



INTEGRATED SOLUTIONS
CONSULTING

State of Nebraska

Request for Proposals (RFP): 124469 O5

Disaster Mitigation,
Preparedness, Response, and
Recovery Programs

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

BUILDING A MORE RESILIENT FUTURE

Table of Contents

Table of Contents.....	i
Cover Letter	1
Attachment A – Bidder Questionnaire	3
Hourly Rates	37
Appendix A. Required Forms.....	A-1

Cover Letter

Nebraska Emergency Management Agency
Craig Palik and Clinton Paul, Procurement Contract Officers
1526 K Street, Suite 130 Lincoln, NE 68508
Telephone: 402-471-6500
E-Mail: as.materielpurchasing@nebraska.gov

March 3rd, 2026

Dear Craig Palik and Clinton Paul,

Integrated Solutions Consulting, Inc. (ISC) is pleased to present our response to the State of Nebraska (the State's) State Purchasing Bureau's (SPB's) Request for Proposals No. 124469 O5 for *Request for Proposal for Services Contract*. ISC is a professional services firm exclusively dedicated to supporting communities' ability to prepare for, respond to, recover from, and mitigate against natural and human-caused hazards.

Specializing in disaster recovery services, ISC has proven expertise in the Federal Emergency Management Agency's (FEMA's) Public Assistance (PA) program, as well as the Hazard Mitigation Grant Program (HMGP), Individual Assistance (IA) Program, Community Development Block Grant (CDBG), and PA Alternative Procedures (PAAP) programs. For the past 15 years, ISC has partnered, collaborated, and successfully delivered on complex emergency management projects at the local, state, and federal level. Through these engagements, we have developed recovery planning projects that have been considered best practices by elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program (EMAP), and disaster research centers.

From the casualties and trauma from the tornados in the 1970s and 1980s to the State's recent \$1.3 billion of damages sustained from the 2019 Midwestern United States (US) Floods, ISC understands that the State is seeking a disaster recovery contractor to provide prompt contingency staffing to support NEMA in HMGP, IA, and PA services. Given the State's proximity to the Missouri River and northern position, relative to other states, in the Tornado Alley, successful disaster recovery efforts are contingent on the expertise and overall staffing capacity of the contractor. Accordingly, ISC has expanded our Team to include additional cadre members to support the State. The ISC Team encapsulates expertise in all elements of emergency management and disaster recovery – from grants and financial management, to emergency management, disaster response, and surge staffing capabilities. Together, NEMA will benefit from the following of the ISC Team:

- ✓ **Network of over 850+ disaster recovery professionals.** By contracting with the ISC Team, NEMA will gain access to our cadre that includes thousands of disaster recovery professionals experienced in CDBG, HMGP, IA, and PA programs.
- ✓ **Hands-on experience supporting recovery efforts throughout Region VII.** Members of the ISC Team have worked on the ground supporting disaster recovery efforts in the State of Nebraska and the greater Region VII area. Under the FEMA Technical Services Contract, ISC staff supported FEMA Region VII and Nebraska during the 2010 and 2011 Floods as well as the 2012 Region 23 Fire Complex. The ISC Team performed site inspections, developed project worksheets (PWs) and completed final inspection reports.
- ✓ **Identification and management of more than \$50 billion in disaster funds with neither adverse findings nor funds de-obligated.** As a company, ISC values high quality work and transparency. Though other firms may claim large figures and no fund de-obligations, we are one of few firms that have achieved and can prove this feat.
- ✓ **Proven high-quality financial and grant management services.** As earlier noted, contracting with ISC, our clients have not been subject to adverse findings from the Office of Inspector General (OIG) and have not had any funds de-obligated. Given New York City's recent \$5.3 million False Claims Act settlement resulting from the mismanagement of Superstorm Sandy recovery efforts, we believe it is important to note this significant difference. As industry leaders

dedicated to helping communities recover from natural disasters, ISC believes results speak to the quality of work completed.

- ✓ **One of the highest-rated Dun & Bradstreet Top Supplier Performance Rated emergency management and homeland security consulting services.** As earlier noted, Dun & Bradstreet evaluated over 50 ISC consulting engagements, awarding ISC a Top Supplier Performance Rating for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness with an average **97.1%** score amongst all categories, representing as much as a 25% higher rating than comparable firms.



Mr. Palik and Mr. Paul, as the individual authorized to contractually obligate and negotiate for ISC, I can confirm that the ISC Team understands the scope of the project and will comply with all terms and conditions as indicated in the RFP, including all activities necessary to maintain grant compliance. We truly appreciate the opportunity to bid on this very important project, and we look forward to working with NEMA on this vital project.

Sincerely,



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

Point of Contact

Sophia Delmar, Proposal Writer
703-300-5355
Sophia.delmar@i-s-consulting.com

Attachment A – Bidder Questionnaire

Please see the following pages for our completed Attachment A – Bidder Questionnaire.

**Attachment A
 Bidder Questionnaire
 RFP 124469 O5**

Bidder Name: Integrated Solutions Consulting, Corp.

Bidder should provide a response to all questions in this attachment to meet the requirements of the RFP.

CORPORATE OVERVIEW

1.1	<p>BIDDER IDENTIFICATION AND INFORMATION</p> <p>The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.</p>
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Response:

Table 1. ISC's Corporate Profile

Full Organization Name	Integrated Solutions Consulting, Corp.
Organization Headquarters	220 South Buchanan Street Edwardsville, IL 62025
Type of Entity	S-Corporation
State of Incorporation	Illinois
Year Incorporated	2005
Name/Form of Organization Changes	Not Applicable.

Firm 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.

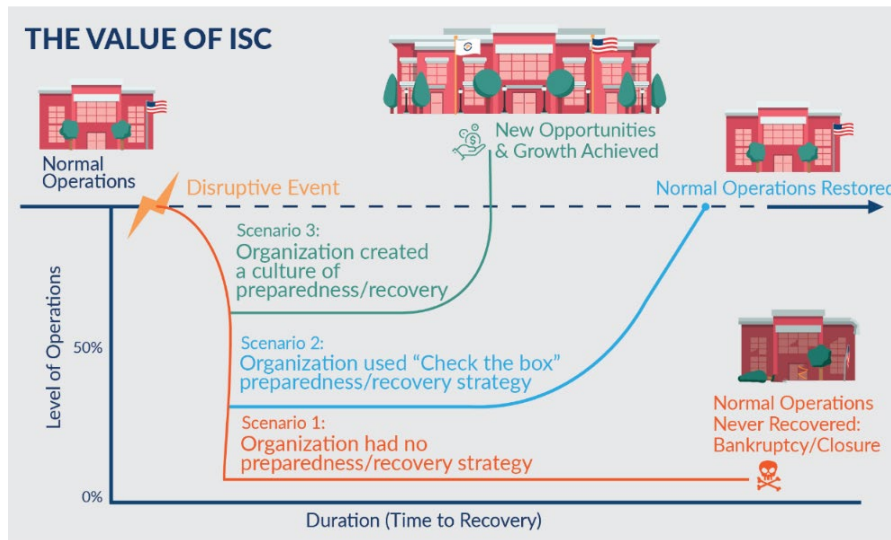
Our Principles drive us to achieve continued project success with value-added products:

