



2801 Slater Road, Suite 110 Morrisville, NC 27560

Mailing Address: P.O. BOX 110265 Research Triangle Park, NC 27709

1.800.977.8191 919.990.8191 www.iem.com

July 8, 2019

ATTN: Teresa Fleming/Annette Walton
State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508
Phone: 402-471-6500

Re: IEM Response to RFP 6107 Z1 for the State of Nebraska, Long-Term Recovery Strategies and Plan Development

Dear Ms. Fleming and Ms. Walton:

The IEM Team is eager to present our proposal to provide Long-Term Recovery Strategies and Plan Development services for the State of Nebraska. For over 34 years, IEM has helped governments prepare for and recover from the worst disasters in U.S. history. The team of experts we have assembled is uniquely qualified to perform these services, and we welcome the opportunity to establish a valued partnership with NE.

The enclosed material includes all required forms, our corporate overview and technical approach, and all other required documentation. Our experts have led some of the largest, most successful, and most cost-efficient FEMA, CDBG-DR, USDOT/FTA, DoD housing, infrastructure, and transportation programs in the Nation, with a total program value of over \$51B in FEMA and HUD funds. In addition, we have provided disaster recovery planning services across the United States and its territories. We will leverage this expertise to provide proven long-term recovery strategies and planning to NE.

IEM understands all the terms and conditions contained in RFP 6107 Z1 and will comply with all provisions of this RFP and all applicable program statutes, regulations, policies, and award provisions.

If you have any questions regarding our submission, please do not hesitate to contact Ms. Kista Houk, IEM's Manager of State and Local Preparedness Programs, by phone at 917-960-1009 or by email at Krista.Houk@iem.com. For contractual questions, please contact Ms. Kristine Needle, Manager of Contracts Administration, by phone at 919-237-7507 or by email at contracts@iem.com. Ms. Needle is authorized to represent IEM in negotiating and signing any agreement which may result from the proposal.

We trust you will find us the most qualified to serve you and the residents of North Carolina.

Sincerely,

A handwritten signature in black ink that reads "Dan Michael".

Dan Michael,
Chief Financial Officer

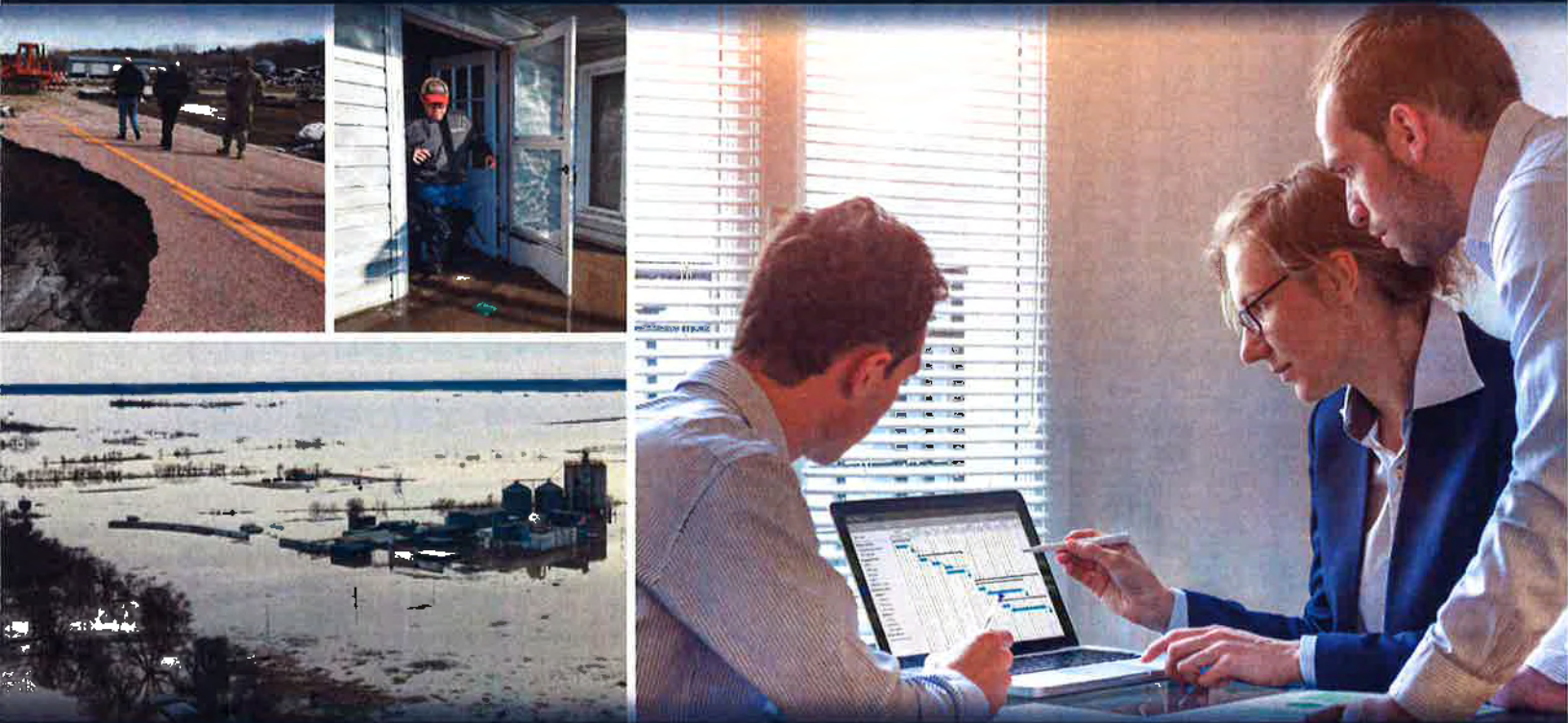
I Think ∴ IEM

RESPONSE FOR THE STATE OF NEBRASKA

Long-Term Recovery Strategies and Plan Development

ORIGINAL RFP No. 6107 Z1

JULY 09, 2019



2801 Slater Road
Suite 110
Morrisville, NC 27560

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

CONTRACTOR MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the contractor guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that contractor maintains a drug free work place.


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 Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" 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.

