

SERVICE CONTRACT

THIS AGREEMENT is made and entered into on _____, by **CITY of Pompano Beach (CITY)** and **Integrated Solutions Consulting Corporation (ISC)**, a Foreign Corporation authorized to conduct business in the State of Florida (“**CONTRACTOR**”)

WHEREAS, CITY requires services which **CONTRACTOR** is capable of providing, a range of related services as needed under the terms and conditions described herein; and

WHEREAS, **CONTRACTOR** is able and prepared to provide such services to CITY under the terms and conditions set forth herein, and

WHEREAS, CITY requires Comprehensive Disaster Recovery Consulting Services to support emergency planning, training, and public assistance consulting services as outlined below.

NOW, THEREFORE, in consideration of those mutual promises and the terms and conditions set forth hereafter, the parties agree as follows:

1. *Contract Documents.* This Agreement consists of the Scope of Work and Request for Proposal (RFP)25-035 Comprehensive Disaster Recovery Consulting Services set forth in Exhibit “A” (the “Work”) and, the Insurance Requirements set forth in Exhibit “B” both of which are attached hereto and made a part hereof; and all written modifications issued after execution of this Agreement.

2. *Purpose.* CITY, on behalf of its Fire Department and Emergency Management, desires to contract with **CONTRACTOR** to provide Comprehensive Disaster Recovery Consulting services as described in Exhibit “A” upon the terms and conditions set forth herein.

DEFINITIONS

For the purposes of this Agreement, the definitions contained shall apply unless otherwise specifically stated.

FEMA, shall be the [Federal Emergency Management Agency](#), a U.S. government agency tasked with coordinating the federal response to disasters in the United States. It's part of the Department of Homeland Security, and its mission is to help people before, during, and after disasters.

FHWA shall be the Federal Highway Administration, a U.S. government agency overseeing the construction, maintenance, and preservation of highways, bridges, and tunnels.

NRCS shall be the Natural Resources Conservation Service delivers disaster recovery assistance from floods, drought, fire, and hurricanes to farmers, ranchers, landowners, and communities through a variety of programs

TDSRS shall be Temporary Debris Storage and Reduction Sites to store, segregate, or reduce the volume of debris.

3. *Scope of Work.* CONTRACTOR shall provide as set forth by CITY the Scope of Services and RFP25-035 set forth in Exhibit “A” and insurance set forth in Exhibit “B” both attached hereto and made a part hereof. If the Work requires CONTRACTOR to provide materials or complete the Work within a specified time frame or in accordance with certain plans and specifications, these terms and conditions shall be set forth and included in Exhibit “A” and CONTRACTOR agrees to provide said materials or Work in accordance therewith. CONTRACTOR and CONTRACTOR’s heirs, executors, administrators, successors and assigns, do hereby agree to full performance of all covenants contained herein on CONTRACTOR’s part.

A. Public Assistance Consulting Services - As and when requested by CITY, CONTRACTOR shall provide:

- 1) Identification of eligible emergency and permanent work (Category A-G);
- 2) Damage Assessment;
- 3) Assistance in attaining Immediate Needs Funding;
- 4) Prioritization of recovery workload;
- 5) Loss measurement and categorization;
- 6) Insurance evaluation, documentation, adjusting, and settlement services;
- 7) Project Worksheet generation and review;
- 8) FEMA, FHWA, and NRCS reimbursement support;
- 9) Staff augmentation with experienced Public Assistance Coordinators and Project Officers;
- 10) Interim inspections, final inspections, supplemental Project Worksheet generation and final review;
- 11) Appeal services and negotiations;
- 12) Reconstruction and long-term infrastructure planning; and
- 13) Final review of all emergency and permanent work performed.

B. Emergency Management Planning and Training: As and when requested by CITY, CONTRACTOR shall develop and provide as set described herein:

- 1) Comprehensive emergency management plans including plan development, review, and revisions;

- 2) Comprehensive mitigation programs including development of mitigation plan(s), staff training, cost-benefit analysis, project management, environmental review, cost-benefit analysis, project management, environmental review, cost-benefit analysis, project management, environmental review, and staff augmentation;
- 3) Debris management plan, including identifying an adequate number of TDSRS locations and providing staff training as necessary;
- 4) Procurement assistance for debris removal, CONTRACTORs and other services as requested;
- 5) Project management, including the formulation and management of permanent work projects, task force management, and CITY Commissions, Boards, and Panels;
- 6) Technical support and assistance in developing public information;
- 7) Other training and assistance as requested by CITY;
- 8) Other reports and data as requested by CITY; and
- 9) Other emergency management and consulting services identified and requested by CITY.

4. *Term of Contract.* This Contract shall be for a term of **three (3) years**, beginning with the date this Contract is fully executed by both parties.

5. *Renewal.* Upon the expiration of the initial term, the Contract may be renewed for up to **two (2) additional one (1) year periods (“Renewal Terms”)**, provided that the Vendor provides written notice of its intent to renew at least 90 days prior to the expiration of the then current term. The renewal(s) shall be subject to the same terms and conditions as set forth herein unless otherwise mutually agreed in writing prior to the renewal date.

6. *Maximum Obligation.* CITY agrees to pay CONTRACTOR for performing the Work and providing the required insurance.

7. *Price Formula, Payment and Invoices.*

A. *Price Formula.* CITY agrees to pay CONTRACTOR for performance of the Work set forth in this Agreement as follows:

The Fee Schedule of Services is inclusive of employee salaries, project and program management, indirect costs, and other direct costs (ODC) required to perform all tasks requested. When requested, cost shall not exceed the following rates:

Cost Proposal Form/Fee Schedule

Positions	Hourly Rate
Project Manager	\$170.29
GIS Analyst	\$135.27
Sr. Grant Management Specialist	\$138.93
Grant Management Specialist	\$110.10
Environmental Specialist	\$134.12
Subject Matter Expert	\$180.08
Sr. Planner	\$125.73
Planner	\$104.64
Administrative Support Assistant	\$68.71
Public Assistance Coordinator	\$139.83
FEMA/FHWA Specialist	\$161.27

B. Payment. All payments by CITY shall be made after the Work has been verified and completed. Unless disputed by CITY as provided herein, upon CITY's receipt of a Proper Invoice as defined in § 218.72, Florida Statutes, as amended, CITY shall forward CONTRACTOR payment for (i) construction services defined as all labor, services, and materials provided in connection with the construction, alteration, repair, demolition, reconstruction, or any other improvement to real property that require a license under Parts I and II of Chapter 489, Florida Statutes, within twenty-five (25) business days and (ii) forty five (45) days for all goods and services provided other than construction services.

CITY may temporarily remove for review any disputed amount, by line item, from an invoice and shall timely provide CONTRACTOR written notification of any such disputed charge. CONTRACTOR shall provide clarification and a satisfactory explanation to CITY, along with revised copies of all such documents if inaccuracies or errors are discovered, within ten (10) days of receipt of CITY's notice of the disputed amount

In the event CITY has a claim against CONTRACTOR for Work performed hereunder which has not been timely remedied in accordance with the provisions of this Article 7, CITY may withhold payment for the contested amount, in whole or in part, to protect itself from loss on account of defective Work, claims filed or reasonable evidence indicating probable filing of claims by other parties against CONTRACTOR, and/or CONTRACTOR's failure to make proper payments to subcontractors or vendors for material or labor. When the reason(s) for withholding payment are removed or resolved in a manner satisfactory to CITY, payment shall be made.

Resolution of improper payment requests or invoices shall be in accordance with § 218.76, Florida Statutes, as amended.

C. Invoices. CONTRACTOR shall submit invoices to CITY on a monthly basis.

8. *Disputes.* Any factual disputes between CITY and CONTRACTOR in regard to this Agreement shall be directed to CITY Manager for CITY and such decision shall be final.

9. *Contract Administrators, Notices and Demands.*

A. *Contract Administrators.* During the term of this Agreement, CITY's Contract Administrator shall be Kimberly Spill-Cristiano, Fire Department, Emergency Management Administrator, and CONTRACTOR's Contract Administrator shall be provided by CONTRACTOR upon commencement of services (or their authorized written designee) as further identified below.

B. *Notices and Demands.* A notice, demand, or other communication hereunder by either party to the other shall be effective if it is in writing and sent via registered or certified mail or other trackable delivery service, postage prepaid to the representatives named below or is addressed and delivered to such other authorized representative at the address as that party, from time to time may designate in writing and forward to the other.

If to CONTRACTOR:

Daniel Martin, PhD, CEM, Principal, President
220 S. Buchanan Street
Edwardsville, IL 62025
Office: 847-737-5395
Email: sophia.delmar@i-s-consulting.com

If to CITY:

Kimberly Spill-Cristiano, Contract Administrator
Emergency Management Administrator
100 West Atlantic Blvd
Pompano Beach, FL 33060
Office: 954-786-7799
Email: Kimberly.Spill-Cristiano@copbfl.com

With a copy to:

Aymara Schmidt, Contract Manager
100 West Atlantic Blvd.
Pompano Beach, FL 33060
Phone: 954-786-5574
Email: Aymara.Schmidt@copbfl.com

10. *Ownership of Documents and Information.* All information, data, reports, plans, procedures or other proprietary rights in all Work items, developed, prepared, assembled or compiled by CONTRACTOR as required for the Work hereunder, whether complete or unfinished, shall be owned by CITY without restriction, reservation or limitation of their use and made available at any time and at no cost to CITY upon reasonable written request for its use and/or distribution as CITY deems appropriate provided CITY has compensated CONTRACTOR

for said Work product. CITY's re-use of CONTRACTOR's Work product shall be at its sole discretion and risk if done without CONTRACTOR's written permission. Upon completion of all Work contemplated hereunder or termination of this Agreement, copies of all of the above data shall be promptly delivered to CITY's Contract Administrator upon written request. The CONTRACTOR may not disclose, use, license or sell any work developed, created, or otherwise originated hereunder to any third party whatsoever. The rights and obligations created under this Article shall survive the termination or expiration of this Agreement.

To the extent it exists and is necessary to perform the Work hereunder, CITY shall provide any information, data, and reports in its possession to CONTRACTOR free of charge.

11. *Termination.*

A. *Termination for Breach or Default.* Breach or default of any of the covenants, duties, or terms of this Agreement shall be cause for termination, in whole or in part, of this Agreement. In the event of a breach or default, the defaulting party shall be given written notice in accordance with Article 9 herein which describes in reasonable detail the alleged breach or default and ten (10) calendar days to cure same. Failure to cure all such described defects within the required time period shall result in termination of this contract with written notice to CONTRACTOR.

B. *Termination for Convenience.* CITY retains the right to terminate this Agreement for convenience upon ten (10) business days written notice to CONTRACTOR in accordance with Article 9 herein. Such Notice of Termination may include CITY's proposed Transition Plan and timeline for terminating the Work, requests for certain Work product documents and materials, and other provisions regarding winding down concerns and activities. CITY shall compensate CONTRACTOR for all authorized Work satisfactorily performed through the termination date under the payment terms set forth in Article 7 above and all Work product documents and materials shall be delivered to CITY within ten (10) business days from the Notice of Termination. If any Work hereunder is in progress but not completed as of the date of the termination, then upon CITY's written approval, this Agreement may be extended until said Work is completed and accepted by CITY.

12. *Force Majeure.* Neither party shall be obligated to perform any duty, requirement or obligation hereunder if such performance is prevented by fire, hurricane, earthquake, explosion, war, civil disorder, sabotage, accident, flood, acts of nature or by any reason of any other matter or condition beyond the control of either party which cannot be overcome by reasonable diligence and without unusual expense ("Force Majeure"). In no event shall economic hardship or lack of funds be considered an event of Force Majeure. If either party is unable to perform or delayed in their performance of any obligations hereunder by reason of any event of Force Majeure, such inability or delay shall be excused at any time during which compliance therewith is prevented by such event and during such period thereafter as may be reasonably necessary for either party to correct the adverse effect of such event of Force Majeure.

CONTRACTOR must follow all Federal, State, County, and CITY safety guidelines, including all CDC safety guidelines in effect during the term of the program, including but not limited to social distancing, and personal protection equipment. Inability to conduct the program and follow any

and all required safety guidelines applicable to the COVID-19 virus or other similar pandemic or emergency, or failure to follow such requirements, including but not limited to, social distancing, shall constitute grounds for immediate cancellation of this Agreement unilaterally by CITY upon written notice, which may be provided via electronic mail.

13. *Insurance.* CONTRACTOR shall maintain insurance in accordance with Exhibit “B” throughout the term of this Agreement.

14. *Indemnification.* Except as expressly provided herein, no liability shall attach to CITY by reason of entering into this Agreement.

A. CONTRACTOR shall at all times indemnify, defend, save and hold harmless CITY, its officers, officials, employees, volunteers and other authorized agents from and against any and all claims, demands, suit, damages, attorneys’ fees, fines, losses, penalties, defense costs or liabilities suffered by CITY arising directly or indirectly from CONTRACTOR’s performance under this Contract, including but not limited to, any act, breach, omission, negligence, recklessness or misconduct of CONTRACTOR and/or any of its agents, officers, or employees hereunder, including any inaccuracy in or breach of any of the representations, warranties or covenants made by the CONTRACTOR, its agents, officers and/or employees, in the performance of services of this contract. CONTRACTOR agrees to investigate, handle, respond to, provide defense for, and defend any such claims at its sole expense and to bear all other costs and expenses related thereto, even if the claim(s) is/are groundless, false or fraudulent. To the extent considered necessary by CITY, any sums due CONTRACTOR hereunder may be retained by CITY until all of CITY’s claims for indemnification hereunder have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by CITY.

B. CONTRACTOR acknowledges and agrees that CITY would not enter into this Agreement without CONTRACTOR’s indemnification of CITY. The parties agree that one percent (1%) of the total compensation paid to CONTRACTOR hereunder shall constitute specific consideration to CONTRACTOR for the indemnification provided under this Article and these provisions shall survive expiration or early termination of this Agreement.

15. *Sovereign Immunity.* Nothing in this Agreement shall constitute a waiver by CITY of its sovereign immunity limits as set forth in section 768.28, Florida Statutes. Nothing herein shall be construed as consent from either party to be sued by third parties.

16. *Non-Assignability and Subcontracting.*

A. *Non-Assignability.* This Agreement is not assignable and CONTRACTOR agrees it shall not assign or otherwise transfer any of its interests, rights or obligations hereunder, in whole or in part, to any other person or entity without CITY’s prior written consent which must be sought in writing not less than fifteen (15) days prior to the date of any proposed assignment. Any attempt by CONTRACTOR to assign or transfer any of its rights or obligations hereunder without first obtaining CITY’s written approval shall not be binding on CITY and, at CITY’s sole discretion, may result in CITY’s immediate termination of this Agreement whereby CITY shall be released of any of its obligations hereunder. In addition, this Agreement and the rights and obligations herein shall not be assignable or transferable by any process or proceeding in court, or

by judgment, execution, proceedings in insolvency, bankruptcy or receivership. In the event of CONTRACTOR's insolvency or bankruptcy, CITY may, at its option, terminate and cancel this Agreement without any notice of any kind whatsoever, in which event all rights of CONTRACTOR hereunder shall immediately cease and terminate.

B. *Subcontracting.* Prior to subcontracting for Work to be performed hereunder, CONTRACTOR shall be required to obtain the written approval of CITY's Contract Administrator. If CITY's Contract Administrator, in his/her sole discretion, objects to the proposed subcontractor, CONTRACTOR shall be prohibited from allowing that subcontractor to provide any Work hereunder. Although CONTRACTOR may subcontract Work in accordance with this Article, CONTRACTOR remains responsible for any and all contractual obligations hereunder and shall also be responsible to ensure that none of its proposed subcontractors are listed on the *Convicted Vendors List* referenced in accordance with the provisions of Article 28 below.

17. *Performance Under Law.* The CONTRACTOR, in the performance of duties under the Agreement, agrees to comply with all applicable local, state and/or federal laws and ordinances including, but not limited to, standards of licensing, conduct of business and those relating to criminal activity, and the Americans with Disabilities Act (ADA).

18. *Audit and Inspection Records.* The CONTRACTOR shall permit the authorized representatives of CITY to inspect and audit all data and records of the CONTRACTOR, if any, relating to performance under the contract until the expiration of three years after final payment under this contract.

The CONTRACTOR further agrees to include in all his subcontracts hereunder a provision to the effect that the subcontractor agrees that CITY or any of their duly authorized representatives shall, until the expiration of three years after final payment under the subcontractor, have access to and the right to examine any directly pertinent books, documents, papers and records of such subcontractor, involving transactions related to the subcontractor.

19. A. *Adherence to Law.* Both parties shall adhere to all applicable laws governing their relationship with their employees including, but not limited to, laws, rules, regulations and policies concerning worker's compensation, unemployment compensation and minimum wage requirements.

B. *Conflict of Interest.* During the time period this Agreement is in effect, CONTRACTOR, its employees subcontractors, and agents shall not engage in any conduct or activities that would constitute a conflict of interest, and shall otherwise avoid any appearance of such conflict of interest. Additionally, CONTRACTOR, its employees subcontractors, and agents shall refrain from acting adverse to CITY's interest in promoting the goals and objectives of this Agreement. Any potential such conflict of interest must be reported to CITY and may be waived only upon additional review and approval by CITY Manager.

Furthermore, none of CONTRACTOR's employees, subcontractors, and agents shall, during the term of this Agreement, serve as an expert witness against CITY in any legal or administrative proceeding in which he, she, or CONTRACTOR is not a party, unless compelled by court process. Further, such persons shall not give sworn testimony or issue a report or writing, as an expression

of his or her expert opinion, which is adverse or prejudicial to the interests of CITY in connection with any such pending or threatened legal or administrative proceeding unless compelled by court process. The limitations of this section shall not preclude CONTRACTOR or any persons in any way from representing themselves, including giving expert testimony in support thereof, in any action or in any administrative or legal proceeding.

The existence of any such conflict of interest, or evidence of non-compliance with the above paragraphs, may serve as grounds for termination of this Agreement pursuant to Paragraph 11, Termination.

20. *Independent CONTRACTOR.* The CONTRACTOR shall be deemed an independent CONTRACTOR for all purposes, and the employees of the CONTRACTOR or any of its CONTRACTORs, subcontractors and the employees thereof, shall not in any manner be deemed to be employees of CITY. As such, the employees of the CONTRACTOR, its CONTRACTORs or subcontractors, shall not be subject to any withholding for tax, social security or other purposes by CITY, nor shall such CONTRACTOR, subcontractor or employee be entitled to sick leave, pension benefits, vacation, medical benefits, life insurance, workers or unemployment compensation or the like from CITY.

21. *CONTRACTOR cooperation.* The CONTRACTOR recognizes that the performance of this contract is essential to the provision of vital public services and the accomplishment of the stated goals and mission of CITY. Therefore, the CONTRACTOR shall be responsible to maintain a cooperative and good faith attitude in all relations with CITY and shall actively foster a public image of mutual benefit to both parties. The CONTRACTOR shall not make any statements or take any actions detrimental to this effort.

22. *Public Records.*

A. CITY of Pompano Beach is a public agency subject to Chapter 119, Florida Statutes. The CONTRACTOR shall comply with Florida's Public Records Law, as amended. Specifically, the CONTRACTOR shall:

1. Keep and maintain public records required by CITY in order to perform the service.

2. Upon request from CITY's custodian of public records, provide CITY with a copy of requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes or as otherwise provided by law.

3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the CONTRACTOR does not transfer the records to CITY.

4. Upon completion of the contract, transfer, at no cost to CITY, all public records in possession of the CONTRACTOR, or keep and maintain public records required

by CITY to perform the service. If the CONTRACTOR transfers all public records to CITY upon completion of the contract, the CONTRACTOR shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the CONTRACTOR keeps and maintains public records upon completion of the contract, the CONTRACTOR shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CITY, upon request from CITY's custodian of public records in a format that is compatible with the information technology systems of CITY.

B. Failure of the CONTRACTOR to provide the above described public records to CITY within a reasonable time may subject CONTRACTOR to penalties under 119.10, Florida Statutes, as amended.

PUBLIC RECORDS CUSTODIAN

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

CITY CLERK

**100 W. Atlantic Blvd., Suite 253
Pompano Beach, Florida 33060
(954) 786-4611
RecordsCustodian@copbfl.com**

23. *Governing Law; Venue; Waiver of Jury Trial.* This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. The exclusive venue for any litigation arising from, related to, or in connection with this Agreement shall be in the Seventeenth Judicial Circuit in and for Broward County, Florida, or in the United States District Court for the Southern District of Florida, or United States Bankruptcy Court for the Southern District of Florida, as applicable. BY ENTERING INTO THIS AGREEMENT, THE PARTIES EXPRESSLY WAIVE ANY RIGHTS EITHER PARTY MAY HAVE TO A TRIAL BY JURY OF ANY CIVIL LITIGATION RELATED TO THIS AGREEMENT.

24. *Waiver and Modification.*

A. No waiver made by either party with respect to performance, manner, time, or any obligation of either party or any condition hereunder shall be considered a waiver of that party's rights with respect to the particular obligation or condition beyond those expressly waived in writing or a waiver of any other rights of the party making the waiver or any other obligations of the other party.

B. No Waiver by Delay. CITY shall have the right to institute such actions or proceedings as it may deem desirable for effectuating the purposes of this Agreement provided

that any delay by CITY in asserting its rights hereunder shall not operate as a waiver of such rights or limit them in any way. The intent of this provision is that CITY shall not be constrained to exercise such remedy at a time when it may still hope to otherwise resolve the problems created by the default or risk nor shall any waiver made by CITY with respect to any specific default by CONTRACTOR be considered a waiver of CITY's rights with respect to that default or any other default by CONTRACTOR.

C. Either party may request changes to modify certain provisions of this Agreement; however, unless otherwise provided for herein, any such changes must be contained in a written amendment executed by both parties with the same formality of this Agreement.

25. *No Contingent Fee.* CONTRACTOR warrants that other than a bona fide employee working solely for CONTRACTOR, CONTRACTOR has not employed or retained any person or entity, or paid or agreed to pay any person or entity, any fee, commission, gift or any other consideration to solicit or secure this Agreement or contingent upon or resulting from the award or making of this Agreement. In the event of CONTRACTOR's breach or violation of this provision, CITY shall have the right to terminate this Agreement without liability and, at CITY's sole discretion, to deduct from the Price Formula set forth in Article 7 or otherwise recover the full amount of such fee, commission, gift or other consideration.

26. *Attorneys' Fees and Costs.* In the event of any litigation involving the provisions of this Agreement, both parties agree that the prevailing party in such litigation shall be entitled to recover from the non-prevailing party reasonable attorney and paraprofessional fees as well as all out-of-pocket costs and expenses incurred thereby by the prevailing party in such litigation through all appellate levels.

27. *No Third Party Beneficiaries.* CONTRACTOR and CITY agree that this Agreement and other agreements pertaining to CONTRACTOR's performance hereunder shall not create any obligation on CONTRACTOR or CITY's part to third parties. No person not a party to this Agreement shall be a third-party beneficiary or acquire any rights hereunder.

28. *Public Entity Crimes Act.* As of the full execution of this Agreement, CONTRACTOR certifies that in accordance with §287.133, Florida Statutes, it is not on the *Convicted Vendors List* maintained by the State of Florida, Department of General Services. If CONTRACTOR is subsequently listed on the *Convicted Vendors List* during the term of this Agreement, CONTRACTOR agrees it shall immediately provide CITY written notice of such designation in accordance with Article 9 above.

29. *Entire Agreement.* This document incorporates and includes all prior negotiations, correspondence, conversations, agreements or understandings applicable to the matters contained herein, and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

30. *Headings.* The headings or titles to Articles of this Agreement are not part of the Agreement and shall have no effect upon the construction or interpretation of any part of this Agreement.

31. *Counterparts.* This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. A photocopy, email or facsimile copy of this Agreement and any signatory hereon shall be considered for all purposes as original.

32. *Approvals.* Whenever CITY approval(s) shall be required for any action under this Agreement, said approval(s) shall not be unreasonably withheld.

33. *Absence of Conflicts of Interest.* CONTRACTOR represents that it presently has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with their performance under this Agreement and that no person having any conflicting interest shall be employed or engaged by either party in its performance under this Agreement.

34. *Binding Effect.* The benefits and obligations imposed pursuant to this Agreement shall be binding and enforceable by and against the parties hereto.

35. *Employment Eligibility.* By entering into this Contract, the CONTRACTOR becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility." This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit or County Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the CONTRACTOR, the CONTRACTOR may not be awarded a public contract for a period of 1 year after the date of termination

36. *Scrutinized Companies.* By execution of this Agreement, in accordance with the requirements of F.S. 287.135 and F.S. 215.473, CONTRACTOR certifies that CONTRACTOR is not participating in a boycott of Israel. CONTRACTOR further certifies that CONTRACTOR is not on the Scrutinized Companies that Boycott Israel list, not on the Scrutinized Companies with Activities in Sudan List, and not on the Scrutinized Companies with Activities in Iran Terrorism Sectors List, nor has CONTRACTOR been engaged in business operations in Syria. Subject to limited exceptions provided in state law, CITY will not contract for the provision of goods or services with any scrutinized company referred to above. In accordance with Section 287.135, Florida Statutes as amended, a company is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with any agency or local government entity for goods or services of:

- A. Any amount if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company is on the Scrutinized Companies

that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a boycott of Israel; or

B. One million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company:

1. Is on the Scrutinized Companies with Activities in Sudan List of the Scrutinized Companies with Activities in Iran Terrorism Sectors List, created pursuant to Section 215.473, Florida Statutes; or

2. Is engaged in business operations in Syria.

C. Submitting a false certification or being placed on a list created pursuant to Section 215.473, Florida Statutes relating to scrutinized active business operations in Iran after CONTRACTOR has submitted a certification, shall be deemed a material breach of contract. CITY shall provide notice, in writing, to CONTRACTOR of CITY's determination concerning the false certification. CONTRACTOR shall have five (5) days from receipt of notice to refute the false certification allegation. If such false certification is discovered during the active contract term, CONTRACTOR shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If CONTRACTOR does not demonstrate that CITY's determination of false certification was made in error then CITY shall have the right to terminate the contract and seek civil remedies pursuant to Section 287.135, Florida Statutes, as amended from time to time.

37. *Affidavit of Compliance with Anti-Human Trafficking Laws.* In accordance with section 787.06 (13), Florida Statutes, the undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury that:

A. Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes, entitled "Human Trafficking".

38. *Affidavit of Compliance with Foreign Entity Laws.* The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury as follows:

A. Entity is not owned by the government of a foreign country of concern as defined in Section 287.138, Florida Statutes.

B. The government of a foreign country of concern does not have a controlling interest in Entity.

C. Entity is not organized under the laws of, and does not have a principal place of business in, a foreign country of concern.

- D. Entity is not owned or controlled by the government of a foreign country of concern, as defined in Section 692.201, Florida Statutes.
- E. Entity is not a partnership, association, corporation, organization, or other combination of persons organized under the laws of or having its principal place of business in a foreign country of concern, as defined in Section 692.201, Florida Statutes, or a subsidiary of such entity.
- F. Entity is not a foreign principal, as defined in Section 692.201, Florida Statutes.
- G. Entity is in compliance with all applicable requirements of Sections 692.202, 692.203, and 692.204, Florida Statutes.

39. *Annual Budgetary Funding/Cancellation.* This Agreement and all obligations of CITY hereunder requiring the expenditure of funds are subject to and contingent upon annual budgetary funding and appropriations by CITY Commission.

40. *Severability.* Should any provision of this Agreement or the applications of such provisions be rendered or declared invalid by a court action or by reason of any existing or subsequently enacted legislation, the remaining provisions of this Agreement shall remain in full force and effect.

THE REMAINDER OF THE PAGE IS INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year hereinabove written.

Attest:

CITY OF POMPANO BEACH

KERVIN ALFRED, CITY CLERK

By:_____
REX HARDIN, MAYOR

By:_____
GREGORY P. HARRISON, CITY MANAGER

APPROVED AS TO FORM:

MARK E. BERMAN, CITY ATTORNEY

(SEAL)

“CONTRACTOR”

Integrated Solutions Consulting Corporation

Witnesses:

Lauren Martin

Lauren Martin

(Print or Type Name)

Barbara Karabetsos

Barbara Karabetsos

(Print or Type Name)

By: *Daniel Martin* _____
Martin Daniel, PhD, CEM, President

STATE OF New Jersey

COUNTY OF Monmouth

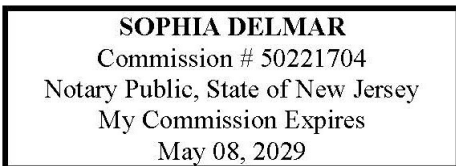
The foregoing instrument was acknowledged before me, by means of ☒ physical presence or ☐ online notarization, this 9th day of July, 2025 by Martin Daniel as President of Integrated Solutions Consulting, a Foreign Corporation authorized to conduct business in the State of Florida, who is personally known to me or who has produced _____ as identification.

NOTARY’S SEAL:

Sophia Delmar _____
NOTARY PUBLIC, STATE OF New Jersey

Sophia Delmar _____
(Name of Acknowledger Typed, Printed or Stamped)

50221704 _____
Commission Number



Integrated Solutions

RFP25-035

EXHIBIT - A



Florida's Warmest Welcome

CITY OF POMPANO BEACH

REQUEST FOR PROPOSALS

RFP25-035

**COMPREHENSIVE DISASTER RECOVERY
CONSULTING SERVICES**

**NON-MANDATORY PRE-BIDDERS CONFERENCE:
April 17, 2025, 10:00 A.M.**

**OPENING:
May 14, 2025, 2:00 P.M.**

**PROCUREMENT AND CONTRACTS DEPARTMENT
1190 N.E. 3RD AVENUE, BUILDING C (Front)
POMPANO BEACH, FLORIDA 33060**

CITY OF POMPANO BEACH, FLORIDA

**REQUEST FOR PROPOSALS
RFP25-035**

Comprehensive Disaster Recovery Consulting Services

The City is seeking proposals from qualified firms to provide Comprehensive Disaster Recovery Consulting Services to the City on a standby basis.

The City will receive sealed proposals until **2:00 p.m. (local), May 14, 2025**. Proposals must be submitted electronically through the eBid System on or before the due date/time stated above. Any proposal received after the due date and time specified will not be considered. Any uncertainty regarding the time a proposal is accepted will be resolved against the Proposer.

Proposers must be registered on the City's eBid System in order to view the solicitation documents and respond to this solicitation. The complete solicitation document can be downloaded for free from the eBid System as a PDF at: <https://pompanobeachfl.ionwave.net/CurrentSourcingEvents.aspx>. The City is not responsible for the accuracy or completeness of any documentation the Proposer receives from any source other than from the eBid System. The proposer is solely responsible for downloading all required documents. A list of Proposers will be read aloud in a public forum.

Non-Mandatory Prebidders Conference

The mandatory Pre-Proposal Meeting will be held via Virtual Zoom Meeting on **April 17, 2025, at 10:00 A.M. EST**. Attendance at the Pre-Submittal Meeting is non-mandatory. The Zoom link is available on the City's Meetings webpage: <https://www.pompanobeachfl.gov/meetings>.

Introduction

The City requires Comprehensive Disaster Recovery Consulting Services to support emergency planning, training, and public assistance consulting services as outlined below. As such, the Consultant should be capable of providing a range of related services as needed and ordered by the City. Other services may include, but are not limited to, facilitating communication with FEMA, FHWA, the State of Florida, and other state and federal agencies, coordinating with state insurance representatives, pre-event planning and post-event reconstruction, grant funding, and reimbursement services.

This RFP seeks proposals for a primary and a secondary provider for Comprehensive Disaster Recovery Consulting Services. The primary provider will be the preferred vendor, and the secondary provider will serve as a contingency.

1. **Scope of Services**

Emergency Management Planning and Training - As directed by the City, the Consultant shall provide:

- a. Comprehensive emergency management plans (e.g., CEMP, COOP, EOP) will include plan development, review, and revisions.
- b. Comprehensive mitigation programs to include development of mitigation plan(s), staff training, cost-benefit analysis, project management, environmental review, cost-benefit analysis, project management, environmental review, cost-benefit analysis, project management, environmental review, and staff augmentation.
- c. Develop a debris management plan, including identifying an adequate number of TDSRS locations and providing staff training as necessary.
- d. Procurement assistance for debris removal contractors and other services as requested.
- e. Project management, including the formulation and management of permanent work projects, task force management, and City Commissions, Boards, and Panels.
- f. Technical support and assistance in developing public information.
- g. Other training and assistance as requested by the City.
- h. Other reports and data as required by the City.
- i. Other emergency management and consulting services identified and required by the City.

2. **Public Assistance Consulting Services** - As directed by the City, the consultant shall provide:

- a. Identification of eligible emergency and permanent work (Category A-G);
- b. Damage Assessment;
- c. Assistance in attaining Immediate Needs Funding;
- d. Prioritization of recovery workload;
- e. Loss measurement and categorization;
- f. Insurance evaluation, documentation adjusting and settlement services;
- g. Project Worksheet generation and review;
- h. FEMA, FHWA and NRCS reimbursement support;
- i. Staff augmentation with experienced Public Assistance ~~Assurance~~ Coordinators and Project Officers;
- j. Interim inspections, final inspections, supplemental Project Worksheet generation and final review;
- k. Appeal services and negotiations;
- l. Reconstruction and long-term infrastructure planning; and
- m. Final review of all emergency and permanent work performed.

IMPORTANT NOTE:

Title 2 — Federal Financial Assistance, Subtitle A - Office of Management and Budget Guidance for Federal Financial Assistance, Chapter II—Office of Management and Budget Guidance, Part 200 Uniform Administrative Requirements, Cost Principles, and Audit (**see Attachment L**)

THIS DOCUMENT IS PART OF THE RFP AND AGREEMENT AND MUST BE TAKEN IN CONSIDERATION

A. Tasks/Deliverables

Specific tasks and/or deliverables are outlined in the scope of services above.

B. Selection/Evaluation Process

A Selection/Evaluation Committee will be appointed to select the most qualified firm(s). The Committee will present its findings to the City Commission. Proposals will be evaluated using the following criteria.

	<u>Criteria</u>	<u>Point Range</u>
1.	Qualifications and Experience Firm & Staff qualifications and previous related work experience in the subject area. Demonstrates a clear understanding of the scope of work and other technical or legal issues related to the project. History of any litigation within the past five (5) years arising out of your firm's performance as it relates to the scope of services being solicited herein.	0-40
2.	References History and performance of firm/project team on similar projects. References and recommendations from previous clients. INCLUDE THE ATTACHMENT E.	0-5
3.	Technical Approach Firm's technical approach to perform the scope of services requested to include procedures, methodologies, resources, systems, etc.	0-30
4.	Cost Including the overall project-task budget and itemized cost breakdowns.	0-25
	Total	0-100

NOTE:

Financial statements required as submittals to prequalify for a solicitation will be exempt from public disclosure; however, financial statements submitted to prequalify for a solicitation and not required by the City may be subject to public disclosure.

Value of Work Previously Awarded to Firm (Tie-breaker) - In the event of a tie, the firm with the lowest value of work as a prime contractor on City of Pompano Beach projects within the last five years will receive the higher ranking, the firm with the next lowest value

of work shall receive the next highest ranking, and so on. The analysis of past work will be based on the City's Purchase Order and payment records.

The Committee has the option to use the above criteria for the initial ranking to short-list Proposers and to use an ordinal ranking system to score short-listed Proposers following presentations (if deemed necessary) with a score of "1" assigned to the short-listed Proposer deemed most qualified by the Committee.

Each firm should submit documentation that evidences the firm's capability to provide the services required for the Committee's review for shortlisting purposes. After an initial review of the proposals, the City may invite proposals for an interview to discuss the proposal and meet firm representatives, particularly key personnel who would be assigned to the project. Should interviews be deemed necessary, it is understood that the City shall incur no costs as a result of this interview nor bear any obligation in further consideration of the submittal.

When more than three responses are received, the committee shall furnish the City Commission (for their approval) a listing, in ranked order, of no fewer than three firms deemed to be the most highly qualified to perform the service. If three or fewer firms respond to the Solicitation, the list will contain the ranking of all responses.

The City Commission has the authority to (including, but not limited to) approve the recommendation, reject the recommendation, and direct staff to re-advertise the solicitation, review the responses themselves, request oral presentations, and determine a ranking order that may be the same or different from what was originally presented to the City Commission.

C. Required Proposal Submittal

Sealed proposals shall be submitted electronically through the eBid System on or before the due date/time stated above. The Proposer shall upload the response as one (1) file to the eBid System. The file size for uploads is limited to 250 MB. If the file size exceeds 250 MB, the response must be split and uploaded as two (2) separate files.

Information to be included in the proposal: In order to maintain comparability and expedite the review process, it is required that proposals be organized in the manner specified below, with the sections clearly labeled:

Title page:

Show the project name and number, the name of the Proposer's firm, address, telephone number, name of the contact person, and the date.

Table of Contents:

Include a clear identification of the material by section and by page.

Letter of Transmittal:

Briefly state the Proposer's understanding of the project and express a positive commitment to provide the services described herein. State the name(s) of the person(s)

who will be authorized to make representations for the Proposer, their title(s), office, and email addresses and telephone numbers. Please limit this section to two pages.

Technical Proposal:

Elaborate responses beyond that sufficient to present a complete and effective response to the solicitations are not desired and may be construed as an indication of the Proposer's lack of cost consciousness. Unless specifically requested in the solicitation, elaborate artwork, corporate brochures, lengthy narratives, and other extraneous presentation materials are neither necessary nor desired.

Your proposal shall fully address the following issues in concise narrative form. Each issue should be referenced and presented in the following order:

Tab 1:Qualifications of the Firm

- a) Provide a description and history of the firm focusing on previous governmental experience. Only past experience as the prime contractor with local governments will be considered. Personal qualifications of staff with past debris monitoring experience will be considered regardless of the actual tenure with the proposing firm. The City will accept and consider proposals from all firms with professionals that meet the qualifications defined in the Technical Proposal section of the RFP. Resumes must be provided. State and federal contracts that do not reflect direct contractual obligations to perform services on behalf of the sub-grantee will not be considered to be past local government experience. Firm qualifications must include, at minimum, the following:
 - i. Documented knowledge and experience coordinating with Federal, State, and Local emergency agencies.
 - ii. Experience representing local governments with various state and federal funding sources and reimbursement processes, including FEMA, FHWA, and NRCS.
 - iii. Experience with special disaster recovery program management services, including private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance.
 - iv. Discussion of specific instances in the last ten (10) years whereby a client's documentation/reimbursed amounts were challenged by a funding agency, and the firm or its personnel assisted in resolving said disputes to the advantage of the client. Please indicate the client name(s) and disaster to which this may have related. In addition, please discuss instances in the last ten (10) years whereby you were engaged for the scope of services herein, whereby a client may have been required to return federal or state funding.
 - v. Discuss any litigation within the past five (5) years arising out of your firm's

performance as it relates to the scope of services being solicited herein. Include litigation status/outcome.

- vi. Documented knowledge and experience regarding the Office of Management and Budget regulations, specifically those pertaining to administrative requirements, cost principles, and audit requirements outlined in 2 C.F.R. Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

- b) Provide at least five (5) references for which the firm has performed services over the past 10 years, which are similar to the requirements in the Scope of Services. Provide the reference contact name, address, e-mail address, telephone number, and contract date.

Tab 2: Qualifications of Staff and References

Provide an organizational chart, resumes, and a summary of staff qualifications. Key project staff (management staff including, but not limited to, project manager, FEMA reimbursement specialist, data manager, etc.) must be full-time employees of the proposing firm and have experience working for the Proposer in the following:

- i. Documented knowledge and experience of Federal, State, and Local emergency agencies, state and federal programs, funding sources, and reimbursement processes.
- ii. Experience with special disaster recovery program management services, including private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, sand recovery and beach remediation, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance.
- iii. References. History and performance of firm/project team on similar projects.

Tab 3: Technical Approach

Provide a description of the Proposer's approach to the project, including startup procedures/requirements, billing/invoice reporting procedures to FEMA and the City.

THIS SPACE IS BLANK INTENTIONALLY

Tab 4: Cost Proposal

Each Proposer must complete and submit the Cost Proposal Form/Fee Schedule included herein. The cost proposal will be evaluated based on the hourly rates submitted on the form for the labor positions listed. All projected costs for non-labor will be billed to the City at cost, without markup. Supporting documentation must be submitted for such expenses.

COST PROPOSAL FORM/FEE SCHEDULE

Positions	Hourly Rate
Project Manager	\$ _____
Operations Managers	\$ _____
GIS Analyst	\$ _____
Sr Grant Management Specialist	\$ _____
Grant Management Specialist	\$ _____
Environmental Specialist	\$ _____
Subject Matter Expert	\$ _____
Sr. Planner	\$ _____
Planner	\$ _____
Administrative Support Assistant	\$ _____
Billing/Invoice Analysts	\$ _____
Data Manager	\$ _____
Public Assistance Coordinator	\$ _____
FEMA/FHWA Specialist	\$ _____

NOTE:

(1) Estimated hours are NOT intended to represent the actual contract amount but are an estimate of a typical work month and will be used for the sole purpose of evaluating proposals.

The City uses a mathematical formula to allocate cost points to each responsive, responsible Proposer. The lowest, responsive, and responsible Proposer receives the maximum allowable points. When using this formula, a Proposer who submits a cost or fee two times greater than the cost/fee of the lowest responsive, responsible Proposer shall receive zero points for cost.

REGARDING PRICE: The firm providing the lowest cost to the City shall receive the maximum number of Cost Proposal points. Points shall be awarded to other Proposers in the following manner:

2nd Lowest Proposer:

2nd lowest cost – lowest cost = X

X divided by lowest cost = Y

Y times the total number of cost points = Z

Total number of cost points – Z = points assigned to 2nd Lowest

Example:

Lowest cost = \$1000 2nd lowest cost = \$1250 Total available points = 15

1250 – 1000 = 250

250 / 1000 = .25

.25 x 15 = 3.75

15 – 3.75 = 11.25 points to 2nd lowest bidder

Tab 5: Attachments

Insert proof of being licensed to do business in the State of Florida. A printout from the Florida Department of State Sunbiz website is acceptable-- (<http://search.sunbiz.org/Inquiry/CorporationSearch/ByName>), and any other attachments pertinent to your response. **SEE ALL RESPONSES ATTACHMENTS INCLUDED IN THE EBID SYSTEM “RESPONSES ATTACHMENTS TAB”**

Tab 6: Initialed City Documents or Forms

The RFP Proposal Signature Page must be completed, signed, and returned. The Proposer should return all RFP pages, initialed where indicated, and any required addendum acknowledgment forms.