- 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:**

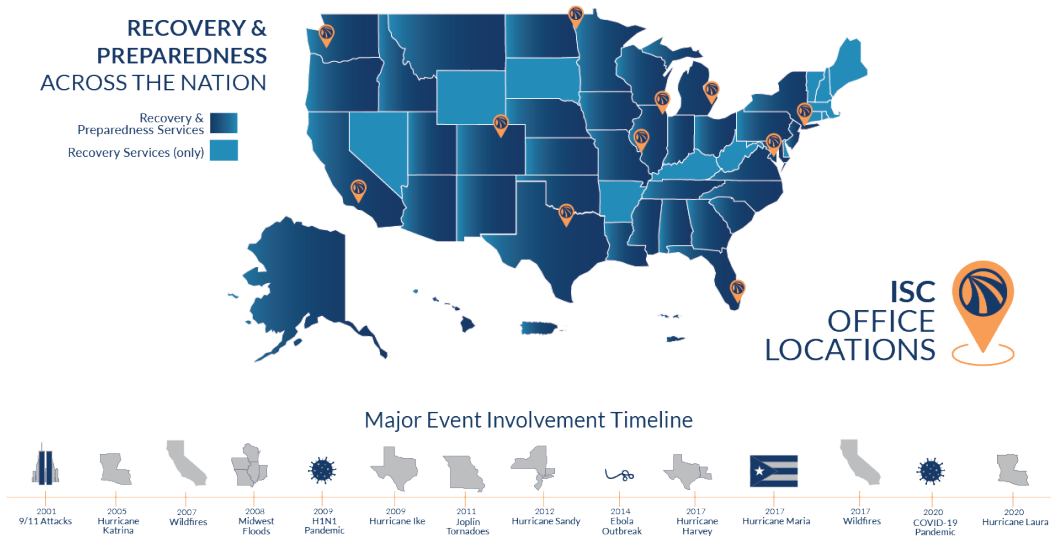


Our People are a group of professionals whose expertise and skill sets are based on a mix of academic achievement, direct practice, and proven subject-matter experience. ISC recognizes that the successful management of any project is dependent upon our ability to effectively deliver exceptional professionals 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

Location

The map below is a visual but not complete representation of current and past ISC clients and our office locations. 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.



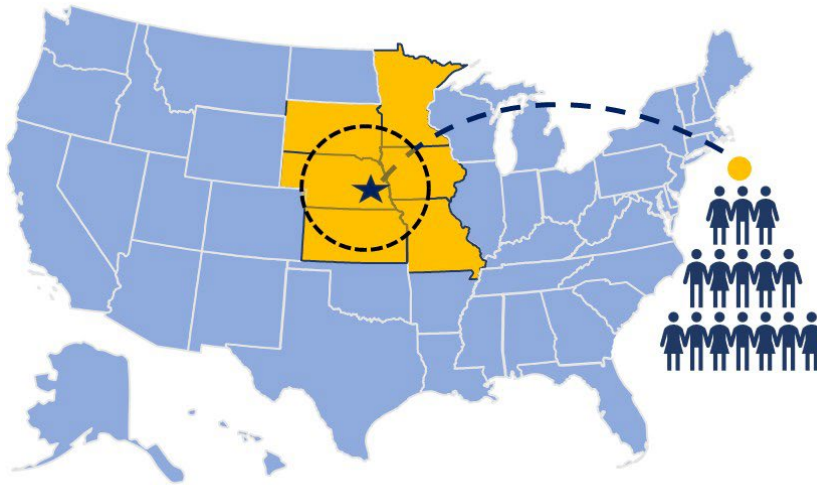
Capacity to Respond

Team ISC has **over 1,200+ support staff & resources available and ready to deploy within hours of a notice to proceed if requested by the State**. Giving us a capacity to respond to federal, state, and local governments and private entities alike, within a moment's notice. Our extensive reach and local availability connect ISC to its clients allowing for close oversight, direct communication, and expedient solutions to problems and requirements.

Our local presence and the proximity of our project offices will allow ready access to ISC resources, quick deployment if the need arises, and accessible modes of transportation. Our team of recognized specialists offer a diverse array of disciplines that support emergency management, disaster recover, hazard mitigation and technical services provide the State with the needed range to manage daily needs and surge capacity to augment the State 's resources during an emergency. Specifically, Team ISC will participate in response and recovery conference calls to provide additional expertise and staffing as required to support the recovery efforts.

Our Local Disaster Recovery Expertise

With over 1,200 disaster recovery experts nationwide, ISC's offers the following within 150 Miles of the State EOC



Skillset	Within 200 Mi	National
Project Managers	8	64
FEMA Policy Experts	7	71
Disaster Recovery Specialists	51	363
FEMA PA Specialist	45	141
FEMA IA Specialists	18	81
Mitigation Specialist	11	91
Engineer Cost Estimator	14	117
Grant Manager	21	155
Debris Specialist	12	131
Accounting/Financial Analyst	5	43

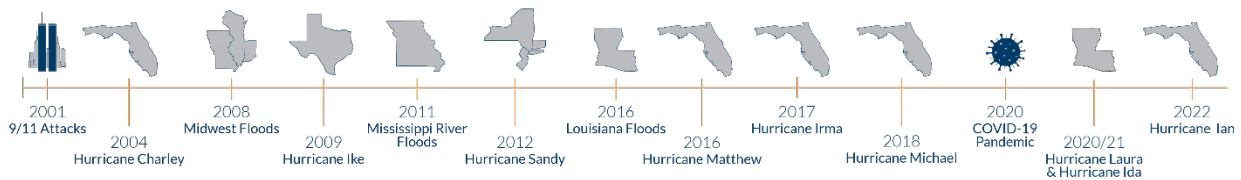
State of Nebraska Experience

ISC has extensive, long-standing experience supporting Nebraska's emergency management and disaster recovery efforts, dating back over a decade. This includes providing FEMA Public Assistance technical support under the FEMA Public Assistance Technical Assistance Contract for events such as the Nebraska Region 23 Fire Complex (FM-5009-NE). Most notably, since 2019, ISC has partnered continuously with the Nebraska Emergency Management Agency (NEMA) to augment staff and deliver expert guidance on FEMA programs under the Stafford Act and National Flood Insurance Act. In support of the 2019 statewide flooding disaster (DR-4420), ISC provided critical FEMA Public Assistance support to NEMA with the final reconciliation, damage assessments, debris management, appeals, RFIs, and comprehensive closeout processes of over 2,100 project worksheets totaling more than \$530 million that was obligated for 84 of Nebraska's 93 counties and 5 Tribal Nations, and 413 applicants. These project worksheets covered all categories (with significant allocations in Categories C, F, and others), plus over \$42.4 million in Section 406 Hazard Mitigation. ISC continues to support NEMA in the implementation of ISC's Odysseus EM365 grant management system.

In parallel, ISC has strengthened Nebraska's proactive hazard mitigation capabilities, most recently through its selection by the Lower Elkhorn Natural Resources District (LENRD) to lead a major update and merger of multi-jurisdictional Hazard Mitigation Plans. This project encompasses 15 counties in northeast Nebraska, integrates multiple Natural Resources Districts (including Lower Elkhorn, Lewis & Clark, and others), and involves 92 jurisdictions, ranging from 8 counties and 55 communities to 29 special districts, along with broad stakeholder engagement, including over 400 community survey participants. By merging and expanding existing plans (such as the Cedar-Dixon Counties plan), ISC helps build a more unified, resilient framework to address hazards statewide. Together, these efforts demonstrate ISC's deep commitment to advancing NEMA's mission of protecting Nebraska communities through expert disaster recovery, grant maximization, and long-term hazard mitigation planning.

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, FEMA Individual 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 personnel have earned a master's degree or higher
#3: Ensuring Compliance with the Office of Inspector General (OIG)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

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.

DEVELOPED
section **428**
STANDARD
OPERATING PROCEDURES

DEVELOPED
FIRST
section **428**
PROJECTS

FEMA Public Assistance Program

Over the past 20 years, ISC has deployed thousands of technical staff to Emergency Operations Centers (EOC)s and Joint Field Offices (JFO)s 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

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

and assists in the integration of these personnel into the event's Incident Command Structure (ICS).