_____ 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.

FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	Innovative Emergency Management, Inc.
COMPLETE ADDRESS:	2801 Slater Road, Suite 110, Morrisville, NC 27560
TELEPHONE NUMBER:	(919) 990-8191
FAX NUMBER:	(919) 237-7468
DATE:	July 8, 2019
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Kristine Needle, Manager, Contracts Administration

II. TERMS AND CONDITIONS

Bidders should complete Sections II through IV as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. 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 proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

The bidders should submit with their proposal 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 bidder's proposal 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 have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
[Handwritten Initials]			

The contract resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Bidder's proposal (Solicitation and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

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) Amendments to solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the Bidder's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>km</i>			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or five (5) calendar days following deposit in the mail.

Contractor Contract Manager	Bryan Tuma
Contractor	Nebraska Emergency Management Agency
Contractor Street Address	2433 NW 24 th Street
Contractor City, State, Zip	Lincoln, NE 68524

Either party may change its address for notification purposes by giving notice of the change, and setting forth the new address and an effective date.

C. NOTICE

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK

The contractor shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

F. AMENDMENT

This Contract may be amended in writing, within scope, upon the agreement of both parties.

G. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>SMN</i>			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

H. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>SMN</i>			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

I. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>SMN</i>			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. OR In case of breach by the Contractor, the State may, without

unreasonable delay, make a good faith effort to make a reasonable purchase or contract to purchased goods in substitution of those due from the contractor. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

J. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

K. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

L. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this solicitation.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. ALL REMEDIES AT LAW

Nothing in this agreement shall be construed as an indemnification by one Party of the other for liabilities of a Party or third parties for property loss or damage or death or personal injury arising out of and during the performance of this contract. Any liabilities or claims for property loss or damages or for death or personal injury by a Party or its agents, employees, contractors or assigns or by third persons, shall be determined according to applicable law.

The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

M. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>SMN</i>			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

N. PERFORMANCE BOND

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The Contractor will be required to supply a bond executed by a corporation authorized to contract surety in the State of Nebraska, payable to the State of Nebraska, which shall be valid for the life of the contract to include any renewal and/or extension periods. The amount of the bond must be of the contract amount for the initial period. The bond will guarantee that the Contractor will faithfully perform all requirements, terms and conditions of the contract. Failure to comply shall be grounds for forfeiture of the bond as liquidated damages. Amount of forfeiture will be determined by the agency based on loss to the State. The bond will be returned when the contract has been satisfactorily completed as solely determined by the State, after termination or expiration of the contract.

O. RETAINAGE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The State will withhold ten percent (10%) of each payment due as retainage. The entire retainage amount will be payable upon successful completion of the project. Upon completion of the project, the Contractor will invoice the State for any outstanding work and for the retainage. The State may reject the final invoice by identifying the specific reasons for such rejection in writing to the Contractor within forty-five (45) calendar days of receipt of the final invoice. Otherwise, the project will be deemed accepted and the State will release the final payment and retainage in accordance with the contract payment terms.

P. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

Q. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>kmn</i>			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

R. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>kmn</i>			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

S. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>kmn</i>			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
 - a. if directed to do so by statute;

- b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
- c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
- d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
- e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
- f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
- g. Contractor intentionally discloses confidential information;
- h. Contractor has or announces it will discontinue support of the deliverable; and,
- i. In the event funding is no longer available.

T. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contractor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
Kmm			

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

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

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor 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 Contractor's proposal 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 Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor 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 Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor'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 Contractor'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 Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the contractor's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>Handwritten Initial</i>			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>
The completed United States Attestation Form should be submitted with the solicitation response.
2. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements Program.
3. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>Handwritten Initial</i>			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within one (1) year of termination or expiration of the contract, the contractor shall obtain an extended discovery

or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and one (1) year following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractor's employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
Independent Contractors	Included
Abuse & Molestation	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
USL&H Endorsement	Statutory
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Nebraska Emergency Management Agency
 Attn: Bryan Tuma
 2433 NW 24th Street
 Lincoln, NE 68524

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

If Contractor breaches the contract or anticipates breaching the contract the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, and may include a request for a waiver of the breach if so desired. The State may, at its discretion, temporarily or permanently waive the breach. By granting a temporary waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

I. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

J. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

K. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KMN			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

L. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KMN			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

M. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KMN			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

N. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

O. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

P. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

Q. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>KMN</i>			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to Customer, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse Customer the fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

R. CLEAN AIR ACT

(1) The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C.

§ 7401 et seq.

(2) The contractor agrees to report each violation to the Office of the Governor of Nebraska and the Nebraska Emergency Management Agency and understands and agrees that the Office of the Governor of Nebraska and the Nebraska Emergency Management Agency will, in turn, report each violation as required to assure notification to the, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

(3) The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

S. FEDERAL WATER POLLUTION CONTRACT ACT

- (1) The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
- (2) The contractor agrees to report each violation to the Office of the Governor of Nebraska and the Nebraska Emergency Management Agency and understands and agrees that the Office of the Governor of Nebraska and the Nebraska Emergency Management Agency will, in turn, report each violation as required to assure notification to the, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
- (3) The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

T. SUSPENSION AND DEBARMENT

- (1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the contractor is required to verify that none of the contractor, its principals (defined at 2 C.F.R. § 180.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- (2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- (3) This certification is a material representation of fact relied upon by the State of Nebraska. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Office of the Governor of Nebraska and the Nebraska Emergency Management Agency the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- (4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

U. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient."

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements (To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file

the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Innovative Emergency Management, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official K.M. Needle
Name and Title of Contractor's Authorized Official KRISTINE M. NEEDLE, MANAGER OF CONTRACTS
Date 8 July 2019

V. ACCESS TO RECORDS

The following access to records requirements apply to this contract:

- (1) The contractor agrees to provide the Office of the Governor of Nebraska and the Nebraska Emergency Management Agency, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (3) The contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract."
- (4) In compliance with the Disaster Recovery Act of 2018, the State of Nebraska and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

W. DHS SEAL, LOGO, AND FLAGS

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre- approval.

X. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgement that FEMA financial assistance will be used to fund the contract only. The contractor will comply will all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

Y. NO OBLIGATION BY FEDERAL GOVERNMENT

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

Z. PROGRAM FRAUD AND FALSE OR FRADULENT STATEMENTS OR RELATED ACTS

The contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Payments shall not be made until contractual deliverable(s) are received and accepted by the State.

