Environmental and Historic Preservation (EHP)



Designed and  
managed over

**\$10B**

in HUD CDGB-DR  
programs, including  
the first HUD-funded  
solar panel installation  
program for single  
family homes in  
Puerto Rico





Housing



Community Development



Infrastructure



Supported more than  
**3,300**  
small businesses  
and farmers receive  
**\$67.9M**  
in economic recovery  
grant funding

We know Puerto Rico. We bring deep understanding of the island, including the landscape, building inventories, materials, and resources.

## Public Programs

Tidal Basin Caribe has one of the most robust and experienced teams available to address federal funding streams for infrastructure enhancements specific to quality housing, broadband and digital equity solutions, climate resilience and other infrastructure programs. Our qualified experts have relevant experience working at the local, state, and federal levels and support disaster and non-disaster public grant programs at all scales, providing speed-to-service gained through our emergency management expertise.

### Policy and Program Design

The Tidal Basin Caribe team excels at the establishment of well-thought-out programs based on enabling legislation and funding mechanisms. We provide technical assistance for policy and program design, evaluation, and implementation, with a focus on federal funding regulations.

- Policy Review and Interpretation
- Policy Development
- Planning Support for Grant-Funded Programs
- Program Strategy Design
- Grant Program Design and Implementation Documentation
- Application Design
- Case Management

### Program Management

Tidal Basin Caribe supports and leads the establishment of Program Management Offices (PMOs) and/or teams to oversee the implementation and delivery of government-funded grant programs.

- Program Management
- Financial Management
- Program Implementation Support
- Federal Program Compliance
- Disaster Housing Assistance
- Long-Term Housing Recovery
- Mortgage and Rental Assistance
- Outreach and Communications

### Case Management

Case management is a critical component to successful disaster recovery and non-disaster public programs. Tidal Basin Caribe rapidly mobilizes large-scale programs to assist struggling families and small businesses. Our impactful case management services are built upon transparent communications, well-trained case managers, and robust QA/QC processes.

We provide support to assess, coordinate, implement, monitor and improve outcomes of grant programs from various funding streams. Tidal Basin manages over \$3.8 billion in federal disaster recovery direct assistance programs, providing relief to households and small businesses throughout Puerto Rico. Our efficiency is demonstrated in our portal and program launch, our speed to service, and our ability to rapidly process applications to payment. Specific services include:

- Intake Services
- Eligibility Review and Determination
- Duplication of Benefits Review
- Award Determination and Distribution
- Compliance Monitoring and QA/QC
- Financial Monitoring
- Closeout
- Outreach and Communications
- Call Center Support
- Customized Case Management Software

### Construction Management

Tidal Basin Caribe provides construction management and inspection services in support of larger housing and infrastructure programs, specifically for program compliance, progress, and completion. Our team currently provides FEMA with a nationwide cadre of trained and disaster-ready independent inspectors able to mobilize on short notice to examine housing situations and provide immediate relief to affected homeowners. All our inspectors are pre-vetted and FEMA badged so they are ready to be deployed at a moment's notice.

The depth of our cadre of more than 2,000 qualified staff enables us to respond quickly to multiple disasters at the same time. We have handled concurrent disasters in Puerto Rico, U.S. Virgin Islands, Florida, Texas, California and the Midwest, and successfully coordinated with FEMA and other agencies to deploy inspectors and set up control and adjudication centers in challenging environments. Specific services include:

- Damage Assessments
- Construction / Installation Progress Inspections
- Compliance Inspections, e.g., Housing Quality Standards (HQS)
- Housing Inspection Services

**Partnering our capabilities with yours, Tidal Basin Caribe delivers results-driven programs designed to transform and empower people and communities through innovative solutions that create global resilience.**



Processed over  
**700k**  
applications for grants  
and financial assistance





Customer Relations



Technology



Financial



99.9%  
uptime guarantee  
for contact centers

Our extensive experience and network in Puerto Rico allows us to scale up and down quickly, leading to efficiencies and cost-effectiveness across all types of projects.

## Enterprise Solutions

Because Tidal Basin Caribe believes in developing the best custom solutions for each client we serve, we offer individualized enterprise solutions to address customer service, technology, and financial compliance concerns related to emergency management, infrastructure enhancements, and more.

Our three full-service affiliate entities, unique in their offerings, are consistent with Tidal Basin Caribe's mission to help communities build back stronger than before.