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:

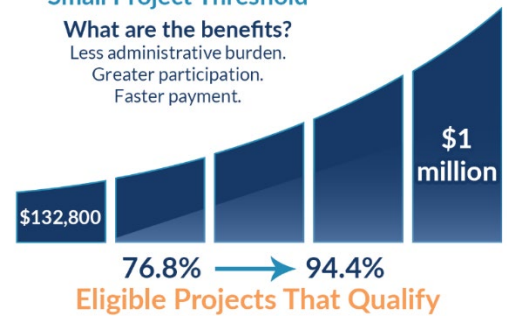
“ISC has provided exceptional support and is a valued member of our team. They offer outstanding people, work quality, and management. They are excellent in every way!”
 -Federal Service Program Manager

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.



Appeals

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 evaluated over **1000** APPEALS

Closeouts

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.

ISC has conducted **THOUSANDS** of closeouts & recovered **MILLIONS** for their clients

FEMA Individual Assistance Program

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.










ISC will leverage our expertise in FEMA Individual Assistance and the Small Business Administration to provide advisory support services as it relates to:

- ✓ Transitional Sheltering Assistance
- ✓ Sheltering and Temporary Power (STEP),
- ✓ HUD Disaster Housing Assistance Programs
- ✓ Mass Care and Emergency Assistance (MC/EA),
- ✓ Individuals and Households Program (IHP),
- ✓ Disaster Case Management (DCM),
- ✓ Crisis Counseling and Training Program (CCP),
- ✓ Disaster Unemployment Assistance (DUA),
- ✓ Disaster Legal Services (DLS), and
- ✓ Small Business Administration (SBA) loan programs available to businesses impacted by disasters.

Hazard Mitigation Grant Program

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 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 promoted 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.

	2+ Decades of Disaster Experience		Billions in 404/406 HMGP Projects Identified & Implemented
	100+ Disaster Declarations Supported		Managed Billions of Section 428 Funding
	Over 30,000 PWs Created		ZERO in De-Obligated Funds or Adverse Audit Findings from DHS OIG
	\$150+ Billion in FEMA Public Assistance, HUD CDBG, & other Federal Disaster Grants		1,000's of Successful Appeals & Closeouts
			Unparalleled Recovery Experts

Our Innovations: Odysseus™ EM365

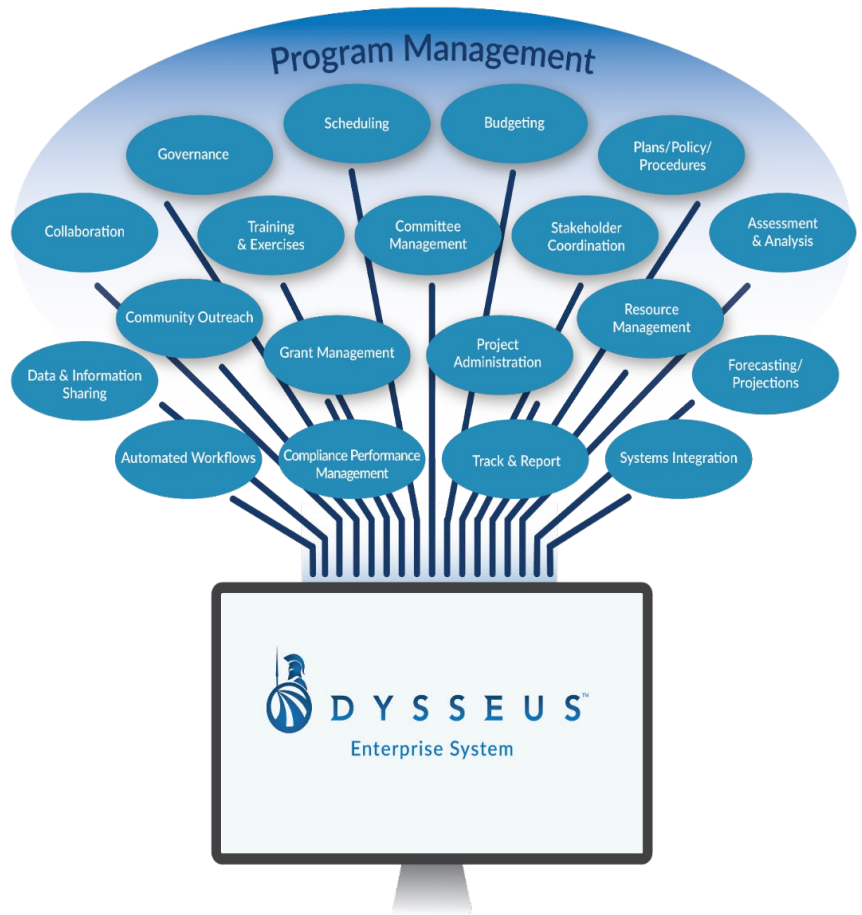
The Odysseus™ Enterprise System (Odysseus™ or OES) is a cloud-based system, developed by our team of disaster recovery and technical experts, that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive disaster and emergency management programs. Odysseus™ 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.

Odysseus is a revolutionary software that is transforming preparedness, recovery, and resiliency program management for the modern emergency management professional. Unlike other industry-specific software solutions, Odysseus™ is not solely an 'incident management' software. Instead, it is considered a comprehensive, program management software solution that has been designed specifically for the emergency management industry. Hazard mitigation planning and programs are at the cornerstone of Odysseus™' functionalities; however, this software offers many other functionalities that are needed for managing a statewide comprehensive emergency management program. It is designed to serve as a force-multiplier programmatic solution that offers efficiency and compliance across all aspects of managing a comprehensive emergency management program.

To date, Odysseus™ is being used by over 1,000 clients across the emergency management and public safety industry. With over 15,000 users, Odysseus™ is managing over \$8.5 billion in emergency management, disaster recovery and public health federal grants and over 25,000 programs, plans, and projects. It has been heralded by our customers for its performance and its ability to elevate the productivity of their comprehensive emergency management program.

Odysseus-in-Work: Disaster Recovery

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:



<u>Program Management Functionalities</u>	<u>Programs</u>
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	

1.2	<p>FINANCIAL STATEMENTS</p> <p>The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.</p> <p>If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that solicitation evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.</p> <p>The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.</p> <p>The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.</p>
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Response:

See following page for our financial letter.

1.3	<p>CHANGE OF OWNERSHIP</p> <p>If any change in ownership or control of the company is anticipated during the twelve (12) months following the solicitation response due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder(s) will require notification to the State.</p>
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Response:

No, ISC does not anticipate any change in ownership or control of the company in the foreseeable future. In the event that there is a change in ownership, ISC will notify the State.

1.4	<p>OFFICE LOCATION</p> <p>The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.</p>
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RSM US LLP

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www.rsmus.com

June 17, 2025

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 average operating income as a percentage of revenue was 5% from 2022 to 2024.
2. Working capital turnover was 2269.8% (based on ending working capital balances)
3. Quick ratio was 121.4%
4. The average revenue growth rate was 9.6% over the past 3 years

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

Response:
 ISC's office location responsible for performance pursuant to an award of a contract with the State of Nebraska is the following address: 220 S. Buchanan Street Edwardsville, IL 62025. ISC has the capability to work remotely or to travel and work in-person at the request of the State.

1.5	<p>RELATIONSHIPS WITH THE STATE</p> <p>The bidder should describe any dealings with the State over the previous ten (10) years. If the organization, its predecessor, or any Party named in the bidder's solicitation response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.</p>
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Response:
 Starting in 2019, ISC contracted with the Nebraska Emergency Management Agency (NEMA) on their Statewide Flooding Disaster Recovery Technical Services contract (Contract # 90759 04).

1.6	<p>BIDDER'S EMPLOYEE RELATIONS TO STATE</p> <p>If any Party named in the bidder's solicitation response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.</p> <p>If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for solicitation response submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this solicitation. If no such relationship exists, so declare.</p>
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Response:
 ISC hereby declares that neither our firm nor our partners have any existing relationships of the above nature with employees of the State of Nebraska.