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>hm</i>			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. The invoice must contain the Contract number, Phase number, Line number, description of the work completed, clearly identify the deliverable and associated requirements. Invoices should be sent to NEMA, Attn: Business Manager, 2433 NW 24th Street, Lincoln, NE 68524. The mailing envelope should identify the contract number. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall 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.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>hm</i>			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E. PAYMENT (Statutory)

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of ten (10) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KMA			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds three percent (3%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

V. PROJECT DESCRIPTION AND SCOPE OF WORK

A. PROJECT OVERVIEW

Nebraska was the recipient of a federal disaster declaration (DR 4420) to address recovery operations associated with a "bomb cyclone" event which impacted the State during the period of March 9 to April 1, 2019. This event resulted in an estimated \$1 billion in public infrastructure damage; over \$57 million in verified damage estimates to public infrastructure and \$100 million in verified damage estimates to privately owned infrastructure; \$2 billion in damage along the Missouri River corridor between Nebraska and Iowa; seventeen river/stream gauges set new flooding records; and at the peak of the Nebraska's flooding event, 95% of the State's population was affected by flooding. This event decimated livestock and crop production capability and will result in both short-term and long-term economic impact to the state's economy. Individuals and communities will be required to address loss of property and the capacity to generate income or revenue. Recovery strategies are of the utmost importance and the Long-Term Recovery Plan must address the capability and capacity of both communities and households to be resilient.

The Long-Term Recovery Plan shall serve as a clear, implementable road map for assisting the State of Nebraska strategies. The Plan must be consistent with the National Response Framework (NRF) and the FEMA Recovery Support Framework (RSF). Therefore, the Long-Term Recovery Plan will identify strategies, solutions, near and long-term implementation actions, and funding and financing strategies that restore what has been lost.

B. LONG-TERM RECOVERY PLAN

**Attachment A
Bidder Questionnaire
RFP 6107 Z1**

Bidder Name: Innovative Emergency Management, Inc.

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 contractor is incorporated or otherwise organized to do business, year in which the contractor first organized to do business and whether the name and form of organization has changed since first organized.</p>
<p>Response: See page 3 of attached document</p>	
1.2	<p>FINANCIAL STATEMENTS AND INFORMATION</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 proposal 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>
<p>Response: See page 4 of attached document</p>	
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 proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership with Contractor will require notification to the State.</p>
<p>Response: See page 4 of attached document</p>	

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>
<p>Response: See page 4 of attached document</p>	
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 proposal 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>
<p>Response: See page 4 of attached document</p>	
1.6	<p>BIDDER'S EMPLOYEE RELATIONS TO STATE</p> <p>If any Party named in the bidder's proposal 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 proposal 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 proposal. If no such relationship exists, so declare.</p>
<p>Response: See page 4 of attached document</p>	
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 proposal 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 ten (10) 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>

Response: See page 4 of attached document

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 proposal.

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 Contractor or as a subcontractor. If a bidder performed as the prime Contractor, 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 Contractors above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

Response: See page 5 of attached document

SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

Contractor will be required to fulfill the scope of the project using qualified company representatives. Contractor shall include participation from economic development experts in Nebraska. Technical expertise will be required in but not limited to:

1.9

- a) Economic research and analysis;
- b) Economic development generally;
- c) Agriculture, small business, tourism, and other dominant Nebraska sectors;
- d) Disaster relief, recovery, and mitigation;
- e) Disaster economic recovery specifically;
- f) Financing; and
- g) Other areas required for the scope.

The project may also require project management, GIS/database, writing, visualization, editing, and administrative support.

The bidder should present a detailed description of its proposed approach to the management of the project.

The bidder should identify the specific professionals who will work on the State's project if their company is awarded the contract resulting from this solicitation. The names and titles of the team proposed for assignment to the State

	<p>project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.</p> <p>The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the solicitation in addition to assessing the experience of specific individuals.</p> <p>Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.</p> <p>Describe the staffing plan and the presence of company representatives available for direct consultation in Nebraska for the duration of the Contract. Contractor must be available for in- person meetings, teleconferences, etc. at the State's request. All travel, lodging, business related expenses, etc. will be the responsibility of the Contractor. The bidder must present a detailed description of its proposed approach to the management of the project.</p>
Response:	See page 11 of attached document
1.10	<p>SUBCONTRACTORS</p> <p>If the bidder intends to subcontract any part of its performance hereunder, the bidder must provide:</p> <ol style="list-style-type: none"> a. name, address and telephone number of the subcontractor(s); b. specific tasks for each subcontractor(s); c. percentage of performance hours intended or each subcontractor(s); and d. total percentage of subcontractor(s) performance hours.
Response:	See page 15 of attached document

TECHNICAL APPROACH	
PHASE 1	
1.11	Organize the Project
Response: See page 17 of attached document	
1.12	Identify and Engage the Project Team
Response: See page 18 of attached document	
1.13	Complete Stakeholder Analysis and Develop the Engagement Program
Response: See page 18 of attached document	
1.14	Develop the Project Work Plan and Project Management Tools
Response: See page 19 of attached document	
PHASE II	
1.15	Define Economic Recovery Objectives
Response: See page 17 of attached document	
1.16	Summarize Baseline Long-Term Conditions
Response: See page 19 of attached document	
1.17	Complete a Long-Term SWOT Analysis
Response: See page 22 of attached document	
1.18	Establish Long-Term Recovery Objectives
Response: See page 23 of attached document	
PHASE III	
1.19	Develop Long-Term Recovery Strategies

Response: See page 23 of attached document	
1.20	Map the Economic Development Ecosystem
Response: See page 21 of attached document	
1.21	Identify Long-Term Recovery Strategies
Response: See pages 23-25 of attached document	
1.22	Evaluate and Select Preferred Long-Term Recovery Strategies
Response: See page 25 of attached document	
1.23	Develop a Strategic Action Plan for Long-Term Recovery and Community Resilience
Response: See page 25 of attached document	
1.24	Transition Management Plan
Response: See page 26 of attached document	

1.0 CORPORATE OVERVIEW

The **State of Nebraska** faces unique economic challenges as a direct result of natural disasters. With the biggest warehouse industry for company staging and shipping goods across the county, Nebraska relies on having dependable disaster preparedness, response, and recovery processes that allow businesses to return to normal functioning quickly and effectively. Railroads, roads, and bridges must be up and running as soon as possible following a disaster, and long-term recovery plans must account for not only normalizing shipping, but also improving resiliency against future disasters. In addition to these challenges, Nebraska's economy also relies on the agricultural sector, which is also adversely impacted by disasters and requires extensive recovery to get back up and running. The total economic impact to the State cannot be understated.