YOUR OVERALL SCORE DEPENDS ON HOW THESE ITEMS ARE ADDRESSED. IF LITTLE OR NO INFORMATION IS PROVIDED, YOUR PROPOSAL SHALL NOT BE FAVORABLY CONSIDERED.

City Forms:

The Proposer Information Page Form and any other required forms must be completed and submitted electronically through the City’s eBid System. The City reserves the right to request additional information to ensure the Proposer is financially solvent, has sufficient financial resources to perform the contract, and shall provide proof thereof of its financial solvency. The City may as at its sole discretion, ask for additional evidence of economic solvency, including additional documents post-proposal opening and prior to evaluation that demonstrate the Proposer’s ability to perform the resulting contract and provide the required materials and/or services.

Bid Bond

~~The Proposal must be accompanied by a Bid Bond (Proposal Bond) issued on a form by a surety satisfactory to the City for 5% of the bid amount or in the form of a cashier’s check issued to the City of Pompano Beach, Florida.~~

~~The Bid Bond of the Successful Proposer will be retained until such Proposer has executed an Agreement and furnished the required contract security (Performance and Payment bonds.) Suppose the Successful Proposer fails to execute and deliver the Agreement and~~

~~furnish the required contract security within twenty-one (21) calendar days after receipt of the contract documents from the City. In that case, the City may annul the contract award, and if this occurs, the Proposal Bond of that Proposer will be forfeited.~~

Reviewed and Audited Financial Statements:

Proposers shall be financially solvent and appropriately capitalized to be able to service the City for the duration of the contract. Proposers shall provide a complete financial statement of the firm's most recent audited financial statements, indicating the organization's financial condition. Must be uploaded to the Response Attachments tab in the eBid System as a separate file titled "Financial Statements" and marked "CONFIDENTIAL."

Financial statements provided shall not be older than twelve (12) months prior to the date of filing this solicitation response. The financial statements must be reviewed and submitted with any accompanying notes and supplemental information. The City of Pompano Beach reserves the right to reject financial statements in which the financial condition shown is twelve (12) months or more prior to the date of submittal.

The City is a public agency subject to Chapter 119, Florida's Public Records Law, and is required to provide the public with access to public records. However, financial statements required as submittals to prequalify for a solicitation will be exempt from public disclosure.

The City reserves the right to request additional information to ensure the Proposer is financially solvent, has sufficient financial resources to perform the contract, and shall provide proof thereof of its financial solvency. The City may as, at its sole discretion, ask for additional evidence of financial solvency, including additional documents post-proposal opening and prior to evaluation that demonstrate the Proposer's ability to perform the resulting contract and provide the required materials and/or services.

A combination of two (2) or more of the following may substitute for audited financial statements:

- 1) Bank letters/statements for the past 3 months
- 2) Balance sheet, profit and loss statement, cash flow report
- 3) IRS returns for the last 2 years
- 4) Letter from CPA showing profits and loss statements (certified)

D. Insurance Requirements

The Proposer shall not commence services under the terms of this Agreement until certification or proof of insurance detailing terms and provisions have been received and approved in writing by the City's Risk Manager. If you are responding to a bid and have questions regarding the insurance requirements hereunder, please contact the City's Procurement and Contracts Department at (954) 786-4098. If the contract has already been awarded, please direct any queries and proof of the requisite insurance coverage to City staff responsible for oversight of the subject project/contract.

PROPOSER is responsible to deliver to the CITY for timely review and written approval/disapproval Certificates of Insurance which evidence that all insurance required

hereunder is in full force and effect and which name on a primary basis, the CITY as an additional insured on all such coverage. **Such policy or policies shall be issued by United States Treasury approved companies authorized to do business in the State of Florida. The policies shall be written on forms acceptable to the City's Risk Manager, meet a minimum financial A.M. Best and Company rating of no less than Excellent, and be part of the Florida Insurance Guarantee Association Act. No changes are to be made to these specifications without prior written approval of the City's Risk Manager.**

Throughout the term of this Agreement, CITY, by and through its Risk Manager, reserve the right to review, modify, reject or accept any insurance policies required by this Agreement, including limits, coverages or endorsements. CITY reserves the right, but not the obligation, to review and reject any insurer providing coverage because of poor financial condition or failure to operate legally.

Failure to maintain the required insurance shall be considered an event of default. The requirements herein, as well as CITY's review or acceptance of insurance maintained by PROPOSER, are not intended to and shall not in any way limit or qualify the liabilities and obligations assumed by PROPOSER under this Agreement.

Throughout the term of this Agreement, PROPOSER and all subcontractors or other agents hereunder, shall, at their sole expense, maintain in full force and effect, the following insurance coverages and limits described herein, including endorsements.

1. Worker's Compensation Insurance covering all employees and providing benefits as required by Florida Statute, Chapter 440, regardless of the size of the company (number of employees) or the state in which the work is to be performed or of the state in which PROPOSER is obligated to pay compensation to employees engaged in the performance of the work. PROPOSER further agrees to be responsible for its employees' employment, control, and conduct and for any injury sustained by such employees during their employment. **IF LESS THAN FOUR (4) EMPLOYEES, PLEASE PROVIDE THE WORKERS COMPENSATION WAIVER (Attachment K).**

2. Liability Insurance.

(a) Naming the City of Pompano Beach as an additional insured as City's interests may appear, on General Liability Insurance only, relative to claims which arise from PROPOSER's negligent acts or omissions in connection with PROPOSER's performance under this Agreement.

(b) Such Liability insurance shall include the following checked types of insurance and indicated minimum policy limits.

Type of Insurance	Limits of Liability
GENERAL LIABILITY:	Per Occurrence/Aggregate
* Policy to be written on a claims occurrence basis	
	\$1,000,000 \$2,000,000

XX	comprehensive form and property damage	bodily injury
XX	premises - operations and property damage	bodily injury
XX	explosion & collapse	hazard
XX	underground hazard	
XX	products/completed bodily injury and property damage combined operations hazard	
XX	contractual insurance and property damage combined	bodily injury
XX	broad form property damage bodily injury and property damage combined	
XX	independent contractors personal injury	
XX	personal injury	
—	CG2010 ongoing operations (or its' equivalent)	
—	CG 2037 completed operations (or its' equivalent)	
—	sexual abuse/molestation	
	Minimum \$1,000,000 Per Occurrence and Aggregate	

AUTOMOBILE LIABILITY:

Minimum coverage: \$10K/\$20K/\$10K Bodily injury (each person),
bodily injury (each accident), property damage, and property damage
combined.

XX	comprehensive form
XX	owned
XX	hired
XX	non-owned

REAL & PERSONAL PROPERTY

* Policy to be written on a claims occurrence basis comprehensive
form

Agent must show proof they have this coverage.

PROFESSIONAL LIABILITY

Per Occurrence Aggregate

* Policy to be written on a claims-made basis

XX	professional liability /\$1,000,000	\$1,000,000
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(c) If Professional Liability insurance is required, PROPOSER agrees the indemnification and hold harmless provisions of Section 12 of the Agreement shall survive the termination or expiration of the Agreement for a period of three (3) years unless terminated sooner by the applicable statute of limitations.

CYBER LIABILITY

Per OccurrenceAggregate

* Policy to be written on a claims occurrence basis

\$1,000,000

/ \$1,000,000

___ Network Security / Privacy Liability

___ Breach Response / Notification Sublimit (minimum limit of 50% of policy aggregate)

___ Technology Products E&O - \$1,000,000 (only applicable for vendors supplying technology-related services and or products)

___ Coverage shall be maintained in effect during the period of the Agreement and for not less than four (4) years after termination/ completion of the Agreement.

3. Employer's Liability. PROPOSER and all subcontractors shall, for the benefit of their employees, provide, carry, maintain and pay for Employer's Liability Insurance in the minimum amount of One Hundred Thousand Dollars (\$100,000.00) per employee, Five Hundred Thousand Dollars (\$500,000) per aggregate.

4. Policies: Whenever, under the provisions of this Agreement, insurance is required of the PROPOSER, the PROPOSER shall promptly provide the following:

- (a) Certificates of Insurance evidencing the required coverage;
- (b) Names and addresses of companies providing coverage;
- (c) Effective and expiration dates of policies; and
- (d) A provision in all policies affording CITY thirty (30) days written notice by a carrier of any cancellation or material change in any policy.

Insurance Cancellation or Modification. Should any required insurance policies be canceled before the expiration date or modified or substantially modified, the issuing company shall provide thirty (30) days' written notice to the CITY.

Waiver of Subrogation. PROPOSER hereby waives any and all rights of subrogation against the CITY, its officers, employees, and agents for each required policy. When required by the insurer, or should a policy condition not permit an insured to enter into a pre-loss agreement to waive subrogation without an endorsement. Proposer shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others, or its equivalent. This Waiver of Subrogation requirement shall

not apply to any policy which includes a condition to the policy not specifically prohibiting such an endorsement, or voids coverage should PROPOSER enter into such an agreement on a pre-loss basis.

E. Hold Harmless and Indemnification

Proposer covenants and agrees that it will indemnify and hold harmless the City and all of its officers, agents, and employees from any claim, loss, damage, cost, charge, or expense arising out of any act, action, neglect, or omission by the Proposer, whether direct or indirect, or whether to any person or property to which the City or said parties may be subject, except that neither the Proposer nor any of its subcontractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused by or resulting from the sole negligence of the City or any of its officers, agents or employees.

F. Right to Audit

Contractor's records which shall include but not be limited to accounting records, written policies and procedures, computer records, disks and software, videos, photographs, subcontract files (including proposals of successful and unsuccessful bidders), originals estimates, estimating worksheets, correspondence, change order files (including documentation covering negotiated settlements), and any other supporting evidence necessary to substantiate charges related to this contract (all the foregoing hereinafter referred to as "records") shall be open to inspection and subject to audit and/or reproduction, during normal working hours, by Owner's agent or its authorized representative to the extent necessary to adequately permit evaluation and verification of any invoices, payments or claims submitted by the contractor or any of his payees pursuant to the execution of the contract. Such records subject to examination shall also include, but not be limited to, those records necessary to evaluate and verify direct and indirect costs (including overhead allocations) as they may apply to costs associated with this contract.

For the purpose of such audits, inspections, examinations and evaluations, the Owner's agent or authorized representative shall have access to said records from the effective date of this contract, for the duration of the Work, and until 5 years after the date of final payment by Owner to Consultant pursuant to this contract.

Owner's agent or its authorized representative shall have access to the Contractor's facilities, shall have access to all necessary records, and shall be provided adequate and appropriate work space, in order to conduct audits in compliance with this article. Owner's agent or its authorized representative shall give auditees reasonable advance notice of intended audits.

The contractor shall require all subcontractors, insurance agents, and material suppliers (payees) to comply with this article's provisions by inserting the requirements hereof in any written contract agreement. Failure to obtain such written contracts that include such provisions shall be reason to exclude some or all of the related payees' costs from amounts payable to the Contractor pursuant to this contract.

G. **Retention of Records and Right to Access**

The City of Pompano Beach is a public agency subject to Chapter 119, Florida Statutes. The Contractor shall comply with Florida's Public Records Law, as amended. Specifically, the Contractor shall:

- a. Keep and maintain public records required by the City in order to perform the service;
- b. Upon request from the City's custodian of public records, provide the City with a copy of requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes or as otherwise provided by law;
- c. Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law;
- d. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the City; and
- e. Upon completion of the contract, transfer, at no cost to the City, all public records in possession of the Contractor, or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City upon request from the City's custodian of public records in a format compatible with the City's information technology systems.

H. **Communications**

No negotiations, decisions, or actions shall be initiated or executed by the firm as a result of any discussions with any City employee. Only those communications that are in writing from the City may be considered as duly authorized expressions on behalf of the City. In addition, only communications from firms that are signed and in writing will be recognized by the City as duly authorized expressions on behalf of firms.

I. **No Discrimination**

There shall be no discrimination as to race, sex, color, age, religion, or national origin in the operations conducted under any contract with the City.

J. **Independent Contractor**

The selected firm will conduct business as an independent contractor under the terms of this contract. Personnel services provided by the firm shall be by employees of the firm

and subject to supervision by the firm and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security and health insurance, employee benefits, purchasing policies, and other similar administrative procedures applicable to services rendered under this agreement shall be those of the firm.

K. Staff Assignment

The City of Pompano Beach reserves the right to approve or reject, for any reason, Proposer's staff assigned to this project at any time. Background checks may be required.

L. Contract Terms

The contract resulting from this Solicitation shall include, but not be limited to the following terms:

- The initial term of this contract shall commence on the date of the approval for the City Commission and shall continue in effect for a period of three (3) years, unless terminated earlier in accordance with the terms of this Agreement. Upon the expiration of the initial term, the Contract may be renewed for up to two (2) additional one (1) year periods ("Renewal Terms"), provided that the Vendor provides written notice of its intent to renew at least 90 days prior to the expiration of the then-current term. The renewal(s) shall be subject to the same terms and conditions as set forth herein unless otherwise mutually agreed in writing prior to the renewal date.
- The contract shall include, at a minimum, the entirety of this Solicitation document and the successful Proposer's proposal. The City of Pompano Beach City Attorney shall prepare the contract.
- If the City of Pompano Beach defends any claim, demand, cause of action, or lawsuit arising out of any act, action, negligent acts or negligent omissions, or willful misconduct of the contractor, its employees, agents or servants during the performance of the contract, whether directly or indirectly, contractor agrees to reimburse the City of Pompano Beach for all expenses, attorney's fees, and court costs incurred in defending such claim, cause of action or lawsuit.
- "Sample Contract," includes the City's proposed term for the Contract. Any questions or concerns about the terms and conditions of the contract Proposers may have shall be addressed during the questions period (see section S below). At its sole discretion, the City reserves the right to consider proposals that object to the terms and conditions of the sample contract as non-responsible. City may award a second contract upon expiration of the initial contract for up to five years at its sole discretion.

M. Waiver

It is agreed that no waiver or modification of the contract resulting from this Solicitation, or of any covenant, condition or limitation contained in it shall be valid unless it is in writing and duly executed by the party to be charged with it, and that no evidence of any waiver or modification shall be offered or received in evidence in any proceeding, arbitration, or litigation between the parties arising out of or affecting this contract, or the right or

obligations of any party under it, unless such waiver or modification is in writing, duly executed as above. The parties agree that the provisions of this paragraph may not be waived except by a duly executed writing.

N. Survivorship Rights

This contract resulting from this Solicitation shall be binding on and inure to the benefit of the respective parties and their executors, administrators, heirs, personal representatives, successors, and assigns.

O. Manner of Performance

Proposer agrees to perform its duties and obligations under the contract resulting from this Solicitation professionally and in accordance with all applicable local, federal, and state laws, rules, and regulations.

Proposer agrees that the services provided under the contract resulting from this Solicitation shall be provided by educated, trained and experienced, certified, and licensed employees in all areas encompassed within their designated duties. Proposer agrees to furnish the City of Pompano Beach with all documentation, certification, authorization, license, permit, or registration currently required by applicable laws, rules, and regulations. Proposer further certifies that it and its employees are now in and will maintain good standing with such governmental agencies and that it and its employees will keep all licenses, permits, registrations, authorization, or certifications required by applicable laws or regulations in full force and effect during the term of this contract. Failure of Proposer to comply with this paragraph shall constitute a material breach of contract.

P. Acceptance Period

Proposals submitted in response to this Solicitation must be valid for a period no less than ninety (90) days from the closing date of this solicitation.

Q. Conditions and Provisions

The completed proposal (together with all required attachments) must be submitted electronically to City on or before the time and date stated herein. All Proposers, by electronic submission of a proposal, shall agree to comply with all of the conditions, requirements and instructions of this solicitation as stated or implied herein. All proposals and supporting materials submitted will become the property of the City.

Proposer's response shall not contain any alteration to the document posted other than entering data in spaces provided or including attachments as necessary. By submission of a response, Proposer affirms that a complete set of bid documents was obtained from the eBid System or from the Procurement and Contracts Department only and no alteration of any kind has been made to the solicitation. Exceptions or deviations to this proposal may not be added after the submittal date.

All Proposers are required to provide all information requested in this solicitation. Failure to do so may result in disqualification of the proposal.

The City reserves the right to postpone or cancel this solicitation, or reject all proposals, if in its sole discretion it deems it to be in the best interest of the City to do so.

The City reserves the right to waive any technical or formal errors or omissions, reject all proposals, or award a contract for the items herein, in part or whole, if it is determined to be in the City's best interests.

The City shall not be liable for any costs incurred by the Proposer in preparing proposals or for any work performed in connection therein.

R. Standard Provisions – Terms and Conditions

1. Governing Law

Any agreement resulting from this Solicitation shall be governed by the laws of the State of Florida, and the venue for any legal action relating to such agreement will be in Broward County, Florida.

2. Licenses

In order to perform public work, the successful Proposer shall:
Be licensed to do business in Florida, if an entity, and hold or obtain such Contractor' and Business Licenses if required by State Statutes or local ordinances.

3. Conflict of Interest

For purposes of determining any possible conflict of interest, each Proposer must disclose if any Elected Official, Appointed Official, or City Employee is also an owner, corporate officer, or an employee of the firm. If any Elected Official, Appointed Official, or City Employee is an owner, corporate officer, or an employee, the Proposer must file a statement with the Broward County Supervisor of Elections pursuant to §112.313, Florida Statutes.

4. Drug Free Workplace

The selected firm(s) will be required to verify they will operate a "Drug Free Workplace" as set forth in Florida Statute, 287.087.

5. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute, Section

287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

6. Patent Fees, Royalties, And Licenses

If the selected Proposer requires or desires to use any design, trademark, device, material or process covered by letters of patent or copyright, the selected Proposer and his surety shall indemnify and hold harmless the City from any and all claims for infringement by reason of the use of any such patented design, device, trademark, copyright, material or process in connection with the work agreed to be performed and shall indemnify the City from any cost, expense, royalty or damage which the City may be obligated to pay by reason of any infringement at any time during or after completion of the work.

7. Permits

The selected Proposer shall be responsible for obtaining all permits, licenses, certifications, etc., required by federal, state, county, and municipal laws, regulations, codes, and ordinances for the performance of the work required in these specifications and to conform to the requirements of said legislation.

8. Familiarity with Laws

It is assumed the selected firm(s) will be familiar with all federal, state and local laws, ordinances, rules and regulations that may affect its services pursuant to this Solicitation. Ignorance on the part of the firm will in no way relieve the firm from responsibility.

9. Withdrawal of Proposals

A firm may withdraw its proposal without prejudice no later than the advertised deadline for submission of proposals by written communication to the General Services Department, 1190 N.E. 3rd Avenue, Building C, Pompano Beach, Florida 33060.

10. Composition of Project Team

Firms are required to commit that the principals and personnel named in the proposal will perform the services throughout the contractual term unless otherwise provided for by way of a negotiated contract or written amendment to same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the City in writing.

11. Invoicing/Payment

All invoices should be sent to City of Pompano Beach, Accounts Payable, P.O. Drawer 1300, Pompano Beach, Florida, 33061. In accordance with Florida

Statutes, Chapter 218, payment will be made within 45 days after receipt of a proper invoice.

12. Public Records

- a. The City of Pompano Beach is a public agency subject to Chapter 119, Florida Statutes. The Contractor shall comply with Florida's Public Records Law, as amended. Specifically, the Contractor shall:
 - i. Keep and maintain public records required by the City in order to perform the service;
 - ii. Upon request from the City's custodian of public records, provide the City with a copy of requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes or as otherwise provided by law;
 - iii. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the City; and
 - iv. Upon completion of the contract, transfer, at no cost to the City, all public records in possession of the Contractor, or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request from the City's custodian of public records in a format compatible with the City's information technology systems.
- b. Failure of the Contractor to provide the above-described public records to the City within a reasonable time may subject the Contractor to penalties under 119.10 Florida Statutes, as amended.

PUBLIC RECORDS CUSTODIAN

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

**CITY CLERK
100 W. Atlantic Blvd., Suite 253
Pompano Beach, Florida 33060
(954) 786-4611**

S. Questions and Communication

All questions regarding the Solicitation are to be submitted using the Questions feature in the eBid System. Questions must be received at least seven (7) calendar days before the scheduled solicitation opening. Oral and other interpretations or clarifications will be without legal effect. Addenda will be posted to the solicitation in the eBid System, and it is the Proposer's responsibility to obtain all addenda before submitting a response to the solicitation.

T. Addenda

The issuance of a written addendum or posting of an answer in response to a question submitted using the Questions feature in the eBid System are the only official methods whereby interpretation, clarification, or additional information can be given. If any addenda are issued to this solicitation the addendum will be issued via the eBid System. It shall be the responsibility of each Proposer, prior to submitting their response, to contact the City Procurement and Contracts Director at (954) 786-4098 to determine if addenda were issued and to make such addenda a part of their proposal. Addenda will be posted to the solicitation in the eBid System.

U. Cone of Silence

This solicitation is subject to the "Cone of Silence," which imposes certain restrictions on communications concerning the solicitation process. The Cone of Silence shall take effect once this solicitation is released to the General Public. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and the end of the 72 hours following the agency posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, any employee or officer of the executive or legislative branch concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response." (F.S 287.057 (25)).

Any Proposer or lobbyist for a Proposer is prohibited from having any communications concerning any solicitation for a competitive procurement with any member of the City Commission, City Clerk, City Manager's Office, any Evaluation Committee Member, or any other City of Pompano Beach employee after Procurement and Contracts releases a solicitation to the General Public. All communications must go through the Procurement and Contracts Department staff. No other member of the City Commission, City Clerk, City Manager's Office, any Evaluation Committee Member, or any other City of Pompano Beach employee should be contacted concerning this solicitation. Any information that amends any portion of this solicitation received by any method other than an Addendum issued to the solicitation is not binding on the City of Pompano Beach.

V. Protest Procedures

The Protest Procedures established within the Procurement and Contracts Procedures Manual and Section 120.57, Florida Statutes must be followed to file a valid Protest to this solicitation. Protests concerning the proposed solicitation award must be filed in writing with the Procurement and Contracts Director to be considered. They may only be filed by

bidders or Proposers whom the solicitation or award may aggrieve. The initial protest must be addressed to the following:

**Director of Procurement and Contracts,
City of Pompano Beach
1190 N.E. 3rd Avenue, Building C, Pompano Beach, Florida 33060**

ATTRIBUTES

The following is the list of all attributes that need to be confirmed through the eBid system Attributes Tab:

- Attribute 1 - Local Business
- Attribute 2 - Drug-Free Workplace
- Attribute 3 - Terms & Conditions
- Attribute 4 - Acknowledgment of Addenda
- Attribute 5 - Conflict of Interest
- Attribute 6 - Hold Harmless and Indemnification

RESPONSE ATTACHMENTS

The following is the list of all Response Attachments that need to be uploaded to the eBid system Response Attachments Tab:

- Proposal - Electronic version of the proposal.
- Local Business Program Forms - The Local Business Program Forms from the attachments tab must be completed and uploaded to this tab.
- Financial Statements - Attach financial statements to the Response Attachment Tab and label them "CONFIDENTIAL." Do not include confidential financial statements in your proposal.
- Sunbiz Registration - Insert proof of being licensed to do business in the State of Florida. A printout from the Florida Department of State Sunbiz website is acceptable.
- ~~Bid Bond Form — The bid Bond Form from the Attachments tab must be completed and uploaded to the Response Attachment Tab.~~
- W9 Request for Taxpayer Identification Number and Certification
- Proposer Information Page Form.
- Attachment E - References



INTEGRATED SOLUTIONS
CONSULTING

City of Pompano Beach

Florida

Request for Proposals: RFP25-035

Comprehensive Disaster Recovery Consulting Services

847-737-5395 | www.i-s-consulting.com

BUILDING A MORE RESILIENT FUTURE

Title Page

Title Page Information	
Client Name	City of Pompano Beach, Florida
Project Name	Comprehensive Disaster Recovery Consulting Services
Project Number	RFP25-035
Proposer's Information	Integrated Solutions Consulting Corporation Point of Contact: Sophia Delmar 220 S. Buchanan Street Edwardsville, IL 62025 sophia.delmar@i-s-consulting.com Phone: 847-737-5395 Fax: +1 847-916-7177
Date	May 14, 2025

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Letter of Transmittal

Eric Seifer, Procurement and Contracts
City of Pompano Beach, Florida
eric.seifer@copbfl.com

May 14, 2025

Dear Eric Seifer,

ISC is pleased to present our proposal response to you, City of Pompano Beach, Florida's (the City)'s, Request for Proposal (RFP) RFP25-035: *Comprehensive Disaster Recovery Consulting Services*.

Team ISC understands that the City is seeking a qualified firm to assist and support them and their staff with emergency management administrative support services, as detailed in the RFP. Specializing in disaster recovery services, ISC has proven expertise in the Federal Emergency Management Agency's (FEMA's) Public Assistance (PA) program and Hazard Mitigation Grant Programs (HMGP), Debris Monitoring, Housing and Urban Development's Community Development Block Grants for disaster and mitigation (CDBG-DR and CDBG-MIT), and Individual Assistance (IA). For the past two decades, ISC has had the distinct privilege of helping diverse communities throughout the US obtain and retain over **\$80 billion in eligible federal recovery grant funding** without negative audit findings.

ISC provides the City with not only a team with unparalleled disaster recovery expertise, but also a team with **intimate knowledge of Florida, its communities, and past disasters**.



ISC's team is representative of the diversity of the communities we serve, and that can deliver the necessary reach-back of complementary and unique technical skillsets, as needed. **ISC offers...**

- ✓ A Team that is 100% Dedicated to the Authority's Recovery, Avoiding Common Pitfalls of Disaster Assistance Programs, and Ensure Compliance with FEMA requirements.
- ✓ A Team that is Concentrated on Maximizing Opportunity and Streaming Recovery.
- ✓ A Team that is Committed to Efficiency, Transparency, & Driven Results.
- ✓ A Team with Local Experience that can Deliver Unparalleled Disaster Recovery Expertise.
- ✓ A Team that is Focused on Building Resiliency for the Future.
- ✓ A Storied Track Record of Trust & Success in Florida.
- ✓ A Pricing Strategy that Maximizes Funds and Keeps Vital Recovery Funds in the Community

As the individual authorized to contractually and obligate on behalf of Team ISC, I thank you for the opportunity to support the City's emergency management administrative support services and look forward to providing the City with dedicated service to rebuild a more resilient future.

Sincerely,



Daniel Martin, Ph.D., CEM, Principal
Integrated Solutions Consulting, Corp

Authorized Point of Contact
Daniel Martin, PhD, CEM, Principal
220 S. Buchanan Street Edwardsville, IL 62025
847-737-5395
Dan.Martin@i-s-consulting.com

Technical Proposal

Tab 1: Qualifications of the Firm

Company Overview

Integrated Solutions Consulting (ISC), incorporated in 2005, is a professional services firm specializing in homeland security, emergency management, public safety, hazard mitigation, and disaster recovery consulting services. ISC has a proven track record of successfully evaluating, developing, and integrating complex disaster/emergency management planning doctrine that follows relevant federal, state, and local programmatic directives and requirements. We are staffed with highly experienced emergency management, law enforcement, public health, disaster recovery, and related public safety professionals.



Throughout *our 20+ years of service*, ISC has had the privilege of supporting diverse communities nationwide as a single-source provider of emergency planning services.

Unlike our competitors, we are exclusively focused on providing emergency management and homeland security consulting services to the private and public sector.

Our focus on these services provides our staff with a wealth of experience and lessons learned, granting ISC the ability to not just meet our clients' needs, but deliver services that go above and beyond.

Our Mission is to provide consulting solutions from a professional emergency management perspective for public and private entities. This mission is carried out by our extensive experience in the operational fields of emergency management, homeland security, law enforcement, healthcare systems, environmental, and critical infrastructure engineering; and is supported by our reputation of providing exceptional professional service. We accomplish our mission from our regional offices, located throughout the nation.

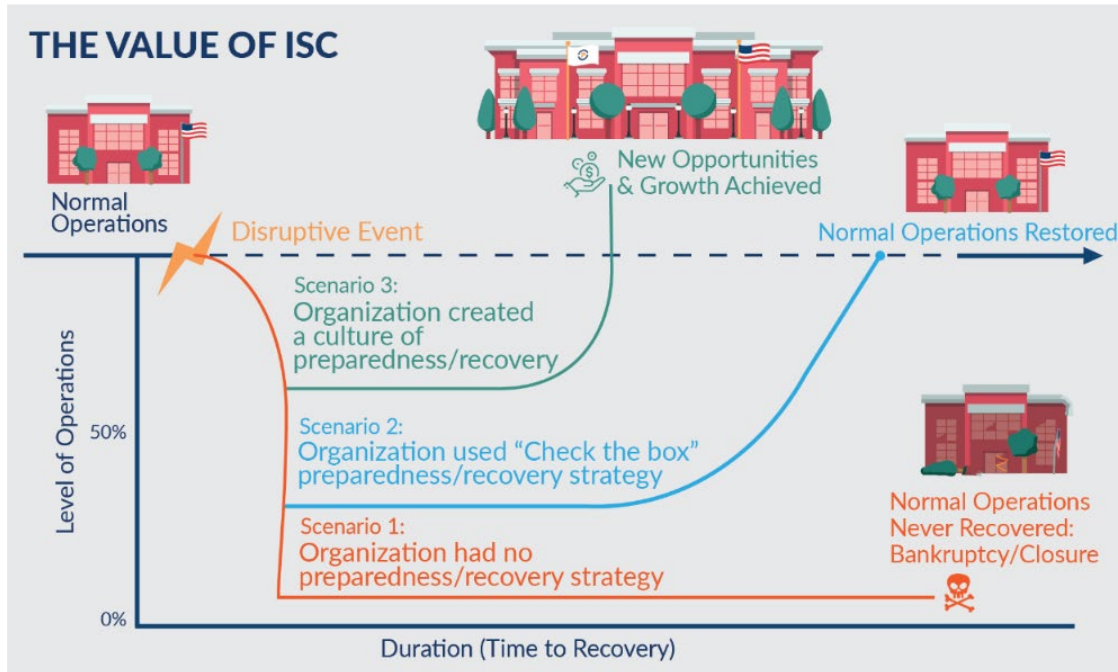
Our Principles drive us to achieve continued project success with value-added products:

1. **Trust:** We treat each relationship as a two-way Partnership with Trust at the core of the relationship.
2. **Integrity:** We deliver client-focused results that meet or exceed all FEMA and State compliance demands.
3. **Innovation:** By leveraging our experience and research with science and technology, we strive to make a difference by establishing new standards and efficiencies in the industry.
4. **Performance:** As evidenced by our D&B Top Supplier Performance Rating, we consistently outperform our client expectations, setting them up for success in the future.



The ISC Difference

At ISC our business is defined by our dedication to creating strong, long-term partnerships by prioritizing the needs of our clients, and consistently delivering quality services that are just as innovative as they are dependable. **ISC Has Never Been De-obligated.** We achieve this standard by focusing on **creating cultures of preparedness and recovery** in the organizations that we serve and committing to long-standing partnerships with our clients. As seen below, ISC works with our clients to achieve Scenario 3. After a disruptive event occurs while other consultants do the minimum, ISC works to help our clients create a culture of preparedness and recovery that results in new opportunities and growth.



Our Services. ISC's core preparedness philosophy takes a holistic approach to crisis management, prevention, and recovery. We craft an interconnected strategy of planning, training, and crisis response to ensure a client's needs are met in totality. Their approach addresses all conceivable hazards, incorporates ongoing lessons-learned from industry research and client AARs, and accounts for the latest industry standards and best practices. ISC has a proven track record of successfully evaluating, developing, and integrating complex emergency management planning doctrine that follows relevant federal, state, and local emergency management programmatic directives and requirements. Our products have been highlighted as industry best-practices and have received significant client recognition. **Our Services Include:**





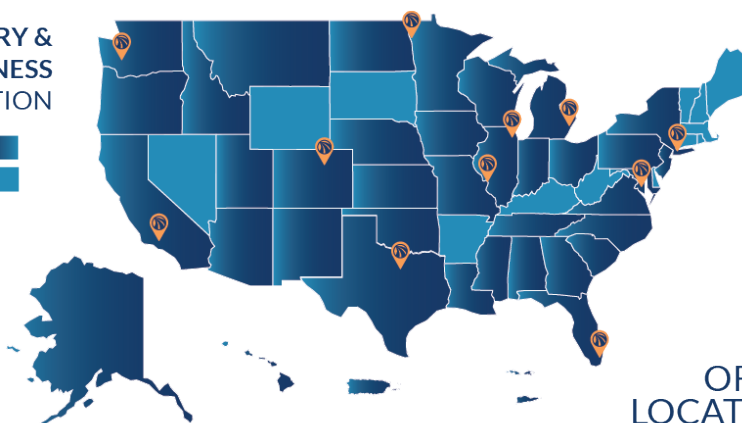
Our People are a group of professionals whose expertise and skill sets are based on a mix of academic achievement, direct practice, and proven subject-matter experience. ISC recognizes that the successful management of any project is dependent upon our ability to effectively deliver exceptional professionals with a documented record of success. Our continued success has served to strengthen our belief that our team must be coordinated and versed in a wide array of fields that support emergency management operations, especially in the discipline of mitigation planning, public engagement, and risk assessment.

20+ Years of Experience
120+ Disaster Operations
350+ Employees & Consultants
3000+ Client & Customer Engagements

The map below is a visual but not complete representation of current and past ISC clients. Our national client base gives our project team the opportunity to develop a best practice perspective of emergency management planning, training, and exercise design and development. This national perspective combined with our in-depth experience and knowledge enables our team to provide best practice solutions based on your operational requirements.

RECOVERY & PREPAREDNESS ACROSS THE NATION

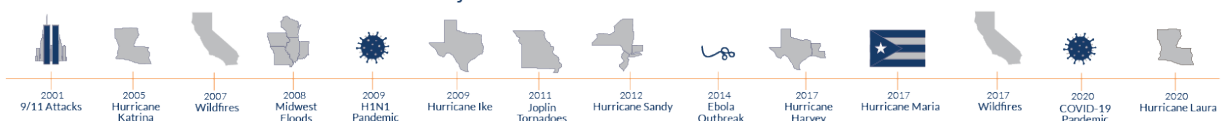
Recovery & Preparedness Services
 Recovery Services (only)



ISC
OFFICE LOCATIONS



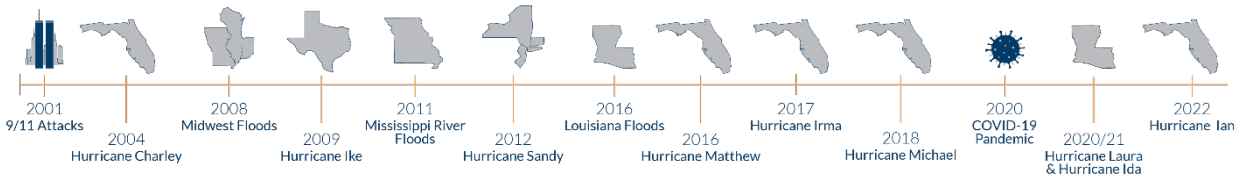
Major Event Involvement Timeline



Experience

Federal Assistance Grant Management Services

With **850+ professionals** ISC offers a unique blend of emergency management professionals with expertise in disaster recovery operations and programs to include but not limited to FEMA Public Assistance, Hazard Mitigation, FHWA, and HUD CDBG-DR. For nearly 20 years, our team has supported local governments, states, and FEMA on a litany of disaster recovery operations, disaster recovery planning and special disaster recovery projects around the nation.



Our Team has partnered, collaborated, and successfully delivered on complex disaster and emergency management projects at the local, state, and federal level, including developing several recovery planning projects that have been considered best practices by several of the elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program, and disaster research centers.

ISC Achieves National Success By:	
#1: Investing in State-of-the-Art Tools and Systems to Yield Maximum Project Performance	• Odysseus™ program management and planning systems. • Unmanned Aerial Vehicles (aka Drones) with certified and insured pilots • Client-specific training and simulations, including table-top and virtual exercises
#2: Providing Exceptional Consulting Services that Exceed Client Expectations	• Access to 93 disaster recovery assistance programs and 500 private and non-profit disaster assistance funding sources • Elite industry expert cadre with an average field experience of over 20 years • 84% of ISC has earned a master's degree or higher
#3: Ensuring Compliance with the Office of Inspector General (OIG)	• Proven history of transparency and accountability of eligible FEMA Disaster Administrative Costs (DAC) and non-DAC expenditures • Custom configuration and system integration to address the client's unique needs. • Insider knowledge from ISC staff who were previously employed in financial auditing positions within grant awarding agencies
#4: Maintaining Strong Client and Partnership Relationships	• Weekly project status updates • Local offices coast to coast • Ability to preemptively prepare for future needs through program gap analysis

At ISC, we understand that capacity building and improving practices are critical for communities across the nation to quickly recover, effectively implement resiliency, and efficiently prepare for the next disaster. With the increased frequency of disasters and emergencies, there is a growing demand by regulatory agencies and citizens for communities to invest in new methods and techniques to establish effective emergency management programs that comply with the regulations and standards that govern the industry.

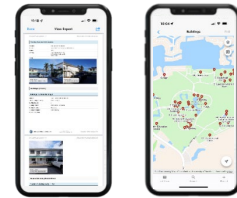
DEVELOPED
section
428
STANDARD
OPERATING PROCEDURES

DEVELOPED
FIRST
section
428
PROJECTS

ISC has remained at the forefront of innovation in the emergency management and disaster recovery industry. From legislative compliance advancements such as the development of FEMA's Section 428 SOP following Hurricane Sandy to utilizing innovative FEMA and third-party validated and approved damage assessment methodologies to expedite recovery funding for Joplin City, Joplin Mercy Hospital, and the Joplin School District following the 2011 tornadoes, ISC is committed to establishing new best practices.

Disaster Damage Assessments

At ISC, we feel that it is crucially important to document your disaster damage accurately and thoroughly. This is especially true with the implementation of FEMA's new initiatives such as the \$1 Million Small Project, FEMA's simplified procedures delivery model, and FEMA Section 428 Public Assistance Alternative Procedures. These new FEMA initiatives put the onus on local government and private non-profits to document their damages in return for receiving fixed-cost estimates. Furthermore, conducting thorough damage assessments will help communities discover damages that went unnoticed during the Preliminary Damage Assessment (PDA) and have an affect on their Presidential Disaster Declaration status.



*Screenshot of the mobile
Damage Assessment
Application in Odyssey™*

ISC has established best practices and new technological innovations so that our clients can efficiently and thoroughly conduct damage assessments and maximize their FEMA claim. These practices have resulted in an **average increase of 187%** in estimated damages from what was identified during the initial PDA.

To supplement our best practice approach, ISC developed the **Odyssey™ | Site Inspection Tool (SIT)**. The Odyssey (SIT) offers an easy-to-use application for real-time damage assessments and log site-specific damage inventory. The Odyssey™|SIT offers ready access to site-specific damage inventories, providing users with real-time dashboard reporting of damage assessments and mapping of site-specific inventory of damages.

Why is this important? For FEMA's Public Assistance Program, it's important for communities to quickly identify all damages and submit the damage inventory to the State and FEMA. Once FEMA holds its exploratory call and the recovery scoping meeting, the community **only has 60 days** to submit its damage inventory (DI). Furthermore, it's critical for communities to thoroughly assess all damages to public buildings, infrastructure, and other community assets to ensure there is not delay in federal funds or potential de-obligations.

Public Assistance (PA) Program Experience

Over the past 20 years, ISC has deployed thousands of technical staff to EOCs and JFOs following large-scale disaster recovery operations under our contract to provide nationwide professional support services in carrying out the statutory authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act under the National Response Framework (NRF). Through ISC's partnership, these services assist the FEMA and the agency's state and local counterparts in response to nationally declared disasters. As part of a nation-wide team network, ISC provides a

variety of services, such as: damage assessments, technical analysis, program management, operational and strategic planning support, training development and delivery, policy analysis, grant management, organizational assessment, project formulation, Appeals, Arbitration, Closeout and other special studies and assignments. These services are provided under the auspices of the National Incident Management System (NIMS), requiring the coordination and rapid mobilization of technical staff and assists in the integration of these personnel into the event's Incident Command Structure (ICS).

ISC's Public Assistance Activities

- ▶ Has Developed 10,000+ Project Worksheets
- ▶ Conducts and Manages Audits
- ▶ Reconciles Costs
- ▶ Prepares Appeal Responses
- ▶ Manages Closeout Activities
- ▶ Conducts Operational and Strategic Planning
- ▶ Has Developed, Reconciled, and Reviewed 10+ Billion Dollars

Over the years, ISC has worked with FEMA, state, and municipal clients to coordinate the rapid mobilization of thousands of technical staff and integrate these personnel into the event's Incident Command Structure. ISC has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance. ISC's catastrophic response and recovery experience includes Hurricane Andrew, the 9/11 World Trade Center Attacks, the 2004 and 2005 Florida hurricanes, Hurricane Katrina, Hurricane Sandy, the 2017 and 2018 hurricane season and countless number of floods, earthquakes, tornadoes and other natural and man-made disaster across the country. Our knowledge of FEMA's Public Assistance Program has been leveraged by several of our clients to develop procedures, policies and plans that incorporate State and Federal Public Assistance Grant and Program Guidelines. Our cadre of professionals provides essential services, including, but not limited to, the following:

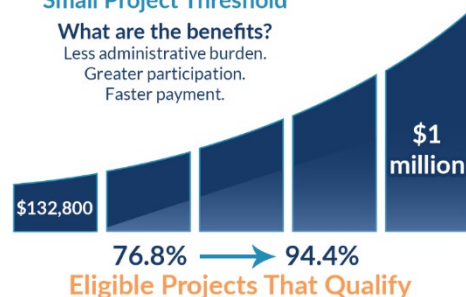
1. Impact Risk and Vulnerability Assessments,
2. Preliminary Damage Assessments,
3. Technical Assistance and Support,
4. Policy Review, Guidance & Programmatic Assistance,
5. Planning Technical Support and Review,
6. Training, and
7. Special Stafford Act Projects and Studies.