1.7	<p>CONTRACT PERFORMANCE</p> <p>If the bidder or any proposed subcontractor has had a contract terminated for default during the past ten (10) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.</p> <p>It is mandatory that the bidder submit full details of all termination for default experienced during the past ten (10) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's solicitation response accordingly. If no such termination for default has been experienced by the bidder in the past ten (10) years, so declare.</p> <p>If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.</p>
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Response:
 ISC has not had a contract terminated for default during the past five years.

SUMMARY OF BIDDER’S CORPORATE EXPERIENCE

The bidder should provide a summary matrix listing the bidder’s previous projects similar to this Solicitation in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the solicitation response.

The bidder should address the following:

1.8

- i. **Provide narrative descriptions to highlight the similarities between the bidder’s experience and this Solicitation. These descriptions should include:**
 - a. The time period of the project,
 - b. The scheduled and actual completion dates,
 - c. The bidder’s responsibilities,
 - d. For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
 - e. Each project description should identify whether the work was performed as the prime Vendor or as a subcontractor. If a bidder performed as the prime Vendor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.
- ii. **Bidder and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as subcontractor projects.**
- iii. **If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the bidders above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.**

Response:

Summary Matrix

The Project Chart demonstrates how our project experience corresponds to each service area from the RFP, for both State clients and our Large clients.

ISC Projects	Service Areas								
	FEMA PA	FEMA IA	HMA	NFIA	Grant Mgmt.	Recovery	Mitigation	Preparedness	Response
State Clients									
State of Nebraska	X	X	X	X	X	X	X		
Commonwealth of Virginia	X	X	X	X	X	X	X	X	X
Commonwealth of Massachusetts	X	X	X	X	X	X	X	X	X
State of Rhode Island	X	X	X	X	X	X	X	X	X
State of South Carolina	X	X	X	X	X	X	X	X	X
State of Kansas	X	X	X	X	X	X	X		X
State of Missouri	X				X	X		X	

State of Louisiana	x		x	x	x	x	x		
US Virgin Islands	x	x	x	x	x	x	x		
State of Oregon	x	x			x	x		x	x
State of Illinois					x			x	
Large Clients	Large Clients								
FEMA	x		x	x	x	x	x		
Department of Interior			x	x			x	x	x
Mid-American Regional Council (Kansas City)	x	x	x	x	x	x	x	x	x
Cook County, IL	x	x	x	x	x	x	x	x	X
Los Angeles County, CA	x	x	x	x	x	x	x	x	x
San Francisco County, CA	x	x	x	x	x	x	x	x	x
Miami-Dade County, FL	x	x	x	x	x	x	x	x	x
Pinellas County, FL	x	x	x	x	x	x	x	x	
Palm Beach County, FL	x	x	x	x	x	x	x	x	x
Contra Costa County, CA	x	x	x	x	x	x	x	x	x
Sacramento County, CA	x	x	x	x	x	x	x	x	x
New York City	x	x	x	x	x	x	x	x	x
City of Chicago	x	x	x	x	x	x	x	x	x
Portland	x	x	x	x	x	x	x	x	x
Detroit				x	x	x	x	x	
Phoenix				x			x	x	

Narrative Descriptions

Hurricane Helene Disaster Response & Recovery Support

Commonwealth of Virginia, Division of Emergency Management

Location	State of Virginia, Statewide		
Prime or Subcontractor	Prime		
Reference	Robin Pulkkinen, Recovery Grant Manager, Grants Division robin.pulkkinen@vdem.virginia.gov 804-638-0012		
Planned Completion Date	Nov. 2024 – Dec. 2025	Planned Completion Budget	\$1.43 Million
Actual Completion Date	Nov. 2024 – Jun 2025	Actual Completion Budget	\$1.03 Million

Project Description

Highlights

- ✓ Multi-year comprehensive EM support services
- ✓ Hurricane Helene (DR-4381) response and recovery support
- ✓ Mobilized staff within 48 hours of notice
- ✓ EOC Logistics Division Support Staff
- ✓ FEMA PA Technical Support
- ✓ Served as State PAL to advocate on behalf of sub-recipients
- ✓ Received commendation from VDEM for technical knowledge of program areas and client relations.

Integrated Solutions Consulting Corp was selected by the Commonwealth of Virginia to provide statewide technical support to the mission of the Department of Emergency Management (VDEM) to ensure a comprehensive, efficient, and affective process to prepare, respond, recover, and mitigate for future disasters throughout Virginia. In this capacity, ISC will support VDEM and any Commonwealth of Virginia public entity (e.g. counties, municipalities, schools, universities, authorities, etc.) with the following services:

- Disaster Recovery Programs Consultation
- Damage Assessments
- Hazard Mitigation Technical Services
- Emergency Response Support
- Planning & Preparedness Consultation
- General Management Services
- Homeland Security

On September 26, 2025, Hurricane Helene made landfall in the Big Bend region of Florida and quickly moved northward, causing heavy rain and flash flooding in southwest Virginia that resulted in over \$75 million in damage to 37 counties. In response, VDEM requested ISC to provide response and recovery support services to the ongoing operation. The ISC team responded to the request within hours and mobilized our team to report to the EOC the next day.

ISC provided critical staffing support to the VDEM logistics section to maintain transparency, support timely decision-making, and ensure compliance with the Stafford Act and all relevant regulations during emergency management operations. ISC reviewed, assessed, and reported on daily mission objectives, activities, and resources to ensure proper documentation and classification of expenses. ISC established standard cost reporting procedures and created WebEOC dashboards to track emergency mission-oriented expenditures and to ensure a level of accuracy and transparency of financial tracking and reporting.

VDEM also requested ISC to provide staffing support to supplement the Grants Management and Recovery Division's Hurricane Helene disaster recovery operation (DR-4831). ISC served as a state Public Assistance Liaison (PAL) to provide technical assistance to local governments, State Agencies, Non-Profits, and Institutions of Higher Education as they navigate through the various FEMA disaster assistance programs to include FEMA Public Assistance, Hazard Mitigation, and Individual

Assistance programs. VDEM selected ISC for this task due to the recognized expertise in FEMA's disaster assistance programs, knowledge of FEMA grants portal and FEMA GO, and our ability to provide outstanding customer service and client-focused results.

Additionally, ISC supported the Virginia Department of Transportation (VDOT), on behalf of VDEM, in processing requests for reimbursement (RFRs) in accordance with VDEM's RFR process for multiple open state disasters. ISC reviewed and validated 66 RFRs, totaling \$118 million in accordance with PL 93-288, 2CFT and the PAPPG. RFRs included Category A, Category B, and Category C work and required 100% validation in accordance with 2CFR 200 (to include costs, contracts, proof of payment, etc.). ISC executed all work within 5 months, allowing VDOT to drawdown \$118 million in FEMA funding.

Hurricane Laura - Federal Disaster Assistance Management

Louisiana Ports and Waterways

Location	Lake Charles, LA		
Prime or Subcontractor	Prime		
Reference	Richert Self, Executive Director Lake Charles Harbor and Terminal District 1611 West Sallier Street Lake Charles, LA 70601 337-493-3501 rlself@portlc.com		
Planned Completion Date	Aug 2020 – Dec 2026	Planned Completion Budget	\$9.5 Million
Actual Completion Date	Aug 2020 – Aug 2025	Actual Completion Budget	\$4.5 Million
Project Description			
Highlights <ul style="list-style-type: none"> ✓ Increased initial damage assessments by over 188% ✓ Over \$160 million in permanent work (Categories C-G). ✓ Over \$80 million in Section 428 projects <ul style="list-style-type: none"> – 250,000+ CYD of C&D debris – Across all subrecipients and multiple disasters, Port of Lake Charles FEMA PA claims account for: <ul style="list-style-type: none"> – 25% of all total obligated permanent work (Categories C-G). – 65% of all obligated Section 428 projects. 	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.		

- 39% of all total obligated Category E work.
- 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.

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 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, 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.