Innovative Emergency Management, Inc. (IEM) has assembled a team that offers unparalleled disaster recovery expertise, strong analytical and economic data services, and experience first-hand experience supporting massive economic recovery planning efforts, such as those in Texas, Florida, North Carolina, and Puerto Rico. IEM's emergency management expertise, coupled with Dun & Bradstreet's and NOVACES' economic development expertise, forms the **IEM Team**, which has been tailored to meet Nebraska's long-term recovery needs.

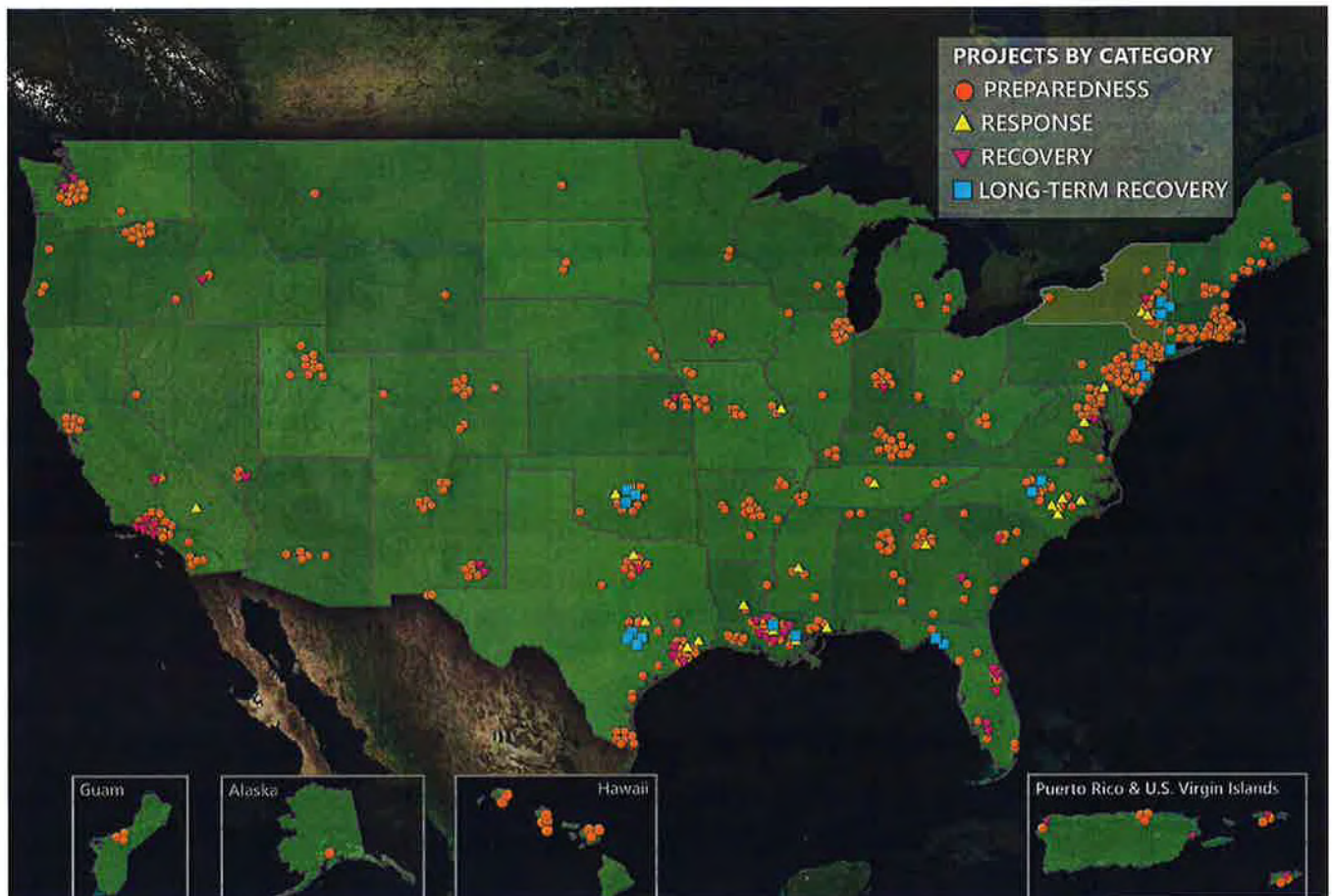


Figure 1: IEM has provided emergency management services in all 50 states and all U.S. territories.



To meet the State's long-term recovery challenges, the **IEM Team** brings extensive experience in the complete emergency management lifecycle, from planning to response, short-term recovery, and long-term recovery. As a dedicated emergency management firm for 34 years, IEM's entire business portfolio centers in and around disaster preparedness, protection, response, recovery, and mitigation. We have provided fully integrated program design, delivery, and management from preparedness, protection, and planning to disaster response and recovery operations in all 50 states, as well as in all U.S. territories. (See Figure 1). Our experience with all aspects of disaster management will help Nebraska achieve its long-term recovery goals.



Building recovery plans, either before or after a disaster, requires a team with broad, practical recovery experience. **IEM has the comprehensive, boots-on-the-ground recovery experience to support your disaster recovery planning.** Our personnel have:

- Led and overseen state and local disaster response and recovery efforts for the states of Florida, Georgia, Arkansas, Utah, Arizona, New Mexico, Alabama, New Jersey, Mississippi, Oklahoma, and Iowa.
- Led the industry in managing large Community Development Block Grant – Disaster Recovery (CDBG-DR) programs to rebuild infrastructure and get citizens back into homes.
- Deployed in support of FEMA Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation efforts for declared disasters
- Helped clients complete large rebuilding projects in a way that improved the lives of citizens and made the community more resilient
- Served in local, state, and federal emergency management leadership positions
- Helped guide development of the National Disaster Recovery Framework, and led federal recovery and mitigation support for FEMA, HUD, and other key agencies.