ISC's technical experts help with assessing post-disaster damaged facilities, performing cost estimates of the damaged facilities, and identifying those costs that would be eligible for funding through FEMA's public assistance program, as well as Section 404 and 406 hazard mitigation. In addition, ISC has worked with clients to identify and evaluate alternate/improved projects, as well as Section 428. ISC's experience in providing innovative, cost-effective solutions to modern urban infrastructure problems has been an asset to FEMA's Response, Recovery, and Mitigation Programs. ISC will assist you in developing a disaster recovery funding strategy and provide technical support in securing and managing these additional funding opportunities.

Public Assistance Simplified Small Project Threshold

What are the benefits?

Less administrative burden.
Greater participation.
Faster payment.



While supporting the FEMA PA Technical Assistance Contract, ISC has responded to first and second appeals as well as arbitration and audits for all categories of works for both small and large projects. In order to minimize the number of appeals, ISC believes that all project worksheets

should be supported by policy and substantial documentation, to include disaster specific guidance and white papers that help to support eligibility determinations. Each of these documents are developed in coordination with the client and FEMA. In the event of an unfavorable determination by FEMA, and after all options are exhausted, ISC's appeal specialist will develop an appeal to create a comprehensive argument for the client. **ISC has a 97% success rate in achieving favorable responses on appeals.**

ISC has extensive experience performing project and programmatic disaster closeouts. ISC has performed disaster closeouts for some of our Nation's largest disasters to including the 9/11 World Trade Center, the 2004/2005 Florida hurricanes, Hurricane Katrina, 2008 Midwest, and many other disasters. Furthermore, ISC has also served on FEMA Public Assistance arbitration panels and resolved disputes arising from FEMA Public Assistance projects. Over the past three decades, ISC has been involved in all aspects of the FEMA Public Assistance Program and has worked on all Categories of Work for disasters of all types, scale, and magnitude; in all FEMA Regions and states; and in urban and rural environments. ISC is proud to have been involved in many of the largest and most complex disasters and FEMA Public Assistance projects. The following is a small sample of some of the variety of FEMA Public Assistance projects by categories of work and disasters that ISC has developed, managed, and administered.

FEMA Individual Assistance

With over 20 years of corporate experience with FEMA's Individual Assistance and Small Business Administration's Disaster Loan programs, ISC is respected in the Emergency Management field as an expert in federal policies related to disaster response and recovery. ISC provides expert programmatic management services and policy guidance in support of post-disaster housing. Our strategic planning to support the affected communities, in coordination with the State and FEMA, has been recognized nationwide.

ISC has supported many post-disasters housing initiatives, including FEMA's Joint Housing Solutions Group, which works with FEMA's Individual Assistance Branch to analyze housing needs following a disaster, research available housing options and recommend effective solutions. Furthermore, ISC has worked with communities before and after a disaster to help promote and coordinate the US Small Business Administration (US SBA) Disaster Loans Program. This program provides low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery & equipment, inventory, and business assets that have been damaged or destroyed in a declared disaster.

Hazard Mitigation Grant Program (HMGP)

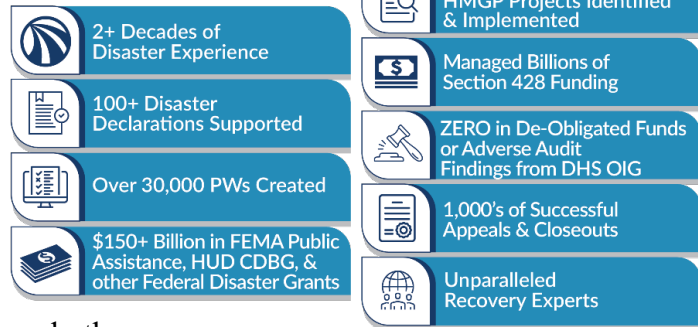
ISC provides technical assistance in identifying post-disaster damaged facilities, performing cost estimates of the damaged facilities, and identifying those costs that would be eligible for funding through the Section 404 and 406 Hazard Mitigation Measures. Our Team's experience in providing innovative, cost-effective solutions to modern urban infrastructure problems has been an asset to FEMA's Response, Recovery, and Mitigation Programs.

ISC mobilized disaster recovery and hazard mitigation subject matter experts to support FEMA's Consolidated Resource Center as part of the new FEMA PA delivery model. The new FEMA PA delivery model was implemented in 2014 and was designed to offer efficiency in the disaster assistance process and best meet the needs of applicants. The Team reviewed PA projects within

the new PA delivery model for potential Section 406

mitigation opportunities and promote the integration, implementation, and coordination for Section 406 mitigation activities in support of the PA Program for both internal (Consolidated Resource Center (CRC) staff) and external partners (Joint Field Office (JFO) staff, Applicants and Recipients) for multiple disasters. ISC staff coordinated Hazard Mitigation Proposal (HMP) strategies and the

development of creative and technically feasible solutions to accomplish mitigation goals with all stakeholders. Additionally, ISC staff completed Benefit-Cost Analysis (BCA) of potential Section 406 mitigation projects using latest FEMA BCA methodology.



ISC has also assisted local and client communities in developing Letters of Intent (LOIs) following a disaster declaration. This is the first step in the selection of mitigation projects under FEMA's HMGP program for post-disaster mitigation projects. We have also assisted in the development of LOIs under Hazard Mitigation Assistance, which is competitively bid each year for pre-disaster mitigation projects. Letters developed have included an in-depth description of the proposed project as well as estimated costs.

Debris Monitoring

Following a disaster, debris removal is critical to expediting the recovery process. FEMA will reimburse eligible applicants for the costs associated with the removal of debris from improved public property and public rights-of-way, including federal-aid roads. It is the applicant's responsibility to monitor all debris removal activities and document and track equipment and labor.

ISC has provided programmatic and technical support to all levels of government in the implementation of debris management plans and strategies following disasters. Our 10 years of experience include some of the nation's largest debris management operations, making ISC part of a national team of recognized experts tasked with the delivery of debris management plan training and technical assistance to state, local, and tribal governments and private non-profits.

ISC understands that scope items involved in debris management often include the following:

- Staff mobilization
- Field documentation of work
- Collection monitoring of right-of-way and public property debris
- Monitor training.
- Spot checks and auditing of monitors
- Project mapping
- Truck certifications
- Quality Control/Quality Assurance
- TDSRS/disposal sites
- Data management
- Public information support

- Funding support
- Recovery services
- Pre-storm coordination
- Safety meetings and monitor updates.
- Coordination meetings with contractors
- Public assistance consulting services

Federal Highway Administration (FHWA) Support

Through our national recovery contracts, ISC has worked closely with state Departments of Transportation as well as county and municipal governments to coordinate the emergency repair of roadways. The Federal Highway Administration (FHWA)'s Emergency Relief Program assists State and local governments with the repair of Federal-Aid roads and bridges that have been damaged by disasters. Following Hurricane Sandy, ISC worked with the Port Authority of NY-NJ to conduct thorough damage assessments of the Holland Tunnel, develop cost estimates to repair and restore the Holland Tunnel, and coordinate the administration of disaster relief funding through the FHWA Emergency Relief Program and FEMA's PA Program under the authorities of the Sandy Recovery Improvement Act. Additionally, Hurricane Maria caused severe destruction throughout the Commonwealth and an estimated \$91.6 billion in damage. Compounding the situation caused by the hurricane, Puerto Rico has been facing an economic crisis spanning more than a decade, coupled with structural-demographic, health, social, and infrastructure stresses to include the Commonwealth's power and energy sector. Puerto Rico's transportation sector was severely damaged, making areas of the Commonwealth inaccessible, disrupting mass transit services, and crippling sea and airports. ISC staff worked closely with the Puerto Rico Department of Transportation and COR3 to coordinate the disaster assistance funding provided through FHWA's Emergency Relief Program and FEMA's PA Program for over 16,000 miles of roadway to include a countless number of bridges.



Multiple members of ISC have worked in or operating various DOT's across the nation, giving ISC the insights needed to plan & strategize your FHWA claims.

Community Development Block Grant

ISC experts have managed traditional CDBG funded projects involving voluntary and non-voluntary acquisition for neighborhood redevelopment projects, buyout programs, and infrastructure improvements. In addition, our team of experts have been directly responsible for the management and disposition of properties acquired with CDBG funding. Each project involved strict adherence to federal requirements related to the Uniform Relocation Act and Section 104 (d). With this experience, we can offer supplemental staff or direct program support.

ISC has extensive experience working with state and local jurisdictions to ensure that all HUD-funded program activities are CDBG eligible and meet a National Objective(s) in accordance with 24 CFR 570. As at least 51% of the CDBG funds must be disbursed for activities that meet the Low to Moderate Income (LMI) National Objective, the Recovery Team can assist with the development of reports and predictive analysis to track this requirement across programs. Based upon past CDBG experience, the team can provide you with innovative policy and

	Managed 100s of CDBG Projects
	Managed Billions in HUD CDBG-DR & CDBG-MIT
	Implemented CDBG-DR and CDBG-MIT After Hurricanes
	Created -DR & Implemented CDBG Action Plans for Large Urban Areas
	Managed Billions in Public & Infrastructure Improvement
	Managed Duplication of Benefits
	HUD CDBG Housing Experience ✓ Rehab & Repairs ✓ New Construction ✓ Homeowner Assistance ✓ Affordable Rental Housing ✓ Acquisitions & Buyouts
	Tens of Thousands of Mitigation Actions Identified

procedural solutions to ensure that this requirement is met without making substantial changes or disrupting on-going programs.

As CDBG projects are completed, final project information regarding overall program performance and beneficiaries needs to be collected in conformance with HUD requirements and standardized Close-Out policies and procedures. ISC is experienced in CDBG Close-Out requirements and is available to provide you with support to expedite such activities.

Due to the significant level of federal funding provided to grantees as a result of a disaster, multiple federal and local agencies track and monitor the progress of CDBG programs. In addition to the regularly scheduled monitoring visits by HUD, other agencies such as HUD OIG, Government Accountability Office (GAO), Office of Management and Budget (OMB), and other state auditing agencies frequently request program information and closely monitor or audit program activities. In some cases, multiple agencies can conduct simultaneous reviews, which can become time consuming for an agency with limited staff capacity. ISC has extensive experience with monitoring and audit responses to several agencies, including GAO, OMB, HUD, HUD OIG, DHS, DHS OIG, and state auditing entities.

Long-Term Disaster Recovery and Redevelopment Planning

Since our inception, ISC has provided nationwide professional support services in carrying out the statutory authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act under the National Response Framework (NRF). Through ISC's partnership, these services assist the Federal Emergency Management Agency (FEMA) and the agency's state and local counterparts in response to nationally declared disasters. As part of a nation-wide team network, ISC provides a variety of services, such as: damage assessments, technical analysis, program management, operational and strategic planning support, training development and delivery, policy analysis, grant management, organizational assessment, and other special studies and assignments. Recently, ISC provided technical support to the Department of Homeland Security (DHS) and Housing and Urban Development (HUD) Long-Term Recovery Working Group to draft the Second Edition of the National Disaster Recovery Framework (NDRF). The NDRF provides guidance for the delivery of recovery assistance using current resources and authorities, as well as the White House Working Group Report to the President, which will identify opportunities for improving the delivery of recovery assistance in the future.

ISC's reputation as a highly qualified technical contractor has resulted in the assignment of special projects and program initiatives for FEMA Headquarters, including the development of sophisticated community long-term recovery evaluation tools, research studies, implementation of national programs and initiatives, and instructional design and delivery.

In addition, ISC also lends its expertise on Long-Term Community Recovery (LTCR) teams in communities affected by disaster. The LTCR teams use a community-driven process to help communities articulate post-disaster goals and objectives and create an overall recovery vision. The primary goal is to help identify and outline projects which can attract outside funding, as well as those with which the community can help realize its own recovery. Each LTCR team is tailored to the needs of each community and can encompass a multitude of disciplines, including landscape architects, urban planners, community planners, architects, transportation planners, grant specialists, historic preservation specialists, housing specialists, and more.

ISC has worked closely with communities on behalf of FEMA to build capacity for a holistic approach for community disaster recovery. A few of our most relevant long-term community recovery efforts include:

- Princeville, NC (1999)
- Utica, Illinois Tornado (2003)
- Multiple Missouri Tornadoes (2003)
- Florida Hurricanes Charley, Francis, Ivan and Jeanne (2004)
- Hurricane Katrina (2005)
- Iowa Floods (2008)
- Hurricane Ike (2009)
- Hurricane Irene (2011)
- Joplin, MO Tornado (2011)
- Tuscaloosa, AL Tornado (2011)
- North Dakota Floods (2012)
- Hurricane Sandy (2012)
- Moore, Oklahoma Tornado (2013)
- Colorado Floods (2013)
- Louisiana Floods (2016)
- Hurricane Maria – Puerto Rico (2017)
- Hurricane Harvey - Texas (2017)
- Hurricane Laura – Louisiana (2020)
- Hurricane Ida – Louisiana (2021)

Finally, our knowledge and experience in long-term community recovery has been leveraged by several of our clients to develop pre-disaster procedures, policies and plans to help drive long-term community disaster recovery success.

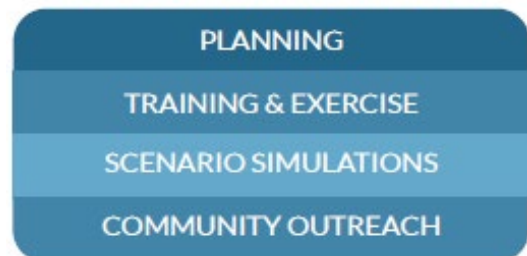
Most recently, ISC developed a comprehensive disaster recovery and redevelopment plan for Martin County, Florida in response to Hurricane Ian. The comprehensive recovery and redevelopment plan incorporates the most recent evidence-based knowledge of long-term community recovery and cross references federal, state and industry accreditation standards to include the Emergency Management Accreditation Program (EMAP). The Martin County comprehensive disaster recovery and redevelopment plan has been recognized as an industry's best practice.

Emergency Preparedness/Planning Experience

For almost two decades, ISC has been proud to have served hundreds of cities, counties, states, federal agencies, tribal nations, and special districts across the country in the development of various aspects of their community preparedness programs. From the creation of regional community vulnerability and hazard risk assessment models and Comprehensive Emergency Management Plans (CEMP), to developing training curriculum and interactive exercise simulations, to conducting community preparedness survey studies and public service announcements with special-effect graphics, our preparedness experience is exhaustive.

We believe that our diverse portfolio of preparedness projects, as well as the opportunity to provide service to such a diverse client base, is a testimony of our pursuit for excellence and exceptional client service with every project engagement. Our national client base allows our project team to develop a best practice perspective for preparedness programs that are comprehensive in focus, address all hazards, and that are inclusive and represent the whole community. **Our approach to preparedness has allowed our clients to expand their reach and more efficiently and cost-effectively build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.**

Our Preparedness Services:



ISC has a proven track record of successfully evaluating, developing, and integrating complex emergency management planning doctrine that follows relevant federal, state, and local emergency management programmatic directives and requirements. Our plans have been highlighted as industry best-practices and have received significant client recognition.

Our emergency management services include:

- **Strategic Planning**
 - Comprehensive Emergency Management Plans
 - Hazard Mitigation Plans
 - Community Disaster Recovery Plans
 - Integrated Preparedness Plans
- **Emergency Action Planning**
- **Operational Planning**
 - Emergency Operations Plans
 - Emergency Support Function Annexes
 - Support Annexes
 - Incident Annexes
 - Continuity of Operations Plans
 - Evacuation Plans
 - Damage Assessment Plans
 - Debris Management Plans
 - Environmental Response Plans
- **Emergency Preparedness Training & Exercises**
 - Natural Disaster
 - Active Shooter
 - Terrorism
 - Public Health Emergencies
 - Special Events
- **Comprehensive Disaster Recovery Services**
 - FEMA Public Assistance
 - Local Recovery Planning
 - Project Closeout
- **Program Assessments**
 - Threat and Hazard Identification and Risk Assessments (THIRA) and Stakeholder Preparedness Reports
 - Organizational Assessments
 - Capability Assessments
 - After-Action Reports and Improvement Plans

ISC's APPROACH IS DIFFERENT

Goes Beyond Response to Build Comprehensive Resiliency -We recognize the importance of not only a cooperative response strategy but also appreciate the vital role preparedness has in building community resilience.

IS NOT "Check the Box" or "Cookie Cutter" Planning -Our approach not only ensures compliance with regulatory requirements and policy guidance, but also guarantees that every plan is tailored to meet the specific needs of the community.

Ensures Representation of the Whole Community -Our preparedness strategies involve an inclusive community engagement and outreach process that involves not only community leadership and key stakeholders but also those that are underserved and most vulnerable to disaster.

Synthesizes Complex Information to Ensure a Shared Awareness -Our approach not only ensures compliance with regulatory requirements and policy guidance, but also guarantees that every plan is tailored to meet the specific needs of the community.

Leverages Evidence-Based Knowledge to Inspire Innovative Solutions -Our preparedness programs build upon the 100+ years of disaster research and incorporates new knowledge in disaster science to establish new and proven methods, techniques, and strategies in preparing for, responding to, recovering from, and mitigating for disasters.

Recognized Emergency Management Accreditation Program Experts

Over the years, ISC has had the pleasure of supporting several clients with their Emergency Management Accreditation Program (EMAP) requirements. ISC's recognition in the industry resulted in our personal invitation to attend the first delivery of the [EMAP Business Consultant training initiative](#). ISC is now one of a select few firms in the world [\[click here\]](#) that have been qualified by EMAP to assist emergency management entities with their EMA accreditation and compliance needs.

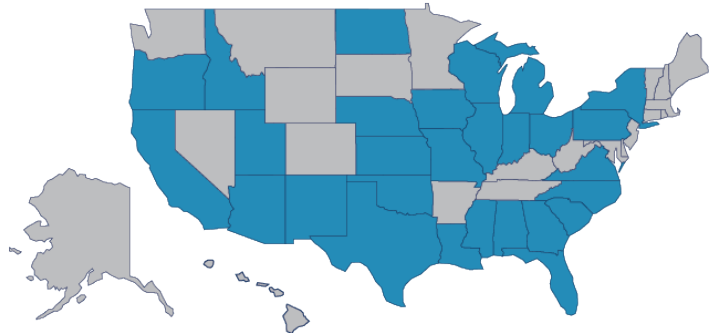


We feel that this designation, coupled with over 20 years of EMAP experience, makes us well versed in ensuring our work products adhere to EMAP standards and assist our clients in complying with EMAP standards. Furthermore, our accomplishments serve as testimony to our commitment to elevating compliance standards through collaboration, integration, and research. ISC takes a comprehensive approach for every project engagement, ensuring that our clients adhere to the latest regulatory requirements and industry standards to include those set by EMAP.

Training Experience

ISC provides instructor support services for clients across the country, to include on-site disaster operation training sessions to federal employees; state emergency management representatives; and contracting staff. FEMA Headquarters and the National Instructor Coordinator routinely recognize ISC Team members as premier instructors that provide proficiency and knowledge of disaster operations. Specifically, some of our high-level training experience includes the development and delivery of higher education courses for both current and future practitioners, and our participation in the National Training Program to assist FEMA in delivering consistent course content and development of exceptional courses.

ISC has Training Experience Across the Nation



- ✓ Courses: FEMA EMI, DHS, & ODP
- ✓ E-Learning and Training
- ✓ Curriculum Design
- ✓ Computer-Based Training

Training and Exercise Support History

Since our inception over two decades ago, ISC has been a single-source provider of emergency preparedness exercise services. In the last five years, ISC has planned, designed, developed, planned, prepared, facilitated, and delivered numerous exercise events, similar in size, scope, and complexity to that required by the RFP. Below is a timeline that documents our experience supporting discussion-based and operations-based exercises, over the preceding five years.

ISC Exercise Support: Five Years' Experience 2016 - 2022			
2016 - 2017	2018 - 2019	2020-2021	2022-2024
• US Dept. of the Interior Tabletop, Functional, and Full-Scale Exercise Series • State of IL, Dept. of Public Health, Region VII TTX • Chicago Dept. of Public Health, MSA SNS Full Scale Exercise • Cook County Health Dept., MCM Regional Distribution Site (RDS) Full Scale Exercise • US HHS, ASPR MCM Dispensing Regional Summit Workshops • Miami-Dade County, Unmet Needs TTX • Oakland County, MI Active Shooter Functional Exercise • Maricopa County, AZ Public Health Closed POD Workshop • Chicago Dept. of Public Health, MSA SNS Exercise • Chicago Dept. of Public Health, MCM Regional Distribution Site (RDS) Exercise	• Super Bowl LV EOC Functional Exercise • Miami-Dade, FL Employee & Volunteer Staging Area Training Exercise Series • Miami-Dade, FL Post-Disaster Housing TTX • Broward County, FL Community College Active Shooter Functional Exercise • Maricopa County, AZ POD Volunteers Workshop • Bay Area UASI Exercise Program • Miami-Dade County Cyber Security TTX • Cook County, IL THIRA Whole Community Summit • Navajo Tribal Utilities Authority (NTUA) Exercise Series • Santa Ana USD Active Shooter Exercise Series • US Dept. of the Interior, BIA Dam Safety Tabletop Exercise Series	• MARC Regional CMS Exercise Series • TriMet Westside Express Service Passenger Train Preparedness TTX • Los Angeles Region CCTA TTX • State of OH, Dept. of Health, Cabinet Pandemic TTX • Cook County, IL, EMRS COVID-19 Phase II TTX • New York City Training & Exercise Program • Maricopa County Planning & Exercise Preparedness Program • Ramsey County MN Emergency Management Training & Exercise Program • San Antonio Regional Catastrophic Preparedness Training & Exercise Program	• Multnomah County Drainage District Pump Facility TTX • BIA Great Plans Region Dam – Cyber Attack TTX • Kansas City Regional Haz Mat TTX • State of Ohio, Cyber Security Workshops • Miami-Dade County Cyber Attack TTX • Palm Beach County EMT Drills • Teton County, WY EOP Functional Exercise & Flood Response • Mid-America Regional Council Operation Whirlwind Functional Exercise • City of Portland Wildfire Urban Interface Workshops • Silver Lake Dam FX • Walker River Paiute Indian Reservation Dam TTX

Odysseus™ Enterprise System (OES): ISC's Disaster Recovery System

Officially launched in December 2022, the Odysseus™ Enterprise System (Odysseus™ or OES) is a cloud-based system, developed by our team of disaster recovery and technical experts, that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive disaster and emergency management programs. Odysseus™ features the unique characteristic of providing standardization and flexibility, and concurrently utilizes a suite of applications to promote increased participation, collaboration, transparency, and compliance. This union of technological and programmatic features offers organizations an efficient and effective method to systematically design, develop, maintain, and continually improve all elements of a comprehensive emergency management program.



Program Management Functionalities	Programs
Project Tracking	FEMA Public Assistance
Grant Management	FEMA Individual Assistance
Damage Assessments	FEMA Housing Assistance Programs
Debris Monitoring	FEMA Individual Assistance
Project Administration & Closeout	HUD Community Development Block Grant
Program Reporting	Fire Management Assistance Programs
Compliance Monitoring	Community Disaster Loan Program
Tracking and Reporting	American Rescue Plan Act
Project Budgeting & Scheduling	FEMA Hazard Mitigation Grant Program (Section 404 & 406)
Grant Audits, Arbitration, and Appeals	CARES Act
Contractor Performance	Section 428 Recovery Projects
Recovery Planning	
Training & Exercises	
Recovery Committee Coordination	
Community Outreach	
Governance	

FEATURES



FEMA Public Assistance Grant Management Capabilities

Odysseus™ was created from its start as a comprehensive program management solution for the FEMA Public Assistance Program. The genesis of our system hails from over three decades of experience serving FEMA's Public Assistance Technical Assistance Contract and developing tools for FEMA HQ such as FEMA Grants Portal, the PA Dashboard, and other technical solutions. Our experience developing these tools and our expertise in FEMA Public Assistance led us to develop a software solution to help guide state recipients and sub-recipients throughout the FEMA PA Process – from cradle to grave. Functionalities of Odysseus™ as they relate to the FEMA PA Process includes:



FEMA PA Features of the Odysseus™ | GMT that Go Beyond Grant Management

In addition, to being able to track and manage FEMA PA grants, Odysseus™ provides additional applications that are critical to the successful management of the entire FEMA Public Assistance grant management life-cycle. From our experience serving as a disaster recovery technical advisor for FEMA, state EMAs, local governments, and other eligible applicants for over 150 disasters, we learned that successful management of a FEMA Public Assistance grant starts immediately and requires thorough documentation of all disaster-related expenditures, damages, and repair costs, from cradle to grave. For this reason, Odysseus™ offers additional applications that are important for managing the FEMA PA Program.

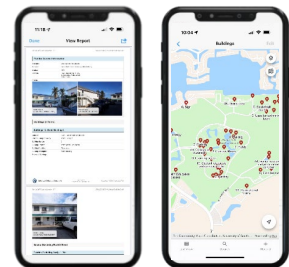
FEMA PA Grant Dashboards

Odysseus™ provides our clients with a ready-to-use or customized FEMA Public Assistance grant management system to allow your organization to track, administer, report, and maximize eligible grant funding. Odysseus™ serves as a centralized location for our clients to monitor the status of their projects, track their recovery progress, collaborate on important recovery decisions, and personalized dashboards to highlight pending disaster recovery tasks and overall progress of every dollar of federal grant funding allocations. Odysseus™ is customizable to meet our clients' needs and can easily integrate with other web-based application to ensure accuracy, transparency, and compliance across your organization. Odysseus™ tracks related projects, tasks, and site inspection data from Preliminary Damage Assessments preparing for federal declaration through project closeout. Data in the Odysseus™ is retained and easily retrieved for audits. Its capabilities stretch far beyond FEMA PA to handle any grant funding source.



Damage Inventory List

The Recovery Scoping Meeting (RSM) is the first substantive meeting between the Sub-recipient and FEMA and initiates an important timeline that could jeopardize important FEMA PA funding. Within 60 days of the RSM, sub-recipients must identify and report all damages to FEMA. Referred to as “Damage Inventory”, any damage reported after this 60-day deadline will not be eligible for FEMA PA funding. Providing a method to allow sub-recipients to record and report their Damage Inventory will ensure that important recovery projects are not missed due to an administrative deadline of the FEMA PA Program.



Odysseus™ allows sub-recipient to start documenting their Damage Inventory during the immediate aftermath of the disaster. The damage assessment application allows users to conduct windshield damage surveys using their personal mobile device and report this information into the Odysseus™ Enterprise System. Odysseus™ provides a virtual map of all damage data points, providing users with a visual perspective of all their Damage Inventory lists. In addition to the damage information that is recorded, Odysseus™ also tracks the coordinates of all Damage Inventory, allowing users to revisit these facilities later to conduct more detailed damaged assessments that will be required as part of the FEMA PA Program.

Detailed Damage Assessments

Once the inventory of damages is identified and submitted to FEMA, it is important to conduct detailed damage assessments so that eligible sub-recipients can have a thorough understanding of the extent of their damages, the costs associated with repairs, develop FEMA-approved cost estimates, discover opportunities for hazard mitigation, and address any potential environmental concerns. This not only will influence the formulation of projects, but also' the ability for sub-recipients to identify every eligible FEMA PA dollar as well as maximize their potential eligible funding by taking advantage of programs such as FEMA's new \$1 Million Small Project Threshold, Section 428 Alternative Procedures, and other opportunities offered by the FEMA PA Program.



Odysseus™ offers an easy-to-use application for real-time damage assessments and log site-specific damage inventory. The Odysseus™ damage assessment application offers ready access to site-specific damage inventories, providing users with real-time dashboard reporting of damage assessments and mapping of site-specific inventory of damages. The Odysseus™ damage assessment application is customizable and can be accessed via mobile phone with or without internet connection. Once connection is established, data from the damage assessment application is transferred to the **Odysseus™ grant management application** with a click of the button, streamlining the reporting of damages and expediting the FEMA reimbursement process.

Streamlining the FEMA Public Assistance Program

Odysseus™ is a robust suite of tools that are specifically designed to help communities manage their FEMA Public Assistance claim from cradle to grave and provide a unique perspective so that they can maximize vital disaster recovery funds that are provided through other federal programs.

Although disasters are devastating and disruptive, it is important to recognize that every disaster brings about opportunity for communities to improve their conditions and to build a more resilient future. That is, IF communities effectively manage important federal disaster assistance programs such as the FEMA Public Assistance Program.

After a disaster, time is of the essence. It is crucial that communities are well prepared to manage their recovery efforts. Disaster recovery programs, like FEMA Public Assistance, allow for a limited amount of time to identify emergency expenditures, conduct damage assessments, complete debris removal operations, and report their FEMA claim. Not properly documenting these costs or following the FEMA eligibility requirements will result in a loss of funding or adverse audit findings. It is a daunting task for even the most prepared and robust of communities. Communities need a suite of tools to manage the FEMA Public Assistance process quickly and accurately.

FEMA PA Program Management

Odysseus™ provides one comprehensive system to manage the full grant management life cycle of the FEMA Public Assistance program.

1. **Manage And Administer FEMA PA Program Requirements:** Odysseus™ offers organizations with real-time tracking and reporting of FEMA PA grant fund allocations.

Track the status of vital community recovery projects and measure their progress. Odyssey™ allows you to track every FEMA dollar and find opportunities to leverage FEAM PA Program opportunities.

2. **Conduct Quick and Thorough Damage Assessments:** Odyssey™ allows users to conduct quick and thorough damage assessments. Odyssey™ allows users to conduct damage assessments from their personal mobile device and report damage as well as repairs.
3. **Integrated Automated Debris Monitoring System:** Odyssey™ allows for the systematic integration of popular Automated Debris Management Systems (ADMS). Integration ranges from real-time reporting of debris monitoring activities to the synching of important debris monitoring data, expediting Category A debris management funds.
4. **Efficiently Validate FEMA PA Grants & Conduct Closeout:** Odyssey™ includes a FEMA Closeout Validation Tool to help eliminate the administrative burden of 100% closeout validations. Odyssey™ guides users through FEMA's arduous Closeout Validation process and provides a systematic solution that reduces weeks of burden to simply hours.

Maximize Vital Community Disaster Recovery Funds

Successful community disaster recovery is directly correlated to the community's ability to leverage all available funds to rebuild a more resilient future. Odyssey offers a unique perspective, providing a platform for communities to manage, track, and monitor disaster recovery funds from multiple federal and state grant assistance programs. The result is an opportunity to leverage every available dollar, identify gaps in disaster funding, and maximize your community's disaster recovery potential.



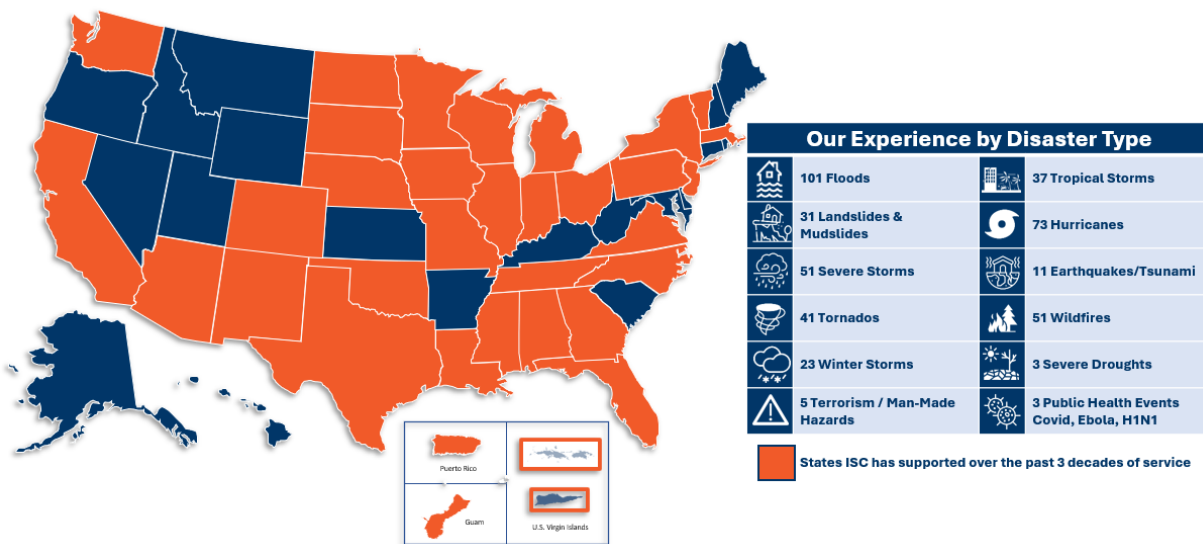
Qualifications

Over the past three decades, ISC has responded to over 200 Presidential disaster declarations ranging from natural disasters to acts of terrorism, augmenting staffing resources for state and federal governments. ISC has been honored to play a pivotal role in supporting over 200 Presidential disaster declarations ranging from natural disasters to acts of terrorism for over forty US states, territories, and tribal nations. ISC has provided professional disaster technical services in support of the statutory authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act under the National Response Framework (NRF). Through our contracts and emergency management cooperative partnerships, these services provide technical assistance to the federal government and states in response to nationally declared disasters. Our technical support experience spans across almost all disaster assistance programs to include, but not limited

to FEMA Public Assistance (PA), FEMA Individual Assistance (IA), Hazard Mitigation Grant Program (HMGP), HUD Community Development Block Grant (CDBG) programs, and many of the other ninety-three federal disaster assistance programs.

As part of a nation-wide team network, ISC provides a variety of services, such as: damage assessments, technical analysis, program management, operational and strategic planning support, training development and delivery, policy analysis, grant management, organizational assessment, and other special studies and assignments. These services are provided under the auspices of the National Incident Management System (NIMS), requiring the coordination and rapid mobilization of thousands of technical staff and assists in the integration of these personnel into the event's Incident Command Structure.

3 Decades of Experience Providing Disaster Assistance Technical Services



The following projects are a brief summary of our recent qualifications and experience that are most relevant to this RFP.

Recovery Projects

Disaster Recovery and Professional Emergency Management Services

Miami-Dade County, Florida

Location	Miami-Dade County, FL
Contract Length	2010 – Present
Contract Value	\$2.4 Million
Highlights ✓ Over 20 years of Services to the County ✓ Over 10 years of Services to OEM ✓ 50+ Task Orders ✓ 34 municipalities	ISC was selected by Miami-Dade County to provide as-needed consulting services to various county departments across multiple service areas including disaster recovery, grant management, disaster cost recovery, emergency management planning, emergency management training, emergency management exercises, strategic planning, business processes, governance, and other professional consulting services as needed. Over the past decade, Team ISC's performance on Miami-Dade County OEM projects resulted in two contract renewals and 50 task orders involving

Disaster Recovery and Professional Emergency Management Services

Miami-Dade County, Florida

✓ 12 Disaster Recovery Projects ✓ 20 Plans and Technical Studies ✓ Developed disaster cost reimbursement procedures that helped to secure \$245 million in FEMA PA funding after Hurricane Irma	community planning, disaster recovery, community resiliency strategies, and community preparedness. These task orders include projects related to: • Disaster management strategies, specifically in Federal cost reimbursement. • Comprehensive grant and program management services for federally funded initiatives. • Hazard mitigation grant planning. • Community Development Block Grant-Disaster Recovery grant management; and • Local government planning experience, addressing local implementation of the FEMA National Disaster Recovery Framework (NDRF), which provides guidance that enables effective recovery support. • Expertise with the Uniform Guidance for Grant Administration (2 CFR Part 200) and application and agency-specific regulations for federally funded programs. • The ability to develop programs incorporating federal eligibility and compliance requirements. • Financial management and reporting of grant awards. • Policy guidance associated with Federal, State, and Local ordinances, statutes, laws, and regulations that define the role and responsibilities of emergency management and grant management. • Comprehensive emergency management activities to include planning, training, technical studies, and program management. In addition to supporting Miami-Dade County's disaster recovery grant management efforts, ISC was asked to support several initiatives that were instrumental in developing Miami-Dade's disaster cost recovery procedures. These procedures helped Miami-Dade County secure over \$245 million dollars in FEMA PA funding following Hurricane Irma.
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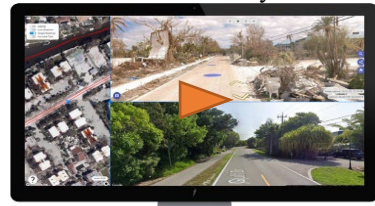
Hurricanes Helene & Milton Disaster Recovery Consulting Services

City of Bradenton Beach, FL

Location	Bradenton Beach, Florida
Contract Length	2024 – Present
Contract Value	\$1,500,000
Highlights ✓ <u>Hurricane recovery is 6 months ahead of schedule</u> ✓ Mobilized within 24 ✓ First community to secure Immediate Needs Funding (INF), totaling \$1+ million ✓ <u>Impacted by multiple storms within a 2-week period</u> ✓ Completed detailed damage assessments within 2 weeks, to	On September 26, 2024, Hurricane Helene made landfall in Cedar Key, Florida, unleashing a 7-foot storm surge that completely inundated Anna Maria Island. The City of Bradenton Beach bore the brunt of the storm's impact, with over 1 million cubic yards of sand and sediment, maritime, C&D, white goods, and vegetative debris covering its infrastructure. Faced with a monumental recovery effort, city officials turned to ISC for its expertise in disaster recovery and grant management. ISC's rapid deployment in the immediate aftermath of the storm earned high praise from city officials. Within a couple days of the hurricane, ISC assisted the City to be the first in Florida to secure Immediate Needs Funding (INF) totaling over \$1 million to offset the immediate costs for recovery efforts. In addition, ISC conducted detailed damage assessments within just a couple weeks, ensuring that FEMA timelines were met. The team's use of advanced geospatial technology—similar to "Google Earth©"—allowed for a detailed comparison of pre- and post-storm conditions. These high-resolution images proved instrumental in FEMA's damage assessment process, eliminating the common challenge of establishing a sound Damage Description. As a result, FEMA applauded the City of

Hurricanes Helene & Milton Disaster Recovery Consulting Services

City of Bradenton Beach, FL

include the 360-street damage assessment tour ✓ Managed <u>1+ million cubic yards</u> of combined sediment, maritime, C&D, white goods, and vegetables • Coordinated with State to expedite debris removal operations – <u>all debris removed within 4 weeks</u> ✓ All damages were reported within 6 weeks. • Damage to <u>all public buildings & equip.</u> • <u>Temp. relocation and emergency repairs</u> • <u>Extensive damage to public piers and docks</u> • Extensive expenditures for emergency protective measures for multiple evacuations	Bradenton Beach for leveraging this innovative approach, which significantly expedited recovery efforts. ISC's contributions extended far beyond damage assessment. One of the most critical achievements was compiling a comprehensive Damage Inventory Impact, which ultimately secured approximately \$4 million in cost recovery grant funding. However, this was just one of ISC's many professional highlights. The firm also assisted with drafting proposals to acquire contractors for essential road repairs and storm drainage restoration. Additionally, ISC played a key role in the city's Force Account efforts, meticulously documenting all personnel hours and temporary repair work performed by city crews. This thorough record-keeping directly translated into additional recovery dollars for the city, ensuring maximum reimbursement under FEMA's Public Assistance program. FEMA's Program Delivery Manager personally acknowledged ISC's invaluable support, noting that the firm's expertise allowed FEMA to focus on more severely impacted sub-recipients. ISC's Project Manager, a well-respected professional in Florida's disaster recovery field, provided critical leadership in formulating all projects within FEMA's Grants Portal. His presence reassured both city officials and FEMA, streamlining the entire recovery process. ISC's role in the City of Bradenton Beach's recovery underscores its commitment to efficient disaster response, strategic funding acquisition, and infrastructure restoration. Through its swift action, technological innovations, and hands-on support, ISC not only helped restore the city but also fortified its ability to navigate the complex landscape of federal disaster recovery programs.  Click to view Bradenton Beach's 360 Damage Inventory Windshield
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Hurricane Ian – Debris Monitoring and FEMA PA Technical Services

City of Sarasota, Florida

Location	Sarasota, Florida
Contract Length	Dec 2019 – June 2023
Contract Value	\$2.3 Million
Highlights ✓ Prepositioned resources for immediate response following Hurricane Ian ✓ Currently implementing FEMA's new policy on \$1 million small project threshold ✓ 200,000+ CYD of vegetative and C&D debris	ISC held a multi-year contract with the City of Sarasota for debris monitoring and FEMA PA technical services. One day prior to Hurricane Ian making landfall, the City of Sarasota provided ISC with a Notice to Proceed on September 27, 2022, to commence work in accordance with the Agreement from the above-referenced solicitation. ISC team members were positioned prior to the storm to support the Client the morning after the storm passed over Sarasota. Hurricane Ian devastated the City of Sarasota and its 55,000 residents. There was over 200,000 CY of debris across the City of Sarasota, and infrastructure throughout the City sustained damage from the storm. Additionally, the City initiated numerous emergency protective measures to protect the health, life, and safety of its residents and to reduce significant additional damage to the City. Hours after the storm passed, ISC rolled into Sarasota and initiated debris operations. ISC oversaw all debris monitoring operations to ensure that only eligible debris was removed. Monitors use an automated debris management system to maintain records