2017 California Recovery of Flooding, Mudslides, and Landslides Disaster Federal Emergency Management Agency (FEMA)

Location	Bay Area, California		
Prime or Subcontractor	Subcontractor		
Reference	Bernard Riley, Emergency Management Specialist 225-754-2787 Bernard.Riley@fema.dhs.gov		
Planned Completion Date	April 2017 – Sept 2018	Planned Completion Budget	\$2.9 Million
Actual Completion Date	April 2017 – Jan 2018	Actual Completion Budget	\$1.2 Million
Project Description			

Highlights

- ✓ ISC was responsible for 10 of the 56 declared counties, to include Monterey County.
- ✓ **Increased damage estimates by 185%** than what was identified during the Preliminary Damage Assessments (PDAs).
- ✓ Secured over \$200 million in federal Public Assistance grant funding for assigned counties.
- ✓ ISC prepared over **300 federal grants**.
- ✓ Prepared over \$40 million in additional mitigation grant funding.
- ✓ Completed all assessments and grant applications within 6

In early 2017, California experienced its wettest winter in almost a century causing extensive flooding, mudslides, and landslides throughout California and portions of Nevada. As a result, California received three disaster declarations in a period of 2 months covering 56 counties. The flooding occurred at the end of one of California's longest droughts, making conditions, resulting in mudslides and slope failures. Several dams overflowed and many others throughout North California were forced to open their emergency spillway, inundated properties downstream. On February 20, the Manteca Levee breached resulting in the evacuation of over 500 residents. Multiple mudslides in the Big Sur area led to the long stretch of the Pacific Coast Highway being closed and causing over \$40 million in damage. Due to the severity of the event and the large geographically area impacted, the federal government and Cal OES mobilized all of its standby technical contractors under the FEMA PA TAC III contract to assist Cal OES and FEMA in the delivery of the FEMA Public Assistance Program.



months of contract activation.	<p>ISC's team was assigned to a 10-county region to the south of the Bay Area, to include Monterey County. Initial Preliminary Damage Assessments (PDA) conducted in February 2017 estimated over \$812 M in damage to public infrastructure. Upon more detailed damage inspections that were conducted weeks later, actual damage was increased by a factor of over 185%.</p> <p>ISC served as Program Delivery Managers and technical specialists to conduct damage assessments, develop, and validate repairs and cost estimates, determine eligibility, and provide technical support as needed to municipal and county clients throughout the FEMA Public Assistance grant delivery. In this capacity, ISC prepared over 300 Project Worksheets for applicants in our assigned area.</p> <p>ISC received commendation from senior disaster recovery officials from FEMA IX and Cal OES for ISC's ability to effectively, efficiently, and accurately deliver the FEMA Public Assistance grant funding. In a period of approximately six months, Team ISC prepared over \$300 million in eligible federal disaster assistance funds through the FEMA PA Program.</p>
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1.9	<p>SUBCONTRACTORS</p> <p>If the awarded bidder(s) intends to subcontract any part of its performance hereunder, the awarded bidder(s) should provide:</p> <ul style="list-style-type: none"> iv. name, address, and telephone number of the subcontractor(s), v. specific tasks for each subcontractor(s), vi. percentage of performance hours intended for each subcontract; and vii. total percentage of subcontractor(s) performance hours.
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No Response Required: N/A, no subcontractors will be used on this project.

TECHNICAL RESPONSE

2.1	<p>Describe bidder's process for providing PA technical services.</p> <p>The bidder should address the following:</p> <ul style="list-style-type: none"> i. Bidder's process for reviewing projects for sub-recipients not yet obligated by FEMA ii. Bidder's process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and smooth closeout process iii. Bidder's process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)
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Response:

Methodology

The ISC Team will work in partnership with the State of Nebraska (the State) to review program requirements and identify features that will maximize effectiveness and deliver real-time actionable results. Based on our prior experience of executing similar contracts, and our thorough understanding of managing project engagements of all sizes and complexities, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project.

A collaborative approach will ensure the objectives of the State are successfully realized. To foster a collaborative approach, the State will have the opportunity to provide feedback and direction throughout the contract engagement. This approach will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by the ISC team.

Because the Tasks as specified in the Statement of Work are broad in nature and interdependent, our team will execute our proven Preliminary Action Plan to provide a framework to execute each work order in the most efficient manner. Our framework is depicted in the phases provided below.

- ✓ **Phase 1:** Project Start Up
- ✓ **Phase 2:** Project Execution & Customer Satisfaction
- ✓ **Phase 3:** Project Deliverables, Quality Assurance, & Reporting

Phase 1: Project Start Up

The ISC team will meet with the designated State 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 Work Plan (PWP)**, 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.

Phase 2: Project Execution and Customer Satisfaction

Upon approval of the Project Work Plan, ISC will start the project. To ensure project compliance, ISC will maintain the Project Work Plan throughout the project and provide periodic updates to the designated State project representative. Building off our past disaster experience and providing customer-focused results, ISC will ensure that we establish a collaborative working relationship with the State and deliver meaningful results that focused on the State's recovery from Hurricane Ian. The State can expect the ISC Team to be a group of seasoned professionals ready to listen and provide technical assistance through its vast spectrum of skill sets. Most importantly, ISC provides over 1,200 staff disaster recovery specialists that cover a wide array of disciplinary skills that will be crucial after a disaster. The following table details our project management approach for recovery services.

Throughout the engagement, 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. It will also 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.

Specific key components of our Project Management Approach are presented in the table below and are organized by each phase of the engagement.

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



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.

1. Scope Management	
 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.
 5. Collaborative Recovery Strategy & Client Engagement	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 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 Odyssey™ 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.
	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

<p>9. Transparent Performance & Monitoring of Recovery Activities</p>	<p>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%.</p>
 <p>10. Maximize Recovery Funds & Mitigation Opportunities</p>	<p>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.</p>
 <p>11. Audit & Financial Controls and Reporting</p>	<p>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.</p>
 <p>12. Internal Controls & Compliance Reporting</p>	<p>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.</p>
 <p>13. Cost Reconciliation, Appeals & Closeout</p>	<p>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 Odysseus™ Closeout Validator that improves efficiency of the FEMA closeout process from months to days.</p>
 <p>14. Disaster Recovery Training & Capacity Building</p>	<p>At ISC, we recognize that we should always be working ourselves out of a job by ensuring our clients develop the capability to manage their community recovery's success without us. Since our inception, ISC has not only developed curriculum but also delivered FEMA and state approved courses on a wide variety of topics to include disaster recovery. Furthermore, our Odysseus™ technologies provides a mechanism to deliver training with cost efficiency in mind. We are proud to have trained 15,000+ in various disaster recovery topics.</p>
<p>Phase 3: Project Deliverables, Quality Assurance, & Reporting</p>	
 <p>15. Efficient Expenditure of the FEMA DAC</p>	<p>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.</p>

 16. Quality Assurance & Control	<p>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.</p>
 17. Potential Risks & Corrective Action Strategy	<p>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.</p>
 18. Document Security	<p>ISC will maintain security of all documentation used to support the reimbursement of federal funds. Additionally, ISC's OES platform is provided as a hosted service to ISC clients that is hosted on dedicated servers with Flexential and Amazon Web Services (AWS). All data and file attachments are encrypted to ensure privacy and confidentiality of the data.</p>
 19. Monthly Project Status Reports	<p>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.</p>
 20. Invoices & Quarterly Grant Reporting	<p>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.</p>

Reporting

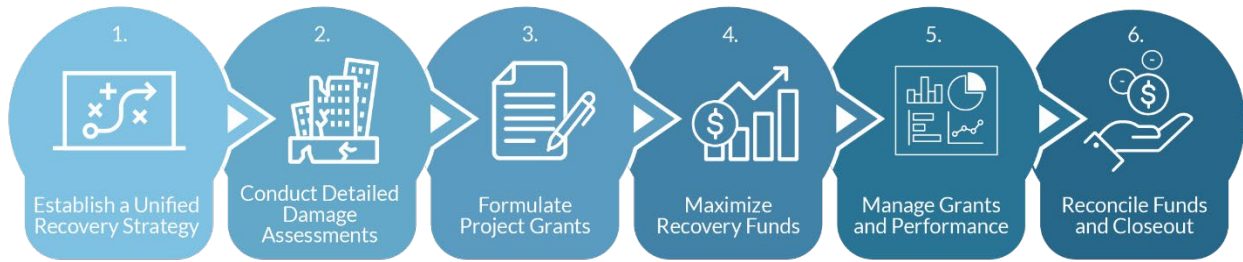
The ISC Project Manager will submit regular reports on their activities to the Client.