As a company, IEM has supported various states' economic recovery programs by overseeing implementation of federal grant programs for some of the Nation's foremost post-disaster recovery initiatives. This experience is reflected in the team we have assembled to support Nebraska's recovery planning. Our staff brings a comprehensive understanding of disaster recovery funding and federal programs, including Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Programs (HMGP), and Community Development Block Grant Disaster Recovery (CDBG-DR) funds. IEM supported the State of New York's HMGP program following Superstorm Sandy and the State of Louisiana's CDBG-DR following the severe flooding of 2016. Most recently, IEM was selected by:

- The State of North Carolina to administer the Rebuild NC CDBG-DR recovery program for Hurricanes Matthew and Florence
- The City of Houston's review of Public Assistance worksheets following Hurricane Harvey
- The State of Florida to administer Rebuild Florida Housing Repair and Replacement Program for Hurricanes Hermine, Matthew, and Irma
- The territory of Puerto Rico's HMGP program following Hurricane Maria

Through this experience, we've gathered best practices and developed a deep roster of recovery experts. IEM understands all aspects of preparedness, response, recovery, and mitigation. IEM has partnered with economic recovery subject-matter experts to enhance our capabilities and provide NEMA with accurate, comprehensive, and actionable economic research and analysis.



NOVACES, LLC, is a small business headquartered in New Orleans, LA specializing in disaster management / economic recovery, performance management, and continuous process

improvement (CPI). NOVACES has established a national presence in these subject areas. NOVACES' clients include the U.S. Department of Commerce Economic Development Administration (EDA) under the FEMA National Disaster Recovery Framework (NDRF) Economic Recovery Support Function (Economic RSF). NOVACES has had a BPA with EDA

since 2013. The NOVACES disaster recovery support has included engagements in the least populated county in the least populated state, Niobrara County Wyoming, to a state in the most populated region of the U.S., New Jersey, after Superstorm.

NOVACES has had personnel engaged in Puerto Rico’s very challenging economic recovery since September 25, 2017. In December 2018, NOVACES was awarded a three-month contract extension by EDA and FEMA to continue its Puerto Rico Economic RSF work. The recovery work performed in Puerto Rico by NOVACES in its support of the Economic Sector has been praised by EDA and FEMA leadership. There is discussion about combining economic recovery efforts in the U.S. Virgin Islands with those in Puerto Rico.

Puerto Rico presents a unique case in Economic RSF activations. Since the implementation of the NDRF, there has never been a situation where the impacted economy was in a long-term and severe recession for more than a decade, or where the state/territory-level government had declared a form of bankruptcy, as is the case with Puerto Rico. There are many challenging circumstances regarding Puerto Rico’s economic recovery, such as: the loss of 90,000 manufacturing jobs since 1996, and the potential loss of many more due to manufacturing facilities not coming back online in a timely manner; the impacts of federal tax reform; the high poverty rate; outmigration; and the extensive impact to the power grid and communications systems throughout the island, and associated expensive and unreliable energy sources, which continue to constrict economic recovery.

The NOVACES experiences in varying economic recovery situations provides the IEM Team unique understanding of what works and what does not, which will be applied in Nebraska.



Dun & Bradstreet is the global leader in commercial data and analytics. They enable Governments to improve their business and economic insights and awareness around the world. Dun & Bradstreet’s Data Cloud fuels solutions and delivers insights that empower customers to accelerate decision support, lower cost, mitigate risk, and transform their business operations. Since 1841, Government and companies of every size have relied on

Dun & Bradstreet to help them manage risk and reveal opportunity.

Dun & Bradstreet has been previously contracted by FEMA to provide Baseline Economic Profile and Economic Impact Assessments for the States of North Carolina and South Carolina to support recovery efforts from Hurricane Florence.

1.1 BIDDER IDENTIFICATION AND INFORMATION

Founded in 1985, IEM has over our three decades of experience on the leading edge of disaster management, providing the full spectrum of services before, during, and after disasters. This includes disaster planning, helping state, local, and federal agencies prepare for both man-made and natural disasters, putting boots on the ground during disaster response, and the complex operations required for disaster recovery.

Bidder Identification and Information	
Full Company or Corporate Name	Innovative Emergency Management, Inc.
Address of Company’s Headquarters	2801 Slater Road, Suite 110 Morrisville, NC 27560
Entity Organization	Corporation
State in Which the Contractor is Incorporated	North Carolina
Year in Which the Contractor First Organized to do Business	1985
Whether the Name and Form of Organization Has Changed Since First Organized	No



1.2 FINANCIAL STATEMENTS AND INFORMATION

IEM has a sterling financial record and is highly stable financially. IEM is a zero-debt company – a statement that very few companies can claim. In addition, over the last 34 years, IEM has rarely borrowed any funds. Over the last three years, IEM has operated with over 100 contracts, including a \$300+ million contract for flood recovery in Louisiana without requiring any financing.

We have maintained this financial stability by wisely adding to our portfolio of work. When pursuing new opportunities, we carefully manage risk and only pursue if we can continue to meet contractual obligations to our clients. As a result, we have not overextended our commitments to provide response or recovery services to any of our customers, inclusive of successful management of very large disaster housing contracts in New York (NY Rising), Louisiana (Restore Louisiana), Florida (ReBuild FL), North Carolina (ReBuild NC), and Texas.

IEM has a full-time professional accounting staff on board, as well as a CPA firm to provide annual audit functions. IEM's financial statements conform to GAAP (Generally Accepted Accounting Principles). We are audited annually, have received an unqualified audit opinion every year, and have never had to restate our financial statements. We have provided certification of our financial condition in Appendix A.

IEM has no pending or expected litigation or judgements, and we have no real or potential financial reversals.

1.3 CHANGE OF OWNERSHIP

IEM has been solely owned by Ms. Madhu Beriwal, our president and CEO, since its founding in 1985. We do not anticipate any change in ownership in the next 12 months. Should these circumstances change, we will notify the State as soon as possible.

1.4 OFFICE LOCATION

IEM will manage our Long-Term Recovery Strategies and Plan Development contract out of our North Carolina Headquarters. As a national emergency management firm, we do not staff project solely using personnel from the nearest satellite office, but instead we pull people into teams based on their expertise and level of experience. Our disaster management professionals are prepared to complete both remote and on-site work as Nebraska demands. For this contract, our Program Manager will be based in Ohio, and our Project Manager will be based in North Carolina. Both are prepared to provide support on-site for specific tasks as required.

1.5 RELATIONSHIPS WITH THE STATE

IEM has not had any dealings with the State of Nebraska over the last ten (10) years.

1.6 BIDDER'S EMPLOYEE RELATIONS TO STATE

No IEM nor subcontractor employee proposed to work on this contract has been an employee of the State within the past 12 months.

1.7 CONTRACT PERFORMANCE

IEM has not had a contract terminated for default in its entire 34-year history, nor have we ever had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason.