Hurricane Ian – Debris Monitoring and FEMA PA Technical Services

City of Sarasota, Florida

✓ First major city within disaster area to initiate and complete debris operations. – 90% of debris collected within 3 weeks. – 99% of debris collected within 10 weeks. – Sarasota received 100% FEMA reimbursement for all debris removal operations. ✓ Increased Sarasota's FEMA claim by a factor of 274%.	of contract hauler's trucks, including cubic yardage or loaded weight, time in and time out, number of loads per day, and other data as requested by federal, state, or other involved agencies. All documentation collected is validated and compiled to complete a FEMA claim. Sarasota was the first major city within the disaster area to initiate and complete debris removal operations. ISC collected approximately 90% of the anticipated total debris within three weeks from when Hurricane Ian made landfall. By December 7th, 99% of all debris was collected, ensuring Sarasota received 100% FEMA reimbursement for debris removal costs. In addition, ISC assisted the City with its FEMA claim for all permanent work (Categories C-G). ISC conducted detailed damage assessments to City-owned facilities and infrastructure. All damage inspections were completed within 2 weeks. ISC identified over 32 properties that received storm-related damages that were eligible for FEMA Public Assistance reimbursement. ISC prepared all FEMA Project Worksheets and cost estimates. ISC was able to increase Sarasota's initial FEMA claim of a couple million dollars, to over \$12 million in eligible FEMA Public Assistance funding.
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Hurricane Laura - Federal Disaster Assistance Management

Port of Lake Charles, LA

Location	Lake Charles, LA
Contract Length	August 2020 – August 2023
Contract Value	\$3.5 Million
Highlights ✓ Increased initial damage assessments by over 188% ✓ Over \$160 million in permanent work (Categories C-G). ✓ Over \$80 million in Section 428 projects – 250,000+ CYD of C&D debris – Across all subrecipients and multiple disasters, Port of Lake Charles FEMA PA claims account for: – 25% of all total obligated permanent work (Categories C-G). – 65% of all obligated Section 428 projects. – 39% of all total obligated Category E work.	In August of 2020, Hurricane Laura struck SW Louisiana with sustained 150 mph winds. The Port of Lake Charles received the full brunt of the storm and sustained over \$100 million worth of damage to their facilities and equipment. The Lake Charles Harbor & Terminal District operates a deep-water port on the Calcasieu Ship Channel and encompasses 203 square miles and operates over 5,400 square miles in Southwest Louisiana. The Port owns and manages five public marine terminal facilities commonly designated as the Port of Lake Charles. According to the U.S. Army Corps of Engineers, the Lake Charles Harbor and Terminal District is the 12th-busiest port district in the nation based on tonnage. Hours after the hurricane struck, Team ISC arrived to begin the arduous FEMA recovery process by developing a comprehensive plan to ensure a successful recovery. With all the damage that the Port of Lake Charles received, it was important to ISC to listen to Port management to learn as much as possible about current Port operations as well as their future growth plans. Although Hurricane Laura caused significant damage to nearly all the Port's properties, the disaster also provided them the opportunity to build the Port of tomorrow, today. ISC analyzed the most severely damaged buildings to see if they qualified for FEMA's 50% Rule. This allowed the Port to receive funding for new, better-designed buildings instead of implementing costly repairs to older and outdated facilities. Instead of repairing buildings that no longer fit the Port's needs, ISC submitted Section 428, PAAP projects to FEMA to allow the Port to apply the grant funding to other projects. By utilizing the flexibility of FEMA's Alternative Procedures program, ISC is guiding the Port of Lake Charles to rebuild the Port for their current and future needs, as well as the needs of their tenants. ISC worked diligently with the FEMA insurance group to maximize the grants, meet the insurance deduction

Hurricane Laura - Federal Disaster Assistance Management

Port of Lake Charles, LA

– 38% of all total obligated Category G work. – 35% of all hazard mitigation grant funds identified for FEMA funding. – 31% of all obligated hazard mitigation grant funds.	threshold, and avoid any duplication of benefits. ISC also worked closely with both the FEMA Mitigation and EHP Groups to ensure the buildings were repaired or rebuilt more resilient while solving any environmental issues that arose. By understanding and employing all of FEMA’s available programs, <u>ISC has helped the Port to maximize their grant funding while also providing the Port of Lake Charles with the greatest amount of flexibility to re-build the Port per their own vision and future growth plans.</u>
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Hurricane Michael - Federal Disaster Assistance Management

Bay District Schools

Location	Panama City, FL	
Contract Length	August 2020 – August 2023	
Contract Value	\$3.5 Million	
Highlights ✓ 190,000+ CYD of debris ✓ \$232,464,149.76 in FEMA Public Assistance funds ✓ Completed audit of 180 active recovery projects ✓ Identified \$16.2 million in cost overruns ✓ Secured unpaid FEMA payments for large and small projects ✓ Identified and addressed eligibility issues with various PWs ✓ Provided consultation on FEMA policy guidance to BDS	Hurricane Michael was a devastating Category 5 hurricane that struck the Florida Panhandle on October 10, 2018. Bay County was one of the hardest hit areas, with 100% of public housing destroyed and 68% of all residential homes suffering catastrophic damage within the eyewall. Bay District Schools were one of the hardest hit with wide spread damage to school facilities ranging from completely destroyed to significantly damaged. School properties were littered with over 190,000 cubic yards of debris. Hurricane Michael caused over \$232 million in damage to Bay District Schools. ISC provided disaster recovery professional services to the school district of Bay County. This included project management, disaster recovery advisory, grants development, funding source compliance and reimbursement, closeout and audit support, and consultant coordination, related to the aftermath of Hurricane Michael. ISC provided the Bay County Schools with end-to-end support in completing the review of 180 active projects submitted to FEMA, reconciled and requested time extensions, prepared quarterly reports, and identified improved/alternate project scopes of work. Additionally, ISC staff provided training to school district personnel.	 <i>BDS' Jinx Middle School destroyed by Hurricane Michael</i>

Zone 2 FEMA Public Assistance TAC (FEMA PA TAC IV)

Federal Emergency Management Agency (FEMA)

Location	FEMA Regions V, VI, and VIII
Contract Length	2019 – Present
Contract Value	\$600 Million

Zone 2 FEMA Public Assistance TAC (FEMA PA TAC IV)

Federal Emergency Management Agency (FEMA)

Highlights

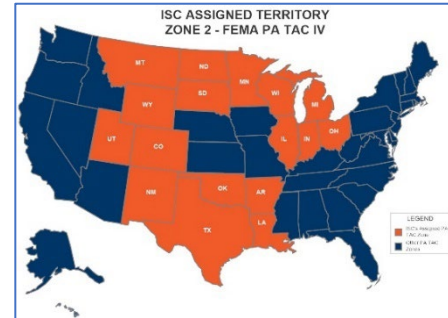
- ✓ Disaster recovery technical support to states and tribes within FEMA Regions V, VI, and VII.
- ✓ Provided as-needed technical support in implementation of FEMA PA Program and provisions of the Stafford Act to:
- ✓ 79 Disaster Declarations
- ✓ 67 Emergency Declarations
- ✓ 51 Fire Management Assistance Declarations
- ✓ Technical Policy Support of FEMA's Consensus-Based codes and Standards
- ✓ Technical expertise with Section 428 PA Alternate Procedures
- ✓ Technical Support of FEMA Consolidated Resource Center (CRC)
- ✓ **Implemented latest FEMA policies to include \$1 Million Small Project Threshold.**
- ✓ Routinely recognized by FEMA HQ and FEMA Regions for experience and expertise of staff.
- ✓ ISC's performance under this contract has resulted in **multiple term awards since 2004.**

ISC provides as-needed technical support services to FEMA's Recovery Directorate within the Office of Response and Recovery (ORR) in support of its mission to provide survivors and communities to include state, tribal, local government, and private non-profit organizations with grants and technical resources can quickly respond to and recover from major disasters or emergencies declared

by the President. ISC was selected to provide professional and non-professional services for the delivery of the FEMA Public Assistance Program in Zone 2 which includes FEMA Regions V, VI, and VIII. Specifically, ISC's provides essential professional services to ORR, as needed, to include:

- Impact Risk and Vulnerability Assessments,
- Preliminary Damage Assessments,
- Technical Assistance and Support,
- Policy Review, Guidance & Programmatic Assistance,
- Planning Technical Support and Review,
- Training, and
- Special Stafford Act Projects and Studies.

Since 2019, ISC has supported over 40 task orders within Zone 2 to assist FEMA ORR in the response and recovery of over 79 Presidential Disaster Declarations, 51 Fire Management Administration Declarations, and 67 Emergency Declarations. Disaster events include:



Types of Declared Events

	34 Floods		3 Tropical Storms
	3 Landslides & Mudslides		9 Hurricanes
	34 Severe Storms		1 Earthquake
	21 Tornadoes		51 Wildfires
	8 Winter Storms		COVID-19 Pandemic

Planning and Training Projects

Professional Comprehensive Emergency Management Services

Miami-Dade County, Florida

Location	Miami-Dade County, FL
Duration of Engagement	2010 – Present
Highlights	ISC was selected by Miami-Dade County to provide as-needed consulting services to various county departments across multiple service areas including disaster recovery, grant management, disaster cost recovery, emergency management planning,
✓ Over 20 years of Services to the County	

Professional Comprehensive Emergency Management Services

Miami-Dade County, Florida

✓ Over 10 years of Services to OEM ✓ 50+ Task Orders ✓ 34 municipalities ✓ 12 Disaster Recovery Projects ✓ 20 Plans and Technical Studies ✓ Developed disaster cost reimbursement procedures that helped to secure \$245 million in FEMA PA funding after Hurricane Irma	emergency management training, emergency management exercises, strategic planning, business processes, governance, and other professional consulting services as needed. Over the past decade, Team ISC's performance on Miami-Dade County OEM projects resulted in two contract renewals and 50 task orders involving community planning, disaster recovery, community resiliency strategies, and community preparedness. These task orders include projects related to: ✓ Program Management: ISC provides management consulting services to include general management, grant management, program planning and evaluation, performance management, business processes, governance development, and lean six sigma support. Over the past decade, ISC has worked closely with Miami-Dade County Office of Emergency Management to ensure all projects executed adhere to federal grant funding requirements and comply with State of Florida statutes. ✓ Exercises: ISC assists Miami-Dade in maintaining a steady-state of readiness and a high level of preparedness by testing plans, making certain necessary resources are available, and verifying that relevant personnel and agencies/organizations are familiar with those plans. ✓ Planning: ISC supports Miami-Dade in the development, implementation, maintenance, and improvement of planning doctrine that are comprehensive in design. ✓ Training: ISC assists the County in the development, delivery, and/or evaluation of emergency management and/or homeland security related training programs In addition to supporting Miami-Dade County's disaster recovery grant management efforts, ISC was asked to support several initiatives that were instrumental in developing Miami-Dade's disaster cost recovery procedures. These procedures helped Miami-Dade County secure over \$245 million dollars in FEMA PA funding following Hurricane Irma.
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Regional Disaster Planning, Training, and Exercise Services

Mid-America Regional Council (MARC)

Location	119 municipalities and nine counties of the bi-state Kansas City region
Duration of Engagement	2012 – Present

Since 2012, ISC has provided planning and exercise services, as needed, for various regional planning and exercise projects. Through this contract vehicle, ISC provides emergency services planning and exercise support to the 119 municipalities and nine counties of the bi-state Kansas City region.

ISC has witnessed firsthand the challenges faced by our clients that are caused by budgetary cutbacks despite the growing expectations of our client's communities that they serve. This is especially the case for Mid-America Regional Council (MARC) which has come to be recognized by DHS as an exemplary regional coalition. To best support our client, ISC has worked closely with MARC and the 9 counties and 119 municipalities in the bi-state region which it serves to scope projects that will meet the programmatic outcomes that are desired at the budget that has been allocated. ISC has introduced new solutions and technologies that will greatly enhance the overall readiness of the bi-state region while also providing cost efficiencies. Despite these scope modifications, ISC is still able to deliver exceptional and innovative results. From the development of a Regional Coordination Plan to the development of numerous computer-based trainings, ISC has demonstrated to be a valued added resource to MARC. In 2014, ISC was the only vendor to have the performance period of this MSA contract extended and be awarded the option years stipulated. ISC continues to work with MARC on current project engagements:

Regional Coordination Strategy

MARC selected ISC to conduct a comprehensive review, update and reformatting of the Regional Coordination Guide (RCG). The review and update incorporated the most current and relevant planning guidance as well as

Regional Disaster Planning, Training, and Exercise Services

Mid-America Regional Council (MARC)

applicable after-action report/improvement plan items from past regional exercises. The RCG update included significant revisions and improvements to their Base Guide and 13 Emergency Support Functions. Additional annexes and plans were also updated as part of this initiative. Numerous workgroup sessions were held in order to ensure buy-in and feedback from key regional stakeholders. The update to the RCG increased readability, maximized use of visual aids to convey regional concepts quickly and easily, and was reorganized to capture perishable information (such as contact lists) in a centralized and coordination location to allow for simple upkeep and maintenance of the plan.

Computer-based Custom Preparedness Training

Using our Odyssey™ technologies, ISC developed plan-specific, interactive training modules for MARC. These interactive trainings allowed MARC to create enhanced awareness of important operational and programmatic strategies with regional stakeholders and partners. ISC developed computer-based trainings specific to the region's procedures and protocol for Regional Coordination, ESF 8 Public Health & Medical, ESF 14 Community Recovery, Active Shooter Incidents, and Civil Unrest.

ESF #8 Mass Care Computer-Based Training

ISC worked closely with the Mid-America Regional Council's Plans Subcommittee to develop the Kansas City Metropolitan Region's Emergency Support Function (ESF) 8, Regional Mass Care Plan. To complement this regional plan, ISC developed an interactive training and exercise module that will be used by the region to educate partners and validate operational concepts of the plan. The scenario used in the interactive exercise involved the dispersion of aerosolized Bacillus anthracis slurry from a low-flying charter plane during the 84th Annual KCP&L Plaza Lighting Ceremony. Over 300,000 attendees of the event are exposed, resulting in the activation of ESF 8 and mobilization of the Region's medical and health resources.

Health and Medical Planning

The region selected ISC to develop ESF#8 – Health and Medical, which will be part of the Regional Coordination Guide. As part of this project, ISC will also update an existing Regional Healthcare Coordination Guide (RHCG) and Mass Casualty Incident (MCI) Plan. In the event of a major incident in the metropolitan area, ESF 8 may be established to assist the affected healthcare facilities and facilitate the exchange of information regarding healthcare operations.

EMAP Baseline Review & Comprehensive EOP Improvements

Miami-Dade County

Location	Miami, Florida		
ISC conducted a comprehensive review, gap analysis, and evaluation of Miami-Dade’s comprehensive emergency management program at the county and municipal level to address the programmatic requirements of the Emergency Management Accreditation Program (EMAP). Research consisted of a comprehensive literary review of existing plans and best practices, case study research of past incidences, interviews of key stakeholders and partners, and focus group sessions. Findings were incorporated into a CEMP update that outlined the processes and procedures that direct municipal partners to plan for, respond to, recover from, and mitigate risks of all types. In addition, ISC conducted a comprehensive update/revision/development to all Miami-Dade County plans, annexes, guides, procedures and supporting emergency doctrine to address all gaps to the EMAP requirements. ISC updated, revised and/or developed the following documents.			
Base Plans	Emergency Support Functions	Support Annexes	Hazard & Incident Specific
• Comprehensive EM Plan • Local Mitigation Strategy • Recovery Plan • THIRA/SPR	• Transportation • Communications • Public Works • Firefighting • Planning • Mass Care	• Warning and Alert • All-Hazards Protective Measures Plan • Closed POD Operations • Emergency Sheltering • Evacuation Operations • Special Needs Evacuation	• Cyber Incident Response • Mass Casualty Incident • Mass Migration • Oil Spill

EMAP Baseline Review & Comprehensive EOP Improvements

Miami-Dade County

- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> • Continuity of Government • Continuity of Operations • Integrated Preparedness Plan • Multi-Year Training & Exercise Plan | <ul style="list-style-type: none"> • Resource Support • Health & Medical • Search & Rescue • HazMat • Food & Water • Energy • Military Support • Public Information • Volunteer & Donations • Law Enforcement • Animals & Agriculture • Business & Industry | <ul style="list-style-type: none"> • Pet-Friendly Evacuation • Medical Management • Debris Management • Disaster Assistance Center Operations • Disaster Assistance Employee Operations • Disaster Fuel Operations • Hazard Impact & Assessment • Logistics • POD Operations • Post-Disaster Housing • Unmet Needs & Family Assistance • Situational Analysis | <ul style="list-style-type: none"> • Public Health Emergencies • Terrorism • Radiological Emergency Preparedness (Nuclear) |
|---|---|---|---|

Comprehensive Emergency Management Program Support

Cook County Department of Public Health (CCDPH)

Location	Cook County, IL
ISC was contracted to perform comprehensive planning services for the Cook County Department of Public Health (CCDPH). During this project engagement, ISC and CCDPH collaboratively identified planning objectives for the department. Through an analysis of current departmental planning and national best practices, ISC and CCDPH identified multiple planning initiatives to enhance CCDPH's planning and ultimately, lead to greater capability. The ISC Team and CCDPH implemented a comprehensive planning strategy that focused on developing and enhancing planning, conducting education and training on the planning, structuring a tabletop exercise to analyze how the planning integrated into operations, and finally, ensuring compliance by cross referencing the development and enhanced plans against grant mandates such as the CDC Technical Assistance Review. Departmental responsibilities and operations were considered as well as the department's obligation to the overall County response. Using a localized communicable disease outbreak scenario, CCDPH conducted a tabletop exercise to assess operational capability and preparedness gaps. In total, the following plans were developed and exercised: • Employee Action Plan • Continuity of Operations Plan • Employee Prophylaxis Plan • First Responder Prophylaxis Plan • Point of Dispensing Plan • Mass Vaccination Plan • Regional Distribution Site Plan Using lessons learned and recommendations from a tabletop exercise, ISC and CCDPH incorporated recommendations into planning, completing the planning cycle. In addition, the ISC Team ensured all planning and plan updates were compliant with CDC grant mandates. Comprehensive Emergency Planning This project consisted of several tasks designed to expand the CCDPH's capability to respond in an all-hazard capacity. In particular, CCDPH reached out to ISC for technical assistance during the 2012 NATO Summit in Chicago. ISC leveraged its experience in operational support and analysis by assisting the CCDPH Emergency Operations Center by providing support to the Planning Section. In addition, ISC was asked to develop the department's After-Action Report to the response. ISC's analysis of the operation was focused on how CCDPH operations can be applied to an all-hazard environment.	

Comprehensive Emergency Management Program Support

Cook County Department of Public Health (CCDPH)

Examples of all hazard planning include a personnel surge plan that provided a strategy for the department to scale operations from a localized to a countywide response; this incorporated strategies for coordinating with the health system and identifying resources for mutual aid. In addition to a personnel surge plan design, ISC was asked to develop training material for new personnel and response partners on activation and notification. Five standard operating procedures were developed that integrated CCDPH command operations with internal and external response partners responsibilities. Finally, ISC developed Field Operations Guides (FOGs) for CCDPH operations including public Point of Dispensing (POD), Municipal First Responder Prophylaxis, Closed POD, and Regional Distribution Site operations. This material integrates with existing CCDPH plans and SOPs and provides leaders with a comprehensive guide to performing those operations.

Continuity of Operations Planning & Program Management System

Cook County Emergency Management & Regional Security

Location	Cook County, IL
Period of Performance	2023 – Present

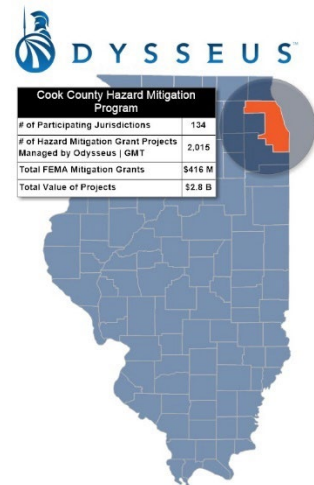
In 2019, Cook County Department of Emergency Management & Regional Security (EMRS) utilized the Odysseus™ Enterprise System in the successful development of over 150 Continuity of Operations Plans for county department, municipality, and quasi government agencies and implemented a county-wide community resiliency program management solution. With over 800 local government entities serving a population of approximately 5.2 million people across 946 square miles, the Cook County COOP initiative is the largest in our Nation's history.

In coordination with Cook County EMRS, ISC utilized our Odysseus™ system to develop state and EMAP-compliant COOP and COG plans across all levels of government. Using our Odysseus™ software, ISC developed a series of COOP and COG templates that were shared across the Cook County network of emergency management partners. The COOP and COG template included tutorials as well as a series of recorded webinar trainings that navigated users through the COOP/COG planning process as well as the Odysseus™ software solution. These trainings were uploaded into the Odysseus™ learning management system for future use and reference by the users.

The success of the COOP planning initiative served as a catalyst for Cook County to utilize Odysseus™ for other similar planning initiatives, to include Emergency Operations Plans, Recovery Plans, and the County-wide, Multi-Jurisdictional Hazard Mitigation Plan Update.

Utilizing the Odysseus Enterprise System, ISC was able to make significant improvements from their previous MJ-HMP and obtain 100% participation across all jurisdictions within five months. The updated MJ-HMP covered a total of 136 jurisdictions and increased public participation by over 230%. Odysseus™ was able to track stakeholder participation, allowing Cook County to track their match of grant funding.

Odysseus™ was used to manage and track over 2,000 hazard mitigation actions throughout Cook County and its 136 municipalities to include Chicago and the Metropolitan Water Reclamation District of Greater Chicago. Cook County EMRS has utilized the Odysseus™ as a dynamic hazard mitigation planning and program management solution, enabling the sharing, tracking and monitoring of over \$2.8 billion in pre-disaster hazard mitigation actions.



References

Please refer to Tab 5: Attachments for our completed Reference form (Attachment E).

Tab 2: Qualifications of Staff and References

Key Personnel

ISC has identified several key personnel for this project – all of whom have a consistent record of successful leadership and project management and technical experience. All key personnel assigned to this project have backgrounds in emergency management, disaster recovery and various federal disaster assistance programs, and other skillsets that are related to the project.



We believe the proposed ISC Team will offer you a unique, dedicated, and valuable contractor to assist with emergency project management and disaster recovery services. The ISC Team's experience is comprised of a broad array of similar and complementary projects that are supported by a record of accomplishment of successful project and program execution. An essential element of this achievement is attributed to our ability to utilize our Team's cooperative strengths to provide our clients with multi-disciplinary solutions to their disaster recovery and emergency management projects. ISC has obtained the recognition of providing exceptional, client-focused services and has been celebrated for its integrated "best-practices" approach to disaster recovery and comprehensive emergency management. This recognition is attributed to ISC's strive for excellence for every project initiated, regardless of client or project size. As needed, additional personnel can be added to supplement and support the project.

We have structured our team to provide you with the most experience and qualified staff in the industry. Unlike some firms that rely solely on the qualifications of their executive management team, we realize that successful project execution of a recovery project this large requires not only seasoned project executives, but also a project manager that offers decades of disaster recovery and project management experience that is supported by seasoned and industry recognized subject matter experts.

Florida and FDEM Experience

Team ISC has long-standing relationships, local experience, and local presence with similar communities throughout Florida; however, we are NOT currently engaged with these county clients for Hurricane Ian services.

In addition to our long history supporting communities in the State of Florida, members of the ISC Team live and work within the State as responders, planners, and managers within the emergency management community. Over the past 20 years, our Team of emergency management professionals have supported communities throughout the State of Florida in disaster recovery and preparedness projects, including Martin, St. Lucie, Palm Beach, Miami-Dade,

Team ISC Florida Experience

20+ Years of Service

19 Florida Office Locations

3 Offices within 50 Miles of Wauchula

97.1% Performance Rating

150+ Disaster Consulting Engagements

200+ Florida-Based Disaster Recovery Experts



National Rankings

Top 50 Program Management Firms

Top Ranked Southeast Firms

Top Supplier Performance Rating

Top Performance Recognition




dun & bradstreet

Orange, Pinellas, Polk, and Monroe counties. These are past clients and ISC is not currently engaged with these county customers. Our attention will be 100% focused on you.

As a Florida-based Team, Team ISC understands the singular challenges that communities face during and after major hurricanes. This unique perspective and firsthand experience facing the same issues your jurisdiction positions us to successfully to meet all your requirements.

Senior Project Manager, Glen LaFond, is local to Florida and has a plethora of experience working on recovery projects in Florida.

Key Personnel Qualifications

The table below shows our key personnel for this project, their roles, and a summary of each person's capabilities and qualifications. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with your approval.

ISC has *1,000+ personnel on our cadre*. Each personnel will be hand selected to support task orders awarded. ISC will also make a conscientious attempt to hire local staff to support long-term engagements.

Key Personnel Bios	
Name & Role	Relevant Experience & Skills
Daniel Martin, CEM, PhD <i>Principal</i>	• 30+ years of experience • Seasoned program manager and consultant, managing over 300 consulting engagements and managing several large FEMA and other U.S. federal emergency management contracts totaling over \$2.5 billion. • World's first to hold a PhD in Emergency Management • Recognized internationally for bridging the disciplines of emergency management and environmental sciences (climate change). • Projects Include: – DHS – FEMA; National Response & Recovery Directorate Planning & Coordination Program; Program Director; ISC; 2010 – Present. – DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Managing Principal; ISC; 2015 –Present.
Lauren Martin <i>Principal-in-Charge</i>	• 18+ years professional experience • Director of Controls for ISC • Has responded to over 20 U.S. Nationally declared disasters and has helped to manage over \$20 billion in recovery dollars. • Possesses intimate programmatic knowledge in the administration of FEMA's Public Assistance and Hazard Mitigation programs. • Her desire to streamline processes and improve efficiencies has led to the development of a variety of databases and tools, most notably ISC's Odysseus Grant Management and Site Inspection Tools. • Projects Include: – DHS –FEMA; FEMA PA Technical Assistance Contract (TAC); Project Manager; ISC, 2010 –Present – DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Project Manager; ISC, 2015 – Present – DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4402-WI; Project Manager; ISC, 2021
Glen LaFond	• 25+ years of experience

Key Personnel Bios	
Name & Role	Relevant Experience & Skills
Senior Project Manager *Local to Florida	• Combined Emergency, Construction, Project, and Financial Management experience in both the public and private sector. • Achieved FEMA's highly coveted Advanced Professional Series Certificate in Emergency Management and completed the National Fire Academy's Type 3 All Hazard IMT Technical Assistance Program. • Experience in responding to and working multiple disasters, coupled with his background in the construction industry, give him a unique insight into the Emergency Management field that has proven invaluable to his applicants and clients. • Projects Include: – Project Manager for ISC on Hurricane Laura, and damages to the Harbors and Airports. Primary PM and POC between clients and project reps. – Technical Assistance Consultant (TAC) to FEMA for Hurricane Maria DR-4339; served as PDMG and Grants Manager reporting specialist. – Technical Assistance Consultant to FEMA for Hurricane Sandy DR-4085; served as Project Specialist.
Eric Zabukovec <i>Assistant Project Manager</i>	• Mr. Zabukovec is highly skilled in supervisory and managerial techniques with an emphasis on Emergency Management and Recovery. He has vast experience in Public Assistance (PA), PA grants, PA policies and guidelines and interpretation and analyzation of grants and the PA Process. He is experienced in project worksheet development, appeals, time extension and final inspections, having worked in PA and disaster recovery almost 10 years. • He excels in the ability to design systems logic and process information logically; to prepare technical program specifications for complex applications; to analyze and interpret data within an application system; to communicate business information effectively and in writing to users to determine work priorities, assign work and ensure accurate complete of work assignments; to establish and maintain effective working relationships with others. • Projects Include: – DR-4486-FL COVID-19 Pandemic, Project Executive – EM-3560-FL Surfside Building Collapse, Deputy Project Manager – DR-4486-FL COVID-19 Pandemic, Recovery Specialist, Miami-Dade County
Carl Bark <i>PA Specialist</i> *Local to Florida	• Highly skilled debris specialist, specialized in debris operations and site inspections. Program Delivery Manager (PDMG) for the FEMA PA process. Assigned as PDMG for DR 4424 OH in Marietta, Ohio while working as a contractor for ISC. • Debris Operations, Debris Team Lead, Project Specialist, Site Inspections, Grant Management, Program Delivery Manager (PDMG)
Victoria Phelps <i>PA Specialist</i>	• 15+ years of experience in FEMA and State Disaster Recovery, deploying to 22 disasters in various roles, such as Task Force Lead, Team Lead, Work Force Director, FEMA and State Public Assistance Coordinator and Liaison, FEMA PA Grant Writer, Estimator, QA/QC Grant Reviewer, PA Site Inspector, Data Information Collection and Reporting, 406 Mitigation Grant Writer, Initial Reviewer for Floodplain, Historical, Environmental Policy Laws and Regulations. • She has extensive program knowledge, including The Stafford Act, 44 CFR, 2 CFR, SRIA Legislation, PAAP Programs, PAPPG and all other program materials. • Projects Include: – Technical Assistance Contractor for FEMA PA, 09/2005 - 11/2020 for 22 disasters
Fred Crisostomo <i>Senior PA Specialist</i> *Local to Florida	• Mr. Crisostomo has 44 years of experience in the construction industry with 14 years of experience in FEMA Public Assistance (PA) programs starting in Louisiana with Hurricane Katrina recovery and continuing in New York, Texas, and in Puerto Rico following Hurricane Maria. He has considerable expertise with developing and tailoring tracking databases and reporting tools and training PA staff on a variety of FEMA policies and

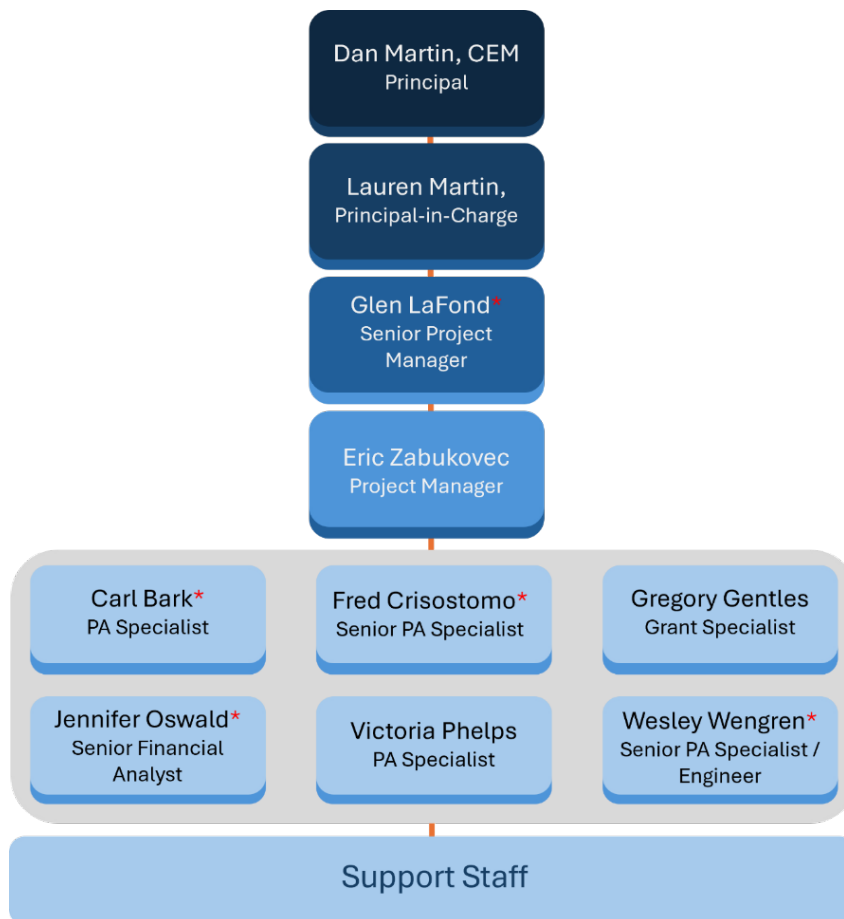
Key Personnel Bios	
Name & Role	Relevant Experience & Skills
	procedural issues. He also has considerable experience in quality assurance and quality control of damage assessments, as well as audits, to include closeout procedures. Prior to his FEMA work, Mr. Crisostomo had a lengthy career in the U.S. Navy, where—with the Naval Facilities Engineering Command—he supervised and inspected a wide variety of construction projects, trained staff, and oversaw quality management and technology and paperless acquisition programs.
David Barksdale <i>Disaster Recovery Specialist</i>	• 28+ years of experience • Insurance Specialist with experience working as a Program Delivery Manager for Public Assistance in Georgia and Texas. In this role, he serves as the primary point of contact for Applicants. • Thrives at providing exceptional customer service and programmatic guidance throughout the grant process. As an Insurance Specialist he is exceptional at handling complex claims and has a rich history of working in various insurance roles. • Projects Include: – RealStreet Staffing/EUDS, Inc. (FEMA Contractor), Program Delivery Manager - Public Assistance (Georgia and Texas), November 2017 – September 2019
Wesley Wengren <i>Senior PA Specialist/ Engineer</i> <i>*Local to Florida</i>	• Mr. Wesley Wengren is a versatile graduate-degreed engineer with 21 years of project management and 22 years engineering experience in industries that include emergency management and disaster recovery, power generation, US Space Program and US Navy. He has vast knowledge and experience in emergency management preparedness and recovery. He has served as and conducted PA site inspections and damage assessments. Wesley has expert knowledge of FEMA PA policy and guidelines, Grants Manager and Grants Portal. He has successfully written all categories of work and conducted closeouts. He is proficient in the use of Grants Manager, CEF, RS Means and PA applicable laws, regulations, policies, general building codes and standards. He can manage multiple projects, tight deadlines and identify and recommend solutions to issues that may arise. He has exceptional computer skills and written and oral communication skills and is proficient in Microsoft Office Suite.
Brandon Dukes <i>Engineer</i>	• 3+ years of experience • Texas-based Emergency Management Consultant, providing hazard profiling, community asset determination, and Risk and Vulnerability analysis, Hazard Mitigation Planning (HMP), and historical storm analysis. • Projects include: – FEMA (DR 4485- TX) in Corpus Christi, TX – Local risk assessment across four counties in the State of Montana.
Jennifer Oswald <i>Senior Financial Analyst</i> <i>*Local to Florida</i>	• 26+ years of experience in finance/accounting. • 15+ years in the FEMA Public Assistance Program ranging from debris monitoring to the closeout of projects. Disasters include more than 15 hurricane and flooding events spanning eight states from the Gulf Coast to the Northeast to the Midwest. Expertise in QA/QC, closeout, policy guidance, Stafford Act Grants, FEMA Public Assistance, and facilities review.
Roberto Salerno <i>Financial Analyst</i> <i>*Local to Florida</i>	• Over 20 years of Insurance and Training experience in Public Assistance, Individual Assistance and Grants Manager/Portal. • Operated for 3 years in PA. Team Trainer 18 months in Puerto Rico. • Effective Grants Manager system operation. 2 years of operation. • Advanced Ability to Translate Italian. Dual Citizenship, Italian Native Language. • Proficiency in, Microsoft Office, Power Point, Outlook, Excel.

Key Personnel Bios	
Name & Role	Relevant Experience & Skills
	Submitting all User Acceptance Testing (UAT) findings in Grants manager during our testing process every day and report any bugs or functionality issues to the PA UAT Review Team.
Gregory Gentles <i>Grants Specialist</i>	19+ years of experience - Highly skilled Disaster Specialist with an extensive background in disaster recovery working at ISC. He has deployed to 25 federally declared disasters throughout his 19 years of experience in various roles for disaster types including but not limited to fires/wildfires, floods, straight-line winds, and hurricanes. - Projects include: - LA – DR 4559 Hurricane Laura & LA – DR 4570 Hurricane Delta; Senior Grants Manager; ISC; 2019 – 2022 - SERCO’s FEMA Program Delivery Task Force Lead for MN – DR 4442 Winter Storm and Flooding; Sedona Technologies; 2019 – 2020
Darryl Marshall <i>Grants Specialist</i>	16+ years of experience - Most recently served as a Program Delivery Manager (PDMG) working in Grant Manager and has performed closeouts on various applicants. He is well versed in FEMA’s laws, regulations, and policies in the PAPPG and 44CFR. - Projects include: - DR-4332-TX Hurricane Harvey, Program Delivery Manager, 2018 – 2020 - Louisiana Flood, Disaster Case Manager Supervisor, 2016 – 2018
Dina Burrell <i>Administrative Specialist</i>	15+ years of experience - Recovery Resource Coordinator with ISC and assists in managing, obtaining, and providing resources for ISC’s federal and state / local recovery projects as well as managing the deployments and personnel. - Has deployed on-site to various disasters and filled in a variety of roles including as a Project Specialist. Primarily has deployed as a TAC Coordinator. - Projects include: - DR-4332-TX Hurricane Harvey, Community Development Block Program (CDBG/GLO), Grant Specialist, 2017 – 2020
Yahiritza Álvarez, <i>Senior Planner</i>	10+ years of experience. Innovative, dedicated, and experienced emergency management professional fluent in English and Spanish with demonstrated experience in supporting, developing and managing programs from inception through implementation. Exhibits effective communication and collaborative skills to reach a common goal with colleagues and stakeholders. - Executive Master of Professional Studies in Emergency and Disaster Management, - Miami-Dade County Office Emergency Management, Emergency Management Planner 5-year update of Miami-Dade County's Local Mitigation Strategy - Serves as the Emergency Operations Center (EOC) Municipal Branch Director for Miami-Dade County EOC activations. Supports Miami-Dade County’s 34 municipalities and six (6) colleges and universities with information sharing, protective actions and coordination of resources. Works with municipal partners to identify locations that can be utilized for COVID-19 testing and vaccinations, evacuation centers, family assistance centers and shelters.
Lisa Wilcox-Brooke <i>Senior Planner</i>	Ms. Wilcox has almost 20 years of experience in developing a multitude of types of preparedness plans for various entities; to include FEMA, Army National Guard, US Navy and InfraGard. Ms. Wilcox is a highly experienced Subject Matter Expert for state, local, tribal and territorial agencies to capture operational processes and submit planning deliverables and standard operating procedures (SOPs) on time. She is highly experienced

Key Personnel Bios	
Name & Role	Relevant Experience & Skills
	with writing, editing and reorganizing text for clarity, readability and accuracy for each specific client and organization.
Daven Solis <i>Planner</i>	Mr. Daven Solis is a highly driven, experienced and educated professional with a Master's Degree in Biodefense and a Master's in Emergency Services Administration along with a Graduate Certificate in Emergency Management and Homeland Security. He has served as an Emergency Management Specialist and Consultant, assisting in developing emergency management plans and supporting Emergency Operation Centers (EOCs). Daven is also a competent Floodplain Management Specialist, assisting FEMA with the management of substantial damage inspection teams after Hurricane Harvey. He is a member of a CBRN Instruction and Response Team that was awarded Team of the Year in 2019.

Organizational Chart

ISC will be working as prime on this project with no subcontractors. Our project team organizational chart below shows ISC staff proposed for this project and their roles.



* Local to Florida

Key Personnel Resumes

Please see the following pages for our Key Personnel Resumes

Daniel Martin, PhD, CEM | Principal



Expertise & Certifications

- Comprehensive Emergency Management Planning
- Disaster Ops & Assistance Programs
- Community Disaster Recovery
- Hazard Vulnerability, Risk & Resiliency
- Critical Infrastructure Engineer
- Emergency Management Research Methods
- Certified Emergency Manager
- Certified Homeland Security Professional
- Certified Emergency Manager
- Institution Review Board Certified
- American Society of Civil Engineers; Rebuilding the New Orleans Region: Infrastructure Systems and Technology Innovation Forum; Guest Lecturer

Years of Experience

- 30+ years of experience

Education

- MA & PhD, Emergency Management
- BS, Environmental Engineering
- Graduate Studies, Public Health & Sociology
- Critical Infrastructure Engineering (Minor)
- Completed and developed course curriculum for EMI as well as graduate and doctorate level courses on various topics

Recognition

- President Barack Obama Letter of Recognition
- President George Bush Letter of Appreciation
- 2003 President's Award

Profile

Daniel Martin is the world's first to hold a PhD in Emergency Management and recognized internationally for bridging the disciplines of emergency management and environmental sciences (climate change). He is a seasoned emergency manager whose experience covers all fundamental areas of the discipline to include response, recovery, mitigation, and preparedness to include planning, training, and exercises.

Dr. Martin has managed over 300 consulting engagements and managing several large Federal Emergency Management Agency (FEMA) and other U.S. federal emergency management contracts totaling over \$2.5 billion. His project experience ranges from development of hazard mitigation plans for some of our Nation's largest communities to conducting tabletop and functional exercise on a wide variety of hazard topics and special events such as the Super Bowl. He has developed community disaster recovery plans, community preparedness surveys, hurricane preparedness commercial video to the creation of a community vulnerability and hazard risk analysis tool with over 4,500 scientifically based measurements. His experience in emergency management is extensive and maintains a high standard of performance for every client he serves.

In addition to his planning and preparedness experience, over the course of his career, Dr. Martin has responded to over 50 U.S. Nationally declared disasters and has been instrumental in many of FEMA's programmatic initiatives to improve the United States emergency management system since 9/11. His disaster experience includes all the major United States disasters to include 9/11, Hurricanes Katrina (New Orleans), Sandy (New York City), Harvey (Houston), and Maria (Puerto Rico) where he served in various leadership roles during disaster recovery operations. He has prepared, provided oversight, and/or managed the development, reconciliation, final closeout, and appeals of over \$5 billion in disaster recovery and mitigation grants under the FEMA Public Assistance, FEMA Hazard Mitigation Grant, and HUD CDBG-DR programs. In 2018, Dr. Martin served as the lead Subject Matter Expert to investigate the Puerto Rico Recovery Operation following Hurricane Maria, help resolve operational and programmatic issues. Dr. Martin's efforts resulted in putting Puerto Rico on the correct path for disaster recovery.

Dr. Martin's contributions to the emergency management industry have been recognized by two former Presidents of the United States and has received commendation from FEMA Headquarters, senior client officials, and emergency management scholars for his extensive knowledge of the field of emergency management as well as the federal programs, regulations, policies, and disaster operational practices.