- **Bi-Weekly Project Status Reports:** The Project Manager will provide a "Bi-Weekly Status Report" to the designated client representative(s) through the submission of a written report that details the current timeline, deliverables completed, dates of completion, and anticipated dates for completion of unfinished deliverables.
- **Weekly Status Update:** In addition to providing written bi-weekly status reports, the Project Manager or his designee will participate in weekly project status meetings and/or conference calls. The purpose of these meetings will be to ensure projects tasks are on schedule, within budget, and that any immediate issues or concerns can be mitigated and/or resolved. Additionally, per the RFP, the ISC team will participate in meetings and/or conference calls at the request of the client.
- **Monthly Project Reviews:** The designated Project Manager will provide a "Monthly Status of Accomplishments and Costs" report to the designated client representative. The monthly report will include a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, financial status will be provided of individual tasks as well as an overall project budget to date.

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.

Disaster Recovery Computer-Based Training

ISC developed the curriculum and web-based training on FEMA Public Assistance Program and other recovery topics for various Clients. These interactive courses actively engage participants using point-and-click media, quizzes, and interactive graphics. Media, such as videos, flash interactions, and audio, were added to display real-life scenarios and engage the audience.

Develop Cost Recovery Strategy

ISC will work with various client departments, municipalities, and partner agencies to develop/update the existing Cost Recovery Guide and other relevant plans and procedures. ISC will ensure that these plans and procedures are aligned with the appropriate federal and state policies and procedures.

ISC will review your existing policies and administrative procedures and provide recommendation on changes that will be needed to maximize potential federal reimbursement. ISC will develop tools and action plans for your departments/agencies to use to enhance their compliance and accountability while promoting efficiency in the cost recovery process. ISC will also develop a guide by department on their essential recovery activities and provide recommendations on what modifications should occur.

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.

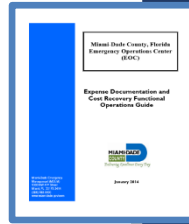
Phase 2: Conduct Detailed Damage Assessments



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.

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.



Disaster Cost Recovery Strategy

In 2014, ISC was selected by Miami-Dade County to develop a FEMA-compliant Expense Documentation and Cost Recovery Functional Operations Guide that clearly defined the roles, responsibilities, and procedures to prepare for, document correctly, apply for, and receive available expense reimbursement following a disaster. The procedures were compliant with the Emergency Management Accreditation Program, Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288), and the programmatic improvements to disaster assistance programs required under the Sandy Recovery Improvement Act of 2013 (PL 113-2).

ISC'S SITE INSPECTION TOOL

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



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.

The Four Basic Elements of Eligibility:

COST | Must be tied to eligible work and be adequately documented, necessary, and reasonable.

WORK | Must be required as a result of the declared incident and located within the designated disaster area.

FACILITY | Must be a building, public works, system, equipment, or natural feature.

APPLICANT | Must be a state, territory, tribe local government, or private nonprofit organization.

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.

RECOVERY SCOPING MEETING BEST PRACTICES

1. Map of jurisdiction & damaged facility information
2. Documentation to support legal responsibility
3. Previous disaster damage
4. Photographs of disaster related damage
5. Completed and to be completed work

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.

ISC'S DOCUMENTATION BEST PRACTICES

- ✓ Drawings, sketches, or plans of pre-disaster design
- ✓ Drawings, sketches, or photos of damage
- ✓ Engineering/technical reports
- ✓ Job orders & permits
- ✓ Disbursements & accounting records
- ✓ Force account labor, equipment & materials
- ✓ Contracts or contractor bids
- ✓ Rental and lease agreements
- ✓ Invoices, w/warrants, checks
- ✓ Inspection/monitoring logs

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.

Funding Source	Disaster Declaration #	Grant ID	Agency	Project #	Project Title	Project Location	Pop End Date	Time Extension	Days Remaining
FEMA PA	DR-4337-FL	4733	Collier County Sheriff's Office	4733	Collier County Sheriff CAT B 100% COMPLETE	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	4887	Lely Community Development District	4887	PA/JP Debris Removal (9/18 - 10/17/2016)	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	4895	Immokalee Fire Control District	4895	Immokalee EMP	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	4907	Collier Mosquito Control District	4907	Emergency Protective Measures: Evacuations of PLOTS/Airfields and Generator Usage (9/4 - 10/3/2016)	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	5405	Collier County Sheriff's Office	5405	Emergency Protective Measures: 75% Cost Share	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	5446	Naples, City of	5446	Debris Activity - Citywide: Operational Period #1 - 9/4/17 to 9/17/17 at 75% Cost Share	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	5447	Naples, City of	5447	Debris Activity - Citywide: 9/18 - 10/17/2017 at 90%	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	6417	Immokalee Water - Sewer District	6417	Immokalee Water - Sewer District - Category B - Rental of pumps, operation of PA generators to prevent raw sewage spill; first push of debris from access roads	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	7769	Cedar Hammock Community Development District	7769	Cedar Hammock Debris Removal	Collier County	03/30/2018		-1743 days
FEMA PA	DR-4337-FL	8120	Naples, City of	8120	Emergency Protective Measures Citywide: #4 10/3/2017 at 100%	Collier County	03/30/2018		-1743 days

GMT Period of Performance Report

Phase 4: Maximize Recovery Funds



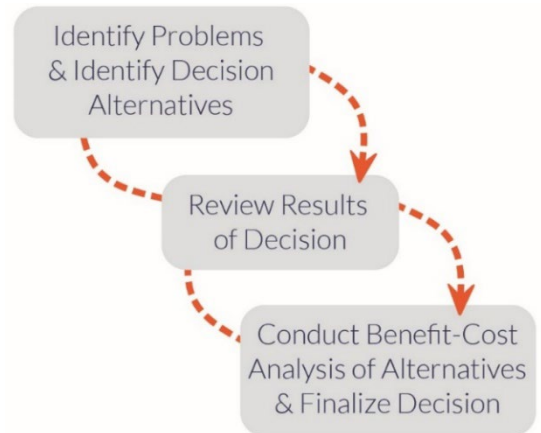
ISC has served as a national leader in disaster resiliency, committed to maximizing vital community disaster assistance funds through hazard mitigation and new FEMA Public Assistance initiatives. ISC has supported over 7,000 communities in identifying hazard mitigation opportunities and securing billions 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.

ISC will work with the designated representatives to review, assess, and archive back-up documentation, contracts, and other related documentation required to support federal, and other audits related to these funds and needed for compliance. Activities include, but are not limited to:

- A bi-annual complete review of HMGP projects to ensure compliance with HMGP programmatic and fiscal requirements.
- A review of project progress, project scopes, and regulatory compliance of each Subgrantee. ISC will work to proactively address any programmatic issues.
- Periodic fiscal reviews of each Subgrantee to ensure fiscal compliance as published by the FEMA HMGP Guidance.



In addition, ISC will work with you to ensure that annual financial and compliance audits are submitted for review. Additionally, ISC will provide technical assistance in preparation and development of hazard mitigation projects related to these funds.