### TB Customer Relations

The TB Customer Relations (TBCR) contact center is flexible and ready to respond to a variety of business needs in a short timeframe. Our customer-centric approach allows us to bring seamless integration to expand and enhance your program's capabilities. TBCR offers a fully managed call routing and customer experience platform through the NICE CXone system. Our secure contact center solution provides inbound and outbound communication channels within a single application, and we guarantee 99.9% uptime. Specific offerings include:

- Contact Center-as-a-Service (CCaaS)
- Custom Telephony
- Staff Augmentation
- Inbound and Outbound Call Services
- Analytics and Actionable Insights
- Flexible Staffing Models
- Traditional Call Center Services
- Surge Staff for Existing Call Centers
- Application Intake and Status Update
- Custom Program Support
- Case Management
- Level 1 Help Desk – simple customer requests that require limited IT support
- Short- and Long-Term Engagement Options

### TB Technologies

Our technology consulting division delivers a range of infrastructure, cybersecurity hardening, and disaster recovery planning services. We offer custom software application design, development, and delivery, and are experienced in providing Software-as-a-Service (SaaS) or Commercial Off-the-Shelf (COTS) software consulting, configuration and support, and maintenance services. Support includes:

- Custom Software Solutions
- Requirements Gathering and Writing
- Documentation, Design and Implementation
- User Acceptance Testing (UAT)
- Deployment, Maintenance and Support
- Cybersecurity
- Planning, Training, and Implementation
- Help Desk Services
- Managed IT Services
- Multi-tiered Support
- Third Party Applications
- Network Infrastructure



**TB Technologies offers a cloud-based, dynamic, customizable, workflow and forms engine built by and for disaster and emergency management professionals to rapidly deploy tools for case, program, and grants management. Phoenix OneCase empowers clients to configure a solution to meet your unique program needs.**

### TB Mosaic Financial

TB Mosaic Financial (Mosaic) specializes in financial advisory consulting solutions to aid organizations and government agencies with navigating the complex financial compliance requirements for federally funded programs. We support clients with compliance, reimbursement, data management, and payments. Our team ensures that applicant data is gathered, stored and presented in a secure manner, and that communities are complying with the grant allocation. We strive to maximize the funding received to survive the audit process.

The Mosaic team utilizes a systematic approach to monitoring programs for incidents such as anomalous application volume, identity theft, fraudulent documentation, and processing activities. We provide a perspective based on industry experience, lessons learned, and technology tools to help your program achieve its maximum potential. Services include:

- Grants Management Financial Consulting
- Financial Systems Implementation
- Financial Data Structuring and Collection
- Real-Time Data Aggregation and Analysis with Generative Reporting
- Post Grant Reconciliation and Audit Support
- Third Party Compliance Review
- Fraud, Waste and Abuse (FWA) Risk Management and Analysis
- Budgeting Services
- Research Services



>2.7

million calls  
answered by our  
contact centers  
in 2022







After Hurricanes Irma and Maria, we were hired to manage the largest STEP program in FEMA history. Within 72-hours, our team interviewed and hired more than 700 local talent and trained them to be fully field-deployable within one week.



Managed outreach and intake of more than **500k** residents of Puerto Rico

## Past Experience

### Puerto Rico Department of Housing (PRDOH) – Sheltering and Temporary Essential Power (STEP) / “TU HOGAR RENACE” Program

After Hurricanes Irma and Maria ravaged the island, PRDOH hired our team to manage the \$1.7B FEMA Public Assistance (PA) funded STEP program, which was the largest STEP program in FEMA's history. The program allowed eligible residents to receive temporary roof repairs and power to shelter in-place until long term recovery housing programs could be implemented. Within 72 hours, we hired more than 700 local staff, and within one week they were trained and deployed. We stood up a bilingual call center within three days and at the program's peak, we managed a team of 1,500 in-house and subcontracted staff who oversaw the outreach and intake to more than 500,000 residents, processed more than 215,000 applications and repaired 108,000 residences.

### Puerto Rico Department of Housing (PRDOH) – Home Repair, Reconstruction or Relocation Program (R3 Program)

Tidal Basin Caribe serves as the Program Manager in the north-central area of Puerto Rico for the \$2.4B HUD CDBG-DR funded R3 Program. We opened two R3 applicant intake centers and have performed intake for 6,700 applicants, and assisted over 4,000 residences with repair, relocation or reconstruction to date. Our team performs intake, eligibility reviews, damage assessments, environmental reviews, home appraisals, duplication of benefits reviews, award and contractor coordination, housing counseling, progress inspections for health, quality, and safety, and applicant closeout.

### Puerto Rico Department of Housing (PRDOH) – Economic Recovery Case Management and Implementation of Management Services Programs

In 2021, PRDOH contracted with Tidal Basin Caribe to provide case management services for the \$800M HUD CDBG-DR funded portfolio of economic recovery programs, specifically the Small Business Financing (SBF) and Re-Grow PR Urban and Rural Agriculture (Re-Grow) programs. Our team provided intake, eligibility, HUD income verification, award coordination, closeout services, and technical assistance on program requirements and application completion in both English and Spanish for 2,600 small businesses and 711 local rural farmers to restart or expand their businesses. In 2023, we were selected for the Implementation of Management Services contract which supports program participants with technical assistance, applications, processing support, underwriting services, document collection and retention, environmental reviews, outreach efforts, and other services for the \$225M SBF program, \$92.5M Re-Grow program, and all other economic recovery programs in PRDOH's portfolio.