1.8 SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

As previously mentioned, our experience spans from pre-disaster recovery and mitigation planning to post-disaster recovery implementation. **Table 1**, provided on the next page, provides relevant project summaries for IEM and our teaming partners, NOVACES and Dun & Bradstreet.

Table 1: Summary Matrix for Similar Projects

IEM Relevant Experience as Prime Contractor	
Client	Project Summary
Georgia Emergency Management and Homeland Security Agency	IEM is contracted to provide pre-disaster preparedness, disaster response, and post-disaster recovery consulting services to the State of Georgia on an as-needed basis. We provided PA support to GEMA/HS for eleven weeks following Hurricane Irma, including closeout support on old PWs. IEM provided both PA and IA support to GEMA and SW Georgia counties hit by Hurricane Michael.
Louisiana Office of Community Development	IEM leads the program management services team, implementing Louisiana's CDBG-DR -funded housing recovery. Under Jon Mabry's leadership as Program Executive Director, IEM is providing the full lifecycle of program operations, from intake and eligibility determination through closeout. IEM developed Key Performance Indicators (KPIs) for each of the program lanes: damage assessment, lead testing, eligibility, environmental testing, awards, construction, etc.
Florida Dept. of Economic Opportunity	Providing comprehensive program design and implementation services for Florida's \$1.3 billion-dollar Rebuild Florida CDBG-DR disaster recovery program for recovery from Hurricane Irma. IEM staff provide program management tasks that include the design of housing, economic development, and infrastructure programs compliant with federal, state and local cross-cutting rules, regulations and guidance.
North Central Texas Council of Governments	Develop a Disaster Recovery Plan Framework , Disaster Recovery Toolkit, conduct a Regional Recovery Summit with stakeholders, and conduct a Recovery Exercise. (in progress)
North Texas SHARE/City of Dallas, TX	Disaster Recovery Plan development for the City of Dallas. (in progress)
Durham City/County, NC	Developed City of Durham and Durham County Pre-Disaster Recovery Plan that provides the concept of operations and organizational roles and responsibilities for government, private sector, and nongovernmental organizations (NGOs) that may participate in recovery activities in the City of Durham and Durham County.
DHS/FEMA National Integration Center	Developed Recovery Planning Technical Assistance (TA) program for FEMA, then provided on-site planning TA to State of New Mexico; Clark County, NV; Houston RCPGP; Green River, Washington; Douglas County, KS; Puget Sound RCPGP; Los Angeles/Long Beach RCPGP; State of Idaho
Los Angeles County, CA	In Phase I contract, drafted new Operational Area (OA) Recovery Plan , OA Recovery Framework, Recovery Coordination Center (RCC) and Recovery Support Function (RSF) Position Checklists and companion Recovery Plan Templates for NGO and Governmental Stakeholders
Los Angeles County, CA	In Phase II contract, incorporated stakeholder review feedback in plan, finalized Recovery Framework , developed position checklists for the Recovery Coordination Center and Recovery Support Functions. Also developed a new RSF Universal Playbook for use by all nine (9) county RSFs in the OA.
City of Los Angeles/Los Angeles Alliance	Developed Draft Regional Recovery Plan and assisted in draft jurisdiction EOP Recovery Annexes for City of Los Angeles, Counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura
Greater New Orleans Inc.	Conducted an economic impact assessment of the 2010 BP Horizon Deepwater Oil Spill in the Gulf of Mexico.
DHS Office of Program Analysis and Evaluation	IEM developed and implemented strategic, management, and operational performance measures for a broad range of offices and components within DHS. IEM proposed new performance measures, facilitated DHS workshops to review proposed measures, and designed and compiled quarterly DHS Strategic and Management Government Performance and Results Modernization Act reports.
DHHS ASPR Office of Acquisitions,	Assisted ASPR's Healthcare Systems Evaluation Branch (HSEB) with developing a completely new set of performance measures for use in evaluating the program's 62 grant awardees. IEM proposed new

Management, Contracts, & Grants	performance measures, helped conduct outreach to stakeholders on them, then helped finalize the proposed set for DHHS decision makers and socialized final measures across the stakeholder community.
San Diego County, CA	Based on pre-qualifying for Recovery Planning support to the County, IEM developed three separate Concept of Operations Plans (CONOPS): Family Reunification Plan, Commodities Donations Management Plan, and Financial Donations Management Plan.
California Emergency Management Agency (CalEMA)	Supported CalOES by performing an assessment of capabilities, researching best practices and development of foundational information for disaster housing planning in the state
Los Angeles Housing District	Regional disaster housing planning support including help with development of an effective, sustainable Disaster Housing Working Group (DHWG) and the completion of a regional Disaster Housing Planning Guide (DHPG) usable by local jurisdictions within the region to create their own disaster housing plans and strategies. On two other contracts, conducted outreach to the local jurisdictions and a tabletop exercise for the region on disaster housing.
Utah Dept. of Public Safety, Division of Emergency Management	IEM is contracted to provide disaster management, preparedness, response and recovery services to the State of Utah on an as-needed basis. Provided Pre-Disaster Mitigation (PDM) grant application support for Environmental and Historic Preservation (EHP) training and Debris Management Plan development projects.
Louisiana Dept. of Transportation and Development	Under our contract with Louisiana DOTD for Emergency Planning, Response and Cost Recovery support, IEM has been providing trained and experienced personnel to support DOTD's Disaster Cost Recovery efforts for the March 2016 flooding (DR 4263) and the August 2016 Severe Weather and Flooding (DR 4277) via FEMA PA and FHWA grants .
Jacksonville State University	Providing a wide range of disaster recovery support to JSU following an EF3 tornado in 2018. IEM has helped maximize assistance through FEMA PA and Hazard Mitigation (HM) programs, insurance providers, supporting from damage assessment to project application and approval, through progress reporting and closeout of construction projects.
North Carolina Dept. of Public Safety	Providing program management, training, intake operations for program participants, environmental assessments, and construction management for North Carolina's Rebuild NC CDBG-DR recovery program. Within weeks, IEM began to turn North Carolina's recovery around, delivering more housing support in 60 days than was done in the previous year and half since Hurricane Matthew struck the state.
Texas General Land Office	Serving as Program Manager for the Texas General Land Office's CDBG-DR Homeowners Assistance Program , providing services to survivors of Hurricane Harvey across 13 counties. To ensure all eligible homeowners were reached, IEM designed a Needs Assessment and a highly targeted affirmative marketing and public outreach plan. IEM's scope of work covers rehabilitation, reconstruction, elevation and demolitions.
New Jersey Dept. of Community Affairs, Sandy Recovery Division	Contracted by DCA to assist in completing the housing recovery phase in the aftermath of Superstorm Sandy, providing project management services for Applicants who have identified and selected their own program eligible, State-approved builder to complete home improvement, elevation, or construction projects under Rehabilitation, Reconstruction, Elevation, and Mitigation (RREM) and Low-to-Moderate Income (LMI) Homeowners Rebuilding Programs.
U.S. Housing and Urban Development	Provided Technical Assistance under the 2015, 2016 and 2017 HUD Community Compass programs specifically in the areas of Public Housing Authority (PHA) and CPD Technical assistance. Assisted the Jefferson Metropolitan Housing Authority (JMHA) in Ohio to improve its management and operations in a broad number of areas.
Fayetteville NC Public Works Commission	Supported recovery program implementation following Hurricanes Matthew and Florence that complied with federal and state PA requirements, identified opportunities to leverage HM , minimized risks of de-obligation and audit findings, and maximized disaster assistance funding from both FEMA programs and insurance.
IEM Relevant Experience as Subcontractor	
Client	Project Summary
New York State Division of Homeland Security	IEM provided PA and HMGP support to New York State's DHSES. Working directly with the DHSES Deputy Commissioner and the State Hazard Mitigation Officer, we designed an HMGP solution covering Hurricanes Sandy, Irene, and Lee for New York. To date, IEM staff assisted in the management of \$15