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

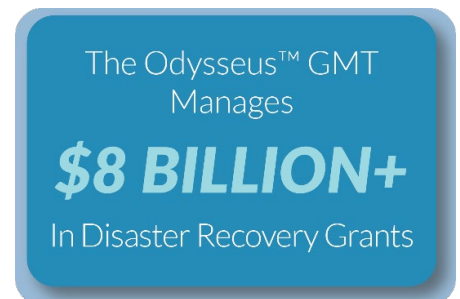
The Office of Inspector General (OIG) may perform audits on projects to ensure integrity and efficiency in government when carrying out essential programs and activities. Some frequent audit findings under FEMA's PA program are poor contracting practices, excessive equipment or labor charges, inaccurate 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.

Provide Guidance and Recommendations on Mutual Aid Agreements/ Requests

Mutual aid agreements provide a means for jurisdictions to augment their resources when needed for high demand incidents. ISC will work with you to identify potential shortfalls and capability gaps through planning and exercises and make recommendations on establishing mutual aid agreements as part of your preparedness actions.

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.



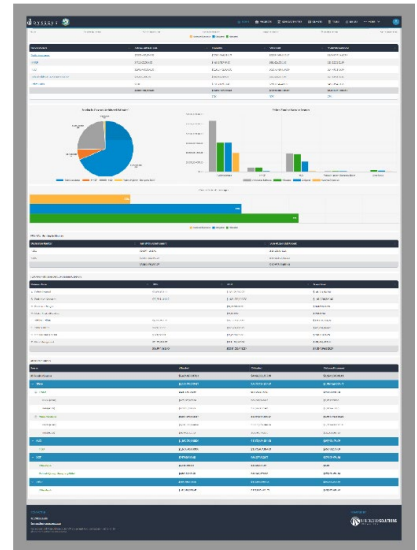
Conduct Site Inspections and Oversee Construction Projects

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.

ISC’s web-based recovery tool can be utilized to manage data and track the grant management process. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. A module within this tool allows for the tracking of documentation, correspondence, and requests to ensure a timely response from key stakeholders or Federal partners. Past disaster recovery operations have demonstrated the need for disaster grant management systems to manage and track the disaster recovery funds that a community receives easily and effectively. For this reason, The ISC Team has developed a web-based tool to manage data and track the grant management process. **ISC’s Disaster Grant Management Tool** can be integrated into current client processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. Personalized dashboards highlight pending tasks and can help gauge the overall progress of the disaster and funding.



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.**



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.

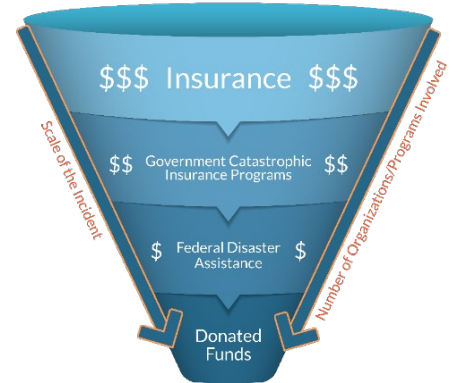
Confirm Completion of Work and Reconcile Costs

To effectively close out 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.



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 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 <i>supplemental programs</i> to other funding sources such as insurance and <i>must not duplicate funding</i> provided by other organizations.

Project Schedule

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	<ul style="list-style-type: none"> ✓ Recovery Strategy ✓ Document Maintenance Strategy ✓ Develop Action Plan 	✓	✓										
Phase 2: Conduct Detailed Damage Assessments	<ul style="list-style-type: none"> ✓ Conduct Damage Assessments ✓ Damage Inventory ✓ Identify EHP Concerns 	✓	✓	✓									
Phase 3: Formulate Project Grants	<ul style="list-style-type: none"> ✓ Develop detail ✓ led scopes of work and cost estimates ✓ Coordinate with State/FEMA on RFIs 		✓	✓	✓	✓	✓	✓	✓	✓	✓		
Phase 4: Maximize Recovery Funds	<ul style="list-style-type: none"> ✓ Identify mitigation opportunities ✓ Identify alternate/improved projects ✓ Identify additional funding 					✓	✓	✓	✓	✓	✓	✓	✓
Phase 5: Manage Grants and Performance	<ul style="list-style-type: none"> ✓ Time extension requests ✓ Request changes in scope or costs ✓ Ensure adherence to policy and regulations ✓ Maintain documentation 							✓	✓	✓	✓	✓	✓
Phase 6: Reconcile Funds and Closeout	<ul style="list-style-type: none"> ✓ Reconcile funds ✓ Close out small and large projects 											✓	✓

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.

2.2 Describe bidder’s process for providing IA technical services.

Response:

FEMA Individual Assistance Approach

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.

ISC will leverage our expertise in FEMA Individual Assistance and the Small Business Administration to provide advisory support services as it relates to:

- ✓ Transitional Sheltering Assistance
- ✓ Sheltering and Temporary Power (STEP),
- ✓ HUD Disaster Housing Assistance Programs
- ✓ Mass Care and Emergency Assistance (MC/EA),
- ✓ Individuals and Households Program (IHP),
- ✓ Disaster Case Management (DCM),
- ✓ Crisis Counseling and Training Program (CCP),
- ✓ Disaster Unemployment Assistance (DUA),
- ✓ Disaster Legal Services (DLS), and
- ✓ Small Business Administration (SBA) loan programs available to businesses impacted by disasters.

<p>2.3</p>	<p>Describe bidder’s process for providing HMGP technical services.</p> <p>The bidder should address the following:</p> <ol style="list-style-type: none"> i. Bidder’s process to review applications for eligibility and completeness to FEMA approval ii. Bidder’s process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and smooth closeout process iii. Bidder’s process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)
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Response:

HMGP Approach

The ISC Team will assist the State 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 pre-disaster mitigation planning, 404 and 406 hazard mitigation. Our specialists will provide information related to the National Flood Insurance Program (NFIP) and educate the communities on flood insurance policies and identify those that are not currently participating in the program. Additionally, they are responsible for identifying mitigation opportunities on a site-specific, community, or State-wide basis.

Task 1 – Post-Disaster Mitigation Guidance and Technical Assistance

Throughout the delivery of post-disaster HMGP, the ISC team will assist in the solicitation of mitigation proposals from eligible applicants, provide programmatic support, guidance, and technical assistance to NEMA, and facilitate in the integration of hazard mitigation with other disaster recovery programs. This support will ensure that Partners and Subgrantee meet FEMA Section 404 and 406 Hazard Mitigation requirements, identify funding opportunities through other federal programs, ensure that grant proposals are prepared accurately and technically feasible, prepare accurate cost-benefit analysis, and comply with funding and program eligibility.

Task 2 – Conduct Programmatic Monitoring and Compliance

This task encompasses the programmatic monitoring and compliance of the FEMA Hazard Mitigation Grant Program funds to ensure that partners and Subgrantee follow standard project accounting principles and meet federal regulatory requirements. The ISC team will work with the designated NEMA representatives to review, assess, and archive back-up documentation, contracts, and other related documentation required to support federal, and other audits related to these funds and needed for compliance. Activities include, but are not limited to:

- A bi-annual complete review of HMGP projects to ensure compliance with HMGP programmatic and fiscal requirements.
- A review of project progress, project scopes, and regulatory compliance of each Subgrantee. The ISC Team will work to proactively address any programmatic issues
- Periodic fiscal reviews of each Subgrantee to ensure fiscal compliance as published by the FEMA HMGP Guidance.

In addition, The ISC Team will work with Subgrantees to ensure that annual financial and compliance audits are submitted for review. Additionally, The ISC Team will provide technical assistance in preparation and development of hazard mitigation projects related to these funds.

Task 3 Track Mitigation Project Expenditures

NEMA will be required to administer mitigation program funds in accordance with Section 206.439, 44 CFR. This requires NEMA to track, monitor and report the fiscal progress of all hazard mitigation projects in order to meet audit requirements and grant closeout procedures. The ISC Team will assist NEMA in documenting, processing and providing timely written input on hazard mitigation project expenditures. The ISC Team will assist in following:

- Periodic monitoring of hazard mitigation expenditures to ensure compliance with FEMA and other federal agency funding requirements.