Relevant Project Experience

- DHS – FEMA; National Response & Recovery Directorate Planning & Coordination Program; Program Director; ISC; 2010 – Present.
- DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Managing Principal; ISC; 2015 – Present.
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – Public Assistance TAC Support; Managing Principal; ISC; 1998 – Present.
- Department of Interior: Bureau of Indian Affairs Emergency Management Services; Managing Principal; ISC; 2014 – Present.
- Miami-Dade Emergency Management & Homeland Security Consulting Services; Managing Principal; ISC; 2009 – Present.
- San Diego As-Needed Emergency Planning Services; Managing Principal
- Houston-Galveston Area Council All Hazards Preparedness, Planning, Recovery

Expertise & Certifications

- Disaster Operations
- FEMA Public Assistance, Policy & Guidelines
- Community Disaster Recovery
- Community Vulnerability
- Hazard Mitigation
- Emergency Response Program Management
- QA/QC
- Project Management
- Long-Term Recovery
- Project and Financial Audits
- Project Closeout
- Computer-Based Training
- Comprehensive Training
- Technical Writing
- ARPA
- CARES Act

Years of Experience

- 18+ years professional experience
- 14+ years industry experience

Education

- M.P.A., Public Administration
- B.S., Biology, Chemistry, Physics

Security

- Public Trust 2028

Profile

Lauren Martin serves as the Director of Controls for ISC. In her tenure with ISC, Lauren has responded to over 20 U.S. Nationally declared disasters and has helped to manage over \$20 billion in recovery dollars. Her disaster experience includes but is not limited to the 2008 Midwest Floods, Hurricanes Sandy, Harvey, Irma, Maria, and Laura, the 2011, 2013, 2017 Midwest Tornadoes and COVID-19 pandemic. Lauren served in various roles during the response and recovery operations and was integral in the development of key performance metrics as well as project management tools used to help gauge the progress of recovery operations.

She possesses intimate programmatic knowledge in the administration of FEMA's Public Assistance and Hazard Mitigation programs, which has enabled her in past disaster operations to successfully represent FEMA leadership and negotiate with key officials on controversial issues. Throughout her educational and professional career, Lauren has developed an exceptional leadership style that promotes and cultivates an environment of teamwork, respect, and continued learning. She provides clear direction and guidance to effectively structure and organize work activities to maximize productivity, fulfill incident objectives and meet the production expectations of the staff.

Ms. Martin is a seasoned professional in investigating and analyzing conditions, identifying areas of issue, and implementing corrective action as necessary. Her desire to streamline processes and improve efficiencies has led to the development of a variety of databases and tools, most notably ISC's Odysseus Grant Management and Site Inspection Tools. She has also spearheaded the development of Computer Based Training to assist clients in reducing time and money affiliated with in-person training while increasing learner retention through engaging and interactive training modules.

Relevant Project Experience

- DHS – FEMA; FEMA PA TAC; Project Manager; ISC, 2010 – Present
- DHS – FEMA; National Catastrophic Planning Technical Assistance Program; Project Manager; ISC, 2015 – Present
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4402-WI; Project Manager; ISC, 2021
- DHS –FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4424-OH; Project Manager; ISC, 2019 - 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; DR-4459-WI; Project Manager; ISC, 2020 – 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Louisiana Disasters; Project Manager; ISC, 2020 – 2021
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region II, Hurricane Maria; Project Manager; ISC, 2017 – 2020

Lauren Martin | Principal-in-Charge



- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region II, Hurricane Sandy; Senior Program Analyst; ISC, 2015 – 2018
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Region VII; Program Analyst; ISC, Dec 2013 – Aug 2014
- DHS – FEMA; Nationwide Infrastructure Response & Recovery – PA TAC Support; Oklahoma City Tornadoes; Technical Specialist; ISC, June 2013 – December 2013
- DHS – FEMA; FEMA HQ; Nationwide Infrastructure Response & Recovery – PA TAC Support; FEMA PA Applicant Pocket Guide & Sandy Recovery Improvement Act CBT; Development, Technical Specialist; ISC, November 2012 – June 2013
- DHS – FEMA; FEMA: DR-1763-IA Midwest Floods; Nationwide Infrastructure Response & Recovery – PA TAC Support; Various Positions; ISC, October 2008 – August 2012

Glen LaFond | Senior Project Manager



Expertise & Certifications

- FEMA Public Assistance
- FEMA Individual Assistance
- FEMA PA Policy, Guidelines and Regulations
- Project Management
- Construction Management
- 404 / 406 Hazard Mitigation
- Cost Estimating (CEF) and RS Means
- Section 428 PAAP
- Insurance
- Alternate & Improved Projects
- Program Delivery Manager (PDMG)
- Site Inspection
- Public Assistance Coordinator (PAC)
- Writing Project Worksheets

Years of Experience

- 25+ years of experience

Education

- BA, Business Administration
- Advanced Professional Series in Emergency Management from FEMA
- State of Florida's GOLD State Management Team (SMT)
- National Fire Academy's All Hazards Incident Management Team (AHIMT)
- Grants Manager / Grants Portal

Profile

Glen LaFond has more than 25 years combined of Emergency, Construction, Project, and Financial Management experience in both the public and private sector. For the past 15 years, Glen has worked on 16 disasters, including flood, wind, and earthquake hazards. Due to his commitment to the emergency management discipline, Glen achieved FEMA's highly coveted Advanced Professional Series Certificate in Emergency Management and completed the National Fire Academy's Type 3 All Hazard IMT Technical Assistance Program. Mr. LaFond has the knowledge, skills, and abilities to manage a disaster at any level, including Federal, State, County, local jurisdiction, and private sectors. His experience in responding to and working multiple disasters, coupled with his background in the construction industry, give him a unique insight into the Emergency Management field that has proven invaluable to his applicants and clients. Glen is a FEMA policy and procedural expert with strong technical writing skills that he uses to write project worksheets as well as appeals to ensure maximum grant awards for his applicants.

Most recently, Glen has been serving as the Program Director for 3 clients in Southwest Louisiana. He is currently overseeing more than \$160 million in FEMA grants to help his applicants recover from the devastating effects of Hurricane Laura and its 150 mph winds. As a Section 428 PAAP Alternative project policy specialist, Glen has directed over \$80 million into this complicated FEMA grants program. This has allowed his clients to maximize their grant funding while also allowing them the greatest flexibility with their funding as they repair and rebuild their facilities. The experience and professional knowledge of Glen and his team has allowed his clients to far outpace the other applicants in this disaster in terms of the amount of obligated and hazard mitigation funds received.

Before his currently deployment, Glen served as a FEMA Emergency Management consultant in New York State on Hurricane Sandy DR-4085 where he wrote more than \$700 million in Public Assistance Project Worksheets across all categories of work for restoration and mitigation efforts, including grants written under the newly created Public Assistance Alternative Procedures Program (PAAP). He has used his construction management and estimating background to assist applicants in developing scopes of work and wrote his own restoration CEF estimates and mitigation Cost Benefit Analyses for critical infrastructure that included wastewater treatment plants, State, and prominent local government entities as well as school districts and housing authorities. Mr. LaFond also has been deployed as an Insurance Specialist where he prevented over \$120 million in duplication of disaster benefits and resolved outstanding insurance issues in appeal or OIG audit during the FEMA grant closeout process.

Relevant Project Experience

Emergency Management Consultant, Integrated Solutions Consulting, April 2013 – Present

- Project Manager for ISC on Hurricane Laura, and damages to the Harbors and Airports.
- Primary PM and POC between clients and project reps.
- Technical Assistance Consultant (TAC) to FEMA for Hurricane Maria DR-4339; served as PDMG and Grants Manager reporting specialist.
- Technical Assistance Consultant to FEMA for Hurricane Sandy DR-4085; served as Project Specialist.

Glen LaFond | Senior Project Manager



- Wrote over \$500 million in Public Assistance Project Worksheets (PW's) across all categories of work including writing Section 428 PAAP Projects
- Wrote projects for Airports, tunnels, bridges, school districts, housing authorities and wastewater treatment plants.
- Emergency Management Consultant to Florida League of Cities (FLC) / Florida Municipal Insurance Trust (FMIT)
- Worked with League members, FEMA and the State of Florida to reconcile claims and reduce municipal de-obligation exposure by over \$120 Million.
- As a Project Manager for FMIT, worked expeditiously to repair flooded NASA building with over \$5M in damages while staying within budget & timeline.
- Puerto Rico: DR-4339 Hurricane Maria, Public Assistance Emergency Grant Program, Disaster Recovery Specialist – October 2017 – May 2018

Expertise & Certifications

- National Incident Management System (NIMS) Certified
- Versed with incident Command System (ICS) All Hazards
- Emergency Operations
- ESF Support Functions
- Exceptional Communication skills
- MS Office Products Intermediate
- Government Accounting (GAAP)
- >25 Disasters, Federal, State & Local government experience
- Federal Procurement 2 CFR 200
- Internet Research

Years of Experience

- 15-Years in Disaster Recovery
- 22-Years, Professionally

Education

- BS, Finance/Accounting
- NIMS & ICS Certified
- FEMA Smart Badge

Profile

Mr. Eric Zabukovec is a highly experienced emergency management specialist with a distinguished career spanning over 15 years in the field. Throughout his professional journey, Mr. Zabukovec has been a key contributor to the Florida Division of Emergency Management (FDEM), engaging in critical roles during significant events in the state since 2004, including the historic Hurricane Michael, the fourth-largest storm to make landfall in the United States.

His expertise extends to diverse emergency situations, such as serving as a SERT Team member during Tropical Storm Fay, Operation Haiti Repatriation, and the Deepwater Horizon incident. Notably, Mr. Zabukovec played a crucial role in the aftermath of Hurricane Sandy in New York City, where he was responsible for processing first and second appeals for the FEMA Region II Administrator related to the Hurricane Irene disaster.

In his recent position as Deputy Project Manager with Hagerty Consulting, Inc., Mr. Zabukovec demonstrated exceptional leadership and dedication in the response and recovery efforts for EM3560-FL, specifically the Surfside (Champlain Tower) building collapse in Miami Beach, FL. His contributions were instrumental in managing Statewide Mutual Aid Agreements (SMAA) and supporting nine assisting entities, earning recognition from the City of Miami, which presented him with a challenge coin for his outstanding efforts in assisting their Police Department.

As a Project Manager for Hurricane Michael, one of Florida's largest hurricanes, Mr. Zabukovec led the facilitation of securing approximately \$140 million in Category A Debris funding within a year of the hurricane's landfall. Managing a team of up to 50 individuals, he successfully oversaw more than \$400 million in Public Assistance obligations and assisted in securing over \$300 million in Hazard Mitigation Grant Program (HMGP) funding, showcasing his effective leadership and financial management skills.

Prior to his extensive career in Emergency Management, Mr. Zabukovec served as a Budget Analyst for the Villages Community Development Districts, gaining valuable insights into government procedures and honing his skills in budget and finance-related reconciliations. His early career also involved working as an Accounting and IT Manager for an insurance underwriting firm in Daytona Beach, FL, from 2003 to 2008. During this tenure, he excelled in utilizing his strong numerical and spreadsheet skills, contributing significantly to various financial tasks, database creation/management, monthly cash closings, and IT desktop support.

Relevant Project Experience

Program Delivery Manager – Santa Fe, NM | DHSEM – New Mexico | Plexos Group/DR-4652(NM), 7/2022 to Present (Independent Contractor: ZüGGi Disaster Consulting)

- Public Assistance Lead and Subject Matter Expert providing policy and program information to DHSEM leadership and sub-recipients.
- State Recovery Officer, handling Public Assistance projects for State, Local and PNPs resulting from the Hermits Peak/Calf Canyon (HPCC) Wildfires & Flooding.

Eric Zabukovec | Assistant Project Manager



- Developed SOPs for the DHSEM Finance Section to manage reimbursements, including the facilitation of sub-grant agreements, process expediency, training to Recovery staff and research technologies for Grant Management.
- Provide professional consultation to Mora County, covering PA, 404 & 406 Mitigation, assisted with the development of the HPCC Grant parameters.
- Performed multiple Applicant Briefings to state & local governments, delivering policy and procedural guidance to various cabinet secretaries for state agencies.
- Damage Inventory management for multiple entities, adding more Recovery funding to hard hit areas resulting from the wildfires and monsoonal flooding event.
- Overall programmatic support provided to all subrecipients & recipient increasing PA funding from \$10M to over \$140M, given applicable Consensus based Codes & Standards and Hazard Mitigation.

Project Specialist – Lafourche Parish, LA | Summit Group Consulting under HGA, LLC | Hurricane Ida (DR4611(LA), 2/2021 – 8/2021

- Review all insurance adjuster reports and create Damage Descriptions for all Category E, permanent projects.
- Create Site Inspection Reports with photo documentation to support DDD's.
- Create Damage Inventory for all Cat. E and Cat. G projects, obtaining proper damages, GPS coordinates, and dimensions.
- Provide programmatic and policy to HGA, LLC and Lafourche leadership.
- Work with architects and engineers on scopes of work.
- Meetings and collaboration as needed for recovery operations.

Project Lead – Leon County, FL | Hagerty Consulting/DR4486-FL, 2021 to 4/2023 (Independent Contractor: ZüGGi Disaster Consulting)

- Review and Formulation of eligible COVID-19 sub-grants
- Processing of determination memos and deliverance of successful appeals for Force Account Materials
- Provide professional consultation to the County and their Private Non-Profit agencies dealing with COVID pandemic related reimbursements.
- Respond to Determination Memos, providing successful appeals to Region IV through FDEM.
- Assist with all programmatic items (ie, quarterly reporting, reimbursements, appeals, time extensions, closeouts)

Dpty. Project Manager – Miami-Dade County | Hagerty Consulting/EM3560-FL, Surfside Building Collapse 2021 to 2022

- Assist with formulation of (15) Category A & B projects given 90-day deadlines from FEMA
- Attend weekly FEMA meetings with Miami-Dade County's Office of Management & Budget
- Assist and coaching of (9) Mutual Aid entities assisting them with policy and documentation.
- Attend Site Inspections on behalf of Miami-Dade County at several Evidentiary Sites, recording damages and dimensions.
- Formulation of project narratives and processing of Essential Elements of Information (EEI)
- Assist with costing and estimating for damages at debris management sites.
- Coach team as needed on Policy and/or project formulation aspects.

Recovery Specialist – Miami-Dade County | Hagerty Consulting/DR4486-FL, 2021 to 2022

- Processing of Police & Fire Force Account Labor for COVID Testing and Vaccination sites amounting to ~\$50M in eligible claims.
- Assist Team with FEMA determination memos and writing appeals for contracts and materials.
- QuickBase/GMS Software friendly.
- Client facing meetings with county and FEMA/State leadership

Expertise & Certifications

- Grants Portal
- Grants Management System of the Texas Department of Emergency Management
- MS Office Suite
- Power BI
- ArcGIS
- Python C
- Advanced Excel
- Bilingual: English (Native) / Spanish (Advanced)
- Engineer in Training (EIT)
- EOD Approval - FEMA
- Essentials of Advanced Computing Certificate (Texas Advanced Computing Center at UT Austin)
- Python for Data Visualization, Colors in Data Visualization summer courses at RICE University
- Certificate of Completion of advanced Spanish speaking course through Universitat Oberta de Catalunya in Barcelona, Spain

Years of Experience

- 3+ years of experience

Education

- BS, Civil Engineering, concentration in Structural Engineering, minor in Mathematics

Profile

Brandon Dukes is an ISC contractor with three years of experience. He graduated in 2019 with a degree in Civil Engineering. As a student, Mr. Dukes participated in undergraduate research including a summer research experience where he developed skills as a programmer in the context of large data analysis and management. Leveraging this experience, he began working on a COVID-19 relief project in 2020 assisting the city of Corpus Christi with (DR 4485 – TX) where he processed and managed a large-scale reimbursement submission through and gave COVID-19 reimbursement guidance per the CARES Act. This position pivoted into hazard mitigation operations supporting the State of Montana with local risk assessment and historical storm analysis.

Most recently Mr. Dukes assisted the State of Nebraska (DR 4420 – NE) with project closeout operations. His work in Nebraska included managing project data within Grants Portal, leveraging Python and Power BI for data management, and PAPPG eligibility determination. Additionally, in an effort to expand the accuracy and efficiency of the closeout process, he led the technical development of an Excel template that would automate recurring analyses across all projects in order to facilitate data management and improve efficiency.

Relevant Project Experience

- Nebraska (DR 4420 – NE); Project Closeouts; Integrated Solutions Consulting; May 2021 – June 2022
- Hazard Mitigation; Remote (Supporting the State of Montana); Integrated Solutions Consulting; March 2021 – May 2021
- COVID-19 (DR 4485 – TX); Corpus Christ, TX; Integrated Solutions Consulting; October 2020 – February 2021
- Project Manager; Site Inspection, Bidding, Excel Analysis; El Paso, TX; Star City Sealants; January 2020 – October 2020

Expertise & Certifications

- Debris Operations
- Debris Team Lead
- Project Specialist
- Site Inspections
- Grant Management
- Program Delivery Manager (PDMG)

Years of Experience

- 18+ years of experience

Education

- 96 hours of College credits
- Continuing education at the following Schools:
Florida Bible College,
Tennessee Temple College
and Colby Community
College

Profile

Highly skilled debris specialist, specialized in debris operations and site inspections. Program Delivery Manager (PDMG) for the FEMA PA process. Assigned as PDMG for DR 4424 OH in Marietta, Ohio while working as a contractor for ISC.

Relevant Project Experience

2018 – Present, Contractor, Integrated Solutions Consulting (ISC)

- 05/31/2019 to 09/09/2019
 - Completed two weeks training for PDMG
 - Assigned as PDMG for DR 4424 OH in Marietta, Ohio
 - Performed Exploratory Calls with assigned Applicants
 - Performed Kick-off meetings
 - Interfaced with Applicants to collect documents for Sub-Grant Applications
 - Uploaded project documents into Grants Manager
 - Scheduled Site Inspections and reviewed SIR's
 - Performed task to complete Applicant Projects
 - Sent Projects to CRC when complete
- 08/19/2018 to 12/09/2018
 - Completed two weeks training for PDMG
 - Assigned as Task Force Lead / Hurricane Harvey DR-4332-TX / Corpus Christi, Texas
 - Performed daily interface with local leadership team
 - Performed daily team huddles
 - Performed weekly sit-withs / PDMG's
 - Reviewed Projects
 - Provided guidance to team members as necessary
 - Attended in field meetings with PDMG's
 - Reviewed PAPA Guide for reference
 - Interfaced with TAC leadership as necessary
- 2008 to 2016: FEMA RESERVIST (2016 – 2018 Semi Retired)
 - Performed duties as a Project Specialist in numerous disasters in the following States: Arkansas, Oklahoma, Mississippi, Kansas, Illinois, New Jersey, Tennessee, New Mexico, Louisiana, Iowa, and Texas
 - Completed Sub-Grant Applications in Categories A through G
 - Uploaded and wrote projects directly into Emmie
 - Monitored and Documented debris activities
 - Completed 50 plus training modules with FEMA
 - Performed duties as a PAC in the State of Iowa
 - Worked in Long-Term Recovery Center in LA for six months

Expertise & Certifications

- Grants Manager/Grants Portal
- FEMA PA Program Delivery Manager
- FEMA PA Site Inspector
- FEMA PA/IA Policy and Guidelines
- FEMA IA Policy and Guidelines
- Community Disaster Block Program
- Financial Management
- Long-Term Recovery
- Hazard Mitigation
- Project Management
- Worltrac; Metastorm

Years of Experience

- 16+ years of experience

Education

- BS, Electronics Engineering Technology

Profile

Darryl Marshall has been working disaster recovery and response since 2007. He began his disaster recovery career with GOHSEP, supporting the Hazard Mitigation Grant Program (HMGP), CDBG and The Road Home Program. Mr. Marshall has deployed to numerous disasters and honed his skills working with Catholic Charities and Long-Term Recovery programs. Most recently, Darryl served as a Program Delivery Manager (PDMG) working in Grant Manager and has performed closeouts on various applicants. Darryl is well versed in FEMA's laws, regulations, and policies in the PAPPG and 44CFR.

Mr. Marshall has exceptional computer skills and written and oral communication skills. He is accomplished in organizing financial data from internal and external resources and producing reports, as necessary. Darryl is proficient in Microsoft Office, and is predominate in the use of Excel, developing and building spreadsheet reports, optimizing its' functions and capabilities.

Relevant Project Experience

AECOM Recovery, Program Delivery Manager, 2018 – 2020

- DR-4332-TX Hurricane Harvey. Apply PA knowledge and skills in recovery and mitigation issues at the Branch II Texas Recovery Office. Coordinate, guide and assist in activities to ensure continuity of essential functions.
- Manage recovery projects of State and Territorial governments, local, Tribal and Private nonprofit organizations. Conduct recovery scoping meetings to document damages and obtain necessary documentation. Coordinate with Hazard Mitigation, EHP, site inspectors and State Recovery Officers to ensure PA policy followed.
- Experienced in formulating projects, ensuring that all damages are identified. Maintain files and develop Program Delivery Plans to follow up accordingly. Draft Damage Inventory lists, capturing all disaster – related damages. Order Site Inspections of damaged sites not yet repaired and review DDDs. Process all into Grants Manager

Catholic Charities, Disaster Case Manager Supervisor, 2016 – 2018

- Louisiana Flood 2016. Supervise disaster Case Management operations for assigned area. Supervise team, coordinate with State DCM Program Manager, local Long-Term Recovery groups and local communities, and the development and implementation of standard documentation practices and procedures for the identification of resources for individuals and families. Obtain funds for disaster survivors. Ensure accurate documenting. Completes all required statistical, fiscal and narrative reporting activities to the State, FEMA, Agency and others as requested. Compile and analyze data, report recommendations.

David Barksdale | Disaster Recovery Specialist



Expertise & Certifications

- Senior Claim Law Associate (SCLA) 2000
- Worker's Compensation Law Associate (WCLA) 1999
- OSHA 10-Hour Certified
- Member of the Dallas Claims Association

Years of Experience

- 28+ years of experience

Education

- BBA, Management

Profile

Mr. Barksdale is an Insurance Specialist with experience working as a Program Delivery Manager for Public Assistance in Georgia and Texas. In this role, he serves as the primary point of contact for Applicants. He thrives at providing exceptional customer service and programmatic guidance throughout the grant process. As an Insurance Specialist he is exceptional at handling complex claims and has a rich history of working in various insurance roles.

Relevant Project Experience

Broadspire Services, Senior Claims Examiner, September 2019 – Present

- Investigate and settle advanced, large loss, complex claims promptly and equitably under minimal supervision. Works within established authority on moderate-to-difficult claims. Reviews coverages, determines liability and compensability, secures information, arranges property damage appraisals and settles claims utilizing claims best practices. Evaluates and sets reserves using independent judgment. Assists supervisor and defense attorneys in preparing cases for litigation. Conducts training and mentors new hires.

RealStreet Staffing/EUDS, Inc. (FEMA Contractor), Program Delivery Manager - Public Assistance (Georgia and Texas), November 2017 – September 2019

- Program Delivery Managers (PDMGs) serve as the primary point of contact for Applicants, providing customer service and programmatic guidance throughout the grant process. This role is integral to the program delivery model, strengthening the commitment to enhance customer service and consistent grant development. The PDMG facilitates and coordinates the accurate delivery of grant funding while coordinating the Applicant's recovery priorities, understanding their capabilities and capacity to develop projects and participate in site inspections. The PDMG provides customer service tailored to the Applicant through the entire delivery process, from the Exploratory Call (EC) to the Recovery Transition Meeting. PDMGs are critical to the customer-centric element of the PA delivery model and the early identification of eligibility or special considerations concerns that could delay grant development. As the Applicant's primary point of contact, PDMGs have a role in all phases of the delivery model.

The Republic Group/AmTrust Financial, Sr. Claim Representative, November 2015 - July 2017

- Casualty unit handling Commercial General Liability, Commercial Umbrella, Personal Lines Liability, Construction Liability, Construction Defect and Florida Hired and Non-Owned Auto Liability claims. Handle large claim count of medium to high severity claims.

Expertise & Certifications

- PA Project Specialist
- PA Private Non-Profit
- TAC Coordinator
- Recovery Resource Coordinator
- Account Receivable/Payable
- FEMA PA Policy and Guidelines
- 44 CFR
- FEMA PDMG, 2019
- PA Site Inspector, 2019
- Project Worksheet Writing
- FEMA QA/QC,
- CDBG, 2020
- Grants Manager/Grants Portal, 2019
- FEMA Courses: IS-00100.a; IS-00102; IS-00800.b; IS-00100.Sca; IS-00100.Lea; IS-00631; IS-00700; IS-00805; IS-00814; IS-00901; NEMIS – IS Overview (N105)
- Microsoft Excel 2000 Level I
- How to Legally Collect Accounts Receivable

Years of Experience

- 18+ years PA Disaster Recovery experience
- 14+ years of accounting experience

Education

- Certification of Business Training
- Certification in Collection
- FEMA Emergency Management Institute Certifications

Profile

Dina Burrell is a Recovery Resource Coordinator with Integrated Solutions Consulting (ISC). She assists with managing, obtaining, and providing resources for ISC's federal and state/local recovery projects, and manages deployments and personnel. Ms. Burrell has deployed on-site to a variety of disasters where she has worked in several roles, including Project Specialist, Community Development Block Grant (CDBG) Grant Specialist, Critical Facilities Specialist, and Private Non-Profit Specialist. Ms. Burrell has primarily deployed as a TAC Coordinator. She excels in her abilities to coordinate with team members, oversee personnel, HR issues and incidents, and ensures that the client and her Prime company receive daily and weekly deliverables as well as progress reports and staff re-organization.

Ms. Burrell is proficient in accounts receivables, payables, collections, generating general and technical reports, correspondence, and compliance documentation. She develops and utilizes tracking systems to manage team members, data, time, expenses, and deployment information more efficiently.

Relevant Project Experience

- State and Local Recovery, West Calcasieu Airport, West Calcasieu Port, and Lake Charles Harbor and Terminal District, NEMA, Recovery Resource Coordinator, Integrated Solutions Consulting; 2020 – Present
- Community Development Block Grant, DR-4332-TX, Hurricane Harvey, Grant Specialist/TAC Coordinator, AECOM/FEMA, 2020 – 2020
- DR-4266, 4269-TX Severe Storms, TAC Coordinator, FEMA, 2017 – 2018
- DR-4301, 4305, 4308-CA Severe Winter Storms, Flooding and Mudslides, TAC Coordinator, FEMA, 2017 – 2018
- DR-4085-NY Hurricane Sandy, TAC Coordinator, FEMA, 2012 – 2017
- DR-4012-MO, Flooding, TAC Coordinator, FEMA, 2011 – 2011
- DR-1930-IA Severe Storms, Flooding & Tornados, TAC Coordinator, FEMA, 2010 – 2011
- DR-1895-MA Severe Storms and Flooding, Project Specialist, FEMA, 2010 – 2010
- DR-1980, 1763-IA, Severe Storms, Tornadoes, and Flooding, TAC Coordinator, FEMA, 2008 – 2010
- DR-1606-TX Hurricane Rita, Project Specialist, FEMA, 2005 – 2006
- EM-3201-MA Snow, Project Accountant, FEMA, 2005 – 2005

Expertise & Certifications

- Certified Civil Engineering Technician
- Certified Construction Inspector
- Disaster Ops & Assistance Programs
- Community Disaster Recovery
- Hazard Mitigation
- Emergency Response Program Management
- QA/QC
- Audits
- Project Closeout

Years of Experience

- 44+ Years Professional
- 14+ Years Industry

Education

- AS Civil, UOG, Guam
- Naval Civil Engineer Corps Officers School, Port Hueneme, CA, Contracting
- Air Force Institute of Technology (AFIT), Contracting
- Level II Facilities Engineering Acquisition Workforce
- OSHA Outreach Instructor
- Construction Quality Management

Profile

Mr. Crisostomo has 44 years of experience in the construction industry with 14 years of experience in FEMA Public Assistance (PA) programs starting in Louisiana with Hurricane Katrina recovery and continuing in New York, Texas, and in Puerto Rico following Hurricane Maria. He has considerable expertise with developing and tailoring tracking databases and reporting tools and training PA staff on a variety of FEMA policies and procedural issues. He also has considerable experience in quality assurance and quality control of damage assessments, as well as audits, to include closeout procedures. Prior to his FEMA work, Mr. Crisostomo had a lengthy career in the U.S. Navy, where—with the Naval Facilities Engineering Command—he supervised and inspected a wide variety of construction projects, trained staff, and oversaw quality management and technology and paperless acquisition programs.

Relevant Project Experience

LA County (Applicant), Senior Policy Advisor, 2019

- Provided guidance and advice to applicant regarding management of supporting documents related to legacy disasters.
- Reviewed and validated Department documentations supporting work performed for submission to FEMA.
- Developed data management application for tracking of documentations.

DR 4339, Maria, Policy Advisor, 2019

- Guided PA staff on applicant, work, cost eligibility, and program and policy requirements; provided advice on policy issues affecting formulation of projects; ensures PA staff are conforming to policy requirements; and assisted in the formulation of DDDs and SOWs. He developed data management tools for project tracking and ensuring consistent data reporting to leadership.

Webster, TX, DR 4332 Harvey, 2018

- Facilitated the public assistance program and manages projects of assigned applicants.
- Met with assigned applicants throughout all phases of the application process to communicate project issues and concerns in addition to collecting supporting documentations.
- Conducted site inspections of applicants' sites, summarized their damages, communicated requirements for assistance, and managed applicant expectations.
- Using FEMA's delivery model to track and process applicants' projects. Proficient in the use of FEMA's Grant Manager, EMMIE and EDW.

Austin, TX, DR 4272, General Planner/Policy Advisor, 2016 – 2017

- Provided general planning support to the IBD and DIBD in addition to preparing and maintaining management reports.
- Provided written advice on program and policy issues. Tracked DMs in review and completed.

Fred Crisostomo | Senior PA Specialist



- Prepared ad-hoc management as requested. Recommended and developed various management reports reflecting project formulation progress.

SRO, New York, DR 4085, Public Assistance Coordinator, 2014 – 2015

- Provided Technical Assistance to FEMA under the Emergency Response Program Management Consultant Group working on Public Facilities in support of recovery efforts resulting from Hurricanes Sandy in New York. Coordinated project formulation with State and local government applicants in Suffolk County. Prepared and reviewed Project Worksheets (PW) for purposes of providing federal supplemental funding for repair and/or replacement projects. In addition, supervised up to 6 Project Specialist. Conducted damage assessments of damaged facilities and validates applicants claim in accordance with current FEMA policies and guidelines.
- Reviewed and prepared Hazard Mitigation Proposals (HMP) under sect. 406.
- Reviewed applicants claim for project eligibility and determines the appropriate category of work for accomplishment.
- Designed and Developed DR 4085 Insurance Database to assist Insurance Specialist in determining insurance eligibility and reductions.
- Designed, developed and deployed Region 2 Insurance Share Point Web Database to address deficiencies in the tracking and review of Insurance reviews as identified in an Audit by FEMA.

Queens JFO, New York, DR 4085, Policy Advisor/Reports Specialist, 2013

- Designed and Developed DR 4085 Insurance Database to assist Insurance Specialist in determining insurance eligibility and reductions. Designed, developed and deployed Region 2 Insurance Share Point Web Database to address deficiencies in the tracking and review of Insurance reviews as identified in an Audit by FEMA.
 - FCO Weekly Report which includes graphical presentation of projected and obligated projects, forecasting of anticipated completion of all PWs, etc. This database tool also provides the option to report on those applicants requested by the FCO (i.e., top 12 Applicants based on total estimated amount, etc.).
 - Spend Plan formulation and progress tracking
 - PW Productivity by Group or assigned Project Specialist
 - Applicants PW formulation status
 - Projects Reports by geographical location
 - PW review statuses in EMMIE Review Queue
 - PW obligations in EMMIE
 - Customized D1 financial report for Region and HQ
- Trained PA personnel in the implementation of Dashboard (web-based PA Management Database Application). identified and resolved Dashboard issues with the Developer, Weston Solutions. Recommends modifications to Dashboard and assist in programming in order to effectively provide PA management with efficient and accurate PW reports including tracking of grants and PW formulation processes.
- Prepared miscellaneous ad-hoc management PA reports as requested. This includes actual project locations for GIS mapping, etc.

Albany & Colts Neck, New Jersey, DR 4020, Reports/Database Specialist, 2012

- Prepared PA Management Report merging EMMIE, FEMA Enterprise Data Warehouse and Dashboard. These include PW projections and completions, PW productivity by group or assigned Project Specialist, Overall disaster completion status which includes anticipated demobilization of PA personnel, anticipated PW versions, Spend Plan update status, etc.
- Deployed and trained PA personnel in the implementation of Dashboard (web-based PA Management Database Application). identified and resolved Dashboard issues with the Developer, Weston Solutions.

Expertise & Certifications

- Accredited Insurance Claim Adjuster (ACA),
- OSHA 10 Hour Construction Safety and Health
- Louisiana Department of Environmental Quality Asbestos Contractor Supervisor
- FEMA Public Assistance
- FEMA PA Policy and Guidelines; PAPPG, 44 CFR, SRIA, Stafford Act, 2 CFR
- PA Eligibility
- Grants Manager/Grants Portal
- Project Manager
- 404/406 Hazard Mitigation
- FEMA Cost Estimates (CEF/RS Mean)
- Large Debris Operations
- Writing Project Worksheets
- Catastrophic Claims Adjuster
- Damage Assessments
- Health & Social Services

Years of Experience

- 19+ years of experience

Education

- Two years Miami Dade County Community college

Profile

Gregory Gentles is a highly skilled Disaster Specialist with an extensive background in disaster recovery working at Integrated Solutions Consulting (ISC). He has deployed to 25 federally declared disasters throughout his 19 years of experience in various roles for disaster types including but not limited to fires/wildfires, floods, straight-line winds, and hurricanes.

Throughout his career, Mr. Gentles has worked in positions including Debris Monitor, Debris Specialist, Project Specialist, Public Assistance Coordinator (PAC), Quality Assurance and Quality Control (QA/QC), Program Delivery Manager (PDMG), FEMA CRC Document Validation Specialist (DVS), and Public Assistance Task Force Lead (PATFL).

His wealth of knowledge in the PA Program, debris eligibility, monitoring and removal, damage assessments, 404/406 mitigation, writing project worksheets (categories A-G), and his extensive background, make him a superior asset to any deployment, allowing him to see disasters in its numerous phases and variances, in the field and in leadership roles. He has also written and won several appeals for the State of New Jersey and has prepared their grants proposal request.

Relevant Project Experience

- LA – DR 4559 Hurricane Laura & LA – DR 4570 Hurricane Delta; Senior Grants Manager; ISC; 2019 – 2022
- SERCO's FEMA Program Delivery Task Force Lead for MN – DR 4442 Winter Storm and Flooding; Sedona Technologies; 2019 – 2020
- Consolidated Resource Center Public Assistance Delivery Process Document Validation Specialist for Florida – DR 4337 Hurricane Irma; AECOM Recovery; 2018 – 2019
- Joint Field Office's Program Delivery Managers CA – DR 4301/4305/4308 Winter Storms; AECOM Recovery; 2017
- PA FEMA Technical Assistance Contractor Project Formulation Specialist FEMA TX – DR 4266/4269/4272 floods; AECOM Recovery; 2016 – 2017
- Jonas Severe Winter Storms and Snowstorms (DR-4264-NJ); East Rutherford, NJ; Accurate Amendment Solutions LLC; 2016
- Public Assistance Coordinator, SRO, New York DR 4085; AECOM Recovery; 2013 – 2015
- PA FEMA Technical Assistance Contractor/FEMA Debris Specialist; FEMA – 4085 - DR- NY Hurricane Sandy; AECOM; 2013
- PA Project Specialist FEMA – 4020 and 4031-DR-NY New York Hurricane Irene; AECOM 2012
- PA FEMA Technical Assistance Contractor/FEMA Debris Specialist, FEMA - 1980- DR-MO Joplin Tornado; AECOM; 2011
- PA Project Specialist FEMA – 1934 DR-MO Missouri severe storm and flooding; AECOM; 2010

Gregory Gentles | Grants Specialist



- PA Project Specialist ERPMC FEMA – 1895 DR-MA Massachusetts severe Flooding; AECOM; 2010
- PA Project Specialist/Debris Specialist, ERPMC FEMA – 1857-DR-NY New York State severe storms and flooding; AECOM; 2009
- PA Project Specialist, ERPMC FEMA – 1825 – DR – WA Washington State Flooding; AECOM; 2009
- PA Debris Specialist, ERPMCFEMA Mississippi Standing Dead Tree Removal Program Disaster MS DR 1604 Hurricane Katrina; AECOM; 2008 – 2009
- Project Officer, New Orleans (NOLA) Demolition Project for LA DR 1603 Hurricane Katrina and DR 1607 Hurricane Rita; DRC Emergency Services, Inc; 2007 – 2008
- Project Officer/Debris Specialist, ERPMC FEMA Project Disaster Relief for TX DR 1709 Severe Storms, Tornadoes, and Flooding; AECOM; 2007
- FEMA Technical Assistance Contractor/FEMA Debris Specialist, ERPMC for LA DR 1603 Hurricane Katrina and DR 1607 Hurricane Rita; AECOM; 2005 – 2007
- Hurricane Frances DR-1545/Jeanne DR1561/Ivan DR1515/and Dennis DR1595 – Debris Monitor; AECOM; 2004 – 2005

Expertise & Certifications

- FEMA Public Assistance Program and Policy Guide (PAPPG)
- FEMA 9500 Series Policy 44 CFR
- NEMIS EMMIE
- FEMA Grants Portal L381 - PA OPS I
- DF 319 – Team Building for Supervisors L480 - Cost Estimating Format Emergency Management Institute Courses
- Florida Insurance Customer Service License Florida All Lines Adjuster's License
- Florida Real Estate Broker's License
- Quickbooks
- Microsoft Office Suite
- SharePoint

Years of Experience

- 26+ years of experience

Education

- Bachelors Degree in Business Management, emphasis in: Accounting, Accounting II, Financial Accounting, Finance.

Profile

15+ years in the FEMA Public Assistance Program ranging from debris monitoring to the closeout of projects. Disasters include more than 15 hurricane and flooding events spanning eight states from the Gulf Coast to the Northeast to the Midwest. Expertise in QA/QC, closeout, policy guidance, Stafford Act Grants, FEMA Public Assistance, and facilities review.

Relevant Project Experience

Gulf Coast Disaster Consultants, LLC, New Orleans, LA, Disaster Recovery Consultant, February 2019 – Present

- Subcontractor to Deloitte & Touch LLP on State of Louisiana contract
- Work with grantee and sub-grantees to reconcile and close the remaining complex projects for the legacy disasters
- Review contracts, timesheets, rental agreements, force account labor and equipment logs for compliance with CFR regulations
- Assist the sub-grantee with requests for cost analysis, time extensions, alternate projects, etc.
- Review proof of payment (canceled checks, electronic funds transfers, bank statements)
- Review procurement and contracts
- Prepare closeout RRFs on behalf of sub-grantee
- Process reimbursement requests for State of Louisiana
- Review reimbursement requests for eligibility

The Sulzer Group, New Orleans, LA, Senior Grants Management Specialist/Project Manager, August 2014 – February 2019

- Provide basic technical assistance to sub-grantees in the identification and selection of projects, as well as the development of complete, accurate, well-documented, and compliant project sub-applications
- Participate in monitoring the status and performance of grants awarded to the sub-grantees, including financial tracking, funds management, and close-out of sub-grants. Ensure that data base and records are maintained using systems/processes managed by The Sulzer Group
- Request reimbursements for projects, versions for cost/scope alignments, and time extensions as needed
- Reconcile project costs and insurance payments received by sub-grantees
- Attend training workshops and conferences
- Analyze complex problems and interrelated issues to develop positive solutions and maintain effective working relationships with the client and with other federal agencies, state, local and private sectors
- Research, organize, write and manage a portfolio of grants for clients ranging from small Private Non-Profit organizations to universities
- Develop program content and reports
- Manage timelines and deadlines

Jennifer Oswald | Senior Financial Analyst



- Work with grant recipients to develop and implement a corrective action plan that clearly addresses compliance review/audit findings
- Make recommendations to clients regarding grants
- Conduct final review of completed awards, making appropriate adjustments/disallowances, and closing FEMA prime grant awards
- Assess a project's work status, costs, and supporting documentation against the corresponding grant's scope of work (SOW) to help determine a grant's readiness for final review and closeout
- Reconcile a grant's approved SOW with the agency's completed SOW, and clearly lining up actual costs with the completed, approved grant SOW
- Research the details of written approved grants, contracts, invoices, payment logs, timesheets, purchase orders, procurement and other documentation to help resolve cost inconsistencies in a grant
- Provide feedback when grant funding adjustments are needed due to duplication of funding, additional scope of work items, or changes in project costs
- Monitor that federal post-award grant compliance requirements are met on issues such as contract procurement, environmental and historic preservation, insurance requirements, and/or adjustments based on SOW changes

Tidal Basin Government Consulting, Mineola, NY, QA/QC Specialist, October 2013 – May 2014

- Performed quality and compliance reviews of draft Project Worksheets as part of the formulation and obligation process which submitted to FEMA
- Supported communities in Nassau County which suffered some of the most severe impact of Hurricane Sandy (DR 4085)
- Provided policy guidance to team members who had not previously performed disaster recovery work

Florida Disaster Consulting Toms River, NJ, Data Management Specialist/PA Specialist, May 2013 – August 2013

- Coordination of the collection, maintenance, analysis and distribution of administrative information used to produce reports and special project reports which required analysis and comparison
- Created client invoices
- Performed QA/QC reviews of project worksheets (PWs) for clients which were subsequently passed along to FEMA; responsible for ensuring accuracy, completeness, and standard adherence for PWs
- Provided policy guidance to clients within Ocean County, NJ affected by Hurricane Sandy (DR 4086)

CDM Smith, Lincroft, NJ QA/QC Specialist, January 2013 – February 2013

- Contractor Support to Hurricane Sandy (DR 4086)
- Performed initial reviews in EMMIE of project worksheets (PWs); provided policy guidance and reviewed PWs for eligibility
- Responsible for ensuring accuracy, completeness, and standard adherence for PWs

Witt Associates, Baton Rouge, LA, Closeout Specialist, July 2012 – January 2013

- Hurricanes Katrina (DR1603), Rita (DR1607), Gustav (DR1786), and Ike (DR1792)
- Pre-Closeout Reports for the State of Louisiana of Public Assistance Federal Disaster Grants
- Liaison between municipal applicants, State of Louisiana, and FEMA in effort to determine the overall size, scope, and eligibility of work completed using Stafford Act Grants

Expertise & Certifications

- American University Classes, 18 months intensive Training with Morgan Stanley as Certified Financial Advisor in 09/13/2003.
- FINRA Broker-Check Licenses
- Florida Department of Financial Services Insurance License
- Insurance
- Training
- Public Assistance
- Individual Assistance
- Grants Manager/Portal

Years of Experience

- 20+ years of experience

Education

- TC. Istituto Tecnico Commerciale "Girolamo Caruso" Ragioniere (Accounting). Alcamo. Italy 1992.
- Military: Administration/Accounting 13 months (Honorable Discharge) Italy 1989.