and Emergency Services	billion in infrastructure projects funded with FEMA Hazard Mitigation Funds and PA funds supplemented and/or matched with CDBG-DR funds for Hurricane Sandy.
Louisiana Governor's Office of Homeland Security and Emergency Preparedness	IEM has helped administer \$15 billion in PA and \$1.5 billion in HMGP funds in support of 13 open disasters. IEM professionals supporting this contract include Debris Specialists, Insurance Specialists, Cost Estimators, PA Technical Liaisons, PA Policy SMEs, HMGP Technical Liaisons and BCA Specialists.
City of Houston	Developed and Reviewed PA Project Worksheets for the City of Houston following Hurricane Harvey adhering to FEMA protocols. IEM staff have served as senior SMEs mentoring other contractor PA specialists supporting the project.
NOVACES Relevant Experience as Prime Contractor	
Client	Project Summary
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Puerto Rico Hurricane Maria (DR-4339) (September 2017 - Present)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Puerto Rico Hurricane Irma (DR-4336) (September 2017 - Present)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Louisiana Severe Storms and Flooding (August 2016 - May 2017)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Louisiana Severe Storms and Flooding (May 2016 - May 2017)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Oklahoma Severe Storms, Tornadoes, Straight-line Winds, and Flooding (September 2015)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Wyoming Severe Storms and Flooding (November 2015 - February 2016)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Arkansas Severe Storms, Tornadoes, and Flooding (July - December 2014)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Colorado Severe Storms, Flooding, Landslides, and Mudslides (May - December 2014)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for Oklahoma Severe Storms and Tornadoes (June - July 2013)
U.S. DOC Economic Development Admin.	Economic Recovery Support Activation for New Jersey Hurricane Sandy (March - June 2013)
NOVACES Relevant Experience as Subcontractor	
Client	Project Summary
Federal Emergency Management Agency	As a subcontractor on PA-TAC IV Disaster Recovery Operations NOVACES deploys experts in the areas of community resilience, economic recovery, economic development, economic analysis and research to support post-disaster community recovery. The NOVACES FEMA PA-TAC IV disaster recovery support currently includes engagements in Hurricane Irma impacted areas of Florida (4337-FL) and within the FEMA Winchester, VA complex to support FEMA leadership implement recovery for multiple disaster areas (DR-4408-PA, 4411-VA, 4337-FL, 4399-FL).
Dun & Bradstreet Relevant Experience as Prime Contractor	
Client	Project Summary
Federal Emergency Management Agency	Contracted by FEMA to provide Baseline Economic Profile and Economic Impact Assessments for the States of North Carolina and South Carolina to support recovery efforts from Hurricane Florence.

Through our experience, IEM has learned important lessons about recovery planning that will help us build an effective Long-Term Recovery Action Plan for Nebraska. The following pages details three successful recovery planning projects led by IEM.



Los Angeles County Recovery Framework, Position Checklists, and Templates

Los Angeles County, Office of Emergency Management



Drafted new Operational Area (OA) Recovery Plan, OA Recovery Framework, Recovery Coordination Center (RCC) and Recovery Support Function (RSF) Position Checklists and companion Recovery Plan Templates for NGO and Governmental Stakeholders.

Prime or Subcontractor?

- Prime

Time Period

- 2016 – 2017 (Two contracts)

Scheduled Completion Date/Budget

- June 30, 2017
- \$200,000

Actual Completion Date/Budget

- June 30, 2017
- \$200,000

Contact Information

- Leslie Luke
- (323) 980-2269
- Fax: N/A
- lluke@ceooem.lacounty.gov

Summary of Bidder's Responsibilities:

IEM supported Los Angeles County Office of Emergency Management (OEM) to complete Step 1 of the Los Angeles County Recovery Plan Project from January through June 2016. During Step 1, IEM developed a comprehensive review and assessment of the existing draft Operational Area (OA) Recovery Annex. Central to this initiative was the assessment of current planning initiatives and documents based on best practices, current planning standards, and Los Angeles County Emergency Management capabilities.

IEM developed recommendations for the Recovery Plan Project including a matrix to collect and document key findings within the original draft Annex to analyze issues and itemize research on other recovery documents in order to transition to the new LAOA Recovery Plan. IEM assessed current recovery plans and guidance documents from federal, state and local sources for both format and content. This content included detailed attention to the operational and coordination elements of recovery operations including activities at the Operational Area level and activities at the departmental and agency level.

IEM utilized these elements of recovery planning with the goal to create for the first time, a strategy for operationalizing recovery in the County of Los Angeles. This included the drafting of the new OA Recovery Plan, OA Recovery

Framework, Recovery Coordination Center (RCC) and Recovery Support Function (RSF) Position Checklists and companion Recovery Plan Templates for NGO and Governmental Stakeholders. These deliverables were completed in final draft form and delivered to OEM in June 2016.