ISC’s Approach to HMGP Technical Services

- Evaluate expenditures to determine that they are within the scope and timeframe of the hazard mitigation contract between grantee and Subgrantee, as well as meet eligibility requirements of the FEMA 404 and 406 hazard mitigation programs.
- Receive and review documentation submitted by Subgrantee requesting budget revisions, scope modifications, and advise NEMA on proposed action.
- Review and advise on revisions to contract budgets.
- Periodic programmatic review of each Subgrantee to ensure regulatory compliance as identified by the FEMA.
- Prepare final closeout report for completed hazard mitigation projects.

The ISC Team will work to test whether funding was accurately disbursed, recorded, and reported, as well as properly expended.



Federal Programs available under FEMA HMA.

Hourly Rates

HOURLY RATES

Bidders should provide not-to-exceed hourly rates that will be used for Task Orders as they are issued. There is no guarantee on the number of hours that will be used.

The hourly rates provided below will not be a scored item for the evaluation of this solicitation, but all responses will be reviewed for cost realism and reasonableness.

The roles listed below are mandatory roles that the bidder must be able to provide the State (See RFP Section V.F. for more detailed role descriptions). Bidders may add additional roles/titles as they see fit. The hourly rates shall be inclusive of labor, overhead, and all other expenses, with the exception of travel costs, which will be factored in as needed on task orders as they are issued to awarded bidders.

These not-to-exceed rates will be fixed for the first two (2) years of the contract. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The request for a price increase must be submitted in writing to the State Purchasing Bureau a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

Required Personnel Roles (See RFP Section V.F.)		Standard Hourly Not-to-Exceed Rate	Overtime Hourly Not-to-Exceed Rate
1.	Project Manager	\$ 170.00	\$ 170.00
2.	Senior Advisor for Public Assistance	\$ 165.00	\$ 165.00
3.	Public Assistance Program Liaison	\$ 130.00	\$ 130.00
4.	Public Assistance Technical Assistance Liaison	\$ 155.00	\$ 155.00
5.	Appeals Specialist	\$ 160.00	\$ 160.00
6.	Senior Debris Specialist	\$ 115.00	\$ 115.00
7.	Senior Advisor for Hazard Mitigation Assistance	\$ 160.00	\$ 160.00
8.	Hazard Mitigation Assistance Program Liaison	\$ 125.00	\$ 125.00
9.	Hazard Mitigation Assistance Benefit-Cost Analysis Specialist	\$ 145.00	\$ 145.00
10.	Hazard Mitigation Assistance Technical Liaison	\$ 150.00	\$ 150.00
11.	Lead Individual Assistance Specialist	\$ 125.00	\$ 125.00
12.	Individual Assistance Specialist	\$ 100.00	\$ 100.00
13.	Closeout Specialist	\$ 125.00	\$ 125.00

14.	Disaster Recovery Specialist	\$115.00	\$115.00
15.	Accounting Analyst	\$75.00	\$75.00
Additional Personnel Roles/Titles (Add Rows as Necessary)		Standard Hourly Not-to-Exceed Rate	Overtime Hourly Not-to-Exceed Rate
Subject Matter Specialist		\$180.00	\$180.00
Grant Management Specialist		\$135.00	\$135.00

Appendix A. Required Forms

Please see the following pages for our completed Required Forms.

CONTRACTUAL AGREEMENT FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Contractual Agreement Form, the bidder guarantees compliance with the provisions stated in this solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder is not owned by the Chinese Communist Party.

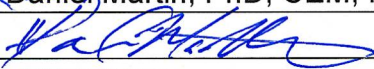
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

____ NEBRASKA VENDOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Vendor. "Nebraska Vendor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation. All vendors who are not a Nebraska Vendor are considered Foreign Vendors under Neb. Rev Stat § 73-603 (c).

____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

THIS FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

COMPANY:	Integrated Solutions Consulting, Corp.
ADDRESS:	220 S. Buchanan Street, Edwardsville, IL 62025
PHONE:	847-737-5395
EMAIL:	Dan.Martin@i-s-consulting.com
BIDDER NAME & TITLE:	Daniel Martin, PhD, CEM, Principal
SIGNATURE:	
DATE:	03/03/2026

VENDOR COMMUNICATION WITH THE STATE CONTACT INFORMATION (IF DIFFERENT FROM ABOVE)

NAME:	
TITLE:	
PHONE:	
EMAIL:	

II. TERMS AND CONDITIONS

Bidder should read the Terms and Conditions within this section and must initial either “Accept All Terms and Conditions Within Section as Written” or “Exceptions Taken to Terms and Conditions Within Section as Written” in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the “Exceptions” field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder’s commercial contracts and/or documents for this solicitation.

Accept All Terms and Conditions Within Section as Written (Initial)	Exceptions Taken to Terms and Conditions Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
DM		

The bidders should submit with their solicitation response any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the solicitation response as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award has been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one (1) Party has a particular clause, then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State’s clause shall control.

A. GENERAL

1. The contract resulting from this Solicitation shall incorporate the following documents:
 - a. Solicitation, including any attachments and addenda;
 - b. Questions and Answers;
 - c. Bidders properly submitted solicitation response, including any terms and conditions or agreements submitted by the bidder;
 - d. Addendum to Contract Award (if applicable); and
 - e. Amendments to the Contract. (if applicable)

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) Executed Contract and any attached Addenda 3) Addendums to the solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda or attachments, and 5) the Vendor’s submitted solicitation response, including any terms and conditions or agreements that are accepted by the State.

III. VENDOR DUTIES

Bidder should read the Vendor Duties within this section and must initial either “Accept All Terms and Conditions Within Section as Written” or “Exceptions Taken to Vendor Duties Within Section as Written” in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the “Exceptions” field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder’s commercial contracts and/or documents for this solicitation.

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
DM		

A. INDEPENDENT VENDOR / OBLIGATIONS

It is agreed that the Vendor is an independent Vendor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Vendor is solely responsible for fulfilling the contract. The Vendor or the Vendor’s representative shall be the sole point of contact regarding all contractual matters.

The Vendor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Vendor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the bidder’s solicitation response shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Vendor to the contract shall be employees of the Vendor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Vendor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Vendor or the subcontractor respectively.

With respect to its employees, the Vendor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding,
2. Any and all vehicles used by the Vendor’s employees, including all insurance required by state law,
3. Damages incurred by Vendor’s employees within the scope of their duties under the contract,
4. Maintaining Workers’ Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
5. Determining the hours to be worked and the duties to be performed by the Vendor’s employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Vendor, its officers, agents, or subcontractors or subcontractor’s employees).

IV. PAYMENT

Bidder should read the Payment clauses within this section and must initial either “Accept All Terms and Conditions Within Section as Written” or “Exceptions Taken to Payment clauses Within Section as Written” in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the “Exceptions” field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder’s commercial contracts and/or documents for this solicitation.

Accept All Payment Clauses Within Section as Written (Initial)	Exceptions Taken to Payment Clauses Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
DM		

A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)

Pursuant to Neb. Rev. Stat. § 81-2403, “[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency.”

B. TAXES (Nonnegotiable)

The State is not required to pay taxes and assumes no such liability as a result of this Solicitation. The Vendor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Vendor’s equipment which may be installed in a state-owned facility is the responsibility of the Vendor.

C. INVOICES

Invoices for payments must be submitted by the Vendor to the agency requesting the services with sufficient detail to support payment. Invoices shall include, but are not limited to:

1. Billing period,
2. Total billed amount, and
3. Total hours billed

Supporting documentation shall include, but not be limited to:

1. Staff name,
2. Hours worked each day,
3. Hourly rate, and
4. Name of task

Approved invoices will be packaged for payment on a monthly basis. NEMA prefers to receive the invoices electronically and will provide email addresses after the award of contract. Any terms or conditions on or attached to any such invoice shall not be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the Contract.



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.