Profile

Over 20 years of Insurance and Training experience in Public Assistance, Individual Assistance and Grants Manager/Portal. Team Trainer 18 months in Puerto Rico. Effective Grants Manager system operation. Submitting all User Acceptance Testing (UAT) findings in Grants manager during our testing process every day and report any bugs or functionality issues to the PA UAT Review Team.

Relevant Project Experience

AECOM (06/2018 - 02/2020) PA Field Instructor (Grants Manager Trainer)

- Served as Field Instructor and Point of Contact (POC) for Branch 2 mentoring staff in a 1 on 1 format.
- Worked with Disaster Field Training Operations (DFTO) staff assigned to Branch to coordinate and schedule training to support the Branch as required to meet objectives set by Leadership. Work with Training Team in course development and reporting data. Teaching classes at Nestle Building, Arecibo University and Branch II Vega Baja.
- Presented Field Delivery Courses, Micro-Nano Training and Webinars on multiple topics to Public Assistant Group Supervisory, Task force lead, Program Delivery Manager (PDMG) and Site Inspector.
- Performing Unit Acceptance Test (UAT) on Grants Manager (GM) site and Recipient access site, Grants Portal (GP). Coordinating daily with UAT review team during testing period. DR4339-PR

AECOM (09/2017 - 05/2018) Program Delivery Manager (PDMG)

- Collecting, organizing, and reviewing Applicant-submitted documentation in support of PA grants where work is complete.
- Developing damage description and dimensions, scopes of work, and costs based on Applicant- provided documentation.
- Identifying potential eligibility issues and addressing those issues in coordination with leadership in field and Consolidated Resource Center offices.
- Conducting quality assurance reviews of grants to ensure accuracy, compliance, and proper supporting documentation.
- Ensuring consistency in program delivery and development of quality grants. DR4338-GA.

Penn Mutual (09/2016 - 09/2017), Financial Agent

- Designed portfolio of investments that offer safety of principal, liquidity, tax savings, income, growth over the long term. Developed asset allocation plan that matches up with client's long-term goals and risk tolerance.
- Continued review and research of market conditions affecting client's financial position and strategies, propose solutions and strive to outperform client's expectations.

Roberto Salerno | Financial Analyst



National Life Group/ ESI (09/2014 - 08/2016) Financial Agent

- Extensive expertise on developing a base of clients for whom I provide customized and comprehensive financial solutions.
- Prospect for new clients, educate them on available products, and make presentations to targeted audiences.

National Securities Corporation (05/2010 - 10/2012) Registered Representative

- Developed a base of clients for whom I provided customized, comprehensive financial solutions.
- Prospect for new clients, educate them on available products.
- Developed asset allocation plans that matched long term goals and objectives.
- Designed portfolio of investments that offer safety of principal, liquidity, tax savings, income, growth over the long term.

Blackport/Parnas Holdings (08/2008 - 05/2010) Consultant

- Registered and paid fee Using RIA in a Box® as leading registered investment adviser (RIA) compliance software as a service technology provider offering RIA compliance services and RIA registration for private equity firm.
- Advise the company to be in Compliance with the SEC as an investment adviser, under the Investment Company Act of 1940 in order to be in compliance with the Dodd-Frank Wall Street Reform and Consumer Protection Act.

Victoria Phelps | Public Assistance Specialist



Expertise & Certifications

- FEMA Public Assistance
- Expertise with FEMA Disaster Management Data Systems Manager
- Post Hurricane Sandy Recovery Act Directives
- FEMA Hazard Mitigation BCA Training
- FEMA 406 Mitigation Training
- FEMA Mitigation BCA Training
- FEMA Public Assistance for New PA
- Site Inspector Grants Manager Training
- FEMA PA EMMIE Training Certificate
- FEMA PA Project Officer (PA OPS I & OPS II)
- FEMA PA Debris Management Training
- FEMA PA Large Project Certification
- FEMA PA Hazard Mitigation Certification Training
- FEMA PA Quality Assurance Quality Control Reviewer
- FEMA PA EMI Training 100, 200, 700 & 800

Years of Experience

- 15+ years of experience

Education

- BS, Dual Major US History and Management
- US Navy Senior Project Management College Graduate
- Associate degree

Profile

Ms. Victoria Phelps has over 15 years' experience combined in FEMA and State Disaster Recovery. She has deployed to 22 various disasters and served in various Senior roles, such as Task Force Lead, Team Lead, Work Force Director, FEMA and State Public Assistance Coordinator and Liaison, FEMA PA Grant Writer, Estimator, QA/QC Grant Reviewer, PA Site Inspector, Data Information Collection and Reporting, 406 Mitigation Grant Writer, Initial Reviewer for Floodplain, Historical, Environmental Policy Laws and Regulations.

As an active US Navy veteran Victoria was selected from Enlisted Ranks to become Engineering Officer Department Head for Structural, Mechanical, and Electrical Engineering Groups

She has extensive program knowledge, including The Stafford Act, 44 CFR, 2 CFR, SRIA Legislation, PAAP Programs, PAPPG and all other program materials. She is proficient with Microsoft Project, Word, excel, PowerPoint and outlook software together with Windows Operation system. Victoria excels in verbal and writing communication. She can manage multiple projects under strict deadlines while identifying and recommending solutions.

Relevant Project Experience

Technical Assistance Contractor for FEMA PA, 09/2005 - 11/2020

- Task Force Lead, Team Lead and Work Force Director
- FEMA and State Public Assistance Coordinator and Liaison.
- FEMA PA Grant Writer and Cost Estimator
- QA/QC Grant Reviewer & PA Policy Reviewer
- PA Site Inspector, Data Information Collection, and Reporting
- PA 406 HM Mitigation Grant Writer
- Initial Reviewer for Floodplain, Historical, Environmental Policy Laws and Regulations
- Disasters Served; DR-4022-VT, DR-4085-NY, DR-4024-VA, DR-4042-VA, DR-4045-VA, DR-1971-AL, DR-1551-FL, DR-4177-FL, DR-4485-TX, DR-4332-TX, DR-4277-LA, DR-4255-TX, DR-4269-TX, DR-4272-TX, DR-1603-LA, DR-1607-LA, DR-1709-TX, DR-1763-IA, DR-1934-MO, DR-4011-UT, DR-1817-WA, DR1825-WA, and DR-4485-COVID 19

US Navy, Civilian Contractor, 11/2003 – 09/2005

- Quality Assurance (QA/QC), Waterfront Production Supervisor Structural, Northrup Grumman Shipyard, Pascagoula, Mississippi for Supervisor of Shipbuilding. Project Manager for Recovery from Hurricane IVAN for the Officer in Charge of Construction and Recovery, Pensacola, Florida.

Victoria Phelps | Public Assistance Specialist



Department of Defense, US Navy Active-Duty Surface Warfare Officer (01E to 03E), 05/1993 – 11/2003

- Selected from Enlisted Ranks to become Engineering Officer Department Head for Structural, Mechanical, and Electrical Engineering Groups
- Executive Officer, Division Officer, Senior Engineering Officer, Resources Work Force Director, Logistics Officer, Operations, Officer, Main Propulsion Officer, Dry Docking Officer, Auxiliaries Officer, Electrical Officer, Fueling Officer, Training Officer, Projects Officer, Maintenance Officer, Repair Officer, Welfare, Recreation and Morale Officer, Officer of the Deck Underway, Small Boat Officer, Budget Writing, Cost Development, Review, and Implementation Evaluation Author and Reviewer.

US Navy Active-Duty Enlisted Surface Warfare (E-1 to E-8), 04/98 – 05/93

- Selected as a Chief Petty Officer in 7 years.
- Division Officer, Electrical Senior Supervisor, Electrical Shop Supervisor, Small Boat Officer, Work Force Director, Surface Warfare Swift Boat Captain Panama Canal Panama Jungle Operations and Tactical Training Panama Canal, Recruit Training Command, Drill Instructor Orlando Florida, Master Training Specialist, Welfare, Recreation, and Morale Petty Officer.
- Investigation and resolution of FEMA PA Congressional inquiries.
- Lead of PA Closeout team, including development and implementation of closeout process and oversight of closeout personnel

DR-1539, 1545, 1551, 1609-FL, Insurance Co-Lead, Hurricanes Charles, Frances, Ivan and Wilma

- Oversight of insurance review for all Applicants; over 50K PWs over a 4-year period.
- Manage Insurance Team personnel at the JFO and AFO.
- QA/QC of PWs scopes of damages and work.
- Conduct site inspections to resolve issues with Applicants.
- Resolve issues concerning discrepancies between anticipated and actual insurance proceeds with applicants.

Oklahoma Flooding Event, Public Assistance Coordinator (PAC)

- Serve as a PAC for Tribal Indian Applicants and state critical facilities.
- Conduct site inspections, damage assessments and cost estimates.
- Develop project worksheets.
- Assist AECOM Field Team Lead and Task Manager with resolving personnel issues.
- Perform QA/QC and mentor project specialists on the FEMA PA program.

U.S. Adjusting, Crawford and Company, General Adjustment Bureau, 1985 – 1999

- Catastrophic Insurance Adjuster
- Interpret insurance coverage
- Assess and estimate damages
- Prepare and process insurance claims for residential, commercial, and heavy commercial properties.
- Primarily respond to hurricane, tornado, fire, flood, earthquake, and hail disaster events throughout the U.S.
- Assist with branch management in Texas, Missouri, California, Colorado, and New Mexico.

Expertise & Certifications

- FEMA PA Policy and Guidelines
- Program Delivery Manager
- Grants Manager / Grants Portal
- Project Management / Lead
- FEMA PA Coordinator
- FEMA PA PDMG
- FEMA PA Site Inspector
- Cost Estimating Format (CEF) and RS Means
- Subject Matter Expert of Electrical Utilities and Road Construction
- 406 Mitigation
- Damage Assessments
- Project Closeouts
- Floodplain Maps
- PW Categories A-G
- General Building Codes
- General Report Development and Tracking
- Microsoft Office Suite
- CPR / AED Certification
- 406 Mitigation
- PA Ops 1

Years of Experience

- 43+ years of experience

Education

- M.S. Electrical (Power) Engineering
- B.S. Electronic Technology

Profile

Mr. Wesley Wengren is a versatile graduate-degreed engineer with 21 years of project management and 22 years engineering experience in industries that include emergency management and disaster recovery, power generation, US Space Program and US Navy. He has vast knowledge and experience in emergency management preparedness and recovery. He has served as and conducted PA site inspections and damage assessments. Wesley has expert knowledge of FEMA PA policy and guidelines, Grants Manager and Grants Portal. He has successfully written all categories of work and conducted closeouts. He is proficient in the use of Grants Manager, CEF, RS Means and PA applicable laws, regulations, policies, general building codes and standards. He can manage multiple projects, tight deadlines and identify and recommend solutions to issues that may arise. He has exceptional computer skills and written and oral communication skills and is proficient in Microsoft Office Suite.

Relevant Project Experience

Integrated Solutions Consulting (ISC), Site Inspector, DR-4432-LA, 2020 – 2020

- Complete Site Inspection reports still outstanding. Rework already submitted SI reports, following applicant provided data that has caused the change.
- Review two electric utilities files in GM for completeness of contract, force account labor and equipment and material.
- Rework requests from PDMGs. Process all into Grants Manager and PA process.
- Validate infrastructure damage; record detailed damage descriptions, scopes of work (SOWs) and cost estimates.
- Evaluate projects for compliance with applicable laws, regulations, and policies. Identify and review special consideration issues.

Hagerty Consulting, Senior Engineer / Planner / Analyst, 2019 – 2019

- Create multi-million-dollar projects in new PA Model as PDMG in categories A, B, and E while assisting team with two FL grant sub-recipients. Collaborate with Applicant and FEMA PDMGs.
- Develop DDDs, SOWs and Cost Summary from data gathered by the Applicant, contractors, and architects.
- Coordinate site visits and meetings to chronological critical data for project formulation.

Integrated Solutions Consulting (ISC), DR-4269-4272-TX, 4305-4308-CA, 4085-NY, PDMG / Project Specialist, 2017 – Present

- Inspect damages, record all harm to mechanical, electrical, plumbing and structure.
- Create federal grants to compensate Applicants following FEMA PA guidelines and with support of backup documentation considering insurance, environmental, historical and floodplain management.

Wesley Wengren | Senior PA Specialist/Engineer



- Revise grants requiring scope changes, review and determine justification for time extensions

Vanguard Emergency Management, Home Inspector, 2016 – 2016

- Perform home inspections for storm related damages.
- Estimate repair / replacement costs, i.e., roofing, frame, HVAC, electrical, drywall, floor coverings and foundation.

L-W Resources / CCPRS, Construction Manager / Project Specialist, 2016 – 2016

- Author grants to rebuild or replace critical infrastructure for the state of Missouri, in particular St. Louis and St. Charles Counties following devastating flooding which caused rivers to overtop their banks by up to 40 feet.
- Met with applicants to establish rapport and trust. Performed focused site inspections intent on determining full scope of damages or created detailed estimates using RS Means estimating software to capture on categorized Project Worksheets.
- Enabled the city of Eureka to rebuild their Community Center, Parks and Wastewater Treatment Plant for a total of over \$500MM
- Wrote a \$10MM grant for St. Louis Metropolitan Sewer District to rebuild Wastewater Treatment Plant.

Ohio Emergency Management Agency, Deputy Public Assistance Officer (DPAO), 2015 - 2016

- Provide emergency management assistance to enhance the operational readiness of each county.
- Insure preparedness through on-site visits, formal training classes and seminars.
- Test county operational readiness with exercise activities, meetings with local officials and public outreach.
- Advise, guide, and assist local officials in time of disaster/emergency to verify estimated damage and identify potential requests for state and federal assistance; make recommendations to Executive Director of Emergency Management Agency.
- Establish and maintain the flow of situational information from the local level to the state level.
- Perform closeout of past disasters verifying applicant costs and comparing to project worksheet estimate. Upon completion, write formal letter to FEMA recommending acceptance of actual costs, overrun or under run.

Adjusters International, Public Assistance Crew Leader, 2014 - 2015

- Author grants written to repair or replace critical infrastructure for New York City Agencies (applicants) whose buildings and equipment were damaged in Hurricane Sandy DR-4085-NY, including FDNY, NYPD, NYC Economic Development Corp., and Chief Medical Examiner's Office.
- Gather site damage data by inspecting building integrity and MEP systems within; discuss eligibility of damage; read blueprints to estimate costs; create grants using proprietary software (EMMIE); track the grant as it flows through the internal and federal re- view process; major contributor in status review meetings.
- As a contractor to New York State Dept. of Homeland Security and Emergency Services, constantly subjected to time- sensitive grant production mile- stones, which, if not met, would result in being permanently laid off.
- Exceeded all milestones until job was complete.

Federal Emergency Management Agency (FEMA), Operations Section PA Branch Lead / Project Specialist, 2007 – 2009; 2011 – 2014

- Create grants for state and local governments, and qualifying private non-profit organizations based on the Code of Federal Regulations (44 CFR), Stafford Act, and FEMA Public Assistance Policies and Procedures.
- Performed Kickoff Meetings with applicants explaining the process; conducted site visits to validate the damages or performed research to develop an estimate; gathered all supporting documentation, i.e., dimensions, photos, time sheets, paid invoices, maps, load tickets, building or bridge plans, maintenance records, etc.

20+ Yrs Electrical / Engineering Experience, Various Projects, Clients, Locations, 1997 - 2016

Yahiritza Álvarez, MPS, FPEM | Senior Planner



Expertise & Certifications

- Emergency Management
- Program Management
- Policies and Standards
- Training and Instruction
- Problem Resolution
- Exercise Design and Delivery
- Incident Response and Recovery
- Community Outreach and Education
- Florida Professional Emergency Manager Certification
- Volunteer and Donations Management
- Resiliency Planning
- Plan Development and Management
- Meteorology
- Proficient with WebEOC
- Proficient with ARM360 (Damage Assessment Software)

Years of Experience

- 10+ years of experience

Education

- Executive Master of Professional Studies in Emergency and Disaster Management
- BS, Meteorology

Profile

Yahiritza D. Álvarez is a Senior Consultant with Integrated Solutions Consulting, bringing over 10 years of experience in emergency management. With a strong foundation in project management, she has successfully led and executed complex, multi-jurisdictional hazard mitigation plans, ensuring alignment with federal and state regulations. In addition to hazard mitigation planning, Yahiritza has supported a series of other projects, including risk and gap assessments for various jurisdictions, and has collaborated closely with stakeholders across multiple sectors.

Before transitioning to consulting, Ms. Álvarez gained extensive experience at the Miami-Dade County Office of Emergency Management, where she played a critical role in disaster preparedness, response, and recovery. She has coordinated multi-agency efforts, managed Emergency Operations Center (EOC) activations, and developed emergency management plans tailored to the needs of diverse populations.

Fluent in English and Spanish, Ms. Álvarez is a dynamic and results-driven professional with a proven ability to develop, implement, and oversee emergency management programs and projects. She excels in fostering collaboration among colleagues and stakeholders, leveraging her expertise in planning and effective communication to enhance community resilience and disaster readiness.

Relevant Project Experience

Integrated Solutions Consulting, Senior Consultant, 2022 – Present

- Contra Costa County, CA, MJ-HMP, Project Manager
- Kittitas County, WA MJ-HMP, Project Manager
- Onondaga County, NY MJ-HMP, Project Manager
- Port of Houston, TX HMP, Project Manager
- TriMet, OR HMP, Planner
- Carson City, NV HMP, Lead Planner
- Clemson University THIRA/SPR, Planner
- Regional Disaster Preparedness Organization (RDPO), OR Wildland Urban Interface Risk and Gap Assessment, Planner

Miami-Dade County Office Emergency Management, Emergency Management Planner, May 2018 – 2022

- Serves as the Emergency Operations Center (EOC) Municipal Branch Director for Miami-Dade County EOC activations. Supports Miami-Dade County's 34 municipalities and six (6) colleges and universities with information sharing, protective actions and coordination of resources. Works with municipal partners to identify locations that can be utilized for COVID-19 testing and vaccinations, evacuation centers, family assistance centers and shelters.
- Supports the Recovery Coordinator in the Miami-Dade County Recovery Operations Center.

Yahiritza Álvarez, MPS, FPEM | Senior Planner



- Oversees the Municipal Branch Program and serves as the Office of Emergency Management (OEM) Municipal Liaison to all municipalities, colleges and universities in Miami-Dade County.
- Responsible for the development, maintenance and enhancements of plans and procedures for protective measures and natural hazards. Plans and procedures include, but are not limited to, the following: Miami-Dade County's Protective Measures Plan, EOC Municipal Branch Operations Guide, Hazard Impact Assessment Plan, Cold Weather Policy & Procedure, Extreme Heat Policy & Procedure, Severe Weather Policy & Procedure, HURREVAC Policy & Procedure.
- Serves as the Program Manager for Miami-Dade County's Damage Assessment Program. This includes managing the implementation and training on the County's damage assessment software (ARM360).
- Coordinates and facilitates the Whole Community Engagement Quarterly Meetings for Miami-Dade County emergency management stakeholders, such as municipalities, colleges, universities, hospitals, law enforcement, fire rescue, County and State Departments, private sector, faith-based and community organizations.
- Selected as a member of the Project Management Team to develop the After-Action Report for the Surfside Building Collapse incident.
- Served as the Project Manager for the Miami-Dade County All-Hazards Evacuation Clearance Time project.
- Develops Miami-Dade County's Annual Emergency Preparedness Report.
- Assists with the development and enhancement of the annual Miami-Dade County Hurricane Readiness Guide.
- Enhanced the Miami-Dade County EOC Situation Report and Incident Action Plan template to present essential elements of information in a clear and concise manner to all EOC stakeholders.
- Serves as exercise controller and evaluator on numerous exercises.
- Supported the 2020 5-year update of Miami-Dade County's Local Mitigation Strategy (LMS).
- Completed the Big City Emergency Managers (BCEM) Emerging Leaders (EL) Program.
- Conducted a storm surge analysis to develop a series of evacuation scenarios based on the county's storm surge planning zones. This was developed by analyzing new Sea, Lake and Overland Surges from Hurricanes (SLOSH) data for South Florida and Geographic Information Systems (GIS) data.
- Gathered and documented Miami-Dade County's flood warning and response activities for the FEMA National Flood Insurance Program's (NFIP) Community Rating System (CRS) program.
- Enhanced evacuation center layout assessments as part of the Miami-Dade County shelter operations strategy.

Miami-Dade County Office Emergency Management, Emergency Management Specialist, Jan 2015 to May 2018

Expertise & Certifications

- 25 Years of Technical Writing and Editing Expertise: 19 years with US Federal agencies and non-governmental partners; FEMA, Army National Guard, US Navy, InfraGard
- Technical Writing, Editing, Styles, Publications, Doctrine
- Project Management
- IS Courses: 75, 100.b, 120.c, 200.b, 200.hca, 230.c, 235.b, 240.a, 242.b, 700.a, 800.b, 811, 2900
- Section 508 Accessibility Compliance
- Editing Certificate Program
- Chemical / Biological Radiological Safety Trainer & Committee Participation
- FDA Safety Certification
- Annual FDA Regulatory
- Project Leadership
- Secret Security Clearance
- Public Trust Security Clearance

Years of Experience

- 25+ years of experience

Education

- BS, Biology – Genetics
- Department of Microbiology – Molecular Genetics & Immunology
- Graduate Certificate – Community Preparedness and Disaster Management

Profile

Ms. Wilcox has almost 20 years of experience in developing a multitude of types of preparedness plans for various entities; to include FEMA, Army National Guard, US Navy and InfraGard along with 10 years in laboratory setting; biological, chemical and pharmaceutical. Ms. Wilcox is a highly experienced Subject Matter Expert for state, local, tribal and territorial agencies to capture operational processes and submit planning deliverables and standard operating procedures (SOPs) on time.

She is highly experienced with writing, editing and reorganizing text for clarity, readability and accuracy for each specific client and organization. Has served as a Planning Historian and Continuity Expert for projects in various FEMA regions; Reg 1 (Boston MA), Reg 4 (Atlanta GA), Reg 6 (Denton TX), Reg 7 (Kansas City MO), Prince William County VA, City of Fairfax VA; having worked on multiple iterations of plans in the 5-year planning cycle. The plans include Nuclear/Radiological Incident Annex All Hazards Plan; Earthquake Incident Annex to the Region All Hazards Plan; Biological Incident Annex to the Region All Hazards Plan; Regional All Hazards Plan; 2023 Situational Awareness Strategy; Emergency Management Plan. She has also served as a Cross-Regional Support to improve planning efforts based on work performed in other regions.

Relevant Project Experience

Senior Technical Writer / Editor, Emergency Response Planning Contractor, SPIN Global, LLC, Washington, DC, 2022 – 2024

- Assisted subject matter experts in researching and organizing information from multiple open sources and partner state, local, tribal, and territorial (SLTT) agencies to capture operational processes and submit planning deliverables and standard operating procedures (SOPs) on time.
- Served as planning historian and continuity expert for projects in various FEMA regions, having worked on multiple iterations of plans in the 5-year planning cycle. Also served as cross-regional support to improve planning efforts based on work performed in other regions.
- Wrote, edited, and reorganized text for clarity, readability, accuracy, equity, and applicability to audience, in accordance with FEMA Operational Planning Manual (FOPM) and Government Printing Office (GPO) guidelines.
- Created new and formatted existing Microsoft Word styles templates and ensured Section 508 (29 U.S.C § 794 (d)) accessibility compliance.
- Provided planning team training on Microsoft Word styles, Microsoft PowerPoint, and use of Adobe Acrobat Pro to create final products. Organizes and stores products using appropriate file naming conventions on various sharing platforms, including Microsoft Teams and SharePoint.
- Provided technical writing support for business development responses to Requests for Proposals (RFPs) at all levels of government.

Technical Writer / Editor, Emergency Response Planning Contractor, Contracts through enGenius, LLC and Innovative Emergency Management, Inc. (IEM), FEMA Independent Sub-Contractor, 2012–2023

- Assisted subject matter experts in researching and organizing information from multiple open sources to capture processes and submit deliverables on time.
- Wrote, edited, and reorganized text for clarity, readability, accuracy, equity, and applicability to audience, in accordance with FEMA Operational Planning Manual (FOPM) and Government Printing Office (GPO) guidelines.
- Created new and formatted existing Microsoft Word styles templates and ensured Section 508 (29 U.S.C § 794 (d)) accessibility compliance.
- Provided author training on Microsoft Word styles and use of Adobe Acrobat DC to create final products.
- Provided technical writing support for business development responses to Requests for Proposals (RFPs) at all levels of government.

Independent Consultant for InfraGard, Editor, 2019–2020

- Collaborated with Johns Hopkins University Applied Physics Laboratory and a team of Energy Sector subject matter expert authors to create, edit, and review the second book of the InfraGard National Disaster Resilience Council (NDRC) series, Powering Through: Building Critical Infrastructure Resilience.
- Formatted documents for PDF version of open-source publication and edited content and graphics throughout.
- InfraGard is a Public-Private Partnership between the Federal Bureau of Investigations (FBI) and members of the private sector that provides a vehicle for collaboration with the government, expedites the timely exchange of information, and promotes mutual learning opportunities relevant to the protection of Critical Infrastructure. The Powering Through series addresses protective measures that may be used by various infrastructure sectors to increase resilience to mid- and large-scale power outages, especially those that are due to electromagnetic pulse (EMP), geomagnetic disturbances (GMDs), and emerging technologies.

Independent Consultant, Army National Guard Battle Command Training Center, Project Manager / Technical Writer / Editor / Proposal Writer / Public Affairs Officer, 2007–2011

- Project manager and process developer for production and publication of groundbreaking quarterly periodical, The Azimuth, highlighting Army National Guard (ARNG) training concepts and opportunities.
- Researched and organized information from multiple sources to produce lessons learned articles for multiple training publications with ARNG-wide distribution. Edited external materials for grammar, formatting, and content.
- Training event articles, written as command Public Affairs Officer, printed in both local and national periodicals. Updated Strategic Communications (STRATCOM) Plan and wrote command STRATCOM Standard Operating Procedures (SOPs).
- Analyzed data for trends and reported findings for ARNG units. Determined training trends used to create and produce quarterly training publication aimed at Battalion- and Brigade-level staffs and distributed ARNG-wide.
- Maintained, managed, and updated multiple MS Access databases and created an internal electronic library in central repository. Developed back-up storage system.
- Assisted in preparation of Department of Defense proposal and obtained a five-year, \$5M Indefinite Delivery/Indefinite Quantity (IDIQ) contract for small, woman-owned business.
- Generated and updated data collection tools for collective tasks used during ARNG unit training exercises.
- Familiarized with Defense in Support of Civil Authorities (DSCA) and Army Field Manual 3-28 (Civil Support Operations) through collaboration with 35th Infantry Division staff, the lead organization responsible for Kansas National Guard disaster response.

Expertise & Certifications

- Emergency Management
- Emergency Preparedness Plans
- Hazard Mitigation Plans
- All-Hazards Planning and Preparedness
- Emergency Operations Centers
- CBRN Subject Matter Expert
- Full Scale Exercise Design and Execution
- Floodplain Management
- Homeland Security
- Disaster Recovery
- Program Management
- Emergency Management Specialist Certified
- Terrorism and Homeland Security Specialist Certified
- Hazardous Materials Technician Certified
- Hazardous Materials Operations Certified
- FEMA Advanced Professional Series Certificate
- FEMA: 100, 200, 700, 800, 50 additional PA courses

Years of Experience

- 10+ years of experience

Education

- MS, Biodefense
- MS, Emergency Services Administration
- BA, Criminal Justice
- Graduate Certificate in Emergency Management Homeland Security

Profile

Mr. Daven Solis is a highly driven, experienced and educated professional with a master's degree in Biodefense and a master's in emergency services administration along with a Graduate Certificate in Emergency Management and Homeland Security. He has served as an Emergency Management Specialist and Consultant, assisting in developing emergency management plans and supporting Emergency Operation Centers (EOCs). Daven is also a competent Floodplain Management Specialist, assisting FEMA with the management of substantial damage inspection teams after Hurricane Harvey. He is a member of a CBRN Instruction and Response Team that was awarded Team of the Year in 2019.

Mr. Solis has exceptional verbal and written communication skills. He is a well-organized leader that can simultaneously work with multiple projects, tight deadlines, and numerous entities. He is skillful with Microsoft Office Suite, running reports and analyzing data from internal and external resources.

Relevant Project Experience

Emergency Management Consultant, Self-employed, 2020 – Present

- Design emergency preparedness, business continuity and pandemic plans for local governments, businesses, and corporations DM experience in COVID-19 and USVI projects.

Department of Defense, Air Force Emergency Management Specialist, 2018 – Present

- Analyze emergency management plans and maintain the Emergency Operations Center (EOC).
- Train all new emergency operations center members, emergency management representatives and unit control centers on emergency management procedures.
- Serve on the Chemical, Biological, Radiological, Nuclear (CBRN) response team and hazardous materials team; CBRN subject matter expert.
- Respond to all disaster on base and surrounding military installations. Collaborate with local, state, tribal and federal stakeholders.
- Design, execute, and grade full scale exercises every quarter. Manage emergency management community outreach campaign.
- Represent the installation at emergency management conferences, stakeholder meetings and local emergency planning committees.
- Inspect all units on base for emergency management compliance and write up units in violation of emergency management standard operating procedures.

Integrated Solutions Consulting (ISC), Emergency Manager, 2017 – Present

- Conduct hazard analysis and research for clients.
- Write hazard mitigation, all hazards and emergency management plans and operationalize how clients will mitigate hazards for their jurisdiction and preparedness.

County of Riverside, Emergency Services Coordinator, 2018 – 2018

- Design and analyze the county emergency operations plan, EOP template, FAC plan, and county disaster recovery plan and appendices.
- Collaborate with department heads to write the county emergency support functions.
- Plan, develop, and coordinate response to a multi-hazard emergency or disaster conditions involving natural, technological, and human-caused hazards.
- Review city hazard mitigation plans and correct FEMA rejected plans.

Department of Homeland Security, Immigration Analyst-Pathways Program, 2017 – 2018

- Manage and serve as the point of contact for detention facilities and work with ICE ensuring refugees are interviewed promptly and train fellow employees on DHS procedure.
- Conduct background checks on refugees, verify their documentation, and create standard operating procedures.

Federal Emergency Management Agency (FEMA), Floodplain Management Specialist, 2017 – 2017

- Crew Lead for Substantial Damage
- Manage several substantial damage inspection teams and increase their efficiency. Audit and correct data are put into the substantial damage estimator tool.
- Create floodplain and inundation maps from Hurricane Harvey damaged areas for superiors. Improve the efficiency of deployed teams in the field conducting substantial damage inspections.
- Collaborate with community leaders from Hurricane Harvey damaged regions to aid them to rebuild communities better than before and reduce future disaster losses.
- Collect field information at the JFO and conduct substantial damage inspections on properties.
- Ensure cities and counties are in compliance with the National Flood Insurance Program.

Department of Homeland Security, Immigration Analyst-Pathways Program, 2016 – 2017

- Manage and serve as the point of contact for detention facilities and work with ICE ensuring refugees are interviewed promptly and train fellow employees on DHS procedure.
- Conduct background checks on refugees, verify their documentation, and create standard operating procedures.

Accurate Background, Inc, Background Researcher, 2015 – 2016

- Investigate the background of candidates for employment and report relevant crimes while maintaining a 99.5% accuracy.
- Train and rate other employees.

Humanity Road, Disaster Response Intern, 2015 – 2016

- Disaster response and data retrieval.
- Deliver and design emergency management exercises for the organization

Tab 3: Technical Approach

Planning and Training Services Methodology

The ISC team will meet with the designated City representative(s) to review and coordinate the tasks of the assigned project. During this meeting, we will introduce the proposed ISC team, present the Project Management Plan, identify initial data requests, and establish processes for collecting data, designation of control, points of contact and quantity of and schedule for project deliverables. Additionally, we will discuss and define administrative requirements for the project, including correspondence, invoicing, and other related project issues. This project kick-off meeting will outline expectations and responsibilities. The management plan will be modified as needed based on this initial meeting.



ISC's Approach to Project Initiation

The Project Manager will utilize the Project Management Plan to guide a comprehensive project management approach throughout the execution of all project tasks. The Project Management Plan will be used by the ISC team to manage the quality of the overall project engagement. The Project Management Plan will direct the execution of the project, measure progress, and depict the proposed team structure with assigned functions, duties, and responsibilities that will meet the project needs.

In addition to the PWP, we identify seven additional key components of our project management approach in the table below.

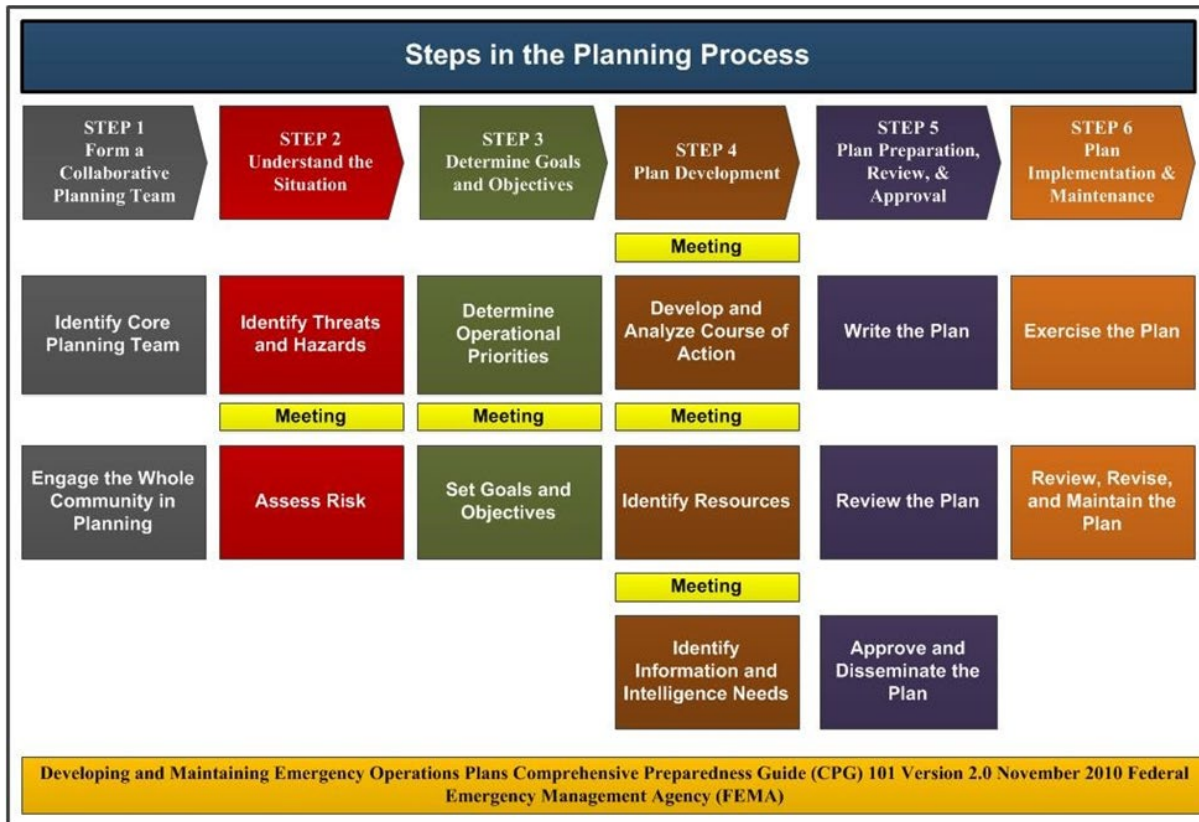
Team ISC's Project Management Approach	
 1. Scope Management	Identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures, and manages project risks and mitigation.
 2. Resource Management	To facilitate increased coordination and provide the Client with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. <i>These changes would be implemented only with the approval of the Client.</i>
	ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing

Team ISC's Project Management Approach	
3. Communications & Information Management	and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication.
 4. Potential Risks & Mitigation Strategy	At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.
 5. Quality Assurance & Control	ISC's Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.
 6. Project Status Reports	The ISC Project Manager will provide a "Project Status Report" to the designated Client representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.
 7. Invoices & Quarterly Grant Reporting	The ISC Project Manager will provide invoices to the designated Client representative(s), which can be sent either by deliverable or monthly. To ensure the Client meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

Planning Approach

With the growing interaction and improved coordination between the federal, state, and local governments, an integrated and comprehensive planning approach is becoming even more critical and essential to the operational success of many jurisdictions. To meet these changing and oftentimes complex demands, our planning approach addresses all hazards, incorporates lessons learned and AARs, and the latest modifications to Federal and State emergency management programs.

The ISC Team has in-depth experience and knowledge in developing plans for emergency response and preparedness operations. The Federal Emergency Management Agency (FEMA) developed the Comprehensive Preparedness Guide (CPG) 101 – Developing and Maintaining Emergency Operations Plans – in 2010; CPG 101 is still the definitive guide to develop emergency planning.



Ideally, the ISC Planning Team and the City will form a collaborative planning team (Step 1 of the planning process); this critical step ensures the planning is functional and practical based on the operational requirements as defined by the City. The CPG 101 planning process steps are simple and easy to understand and should be considered in every planning environment. In some cases, the time, resources, and objectives of the task order will dictate a modification of the planning process. However, the overall concept of the planning process and the six steps are an excellent guide to effectively complete strategic, operational, and tactical planning. Once the planning team develops an understanding of the planning process, plan development projects become more intuitive and easier to accomplish.

At a minimum, ISC will work with the City to develop and/or update the plans highlighted below:

1. Emergency operations plan and supporting annexes, policies, and procedures
2. Continuity of operations and continuity of government plans
3. Crisis communication and warning plans
4. Debris management plan
5. Resource management plan
6. Post-disaster recovery plans, including housing and economic recovery plans
7. Gap analysis and strategic plan, which identify budget and funding sources to meet those gaps.
8. Regional response coordination, and preparedness plans

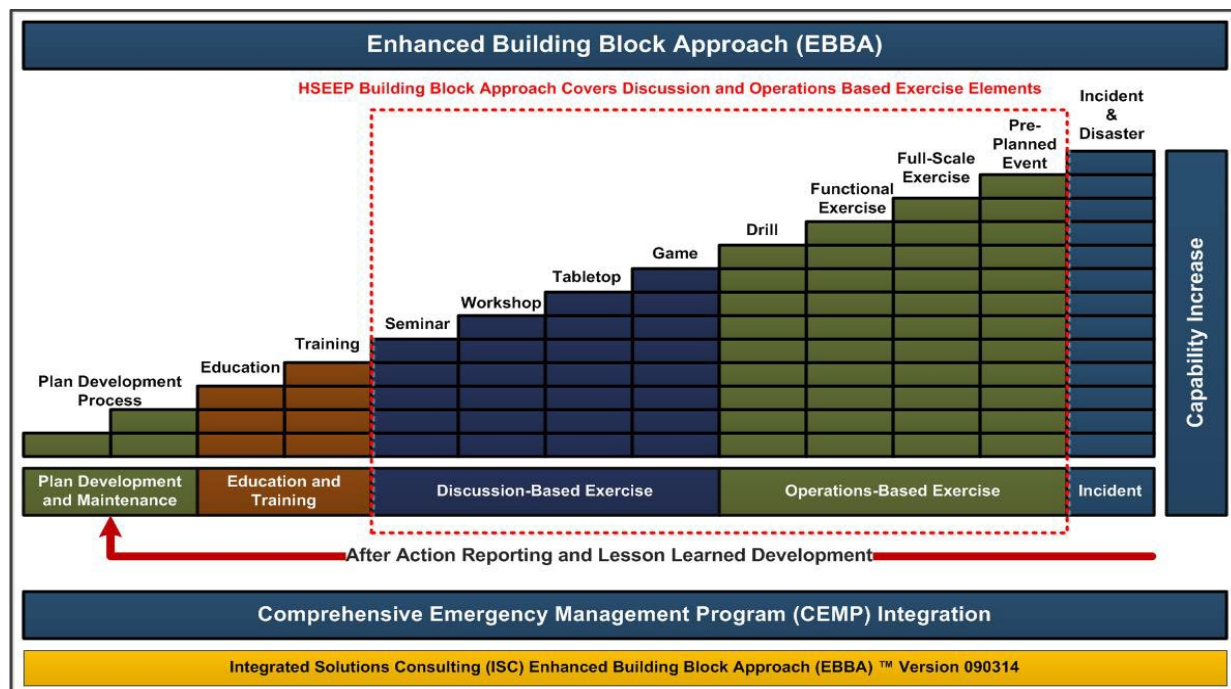
Training Approach

Of course, plans are only as good as the training and exercising that supports them. ISC has developed concepts that clearly delineates and establishes a collaborative relationship between training, exercising, education, and understanding. Ideally, training and exercises are based on well-developed and functional plans, protocols, and procedures. The RFQ's planning, training, and exercise integrated process and strategy increases the effectiveness of the City's emergency preparedness program.

Training is task oriented and focuses on anticipated outcomes; education focuses on unanticipated outcomes and how to use knowledge to adapt to these situations. This concept can help provide the City with an overall strategy to make training more effective and targeted for specific objectives and audiences.