### Mennonite Healthcare System – FEMA Public Assistance Program

Provided program management services for the Mennonite Healthcare System's FEMA funded programs, including the installation of: 1) n enclosed diesel-powered backup generator to ensure critical systems remain operational throughout power outages; 2) A Combined Heat and Power (CHP) and Well Water Treatment Plant (WWTP) to mitigate against power outages with the preferred alternative; and 3) Wind mitigation measures to protect the entire hospital system at five locations against wind hazards. The total value of submitted proposals to COR3 is in excess of \$72.4M to date.

### Puerto Rico Department of Housing (PRDOH) – Community Energy and Water Resiliency Initiative (CEWRI) Program

Tidal Basin Caribe provides program management services for the \$300M CEWRI program to address energy and water system vulnerabilities in Puerto Rico, including operational support, intake, eligibility, HUD income verification, inspections, awards coordination, and closeout services. Our case managers also provide technical assistance to applicants on program requirements and application completion in both English and Spanish, and provide management of applications, inspections, and technical support to homeowner applicants. To date, we have assisted 3116 applicants and completed 298 installations.

### Puerto Rico Department of Housing (PRDOH) – Non-Federal Match Program

Our team provided technical assistance and consulting support for the \$750M HUD CDBG-DR and FEMA funded Non-Federal Match Program. We ensured PRDOH's objectives were met and maintained compliance with all applicable federal and local requirements, rules and regulations. We also supported PRDOH's objectives in the Action Plan and adequately coordinated and monitored all CDBG-DR related activities. Our team is managing a total of \$47.5M in Project Worksheet (PWs) evaluations for 39 Municipalities and 27 State Agencies.

### Puerto Rico Electric Power Authority (PREPA) – Infrastructure Grants Management Program

We managed the \$11B FEMA funded Infrastructure Grant program, helping PREPA secure the largest single FEMA-funded grant allocation, at the time, of \$10B. Our team managed the FEMA PA, 406 and 404 Mitigation, and Section 428 PAAP programs and provided technical assistance and advisory services for NEPA environmental reviews, Endangered Species Act, U.S. Army Corps of Engineers permitting process, National Historic Preservation Act reviews, and oversight of regulatory reviews and documentation for planned infrastructure construction activities.

### Corporación del Proyecto ENLACE del Caño Martín Peña

In 2020, ENLACE selected Tidal Basin Caribe to oversee the development and submission of grant application for the Hazard Mitigation Grant Program (HMGP) for the \$36M Drainage Improvement Project for Israel-Bitumul, North, which was included in the Caño Martín Peña Special Planning District's Comprehensive Development and Land Use Plan. We identified, developed, and provided a solution to a 25-year stormwater flood event that frequently impacted the neighborhood, and a solution for the environmental degradation and repetitive public health and safety concerns in the area, in the form of stormwater, sanitary sewer, and water infrastructure improvements, including all ancillary infrastructure and related work necessary to address the identified problem. We also provided compliance and oversight aimed at monitoring, tracking and validating compliance with federal regulations.



Managed more than **\$16.9B** in federally-funded economic and housing recovery programs in Puerto Rico



During the R3 program, we generated the most signed Grant Agreements in one month since inception of the program, and issued the greatest number of construction Notices to Proceed (NTPs) in one month than any other program manager.

Tidal Basin Caribe's team consists of numerous former FEMA Emergency Management officials and consultants with expertise ranging from emergency management planning to hazard mitigation, housing, and enterprise solutions. **We are here to help.**



**Daniel A. Craig**  
Chief Executive Officer

[dcraig@tidalbasin.rphc.com](mailto:dcraig@tidalbasin.rphc.com)



**Stephen T. Surace**  
President

[ssurace@rphc.com](mailto:ssurace@rphc.com)



**Carlos J. Castillo, CEM**  
Senior Vice President  
Chief Development Officer

[ccastillo@tidalbasin.rphc.com](mailto:ccastillo@tidalbasin.rphc.com)



**Amy K. Baker**  
Executive Vice President  
Government Services

[abaker@tidalbasin.rphc.com](mailto:abaker@tidalbasin.rphc.com)



**Esrone McDaniels**  
Chief Operating Officer  
Government Services

[emcdaniels@tidalbasin.rphc.com](mailto:emcdaniels@tidalbasin.rphc.com)



**Melissa J. Gordon**  
**PMP, MBA, MSIS**  
Executive Vice President  
Enterprise Solutions

[mgordon@tidalbasin.rphc.com](mailto:mgordon@tidalbasin.rphc.com)



**Mark J. Mischak, CEM**  
Senior Vice President  
Chief Operating Officer

[mmischak@tidalbasin.rphc.com](mailto:mmischak@tidalbasin.rphc.com)



**James K. Joseph**  
Chief of Staff

[jkjoseph@tidalbasin.rphc.com](mailto:jkjoseph@tidalbasin.rphc.com)



**Frances Chavez Piñero**  
Director of Corporate  
Development, Puerto Rico

[fchavez@rphc.com](mailto:fchavez@rphc.com)



Metro Office Park, Calle 1, Lot 14, Suite 503  
Guaynabo PR 00968 | T: 888.282.1626

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