- ✓ **Training** provides the foundation on how to do things. Through training, personnel gain skill sets and confidence. Training fosters team building and develops expertise. Training is designed for personnel and teams to complete specific tactical tasks.
- ✓ **Education** teaches how to understand doing the right things at the right time. Education provides knowledge and an operational understanding of time, resources, space, and prioritization of objectives and tasks. Education promotes flexibility and creativity for operational and tactical decision makers.

Our philosophy for exercising is a slight modification of the original building block approach from the first version of Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) guidance. We believe that the HSEEP process must work in concert with the planning, training, and after-action reporting to provide a comprehensive program that enhances the capability and capacity of the organization. The concept in the diagram below highlights an aligned overall strategy for an approach to meet the RFP requirements.



In-Person and Virtual Training Development

Team ISC will collaborate with the City to assess and determine which courses will need to be developed for the City. Team ISC will meet with the City to define instructional goals and objectives of each course. If necessary, Team ISC will assist in the research and analysis required when no source material is available and provide subject matter specialists. Team ISC will deliver a needs assessment report which will deliver an overview of the tutorial, its purpose, target audience, training objectives, available resources, training format, tutorial timespan, development timeline, and assessment requirements.

Training topics include, but are not limited to:

- FEMA Public Assistance
- FEMA Individual Assistance
- FEMA Hazard Mitigation Program
- HUD CDBG-DR Program
- Other topics as identified by the City

Scope details for each in-person and virtual training development will include the following phases:

- ✓ **Phase I:** Team ISC will conduct a comprehensive review of the latest City Recovery Plans, SOPs, and any existing training materials, and meetings with City subject matter experts to discuss the training needs and course objectives.
- ✓ **Phase II:** Team ISC will develop course content to include presentation, instructor guides, student guides, exercises, assessments, and other course material, as appropriate. For virtual training programs, Team ISC will develop a storyboard that details the goals and objectives, talking points and instructor scripts, media content, and tutorial assessment. Draft and final copies of relevant online tutorial materials and instructor guides will be presented in meetings with the City's project management team.
- ✓ **Phase III:** Team ISC will develop and implement an evaluation strategy to assess the tutorial's ability to achieve instructional goals and objectives. This may include the development and delivery of modular practical exercises. Team ISC will work with the City to predetermine the online tutorial implementation plan and the format for delivery. Team ISC will detail the instruction design strategy and utilize an industry-leading instructional design methodology such as the Analysis, Design, Development, and Implementation and Evaluation model (ADDIE) or Successive Approximation Model (SAM). Once all content is developed, Team ISC will test and validate the course in a mock training delivery and make any corrections or enhancements, as necessary.
- ✓ **Phase IV:** Team ISC will evaluate all existing courses to ensure accuracy and relevance of the content and make any updates, as necessary. Team ISC will also evaluate the recovery training needs of the City and determine if any additional courses or trainings are needed.

Recovery Services Methodology

ISC understands that you are looking for a firm with expertise in disaster recovery management and infrastructure development. We have a long-standing history of providing consulting services and technical assistance to a variety of local, state, and federal clients. We believe that we are uniquely positioned to best serve you as we have a complete understanding of your history, your operations, and how they will affect your current needs. Additionally, we have thoroughly read your requirements and understand this current mission is to provide you with an Emergency Management Professional Services Consultant to manage the cost recovery and reimbursement services that occur after a disaster. As the selected proposer, ISC, will assist the client in facilitating and conducting damage assessments, developing projects, and administrating Federal and State disaster recovery grant programs related to a Federally Declared Disaster incident.

Project Management Strategy

1	Define project scope	6	Monitor progress & quality
2	Understand client expectations	7	Communicate with client
3	Establish a work plan, timeline, and budget	8	Obtain feedback
4	Assign key staff	9	Continuously improve
5	Establish issue resolutions process	10	Deliver results

ISC's Project Management Approach for Recovery Services

Phase 1: Project Startup

 1. Scope Management	Identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures, and manages project risks and mitigation.
 2. Resource Management	To facilitate increased coordination and provide you with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. <i>These changes would be implemented only with the client approval.</i>
 3. Communications & Information Management	ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication.
 4. Disaster Decision-Making & Problem Resolution Process	Disaster recovery can be a difficult and confusing process and is generally shaped by the decisions of various stakeholders and organizations before and after an event. Post-disaster decision-making is generally accompanied by a high stress environment and the need to make rapid decisions with incomplete information. The decisions made during this time can critically impact and affect the future of the community. ISC will help identify key stakeholders and organize and facilitate meetings to encourage discussion and foster understanding to render decisions and resolve problems.
	Based on our prior experience of executing similar disaster recovery contracts, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project. A collaborative approach will ensure that your recovery objectives are successfully realized, regularly tracked, and routinely reported. Our approach will

ISC's Project Management Approach for Recovery Services	
5. Collaborative Recovery Strategy & Client Engagement	ensure that a clear understanding is achieved between both parties about the content and context of work initiated by ISC.
 6. Knowledge Transfer Plan	ISC will execute our knowledge transfer plan to ensure that information and processes are transferred to ISC from the previous contractor. This will help fill gaps in knowledge that might exist after their departure. ISC will review and leverage this knowledge to recommend changes, discover new opportunities, or improve processes. After contract award, ISC will retain all information in their Knowledge Management System (KMS) to provide transparency to you, recipients and sub-recipients.
Phase 2: Project Execution & Customer Satisfaction	
 7. Comprehensive Disaster Cost Recovery Strategy	In coordination with you, ISC will develop a comprehensive recovery strategy to maximize funding and expedite the rebuilding of your assets while also adhering to appropriate federal and state policies and procedures. This strategy will provide a recommendation and be presented to you for approval. Once approved, ISC Team will work with various departments to implement your Disaster Cost Recovery Strategy and ensure that these processes and procedures are followed.
 8. Thoroughly Document Damages & Eligible Costs	Many communities can expedite their community's recovery process by thoroughly and efficiently identifying disaster-related damages and quickly determine those expenditures that will be eligible for FEMA reimbursement. However, traditional methods and bureaucratic forms have caused unnecessary delays. For this reason, ISC invested in the development of a mobile damage assessment application as part of the Odysseus™ Enterprise System. The damage assessment application is designed to gather FEMA-required damage assessment information in the field and synch the inventory of damages with FEMA grant requirements, expediting the receipt of eligible disaster assistance funds.
 9. Transparent Performance & Monitoring of Recovery Activities	Past disaster recovery operations have demonstrated the need for clients to manage disaster recovery funds and track the performance of their contractor easily and effectively. At ISC, our reputation of being a trusted, top performer is important to our future success. For this reason, ISC has developed a web-based grant management system to help drive workload, track performance, monitor funding queues, generate reports, monitor compliance, and examine audit requirements. The Odysseus™ Enterprise System (OES) provides a centralized location to collaborate, automates workflow, and increase efficiency by over 700%.
 10. Maximize Recovery Funds & Mitigation Opportunities	ISC has served as a national leader in disaster resiliency, committed to maximizing vital community disaster assistance funds through hazard mitigation and new FEMA Public Assistance initiatives. ISC has supported over 7,000 communities in identifying hazard mitigation opportunities and securing billions in additional disaster assistance funding. ISC has also developed many of the Nation's largest FEMA Section 428 projects and prepared thousands of successful appeals, securing billions in additional eligible FEMA Public Assistance funds.
 11. Audit & Financial Controls and Reporting	The fact that ISC's clients have not been subject to adverse findings from the Office of Inspector General (OIG) and have not had any funds de-obligated is not because of chance. At ISC we place a high degree of importance in establishing financial controls and standard reporting to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable. These controls and reporting mechanisms will be established early on and regularly updated throughout our engagement. These processes will also be utilized to track expenditures and process payments.

ISC's Project Management Approach for Recovery Services

 12. Internal Controls & Compliance Reporting	ISC will continuously audit and review projects for compliance with regulatory guidelines, including but not limited to NFIP, procurement and contracting, and environmental and historic preservation. ISC will align the various recovery programs around your internal financial management system and processes to assist in establishing streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated.
 13. Cost Reconciliation, Appeals & Closeout	In recent years, FEMA and its state counterparts have placed greater burden on local government to reconcile disaster expenditures, file eligibility appeals, and perform project and programmatic disaster closeouts. In addition to our experience supporting thousands of successful FEMA appeals, ISC has also performed closeouts for some of our Nation's largest disasters. Our experience has even led to the development of innovative technology such as the Odyssey™ Closeout Validator that improves efficiency of the FEMA closeout process from months to days.
Phase 3: Project Deliverables, Quality Assurance, & Reporting	
 14. Efficient Expenditure of the FEMA DAC	Unlike other companies that are driven to maximize profits for shareholders, ISC prides itself in working efficiently and investing in technologies and methods to reduce our burden on allocated Disaster Administrative Costs (DAC). ISC's costs account for only 3.34% of the allowed 5% allocated by FEMA for DAC, giving the community's extra financial resources to offset their administrative efforts. We feel that our efficient utilization of the FEMA DAC is a testimony of our commitment to the community we serve, a management strategy that is results driven, and technology that promotes accountability and transparency.
 15. Quality Assurance & Control	ISC's Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and 5) Outlines documentation management/delivery.
 16. Potential Risks & Corrective Action Strategy	At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.
 17. Monthly Project Status Reports	The ISC Project Manager will provide a "Project Status Report" to your designated representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.
 18. Invoices & Quarterly Grant Reporting	The ISC Project Manager will provide invoices to your designated representative(s), which can be sent either by deliverable or monthly. To ensure you meet all compliance and reporting requirements, ISC will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

FEMA Public Assistance Approach

The delivery and implementation of the FEMA Public Assistance Program is often the largest disaster assistance funding source that is made available to a community, as well as the most complicated and intricate part of the recovery process. The public assistance aspect of this project requires a degree of finesse and knowledge of the FEMA PA program, policy and guidance. Over the years, ISC has worked directly with FEMA, states, counties, and local municipalities to coordinate the rapid mobilization of thousands of technical staff to support FEMA PA operations. ISC has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance to include Hurricanes Harvey, Irma, and Maria.



ISC's Approach to Grants Management

Phase 1: Establish a Unified Recovery Strategy



Based on our prior experience of executing similar disaster recovery contracts, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project. A collaborative approach will ensure that your recovery objectives and priorities are successfully realized, regularly tracked, and routinely reported. Our approach will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by ISC.

In coordination with the client, ISC will develop a comprehensive recovery strategy to maximize funding and expedite the rebuilding of G assets while also adhering to appropriate federal and state policies and procedures. This strategy will provide recommendations and be presented to you for approval. Once approved, ISC will work with various client departments and agencies to implement the Disaster Cost Recovery Strategy and ensure that these processes and procedures are followed.

Inform Client Administrators and Partners

An important element of any successful program is the ability to efficiently transfer knowledge and understanding. At ISC, we believe **consulting services should be value-added** and not be a burden to the client. When disaster recovery consulting services are implemented correctly, your knowledge and capability to implement the PA Program increases.

ISC will leverage our experience developing curriculum, designing virtual training programs, delivering training, and conducting exercises to offer you superior courses. ISC will collaborate with you to identify which disaster recovery courses will need to be developed and delivered. ISC will meet with you to define instructional goals and objectives of each course. If necessary, ISC will assist in the research and analysis required when no source material is available and provide subject matter specialists. ISC will deliver a needs assessment report which will deliver an

overview of the tutorial, its purpose, target audience, training objectives, available resources, training format, tutorial timespan, development timeline, and assessment requirements.

At a minimum, ISC will develop training courses on the relevant federal grant programs and conduct annual training for all departments, municipalities, and partner agencies. Virtual training programs will include a method to document personnel attendance, training certificate, and other course tracking requirements.

Obtain Immediate Needs Funding

If necessary, ISC will work with you to request Immediate Needs Funding (INF) for critical needs. INF can be allocated for emergency work costs such as overtime payroll, equipment expenses, temporary employee payroll, materials purchased, equipment rented, and contractor payments.

Define & Implement Decision-Making & Problem Resolution Process

Disaster recovery can be a difficult and confusing process and is generally shaped by the decisions of various stakeholders and organizations before and after an event. Post-disaster decision-making is generally accompanied by a high-stress environment and the need to make rapid decisions with incomplete information. The decisions made during this time can critically impact and affect the future of the community. ISC will help identify key stakeholders and organize and facilitate meetings to encourage discussion and foster understanding to render decisions and resolve problems.

Identify Additional Funding Opportunities

Recovery projects can take extensive amounts of time, energy, and particularly funding. There are a variety of funding sources available to communities, private non-profit organizations, businesses, families, and individuals that have been affected by the disaster; however, it may take considerable effort to identify and obtain proper funding sources, coordinate these funding sources, and implement funded projects. Funding for disaster recovery can be generally secured from a variety of sources; however, the availability and accessibility of these sources of funding will vary based on the type and scale of the event.

Phase 2: Conduct Detailed Damage Assessments

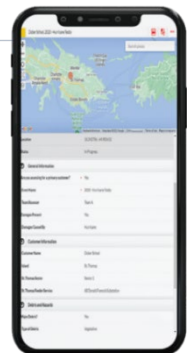


At ISC, we feel that it is crucially important to document your disaster damage accurately and thoroughly. This is especially true with the implementation of FEMA's new PA delivery model, as well as Section 428, which puts the onus on local government and private non-profits to document their damages in return for receiving fixed-cost estimates. ISC will conduct a thorough Preliminary Damage Assessment (PDA) of infrastructure for both public and individual assistance. Hand-selected ISC support staff will work closely with the assigned Client personnel to make sure an accurate representation of the damages is depicted. A detailed and quantifiable damage description is essential in formulating a project worksheet that is eligible for FEMA funding.

ISC'S SITE INSPECTION TOOL

New Product!

- ✓ Real-Time Reporting
- ✓ Mobile Compatible
- ✓ Integrates with GMT
- ✓ Increased Efficiency



Initiate Damage Assessment and Define Documentation Requirements

ISC will inform you to document all facility and content damages immediately following the event. These damages should be documented via written notes and photographs prior to removing debris or fixing damaged elements. ISC will provide a comprehensive list of documentation required to seek reimbursement from FEMA and other federal agencies, as appropriate.

Establish Damage Assessment Strategy and Schedule of Activities

Various methods can be utilized to assess damage and are often dependent on the type and scale of event and the resources available. Disasters that produce visible damage, such as fires, tornadoes, and hurricanes, can quickly be assessed using windshield assessments, flyovers, or geospatial analysis. Other disasters, such as flooding, may require door-to-door assessments, which can exhaust resources and time. ISC also recognizes the benefits of utilizing Unmanned Aerial Systems (UAVs or: drones) to augment damage assessments and therefore has invested in cutting-edge UAV technology and software to provide our clients with enhanced analysis and mapping.

ISC will work with you to establish an expedient and efficient damage assessment strategy, as well as a schedule of activities. This schedule will help to prioritize PDAs and high priority projects based on the amount of time required to conduct the inspection, the required attendees, and the timeline of deliverables.

Record Evidence of Extent of Damage

While conducting the damage assessment, it is important to document all relevant damage to residences, businesses, and/or damaged infrastructure. The location of all damaged sites should be documented using street addresses or GPS coordinates. For uniformity and to ensure all relevant information is collected, ISC will provide guidance and train staff on how to document damage, including dimensions, materials, and the size or capacity of the facility. In addition, it is important to capture the work necessary to perform temporary repairs or restore the damaged infrastructure, as well as the estimated or actual costs.

Phase 3: Formulate Project Grants



Our team of nationally recognized FEMA Public Assistance professionals will work closely with you to create a comprehensive and effective process that adheres to the requirements of the PA Program, as well as the administrative processes of the client that have been established prior to the disaster. Our intent is to leverage our intimate knowledge of the FEMA PA Program to identify all of your eligible FEMA PA funding, without burdening staff or creating unnecessary risk of de-obligation.

ISC will provide technical assistance as requested by the client and will proactively identify and resolve issues that may arise related to the funding of work to be completed. Activities associated with this effort include:

- ✓ Document Damages
- ✓ Develop Damage Descriptions
- ✓ Prepare Scopes of Work
- ✓ Evaluate Alternative and Improved Projects
- ✓ Identify Opportunities for Hazard Mitigation

- ✓ Implement Section 428
- ✓ Identify and Formulate Projects
- ✓ Develop Accurate Cost Estimates
- ✓ Address Special Consideration Concerns
- ✓ Establish Process for Quality Control
- ✓ Guidance and Training on FEMA PA

ISC will obtain, analyze, and gather all relevant documentation and records to extract pertinent information necessary for submittal, including timekeeping and staff assignment records as applicable. ISC will utilize their best practice quality control methods to review all projects and supporting documentation for clarity and completeness, as well as consistency and accuracy.

Initial Briefing and Complete Request for Public Assistance

To receive funding under FEMA's PA program, sub-recipients must meet all eligibility requirements. FEMA provides assistance to four types of Applicants: state governments, local governments, Indian Tribal governments, and certain critical and non-critical private non-profit organizations. ***ISC will assist in completing RPAs as needed*** and will help to assess and provide justification for those clients who provide a public service but may not identify as one of the four types of Applicants listed above.

Participate in Exploratory Call & Recovery Scoping Meeting (RSM)

Upon approval of the RPA, ISC will help coordinate, prepare for, and participate in the Exploratory Call with the FEMA Program Delivery Manager and the sub-recipient representative. To prepare for this meeting, ISC will assist in assembling the inventory of impacts from the disaster and any questions that may need further clarification from FEMA. Following the Exploratory Call, ISC will assist as needed in developing a list of disaster-related damages and agenda items to be discussed at the Recovery Scoping Meeting (RSM). Additionally, ISC will work with each sub-recipient to upload initial information, such as contracts, insurance policies, plans and procedures into FEMA's Grants Portal. During the RSM, a meeting schedule will be agreed upon between FEMA and the client to ensure progress in recovery and establish a timeline of deliverables.

Coordinate Site Inspections with the State and FEMA

Following COVID, FEMA has taken a hybrid approach to administering the FEMA PA Program. ISC will help plan, schedule, and coordinate site inspections between the sub-recipient, client and FEMA as required. By developing a strategy and course of action, we can ensure that priority projects are assessed first and **communicate to FEMA the urgency of reviewing and obligating these projects.**

Analyze Project for FEMA PA Eligibility

All identified damages will be analyzed for eligibility under the PA program. Projects funded under the PA program must be the legal responsibility of the eligible Applicant and damaged as a direct result of the disaster event. Substantial documentation is needed to support all eligibility claims, and therefore ISC will use their best practices and acquired knowledge in formulating detailed projects to ensure reimbursement and prevent future eligibility concerns.

Evaluate Relevance of Current FEMA PA Pilot Programs

FEMA is consistently reevaluating the delivery of the PA program and identifying areas of improvement. Before making drastic changes to its program delivery, administrative costs, or just the PA program in general, FEMA will conduct a Pilot Program to test and evaluate these changes. When these programs arise, ISC will educate you on how these changes will affect them and will make sure they don't adversely affect FEMA assistance.

Assist in completing the FEMA Grants Portal Essential Elements of Information

ISC will assist you and the sub-recipients in the completion of the FEMA Grants Portal Essential Elements of Information (EEI), required to support the damage claims and ensuring eligibility of the PA Grant.

Provide Recommendations on Eligibility and Critical Issues

ISC is comprised of recovery specialists who are intimately familiar with Federal regulations, specifically the Robert T. Stafford Act, Post-Katrina Emergency Management Reform Act, and the Disaster Recovery Reform Act. We will work with you to navigate eligibility concerns and address critical issues to maximize funding and mitigate potential reimbursement concerns.

Prepare Detailed Damage Descriptions and Scopes of Work

ISC will assist in developing detailed damage description for each facility that was affected by the disaster event. Once the damage description has been agreed upon by FEMA, the client, and the sub-recipient, ISC's knowledgeable PA Specialists will assist in the development of the proposed scope of work (SOW), including the hazard mitigation proposal (HMP) for each of its projects. If the work is finished, ISC will document the completed SOW.

SOWs for emergency work projects address immediate threats and debris removal. For Permanent Work projects, the SOW includes a description of how the sub-recipient plans to repair, or has repaired, the damage, including repair dimensions and HMP description and dimensions. In instances where the SOW has a potential of impacting environmental or historic resources, ISC will coordinate with you and FEMA to review the SOW to determine if modifications could reduce potential impacts. Assess Special Considerations. Prior to removing debris, demolishing buildings, or beginning repair work, you must address any special considerations that may affect the eligibility of these projects. It is the responsibility of each sub-recipient and the client to ensure compliance with the Natural Historical Preservation Act and the National Environmental Protection Act, and therefore EHP reviews should be completed before beginning construction. ISC will educate all personnel on the risks associated with not adhering to policy and regulations and will make sure EHP reviews are completed prior to project start dates.

Analyze for Potential Insurance Proceeds

Many eligible applicants carry insurance that may or may not cover a portion of their damages. Understanding the available insurance coverage relative to the eligible scope of work to return the facility to its pre-disaster condition without jeopardizing potential funding due to duplication of benefits requires a thorough review and analysis of insurance policies, proof of loss, and other insurance documentation. Once we have reviewed the available supporting documentation, ISC's insurance specialist work to reconcile the amount of insurance proceeds received with the corresponding scope of work in the PWs.

Prepare Cost Estimate

FEMA may approve grant funds based on a forward pricing model to establish cost estimates for those projects that exceed the large project threshold. ISC staff are well versed in standard cost estimating programs to include RS Means and FEMA's Cost Estimating Format. ISC's experienced cost estimators can account for all possible costs based on the detailed scope of work, including codes and standards. Accurate cost estimates are even more important with the implementation of FEMA's new PA Program Delivery model and the increase in the small project threshold.

Comply with Program Timelines

Depending on the extent of damage to a facility, the client and the sub-recipients may be unable to restore the facility within the regulatory time frame and therefore must request a time extension. FEMA may approve a time extension on a project-by-project basis if the client can justify the extension and provide documentation substantiating the delays, status of the work, and a project timeline with a projected date of completion. ISC will help maintain a master schedule to help inform you of upcoming deadlines and the need to request a time extension. Additionally, the GMT allows for notifications of upcoming Period of Performance due dates. These notifications are customizable to include when they are sent and who is notified.

Phase 4: Maximize Recovery Funds



ISC has served as a national leader in disaster resiliency, committed to maximizing vital community disaster assistance funds through hazard mitigation and new FEMA Public Assistance initiatives. ISC has supported over 7,000 communities in identifying hazard mitigation opportunities and securing billions in additional disaster assistance funding. ISC has also developed many of the Nation's largest FEMA Section 428 projects and prepared thousands of successful appeals, securing billions in additional eligible FEMA Public Assistance funds.

Identify Hazard Mitigation Opportunities

After a declared disaster, eligible **FEMA Public Assistance Applicants can receive funding beyond what was damaged to rebuild facilities that incorporate measures that increase resiliency and hazard mitigation through Parts 404 and 406 of the Stafford Act.** These programs are a top priority for FEMA and can offer eligible Applicants up to 100% of the repair cost for some pre-approved hazard mitigation measures. ISC will assist you in identifying, developing, and evaluating opportunities for hazard mitigation programs to reduce or eliminate risk from future events. Our team of hazard mitigation specialists have extensive experience with Section 404 and 406 hazard mitigation programs and leveraging these additional funds to best benefit the client and its facilities.

Evaluate Potential Projects for Section 428 Funding Allocation

FEMA's Section 428 Alternative PA program was signed into law on January 29, 2013, as part of the Sandy Recovery Improvement Act of 2013. The purpose of the 428 program is to expedite funding, increase flexibility, and provide incentives for timely and cost-effective PA projects. ISC will leverage their intimate knowledge and experience to help you identify potential projects for section 428 funding and will assist in the development of the scope of work, the validation of costs

and the management of the fixed capped grant. In addition, by aligning section 428 with Recovery Support Functions (RSF) objectives, ISC can help you prioritize funding in ways that best meet the recovery needs of impacted communities.

Evaluate Opportunities for Alternative and Improved Project Funding

Large projects are reimbursed based on actual costs needed to complete the eligible scope of work. Sometimes, it is in your best interest to make improvements to the facility while performing the work or to use the funding for an alternative project which will better serve the public. Changes to the scope of work that alters the pre-disaster design, function or capacity will result in a capped grant. ISC will evaluate the desired changes to the scope of work and will utilize their knowledge of policy, engineering and cost estimating to help you in identifying the best course of action to maximize funding.

Prepare PW Versions – Changes in Scope and Cost Overruns or Underruns

Under the PA program, FEMA will only reimburse for eligible scopes of work. If there is a change to the scope of work, ISC will work with you to review the revised scope and notify FEMA immediately. Changes in scope will have to be reviewed for eligibility and EHP compliance requirements prior to the commencement of work. If work associated with the SOW change begins prior to FEMA review and approval, it will jeopardize funding. To minimize this risk, ISC will monitor the recovery progress and identify projects which may require PW versions to address changes in scope of work or costs prior to the start of the construction phase. Any change to scope or costs will require a written request to FEMA. ISC will help to assemble a complete request including a detailed justification and documentation to support the eligibility of the version.

Phase 5: Manage Grants & Performance



In addition to the formulation of projects, ISC will assist in administering the grants and identifying issues or gaps that may cause a problem during audits, jeopardizing federal funding. All PWs will be tracked and monitored from formulation through closeout. ISC will utilize specialized reporting tools to gauge the progress of the disaster and overall compliance with PA program regulations. As work progresses, ISC will help manage documentation requirements and the drawdown of funds, ensuring an efficient payment process.

Establish Audit and Financial Controls and Reporting

The Office of Inspector General (OIG) may perform audits on projects to ensure integrity and efficiency in government when carrying out essential programs and activities. Some frequent audit findings under FEMA's PA program are poor contracting practices, excessive equipment or labor charges, inaccurate accounting, and unrelated project charges. ISC will work with you to establish audit and financial controls that will reduce the burden of potential audits. This will include, but is not limited to, maintaining file records for each project to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable.



Perform Internal Controls Assessments and Support Compliance Monitoring Activities

ISC will continuously audit and review projects for compliance with regulatory guidelines, including but not limited to NFIP, procurement and contracting, and environmental and historic preservation. ISC will align the FEMA PA Program around the existing internal financial management system and processes to assist in establishing a streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated.

Conduct Site Inspections and Oversee Construction Projects

ISC will utilize experienced construction managers to oversee and ensure timely completion of projects. By utilizing staff that are not only familiar with construction best practices but also programmatic guidelines, ISC can ensure that you recover every dollar spent. We can also mitigate any potential conflicts by accurately documenting necessary changes to the scope of work. Site inspections will be conducted throughout the engagement and tracked in the OES Site Inspection Tool which is integrated into the OES GMT. Real-time reporting will help to gauge timelines and identification of risks/issues that may impact the period of performance or other special considerations.

Project Tracking and Status Reports

Throughout the recovery process, the client will be expected to prepare quarterly reports for the FEMA. Our FEMA PA Program support specialist will assist the client in preparing the required quarterly reports. ISC will monitor and ensure compliance with all programmatic deadlines and assist in the development of time extension requests as necessary.

Management Costs

ISC uses the same technology for reporting labor hour, invoicing and tracking time-and-materials or task order engagements. ISC's timesheet and expense tracking system is integrated into our project management platform, allowing for ready access of real-time reporting of project budgets and expenditures. This platform also provides pre-built and custom reports and dashboards, empowering all levels of ISC and our clients with a 360-degree real-time information so that they can make immediate, date-driven decisions. ISC's has developed custom timesheet and expense reporting and dashboards that are consistent with FEMA DAC requirements and timely reporting of DAC and non-DAC eligible activities.



Process Appeals and Arbitration

The client has the right to appeal any FEMA determination related to the PA program. Through coordination and open communication with the sub-recipients and FEMA, ISC will mitigate potential project issues or eligibility concerns. In the event of an unfavorable determination, and after all options are exhausted, ISC will develop an appeal utilizing supporting documentation and PA policy to create a comprehensive argument for you within the regulatory timeframes.

To minimize the number of appeals, ISC believes that all PWs should be supported by policy and substantial documentation, including disaster-specific guidance and white papers that help to support eligibility determinations. Each of these documents are developed in coordination with FEMA. In the event of an unfavorable determination by FEMA, and after all options are exhausted, ISC will develop an appeal to create a comprehensive argument. **To date, ISC has a 97% success rate in achieving favorable responses on appeals.**

ISC has a
97%
Success Rate
 on Appeals

Phase 6: Reconcile Funds and Closeout



At the end, ISC will assist with the FEMA PA Program closeout process. Our strategy of aligning the FEMA PA Program around your internal financial management system and processes will assist in establishing streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated. ISC will assist you in preparing Final Inspection Reports as necessary.

Establish Closeout Procedures

Closeout is a process in which FEMA determines that all applicable administrative actions and required work have been completed by the client. Properly closing out projects completes the recovery process, and it is ISC's belief that closeout begins at the onset of project formulation. Efficient and effective closeout requires training applicants on procedures, timelines and required documentation.

Confirm Completion of Work and Reconcile Costs

To effectively closeout a project, the client must demonstrate that the approved scope of work was completed and that funds were expended in accordance with Federal, State, and local laws, regulations, and policies. ISC's closeout specialists will review all PWs, reconcile actual costs to complete the approved scope of work, and when applicable, identify any outstanding funds that are owed to you from FEMA. In addition, ISC will work to obtain documentation to support all eligible costs and approved scope of work. ISC will review the small projects and evaluate if the actual cost to complete all small projects exceeded the original estimate. If the costs to complete the scope of work exceed the original estimate, ISC, in coordination with the client, will request a Net Small Project Overrun appeal.

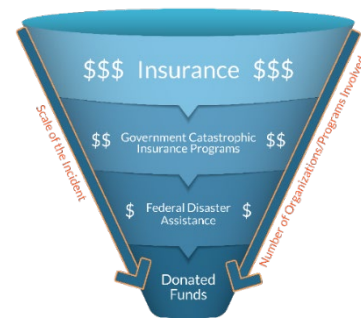
FEMA PA Project Timeline

Project Schedule													
Project Timeline by Phase	Deliverable	Month											
		1	2	3	4	5	6	7	8	9	10	11	12+
Phase 1: Established a Unified Recovery Strategy	✓ Recovery Strategy												
	✓ Document Maintenance Strategy	✓	✓										
	✓ Develop Action Plan												

Project Schedule													
Project Timeline by Phase	Deliverable	Month											
		1	2	3	4	5	6	7	8	9	10	11	12+
Phase 2: Conduct Detailed Damage Assessments	✓ Conduct Damage Assessments ✓ Damage Inventory ✓ Identify EHP Concerns	✓	✓	✓									
Phase 3: Formulate Project Grants	✓ Develop detail ✓ led scopes of work and cost estimates ✓ Coordinate with State/FEMA on RFIs		✓	✓	✓	✓	✓	✓	✓	✓			
Phase 4: Maximize Recovery Funds	✓ Identify mitigation opportunities ✓ Identify alternate/improved projects ✓ Identify additional funding					✓	✓	✓	✓	✓	✓	✓	✓
Phase 5: Manage Grants and Performance	✓ Time extension requests ✓ Request changes in scope or costs ✓ Ensure adherence to policy and regulations ✓ Maintain documentation							✓	✓	✓	✓	✓	✓
Phase 6: Reconcile Funds and Closeout	✓ Reconcile funds ✓ Close out small and large projects											✓	✓

Support for Additional Recovery Funding Opportunities

Recovery projects can take extensive amounts of time, energy, and particularly funding. There are a variety of funding sources available to communities, private non-profit organizations, businesses, families, and individuals that have been affected by the disaster; however, it may take considerable effort to identify and obtain proper funding sources, coordinate these funding sources, and implemented funded projects. Funding disaster recovery can be generally secured from a variety of sources; however, the availability and accessibility of these sources of funding will vary based on the type and scale of the event.



One of the greatest challenges for a community during post-disaster redevelopment is to navigate the bureaucratic buffet of federal disaster assistance programs, while identifying and pursuing non-federal funding mechanisms to fund those activities that may not be eligible in accordance to the programmatic guidelines of the ninety-three (93) disaster recovery assistance programs and our proprietary collection of over 500 private and non-profit disaster assistance funding sources. ISC will assist you in developing a disaster recovery funding strategy and provide technical support in securing and managing these additional funding opportunities

Disaster Funding	
Funding Source	Description
Insurance	Insurance is the equitable transfer of the risk of a loss, from one entity to another in exchange for payment. It is a form of risk management primarily used to hedge against the risk of a contingent, uncertain loss. Property

Disaster Funding	
Funding Source	Description
	insurance provides protection against risks to property, such as fire, theft, or weather damage.
Government Catastrophic Insurance Programs	State Catastrophic Insurance Programs provide coverage to low-probability; high-cost events for select natural disaster such as hurricanes, earthquakes, and floods that are generally excluded from standard insurance policies. Catastrophe insurance is difficult to estimate the total potential cost of an insured loss and a catastrophic event results in an extremely large number of claims being filed at the same time. As a result, government programs such as the NFIP and state catastrophic programs are established to effectively manage hazard risk exposure.
Federal Funding	Presidential Disaster Declarations initiate specific kinds of grants, loans, and common FEMA funding programs. There are also numerous other agencies that provide various support through existing disaster related programs. It is important to note that these federal Disaster Assistance programs are <u>supplemental programs</u> to other funding sources such as insurance and <u>must not duplicate funding</u> provided by other organizations.

Implementing Long Term Recovery Operations

Over the past 20 years, our team has supported local governments, states, and FEMA on a litany of disaster recovery operations, disaster recovery planning and special disaster recovery projects around the nation. This expertise is culminated into community recovery plans that are operationally relevant and effective.

Following catastrophic disasters, ISC provides technical programmatic support to Emergency Support Function (ESF) 14: Long-term Community Recovery. ESF 14, led by the Department of Homeland Security (DHS): Federal Emergency Management Agency (FEMA) augments and provides support to local and state catastrophic disaster recovery efforts. ESF 14 fulfills this objective by cultivating the long-term vision of the community, facilitating in the development of key stakeholder long-term support, addressing local recovery needs, and by creating a mechanism that will guide the community's long-term recovery efforts. ISC works in concert with FEMA and a multitude of federal partner agencies to coordinate the federal response by identifying significant long-term impacts, addressing local recovery needs, and fostering resilient and sustainable community disaster recovery.

- **Program Management and Support:** ISC provides program support to long-term recovery operations and to 1) foster partnerships and convene meetings, 2) ensure appropriateness of participation, 3) empower communities and its leadership, 4) coordinate ESF 14 activities with interagency programs and other Federal partners, and 5) promote resilient and sustainable disaster recovery.
- **Disaster Recovery Technical Support:** ISC provides technical support in the development of Long-term Community Recovery Plans, which cross reference community needs with a common long-term recovery community vision. This process incorporates

common planning principles into the recovery process, improving a community's ability to ensure sustainable, long-term disaster recovery.

- **Committee and Workgroup Governance Development:** Utilizing our expertise in disaster recovery, emergency planning, and steering committee management, ISC is able to provide critical technical support in the creation of and guidance to community recovery steering committees and workgroups.
- **Community Outreach and Preparedness Development:** Successful community recovery is contingent upon the timely engagement of the target community to foster “communitas” (the collective “we”), educating community leaders and key stakeholders, and engaging the public. ISC is able to incorporate its community outreach expertise to use proven methods that foster group collaboration through consensus building and mitigation of group conflict, ensuring a politically salient process that will promote community accord, minimize cost/delays, improve the decision-making process, maintain community credibility, and improve efficiency of recovery project implementation.
- **Grant Management and Procurement Support:** ISC assesses, evaluates, and identifies funding sources and opportunities for high priority projects identified in the project formulation process. This process engages State and Federal partners and programs including several FEMA, HUD, and SBA disaster recovery programs.

Tab 4: Cost Proposal

Cost Narrative

It is important for the City of Pompano Beach to select a contract that prioritizes the needs of the City over corporate motivations. Unlike many of our competitors that maximize their profits to ensure strong shareholder dividends and investor payouts, ISC is 100% privately owned and dedicated to helping communities build a more resilient future after disaster. Instead of focusing on immediate gains, we choose to establish a strong and enduring reputation of serving as a trusted partner for a community as they navigate the disaster recovery process. We feel that our cost proposal is representative of this trusted partnership.

The City of Pompano Beach will receive an additional 5% of all eligible disaster assistance funding for FEMA Disaster Administrative Costs (DAC) which includes costs associated with FEMA disaster grant management services. Our knowledge and expertise of the FEMA PA program allows us to maximize the eligible grant funds for State of Vermont while taking prudent measures to ensure efficiency and cost control, reducing ISC's percent expenditure against the DAC.

For example, by taking advantage of the various FEMA PA Program policies (e.g., hazard mitigation, Section 402, the 50% rule, \$1 million-dollar small project threshold, etc.), ISC has historically been able to increase the eligible grant funds for other clients by an average of 188%. The amount of eligible FEMA PA Grant Funds is dependent upon the extent and severity of damage and the ability to leverage these programs as part of the City's comprehensive disaster recovery strategy. However, our ability to maximize the eligible FEMA PA grant funds does not mean more billable hours and a larger cost against the DAC. Instead, ISC's knowledge and expertise allows us to work more efficiently and reduce our percentage expenditure against the DAC, providing our clients with leftover DAC funding for their use.

Description	Other Firms	ISC
Eligible FEMA PA Grant Funds	\$50,000,000	\$94,000,000
Eligible FEMA DAC (5%)	\$2,500,000	\$4,700,000
% Cost Against the DAC for Consulting Services	5%	3.7%
Historical Cost of Service Against the DAC	\$2,500,000	\$3,478,000
Remaining DAC for the City of Pompano Beach	\$0	\$1,222,000

So, in summary, ISC will secure more eligible disaster assistance funding for the City of Pompano Beach, while keeping vital disaster recovery funds in the community.

The Fee Schedule that follows is inclusive of all employee salaries, indirect costs, and other direct costs (ODCs), required to perform all tasks requested. Additionally, please note that this price proposal includes all project and program management, as well as other management costs. All non-labor costs such as lodging and per diem are billed at GSA rate, travel expenses (airfare, rental car) at actual cost with no markup. ISC will take all prudent measures to ensure costs for disaster recovery services do not exceed the 5% FEMA Disaster Administrative Costs allocated to the City of Pompano Beach. When applicable, ISC can provide fixed-cost estimates for any assigned work that has a clearly defined scope, budget, and period of performance.

Cost Proposal Form

Cost Proposal Form/Fee Schedule	
Positions	Hourly Rate
Project Manager	\$170.29
GIS Analyst	\$135.27
Sr. Grant Management Specialist	\$138.93
Grant Management Specialist	\$110.10
Environmental Specialist	\$134.12
Subject Matter Expert	\$180.08
Sr. Planner	\$125.73
Planner	\$104.64
Administrative Support Assistant	\$68.71
Public Assistance Coordinator	\$139.83
FEMA/FHWA Specialist	\$161.27

Tab 5: Attachments

Please see the following pages for our required attachments.

ATTACHMENT E – REFERENCES

MUST BE COMPLETED BY ALL PROPOSERS

Company Name: Integrated Solutions Consulting, Corp.

List the minimum number of required references as stated in the Special Conditions which show experience in similar work, to include nature and scope of work, which demonstrates an expertise in providing the services as stated herein. Provide scope of work, name of firm, contact name, E-mail, telephone number and date(s) of service.

REFERENCE 1			
Name of Firm:	Miami-Dade County, Office of Emergency Management (OEM), Florida		
Contact Person:	Charles Cyrille, Division Director		
Contact's Email:	charles.cyrille@miamidade.gov		
Contact's Phone:	305-468-5400	Date(s) of Service:	2010 – Present
Scope of Work:	ISC was selected by Miami-Dade County to provide as-needed consulting services to various county departments across multiple service areas including disaster recovery, grant management, disaster cost recovery, emergency management planning, emergency management training, emergency management exercises, strategic planning, business processes, governance, and other professional consulting services as needed. Over the past decade, Team ISC's performance on Miami-Dade County OEM projects resulted in two contract renewals and 50 task orders.		

REFERENCE 2			
Name of Firm:	City of Bradenton Beach, Florida		
Contact Person:	John Chappie, Mayor, City of Bradenton Beach		
Contact's Email:	mayor@cityofbradentonbeach.com		
Contact's Phone:	941-778-1005	Date(s) of Service:	2024 – Present
Scope of Work:	During Hurricane Helene in 2024, storm surge completely inundated Anna Maria Island and the City of Bradenton Beach bore the brunt of the storm. ISC's deployed rapidly in the immediate aftermath of the storm earned high praise from city officials. Within a couple days of the hurricane, ISC assisted the City to be the first in Florida to secure Immediate Needs Funding (INF) totaling over \$1 million to offset the immediate costs for recovery efforts. In addition, ISC conducted detailed damage assessments within just a couple weeks, ensuring that FEMA timelines were met.		

REFERENCE 3			
Name of Firm:	Port of Lake Charles, Louisiana		
Contact Person:	Richert Self, Executive Director		
Contact's Email:	rlself@portlc.com		
Contact's Phone:	337-493-3501	Date(s) of Service:	August 2020 – October 2022
Scope of Work:	Following Hurricane Laura in 2020, ISC assisted the Port of Lake Charles in Louisiana with the FEMA recovery process by developing a comprehensive plan to ensure a successful recovery. ISC has helped the Port to maximize their grant funding while also providing the Port with the greatest amount of flexibility to re-build the Port with their own vision and future growth plans.		

ATTACHMENT E – REFERENCES

MUST BE COMPLETED BY ALL PROPOSERS

Company Name: Integrated Solutions Consulting, Corp.

List the minimum number of required references as stated in the Special Conditions which show experience in similar work, to include nature and scope of work, which demonstrates an expertise in providing the services as stated herein. Provide scope of work, name of firm, contact name, E-mail, telephone number and date(s) of service.

REFERENCE 1

Name of Firm:	Federal Emergency Management Agency		
Contact Person:	Bernard Riley, Emergency Management Specialist		
Contact's Email:	Bernard.Riley@fema.dhs.gov		
Contact's Phone:	225-754-2787	Date(s) of Service:	2019 – Present
Scope of Work:	Zone 2 FEMA Public Assistance TAC (FEMA PA TAC IV). ISC was selected to provide professional and non-professional services for the delivery of the FEMA Public Assistance Program in Zone 2 which includes FEMA Regions V, VI, and VIII. Specifically, ISC's provides essential professional services to Office of Response and Recovery, as needed.		

REFERENCE 2

Name of Firm:	Mid-America Regional Council (MARC)		
Contact Person:	Erin Lynch, Emergency Services Director		
Contact's Email:	elynych@marc.org		
Contact's Phone:	816-701-8390, 600	Date(s) of Service:	2012 – Present
Scope of Work:	Since 2012, ISC has provided planning and exercise services, as needed, for various regional planning and exercise projects. Through this contract vehicle, ISC provides emergency services planning and exercise support to the 119 municipalities and nine counties of the bi-state Kansas City region.		

REFERENCE 3

Name of Firm:			
Contact Person:			
Contact's Email:			
Contact's Phone:		Date(s) of Service:	
Scope of Work:			

COMPLETE THE PROPOSER INFORMATION FORM ON THE ATTACHMENTS TAB IN THE EBID SYSTEM. PROPOSERS ARE TO COMPLETE FORM IN ITS ENTIRETY AND INCLUDE THE FORM IN YOUR PROPOSAL THAT MUST BE UPLOADED TO THE RESPONSE ATTACHMENTS TAB FOR THE RFP IN THE EBID SYSTEM.

PROPOSER INFORMATION PAGE

RFP _____, _____
(number) (RFP name)

To: The City of Pompano Beach, Florida

The below named company hereby agrees to furnish the proposed services under the terms stated subject to all instructions, terms, conditions, specifications, addenda, legal advertisement, and conditions contained in the RFP. I have read the RFP and all attachments, including the specifications, and fully understand what is required. By submitting this proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this proposal.

Proposal submitted by:

Name (printed) _____ Title _____

Company (Legal Registered) _____

Federal Tax Identification Number _____

Address _____

City/State/Zip _____

Telephone No. _____ Fax No. _____

Email Address _____



RSM US LLP

20 N. Martingale Rd., Suite 500
Schaumburg, IL 60173

T +1 847 517 7070

F +1 847 517 7067

www.rsmus.com

August 17, 2023

PRIVATE

To whom it may concern:

In connection with a proposal for services, inclusive of a request concerning the financial condition of Integrated Solutions Consulting Company, (the "company") as of December 31, 2022, we are pleased to provide the following data, as represented to be the book basis for amounts reported on Form 1120S, as filed with the Internal Revenue Service for the tax year ended on such date (the most recently filed income tax return):

1. 3-Year operating income as a percentage of revenue was -20%, 1%, and 5% for 2020, 2021 and 2022 respectively.
2. Working capital turnover was 2269.8% (based on ending working capital balances)
3. Quick ratio was 121.4%
4. The revenue growth rate was -3%, +34%, and -5% for 2020, 2021, and 2022 respectively

As there is not a compilation, review or audit performed on the information provided above, the above amounts are verifiable for external reporting purposes only by the US tax filing and are not guaranteed as to their accuracy or completeness, other than meeting diligence requirements applicable to tax return preparers afforded under IRS Circular 230.

If there is any further information that you need, please do not hesitate to contact me.

Sincerely,

RSM US LLP

Brian C. Marrano
Partner

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

State of Florida

Department of State

I certify from the records of this office that INTEGRATED SOLUTIONS CONSULTING, CORPORATION is an Illinois corporation authorized to transact business in the State of Florida, qualified on March 4, 2011.

The document number of this corporation is F11000000959.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on April 16, 2024, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fifth day of February, 2025*




Secretary of State

Tracking Number: 7398167698CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

Detail by Entity Name

Foreign Profit Corporation

INTEGRATED SOLUTIONS CONSULTING, CORPORATION

Filing Information

Document Number	F11000000959
FEI/EIN Number	20-5265704
Date Filed	03/04/2011
State	IL
Status	ACTIVE
Last Event	REINSTATEMENT
Event Date Filed	03/27/2017

Principal Address

220 South Bouchanan Drive
Edwardsville, IL 62025

Changed: 03/22/2021

Mailing Address

PO Box 304
Prospect Heights, IL 60070

Changed: 01/28/2020

Registered Agent Name & Address

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324

Name Changed: 03/27/2017

Officer/Director Detail

Name & Address

Title President

MARTIN, DANIEL
9015 N. NINE DRIVE
EDWARDSVILLE, IL 62025

Title Secretary

Martin, Susan
1413 Walnut Drive
West Dundee, IL 60118

Annual Reports

Report Year	Filed Date
2022	05/14/2022
2023	01/17/2023
2024	04/16/2024

Document Images

04/16/2024 -- ANNUAL REPORT	View image in PDF format
01/17/2023 -- ANNUAL REPORT	View image in PDF format
05/14/2022 -- ANNUAL REPORT	View image in PDF format
03/22/2021 -- ANNUAL REPORT	View image in PDF format
01/28/2020 -- ANNUAL REPORT	View image in PDF format
02/11/2019 -- ANNUAL REPORT	View image in PDF format
02/13/2018 -- ANNUAL REPORT	View image in PDF format
03/27/2017 -- REINSTATEMENT	View image in PDF format
02/06/2015 -- ANNUAL REPORT	View image in PDF format
01/10/2014 -- ANNUAL REPORT	View image in PDF format
01/09/2013 -- ANNUAL REPORT	View image in PDF format
01/06/2012 -- ANNUAL REPORT	View image in PDF format
03/04/2011 -- Foreign Profit	View image in PDF format

Request for Taxpayer Identification Number and Certification

Go to 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.	1 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.) Integrated Solutions Consulting, Corporation	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☐ C corporation ☒ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: 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. ☐ Other (see instructions) _____	4 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) _____ (Applies to accounts maintained outside the United States.)
	3b 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 _____ ☐	
	5 Address (number, street, and apt. or suite no.). See instructions. P.O. Box 304 6 City, state, and ZIP code Prospect Heights, IL 60070 7 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.

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.

Social security number									
			-				-		
or									
Employer identification number									
2	0	-	5	2	6	5	7	0	4

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.

Sign Here	Signature of U.S. person 	Date 05/09/2025
------------------	--	---------------------------

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.

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

Appendix A. Odysseus™ Enterprise System

Odysseus™ Comprehensive Program Management Solution

The Odysseus™ Enterprise System goes beyond grant management and provides state emergency management agencies with a comprehensive program management solution that is designed specifically for the emergency management industry and easily customizable to meet their needs. The evolution of Odysseus™ was based on the recognition that emergency management programs rely on disparate software, technologies, and tools instead of one unified suite of tools that are integrated into one network to offer a truly comprehensive program management solution that can serve as a force multiplier and provide a high degree of efficiency for the industry. The Odysseus™ Enterprise System was developed by a team of seasoned and industry recognize emergency managers and technologists.



With Odysseus™, emergency managers have a single, unified platform that provides dashboard analytics of the status of their comprehensive emergency management program. The Odysseus™ Enterprise System serves as a force-multiplier, providing a level of efficiency never seen before in the emergency management industry. Its unique system-of-system architecture provides an integrated network for states, agencies, regions, counties, municipalities, and private/public partners to communicate, share, collaborate, and coordinate on preparedness, response, recovery, and mitigation initiatives.



Preparedness Program Management Functionalities

Program Management Functionalities

Planning
 Training
 Exercises
 Governance
 Scheduling
 Budgeting
 Committee Management
 Stakeholder Coordination
 Community Outreach
 Program Assessments
 Grant Management
 Project Administration
 Performance Monitoring
 Compliance
 Tracking & Reporting

Programs

Emergency Planning
 Continuity of Operations
 Training & Exercise
 Homeland Security Grant Program
 DHS Threat Hazard Identification & Risk Assessments
 Emergency Management Performance Grants
 Public Health Emergency Preparedness Healthcare Coalitions
 Radiological Emergency Preparedness
 School Safety Programs
 Dam Safety Programs
 Special Events Planning
 Community Engagement
 Nonprofit Security Grant Program
 Port Security
 Regional Catastrophic Preparedness

Hazard Mitigation Program Management Functionalities

Program Management Functionalities

Planning
 Training
 Exercises
 Governance
 Scheduling
 Budgeting
 Committee Management
 Stakeholder Coordination
 Community Outreach
 Program Assessments
 Grant Management
 Project Administration
 Performance Monitoring
 Compliance
 Tracking & Reporting

Programs

FEMA Hazard Mitigation Grant Program (Section 404 & 406)
 HUD Community Development Block Grant for Mitigation (CDBG-MIT)
 FEMA Flood Mitigation Assistance
 FEMA Building Resilient Infrastructure & Communities
 Hazard Mitigation Planning
 Hazard Risk Assessments
 GIS Hazard / HAZUS Modeling
 Community Outreach
 Stakeholder Coordination
 Mitigation Grant Management
 In-Kind Grant Match Tracking
 Program Reporting
 Mitigation Project Monitoring

Disaster Recovery Program Management Functionalities

Program Management Functionalities

Project Tracking
 Grant Management
 Damage Assessments
 Debris Monitoring
 Project Administration & Closeout
 Program Reporting
 Compliance Monitoring
 Tracking and Reporting
 Project Budgeting & Scheduling
 Grant Audits, Arbitration, and Appeals
 Contractor Performance
 Recovery Planning
 Training & Exercises
 Recovery Committee Coordination
 Community Outreach
 Governance

Programs

FEMA Public Assistance
 FEMA Individual Assistance
 FEMA Housing Assistance Programs
 FEMA Individual Assistance
 HUD Community Development Block Grant
 Fire Management Assistance Programs
 Community Disaster Loan Program
 American Rescue Plan Act
 FEMA Hazard Mitigation Grant Program
 (Section 404 & 406)
 CARES Act
 Section 428 Recovery Projects

Emergency Response Program Management Functionalities

Program Management Functionalities

Incident Action Planning
 Incident Reporting
 Resource and Asset Management
 Cost and Expenditure Tracking
 Coordination
 Information Management
 Situational Awareness Sharing
 Preliminary Damage Assessments
 Emergency Debris Removal Operations
 Geospatial Analysis
 Just-in-Time Training
 Grant Management
 Compliance Monitoring
 Tracking and Reporting
 Incident Management System Integration
 Emergency Notification System Integration
 After-Action Reviews

Programs

Emergency Management
 Public Safety & Security
 Fire Fighting
 Public Health
 Medical Services
 Public Works
 Information and Planning
 Finance & Administration
 Logistics
 Operations
 Command
 Mass Care and Shelter
 Housing
 Infrastructure
 Continuity of Operations/Government

Training & Exercise Management



Track Training Activities and Certifications

Odysseus™ provides organizations with an integrated learning management system that allows administrators to track training activities, manage training certifications, and measure understanding of strategies, programs, and procedures.



Cross Reference & Track Understanding of Planning Activities

The Odysseus™ Learning Management System (LMS) is integrated with the planning environment, allowing organizations to cross reference training & exercises with their plans. Lessons learned and improvements can be easily documented and updated in your organization's plans.



Generate Simulated Exercises and Custom Courses

Odysseus™ can deliver simulated scenarios that allow participants to engage in real-world decision making. Create and manage computer-based training, track course assessments, and report learning progress.

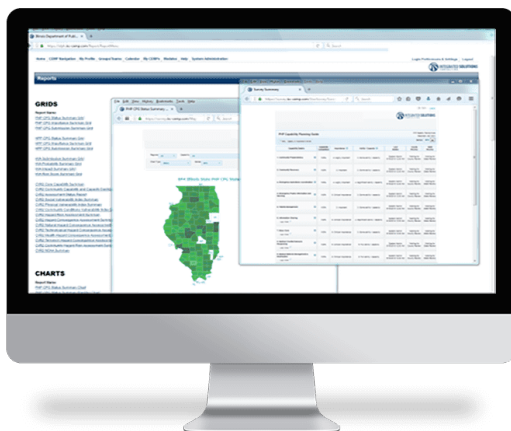
Collaboration & Stakeholder Coordination



Improve Collaboration, Quality and Efficiency

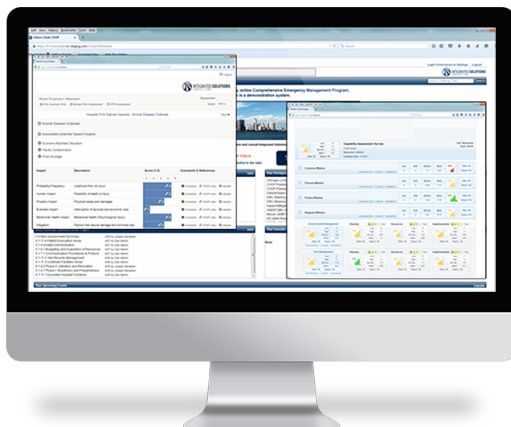
Our unique system-of-systems architecture allows for plans or portions of plans to be shared with other systems in a controlled environment. Odyssey™ features the unique characteristic of providing standardization and flexibility, while reducing redundancy and increasing version control with your organization's plans and doctrine.

Program Compliance & Assessments



Systematically Evaluate Program Compliance

Odyssey™ provides program analysts and directors with the ability to systematically evaluate the compliance of programs to various mandated, grant driven requirements and industry standards. Data analytics reporting provides users with ready access to status of program performance and tracking compliance.



Create Customized Assessments

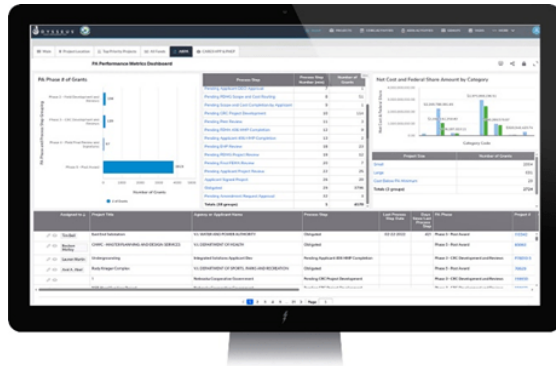
The Odyssey™ allows for the creation of customized assessment tools, enabling organization to set their own standards. Users can verify results by cross referencing documented accomplishments across the Odyssey™ enterprise.

Grant Management



Track and Administer Grants

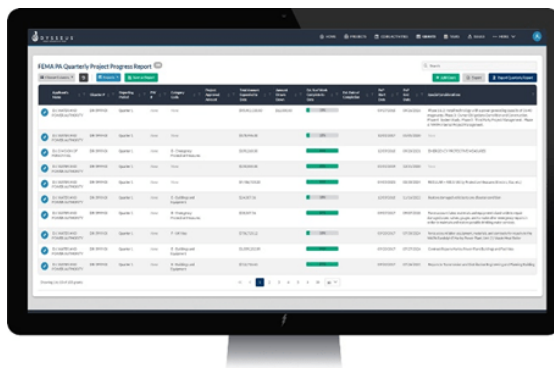
Odysseus™ offers organizations with real-time tracking and reporting of grant funding allocations. Track the status of preparedness grant funding and measure this investment.



Project Tracking, Scheduling, and Management

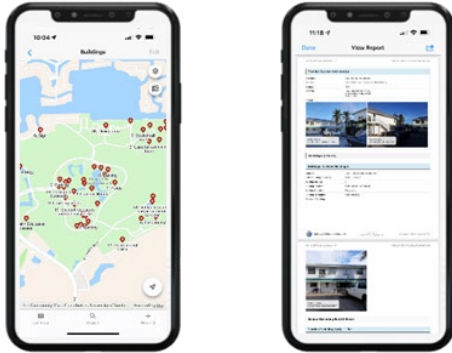
Odysseus™ allows users to track the projects associated with grant funds. Grant recipients and sub-recipients can use dashboard tracking reports to assure that projects stay on schedule and performance.

Disaster Recovery



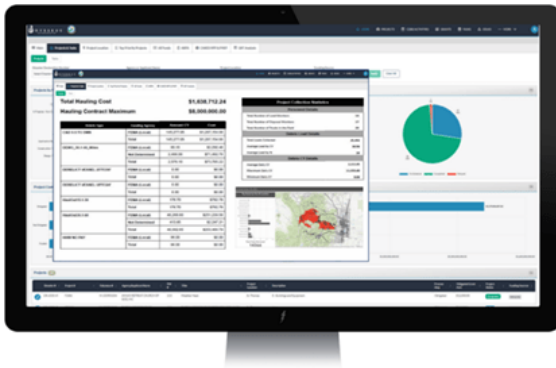
Manage and Administer FEMA PA Requirements

Odysseus™ offers organizations with real time tracking and reporting of FEMA PA grant fund allocations. Track the status of vital community recovery projects and measure their progress. Odysseus™ allows you to track every FEMA dollar and find opportunities to leverage FEMA PA Program opportunities.



Conduct Quick and Thorough Damage Assessments

Odysseus™ allows users to conduct quick and thorough damage assessments. Odysseus™ allows users to conduct damage assessments from their personal mobile device and report damage as well as repairs.



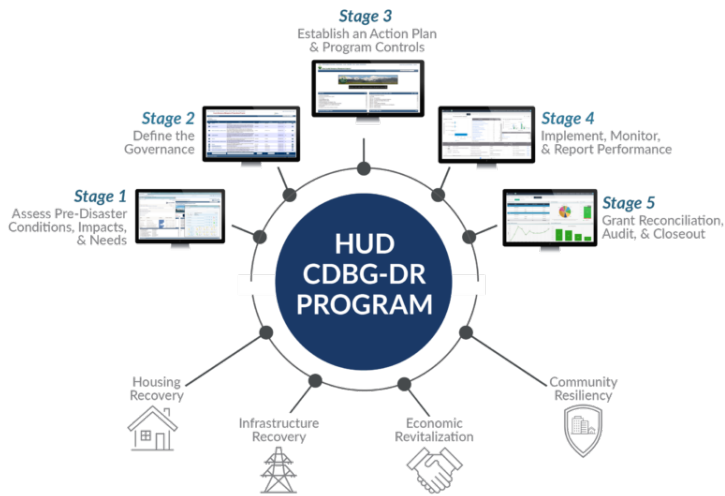
Integrated Automated Debris Monitoring System

Odysseus™ allows for the systematic integration of popular Automated Debris Management Systems (ADMS). Integration ranges from real time reporting of debris monitoring activities to the synching of important debris monitoring data, expediting Category A debris management funds.



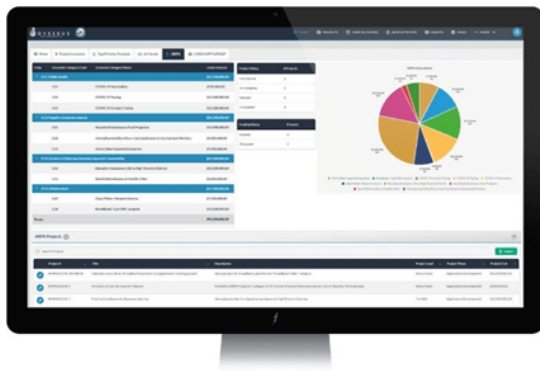
Efficiently Validate FEMA PA Grants & Conduct Closeout

Odysseus™ includes a FEMA Closeout Validation Tool to help eliminate the administrative burden of 100% closeout validations. Odysseus™ guides users through FEMA's arduous Closeout Validation process and provides a systematic solution that reduces weeks of burden to simply hours.



Manage the Full HUD Community Development Block Grant Process

Odysseus™ provides one comprehensive system to manage the full grant management life cycle of the HUD Community Development Block Grant for Disaster Recovery (CDBG-DR). Odysseus™ provides an integrated platform to develop a CDBG-DR Recovery Action Plan, streamline its annual update and maintenance, monitor governance and stakeholder participation, and document process controls.



Manage other Disaster Recovery Programs

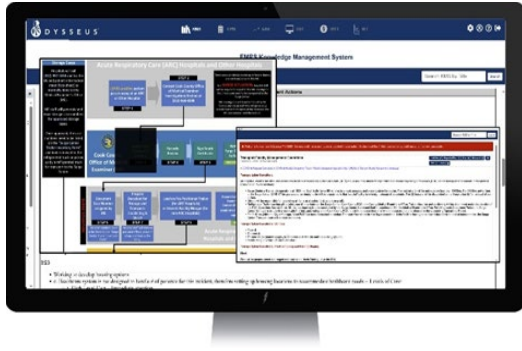
The Odysseus™ Enterprise System provides a flexible environment, giving organizations the ability to manage any number of disaster recovery programs. Odysseus™ has been used to manage FEMA Individual Assistance, Fire Management Assistance Programs, Housing Recovery Programs, Hazard Mitigation Grant Programs, and COVID-19 relief funds to include the American Rescue Plan Act and CARES Act grant funding.

Response and Incident Management



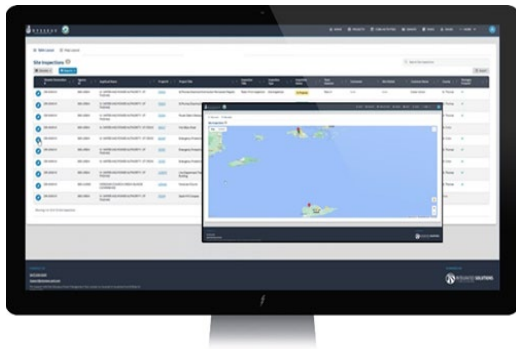
Incident Action Planning

Odysseus™ provides a central platform to provide complete, comprehensive situational awareness. Odysseus™ flexible design allows for customized workflow and mission board reporting. Pre-established Incident Action Plans (IAPs) can be shared across multiple Odysseus™ environments, providing uniformed planning at the regional, state, or national level.



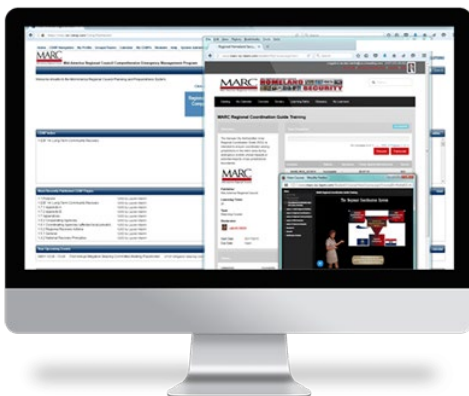
Information Sharing & Coordination

Odysseus™ features the unique characteristic of provides a standardized and flexible environment, allowing incident management teams a controlled but collaborative environment to share vital information.



Situational Awareness Sharing

Odysseus™ offers a dynamic environment and real-time collaboration across a system of-systems environment, promoting collaborative situational awareness and sharing throughout your community, neighbors, and supporting agencies.



Just-in-Time Training

When crisis strikes, communities often need to rely on volunteers, community partners, or existing staff to take on new roles and responsibilities. Odysseus™ provides a virtual learning environment that is integrated into Odysseus'™ comprehensive framework.



Integrate with Other Systems

Today, users want flexibility. Whether its emergency notification systems or other incident management tools or Microsoft 365 or other unique software solutions, Odysseus™ promotes the integration of other software that can elevate the power of Odysseus'™ creative and flexible platform.



INTEGRATED SOLUTIONS
CONSULTING

Integrated Solutions Consulting, Inc. (ISC)

is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are recognized as innovative problem solvers, dedicated to the profession of emergency management and proficient in the disciplines that support it. As recipients of the Dun & Bradstreet Top Supplier Performance Rating for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness, ISC proudly offers your community over 775+ years of experience, technical expertise, and unparalleled performance.



RFP25-035 Addendum 4

Integrated Solution Consulting

Integrated Solution Consulting

Supplier Response

Event Information

Number: RFP25-035 Addendum 4
Title: Comprehensive Disaster Recovery Consulting Services
Type: Request for Proposals
Issue Date: 4/9/2025
Deadline: 5/14/2025 02:00 PM (ET)
Notes: The City is seeking proposals from qualified firms to provide Comprehensive Disaster Recovery Consulting Services to the City on a standby basis. Proposals must be submitted electronically through the eBid System on or before the due date/time stated above. Any proposal received after the due date and time specified, will not be considered.

The City requires disaster recovery management services to support emergency planning, training, and public assistance consulting services as outlined below. As such, the Consultant should be capable of providing a range of related services as needed and ordered by the City. Other services may include but are not limited to, facilitating communication with FEMA, FHWA, the State of Florida, and other state and federal agencies, coordination with state insurance representatives, pre-event planning and post-event reconstruction, grant funding, and reimbursement services.

Proposers must be registered on the City's eBid System in order to

view the solicitation documents and respond to this solicitation. The complete solicitation document can be downloaded for free from the eBid System as a PDF at: [IonWave](#) The City is not responsible for the accuracy or completeness of any documentation the Proposer receives from any source other than from the eBid System. Proposer is solely responsible for downloading all required documents. A list of Proposers will be read aloud in a public forum.

Contact Information

Contact: Eric Seifer
Address: Procurement and Contracts
1190 NE 3 Avenue
Building C
Pompano Beach, FL 33060
Email: eric.seifer@copbfl.com

Integrated Solution Consulting Information

Contact: Daniel Martin
Address: 220 S. Buchanan Street
Edwardsville, IL 62025
Phone: (847) 737-5395
Web Address: <https://www.i-s-consulting.com/>

By submitting this Response I affirm I have received, read and agree to the all terms and conditions as set forth herein. I hereby recognize and agree that upon execution by an authorized officer of the City of Pompano Beach, this Response, together with all documents prepared by or on behalf of the City of Pompano Beach for this solicitation, and the resulting Contract shall become a binding agreement between the parties for the products and services to be provided in accordance with the terms and conditions set forth herein. I further affirm that all information and documentation contained within this response to be true and correct, and that I have the legal authority to submit this response on behalf of the named Supplier (Offeror).

Daniel Martin

Signature

Submitted at 5/14/2025 11:38:21 AM (ET)

bid.opportunities@i-s-consulting.com

Email

Requested Attachments

Proposal

Pompano Beach,
FL_Comprehensive Disaster
Recovery_ISC Response.pdf

Electronic version of proposal must be uploaded to the Response Attachments tab. The file size for uploads is limited to 250 MB. If the file size exceeds 250 MB the response must be split and uploaded as two (2) separate files.

Financial Statements

General Letter_2022 (1).pdf

To permit the City to comply with Section 119.071 of Florida Statutes, exempting financial statements from public records, please do not include confidential financial statements in your proposal. Attach financial statements here, and label them "CONFIDENTIAL."

SunBiz Registration

02.05.2025_FL Certificate of
Status_ISC.pdf

Insert proof of being licensed to do business in the State of Florida. A printout from the Florida Department of State Sunbiz website is acceptable-- (<http://search.sunbiz.org/Inquiry/CorporationSearch/ByName>), and any other attachments pertinent to your response.

Attachment H - W9 Request for Taxpayer Identification Number and Certification

fw9 2005 (ISC).pdf

Proposer Information Page Form

Proposer Information Page
Form.pdf

This form must be attached

Attachment K - Workers Compensation Waiver

No response

This form must be submitted if the company has less than 4 employees.

Attachment E - References

Attachment E - References.pdf

References. History and performance of firm/project team on similar projects. References and recommendations from previous clients.

Bid Attributes

1 Local Business

Is your company a Local Business located within the City of Pompano Beach City Limits as required by the Local Business Program? (A copy of your current City of Pompano Beach Business Tax Receipt may be requested.)

No

2 Drug-Free Workplace

STATEMENT UNDER SECTION 287.087, FLORIDA STATUTES ON DRUG-FREE WORKPLACE
**REQUESTED INFORMATION BELOW IS ON THE ATTRIBUTES TAB FOR THE RFP IN THE EBID SYSTEM.
PROVIDE THIS INFORMATION ELECTRONICALLY.**

Preference must be given to Contractors submitting certification with their bid or proposal, certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991.

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

- (1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
 - (2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
 - (3) Give each employee engaged in providing the commodities or contractual services that are under bid, a copy of the statement specified in subsection (1).
 - (4) In the statement specified in subsection (1) notify the employees that as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace, no later than five (5) days after such conviction.
 - (5) Impose a sanction on, or require the satisfactory participation in, a drug abuse assistance or rehabilitation program if such is available in the employee's community, by an employee who is so convicted.
 - (6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.
- As the person authorized to sign this statement, I certify that his company/firm complies with the above requirements.

By choosing YES, I hereby certify that the company/firm complies with all the above requirements

Yes

3 Terms & Conditions

Check the box indicating you agree to the terms and conditions of this solicitation.

☒ Agree

4 Acknowledgement of Addenda

Check this box to acknowledge that you have reviewed all addenda issued for this solicitation.

☒ Yes

5 Conflict of Interest

For purposes of determining any possible conflict of interest, all bidders must disclose if any City of Pompano Beach employee is also an owner, corporate officer, or employee of their business. Indicate either "Yes" (a City employee is also associated with your business), or "No". (Note: If answer is "Yes", you must file a statement with the Supervisor of Elections, pursuant to Florida Statutes 112.313.) Indicate yes or no below with the drop down menu.

6 Hold Harmless and Indemnification

Proposer covenants and agrees that it will indemnify and hold harmless the City and all of its officers, agents, and employees from any claim, loss, damage, cost, charge, or expense arising out of any act, action, neglect, or omission by the Proposer, whether direct or indirect, or whether to any person or property to which the City or said parties may be subject, except that neither the Proposer nor any of its subcontractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused by or resulting from the sole negligence of the City or any of its officers, agents or employees.

RFP #: RFP25-035 Tentative City Commission Meeting Date*: TBD

RFP Title: Comprehensive Disaster Recovery Consulting Services # Notified: 219 # Downloaded: 16

of Responses Rec'd: 4 # of "No Bids": 2

For: Fire Department RFP Opening Date: 05/14/2025
(Department)

POSTING OF RFP RECOMMENDATION/TABULATION: RFP Recommendations and Tabulations will be posted in the eBid System, IonWave, and will remain posted for 72 hours. Any person who may be adversely affected by the decision or intended decision shall file a notice of protest in writing within 72 hours of posting the notice of the decision or intended decision. The formal written protest shall be filed within ten (10) days after the date the notice of protest is filed. Failure to file a notice of protest or a formal written protest shall constitute a waiver of proceedings under this chapter. Section 120.57(3)(b), Florida Statutes, states that "The formal written protest shall state with particularity the facts and law upon which the protest is based." Saturdays, Sundays, state holidays, and days when the City is closed shall be excluded from the computation of the 72-hour time period provided. Filings shall be at the office of the Director of Procurement and Contracts, 1010 NE 3rd Avenue, Building C, Pompano Beach, FL 33060. Any person who files an action protesting an intended decision shall post with the City, at the time of filing the formal written protest, a protest bond, payable to the City of Pompano Beach, Florida, in an amount equal to one percent (1%) of the estimated value of the contract. Failure to submit the protest bond within the time allowed for filing a bond shall constitute a waiver of the right to protest. Failure to file a protest within the time prescribed in Section 120.57(3), Florida Statutes, or failure to post the protest bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings under Chapter 120, Florida Statutes.

(*) The Cone of Silence, as stated in the RFP, is in effect until the City Commission approves it. The City Commission meeting date stated above is tentative. Confirm with the Purchasing Agent of record for the actual date the Cone of Silence has concluded.

RECOMMENDATION TABULATION

The City of Pompano Beach, Florida, received three (3) proposals for RFP25-024 Comprehensive Disaster Recovery Consulting Services, with the following results:

Proposer	Score	Ranking
GrantWorks	429	Highest Ranked
Integrated Solution Consulting	383	2nd Highest Ranked
Disaster Program & Operations	370	3rd Highest Ranked
Witt O'Brien's LLC	318	4th Highest Ranked

Under Section B of the RFP, "A Selection/Evaluation Committee will be appointed to select the most qualified firm(s)". The Evaluation Committee recommended awarding contracts to the two highest-ranked firms. All four proposers met all the criteria outlined in the bidding documents and were declared responsive and responsible.

The review of all proposals received confirmed that the four proposals meet all the requirements outlined in the RFP. GrantWorks and Integrated Solution Consulting are the highest-ranked proposers; therefore, they are each recommended for an award.

By: Jeffrey English Date: 06/26/2025
(Purchasing Agent)

EXHIBIT - B -

EXHIBIT - B

INSURANCE REQUIREMENTS: RFP25-035 COMPREHENSIVE DISASTER RECOVERY CONSULTING SERVICES

INTEGRATED SOLUTION CONSULTING

CONTRACTOR shall not commence services under the terms of this Agreement until certification or proof of insurance detailing terms and provisions has been received and approved in writing by the CITY's Risk Manager. If you are responding to a bid and have questions regarding the insurance requirements hereunder, please contact the City's Purchasing Department at (954) 786-4098. If the contract has already been awarded, please direct any queries and proof of the requisite insurance coverage to City staff responsible for oversight of the subject project/contract.

CONTRACTOR is responsible to deliver to the CITY for timely review and written approval/disapproval Certificates of Insurance which evidence that all insurance required hereunder is in full force and effect and which name on a primary basis, the CITY as an additional insured on all such coverage. **Such policy or policies shall be issued by United States Treasury approved companies authorized to do business in the State of Florida. The policies shall be written on forms acceptable to the City's Risk Manager, meet a minimum financial A.M. Best and Company rating of no less than Excellent, and be part of the Florida Insurance Guarantee Association Act. No changes are to be made to these specifications without prior written approval of the City's Risk Manager.**

Throughout the term of this Agreement, CITY, by and through its Risk Manager, reserve the right to review, modify, reject or accept any insurance policies required by this Agreement, including limits, coverages or endorsements. CITY reserves the right, but not the obligation, to review and reject any insurer providing coverage because of poor financial condition or failure to operate legally.

Failure to maintain the required insurance shall be considered an event of default. The requirements herein, as well as CITY's review or acceptance of insurance maintained by CONTRACTOR, are not intended to and shall not in any way limit or qualify the liabilities and obligations assumed by CONTRACTOR under this Agreement.

Throughout the term of this Agreement, CONTRACTOR and all subcontractors or other agents hereunder, shall, at their sole expense, maintain in full force and effect, the following insurance coverages and limits described herein, including endorsements.

A. Worker's Compensation Insurance covering all employees and providing benefits as required by Florida Statute, Chapter 440, regardless of the size of the company (number of employees) or the state in which the work is to be performed or of the state in which Contractor is obligated to pay compensation to employees engaged in the performance of the work. Contractor further agrees to be responsible for employment, control and conduct of its employees and for any injury sustained by such employees in the course of their employment.

B. Liability Insurance.

(1) Naming the City of Pompano Beach as an additional insured as City's interests may appear, on General Liability Insurance only, relative to claims which arise from Contractor's negligent acts or omissions in connection with Contractor's performance under this Agreement.

(2) Such Liability insurance shall include the following checked types of insurance and indicated minimum policy limits.

Type of Insurance

Limits of Liability

GENERAL LIABILITY:

Minimum \$1,000,000 Per Occurrence and
\$2,000,000 Per Aggregate

* Policy to be written on a claims incurred basis

XX comprehensive form	bodily injury and property damage
XX premises - operations	bodily injury and property damage
— explosion & collapse	
— hazard	
— underground hazard	
XX products/completed	bodily injury and property damage combined
operations hazard	
XX contractual insurance	bodily injury and property damage combined
XX broad form property damage	bodily injury and property damage combined
— independent contractors	personal injury
XX personal injury	
XX CG2010	ongoing operations (or its' equivalent)
XX CG 2037	completed operations (or its' equivalent)
— sexual abuse/molestation	Minimum \$1,000,000 Per Occurrence and Aggregate

AUTOMOBILE LIABILITY:

☐ Minimum \$1,000,000 Per Occurrence and \$2,000,000 Per Aggregate. Bodily injury (each person) bodily injury (each accident), property damage, bodily injury and property damage combined.

comprehensive form	☒ Minimum \$10,000/\$20,000/\$10,000
XX owned	(Florida's Minimum Coverage)
XX hired	
XX non-owned	

Please note that Florida Statue Section 255.05 requires contractors who enter into a contract with the City to purchase a payment and performance bond when the contract is in excess of \$200,000.

REAL & PERSONAL PROPERTY

☐ comprehensive form Agent must show proof they have this coverage.

EXCESS LIABILITY		Per Occurrence	Aggregate
☐ umbrella (Drop Down).	bodily injury and property damage combined	\$2,000,000	\$2,000,000

ENVIRONMENTAL/POLLUTION LIABILITY		Per Occurrence	Aggregate
☐ * Policy to be written on a claims made basis		\$1,000,000	\$1,000,000

CONTRACTOR is required to provide Environmental/Pollution Liability for damage(s) caused by hazardous waste material.

PROFESSIONAL LIABILITY		Per Occurrence	Aggregate
XX ☐ * Policy to be written on a claims made basis		\$1,000,000	\$1,000,000

CONTRACTOR is required to provide Professional Liability if engineering and design is used.

CYBER LIABILITY (Technology)		Per Occurrence	Aggregate
XX ☐ * Policy to be written on a claims made basis		\$2,000,000	\$2,000,000

XX ☐ Network Security / Privacy Liability

XX ☐ Breach Response / Notification Sublimit (minimum limit of 50% of policy aggregate)

XX ☐ Technology Products E&O - \$2,000,000 (only applicable for vendors supplying technology related services and or products)

XX ☐ Coverage shall be maintained in effect during the period of the Agreement and for not less than four (4) years after termination/ completion of the Agreement.

CRIME LIABILITY		Per Occurrence	Aggregate
☐ * Policy to be written on a claims made basis		\$1,000,000	\$1,000,000

(3) If Professional Liability insurance is required, Contractor agrees the indemnification and hold harmless provisions of Section 12 of the Agreement shall survive the termination or expiration of the Agreement for a period of three (3) years unless terminated sooner by the applicable statute of limitations.

C. Employer's Liability. CONTRACTOR and all subcontractors shall, for the benefit of their employees, provide, carry, maintain and pay for Employer's Liability Insurance in the minimum amount of One Hundred Thousand Dollars (\$100,000.00) per employee, Five Hundred Thousand Dollars (\$500,000) per aggregate.

D. Policies: Whenever, under the provisions of this Agreement, insurance is required of the CONTRACTOR, the CONTRACTOR shall promptly provide the following:

- (1) Certificates of Insurance evidencing the required coverage;
- (2) Names and addresses of companies providing coverage;
- (3) Effective and expiration dates of policies; and
- (4) A provision in all policies affording CITY thirty (30) days written notice by a carrier of any cancellation or material change in any policy.

E. Insurance Cancellation or Modification. Should any of the required insurance policies be canceled before the expiration date, or modified or substantially modified, the issuing company shall provide thirty (30) days written notice to the CITY.

F. Waiver of Subrogation. CONTRACTOR hereby waives any and all right of subrogation against the CITY, its officers, employees and agents for each required policy. When required by the insurer, or should a policy condition not permit an insured to enter into a pre-loss agreement to waive subrogation without an endorsement, then CONTRACTOR shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others, or its equivalent. This Waiver of Subrogation requirement shall not apply to any policy which includes a condition to the policy not specifically prohibiting such an endorsement, or voids coverage should CONTRACTOR enter into such an agreement on a pre-loss basis.

Please note that Florida Statue Section 255.05 requires contractors who enter into a contract with the City to purchase a payment and performance bond when the contract is in excess of \$200,000.

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/23/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC 2021 Spring Drive, Suite 100 Oak Brook, IL 60523 312 442-7200	CONTACT NAME: Central Select Group - USI PHONE (A/C, No, Ext): 855-874-1059 FAX (A/C, No): E-MAIL ADDRESS: CNSelect@usi.com														
INSURED Integrated Solutions Consulting Corp P.O. Box 304 Prospect Heights, IL 60070	<table border="1"> <thead> <tr> <th data-bbox="816 426 1437 451">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1437 426 1572 451">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 451 1437 478">INSURER A : Hartford Casualty Insurance Company</td> <td data-bbox="1437 451 1572 478">29424</td> </tr> <tr> <td data-bbox="816 478 1437 506">INSURER B : Pacific Insurance Company, Limited</td> <td data-bbox="1437 478 1572 506">10046</td> </tr> <tr> <td data-bbox="816 506 1437 533">INSURER C : Houston Casualty Company</td> <td data-bbox="1437 506 1572 533">42374</td> </tr> <tr> <td data-bbox="816 533 1437 560">INSURER D : Hartford Fire Insurance Company</td> <td data-bbox="1437 533 1572 560">19682</td> </tr> <tr> <td data-bbox="816 560 1437 588">INSURER E : Indian Harbor Insurance Company</td> <td data-bbox="1437 560 1572 588">36940</td> </tr> <tr> <td data-bbox="816 588 1437 615">INSURER F :</td> <td data-bbox="1437 588 1572 615"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Casualty Insurance Company	29424	INSURER B : Pacific Insurance Company, Limited	10046	INSURER C : Houston Casualty Company	42374	INSURER D : Hartford Fire Insurance Company	19682	INSURER E : Indian Harbor Insurance Company	36940	INSURER F :	
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COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:			83SBAAA5980	01/15/2025	01/15/2026	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY			83SBAAA5980	01/15/2025	01/15/2026	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☒ RETENTION \$10000			83SBAAA5980	01/15/2025	01/15/2026	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	83WECID6730	01/15/2025	01/15/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Cyber Liability			H24PVS5158304	04/09/2025	01/15/2026	\$1,000,000
D	Crime			33BDDII8515	06/09/2025	01/15/2026	\$1,000,000
E	Errors & Omission			MPP903309709	01/15/2025	01/15/2026	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Contract/ID #12926, Proposal (RFP)25-035 Comprehensive Disaster Recovery Consulting Services
 The General Liability, Automobile Liability and Umbrella Liability policies include an automatic Additional Insured endorsement that provides Additional Insured status to the Certificate Holder, only when there is a written contract that requires such status, and only with regard to work performed by or on behalf of the named insured. The General Liability, Automobile Liability and Workers Compensation policies include a Waiver of Subrogation endorsement in favor of CITY of Pompano Beach FL, its officers, employees, and agents.

CERTIFICATE HOLDER

CANCELLATION

City of Pompano Beach FL 100 West Atlantic Blvd Pompano Beach, FL 33060	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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