IEM supported Los Angeles County Office of Emergency Management (OEM) in Step 2 of the Los Angeles County Recovery Plan Project from August 2016 through June 2017. This included incorporation of stakeholder feedback on the OA Recovery Plan and finalization of the OA Framework modeled after the NDRF and California Disaster Recovery Framework (CDRF). This stage also focused on completion of associated position checklists for the two main components of the Plan, namely; the Recovery Coordination Center (RCC) at the OA level, and the Recovery Support Functions (RSFs) representing county departments and participating jurisdictions and external organizations.

In addition, a new RSF Universal Playbook (condensed version of the Recovery Plan) was developed for use by all nine (9) county RSFs that serves as the foundation for an additional nine (9) individualized Concept of Operations unique to each RSF. These additional documents ensure continuity of recovery planning specified in the OA Recovery Plan by applying standardized planning and organization across a diverse group of recovery planners at the operational and departmental levels to create a unified process for recovery planning in each operational period.

San Diego County Recovery Area Concept of Operations

County of San Diego, Office of Emergency Services



Based on pre-qualifying for Recovery Planning support to the County, IEM developed three separate Concept of Operations Plans (CONOPS): Family Reunification Plan, Commodities Donations Management Plan, and Financial Donations Management Plan.

Prime or Subcontractor?

- Prime

Time Period

- 2016 – 2017 (3 Task Orders)

Scheduled Completion Date/Budget

- October 31, 2017
- \$244,397

Actual Completion Date/Budget

- October 31, 2017
- \$244,397

Contact Information

- Stephen Rea
- (858) 715 2202
- Fax: N/A
- Stephen.Rea@sdcounty.ca.gov

Summary of Bidder's Responsibilities:

During 2016-2017, IEM supported planning efforts for the County of San Diego in three functional recovery areas that the region had identified as challenges in past disasters. These three areas included: reunification of families, management of commodities donations, and management of financial donations.

Financial Donations Management Plan: From June through October 2016, IEM worked with San Diego Office of Emergency Services (OES) and stakeholders throughout the County of San Diego to develop a Financial Donations Concept of Operations (CONOPS). IEM coordinated three in-person meetings and dozens of individual interviews with relevant stakeholders to develop this CONOPS. The Financial Donations CONOPS consisted of anticipated response actions, emergency messaging templates, best practices, and planning considerations. The final CONOPS addressed communications and messaging coordination among the operational area (OA) jurisdictions, 2-1-1 San Diego, and nonprofits involved in response and recovery. The CONOPS provides countywide coordination for financial donations management in support of OA jurisdictions.

Family Reunification Plan: From June through October 2016, IEM worked with San Diego OES and stakeholders throughout the County of San Diego to develop a Reunification CONOPS. IEM coordinated three in-person meetings and dozens

of individual interviews with relevant stakeholders in order to develop this CONOPS. The final CONOPS consisted of anticipated response actions, emergency messaging templates, best practices, and planning considerations. IEM successfully navigated the challenging development of a plan that incorporated applicable stakeholders, necessary processes, and relevant planning considerations for the reunification of different population groups including children, people with disabilities and others with access and functional needs, unaccounted-for adults, patients, tourists, foreign nationals, fatalities, and animals.

Commodities Management Plan: In 2017, IEM supported the County of San Diego OES to develop a Commodities Donations Management CONOPS. The CONOPS provides a framework to manage commodities donations in response to a natural or human-caused incident affecting the San Diego County OA. Commodities donations may include items such as clothing, non-perishable food, household cleaning supplies, personal hygiene products, baby products, paper products (paper towels, toilet paper, etc.), and durable medical equipment or medications. The CONOPS offers coordinated actions that can be taken by regional partners including OES, County agencies, Cities and Special Districts, and nonprofit organizations to coordinate activities related to the collection, sorting, processing, storing, transportation, distribution, and disposal of commodities donations.

City of Durham and Durham County Pre-Disaster Recovery Planning

Durham County, NC Department of Emergency Management



IEM engaged over 60 local, state, and federal government departments, nonprofits, and private-sector organizations to develop a community-wide disaster recovery plan.

Prime or Subcontractor?

- Prime

Time Period

- Nov 2018 – Jun 2019

Scheduled Completion Date/Budget

- June 30, 2019
- \$49,947

Actual Completion Date/Budget

- June 30, 2019
- \$49,778

Contact Information

- Leslie O'Connor
- 919-560-0660
- Fax: N/A
- loconnor@dcconcd.gov

Summary of Bidder's Responsibilities:

The City of Durham and Durham County selected IEM to support development of a pre-disaster recovery plan that establishes an overall approach to disaster recovery for the whole community. Over the 8-month project, IEM engaged stakeholders from local, state, and federal government, private sector partners, and nonprofit organizations to develop a framework for effective organization and coordination in the weeks, months, and years after a disaster.

The plan establishes recovery leadership; describes resources and abilities that each organization can offer during recovery; and identifies priority recovery activities for the areas of inter-government coordination, local economy, housing, community services, environmental and cultural resources, community development, and infrastructure and transportation.

IEM developed the plan in alignment with the FEMA National Disaster Recovery Framework (NDRF) and 2018 State of North Carolina Recovery Framework. The plan also incorporates best practices from pre-disaster recovery planning and post-disaster experiences across the country.

IEM worked with Durham County Emergency Management to assemble a Steering Committee of City and County department directors. IEM facilitated

meetings with the Steering Committee to identify representatives from government divisions, nonprofit and private organizations that provide important services to the community during recovery. IEM developed and delivered a whole community webinar to introduce the project to the larger group of stakeholders and reached out to 90 organizations to conduct interviews with representatives. IEM planners conducted more than 40 interviews in six weeks. IEM planners and recovery subject matter experts then used this information to populate the draft plan.

IEM invited all stakeholders to an in-person Draft Plan Review Workshop to provide feedback on the plan. The workshop was attended by 26 local organizations, and IEM gathered additional written feedback from more than a dozen representatives. Once the plan was revised and finalized, IEM invited over 120 local stakeholders to a webinar to present the final plan. This webinar ensured the plan reached the wider Durham community, so that all potential recovery partners could understand how they may contribute to Durham's recovery in the future.

1.9 SUMMARY OF BIDDER’S PROPOSED PERSONNEL/MANAGEMENT APPROACH

Harnessing the resiliency within the state, the funding opportunities available and the local, state and federal partnerships will be critical for Nebraska to not only achieve recovery but position the State economy to grow and thrive after the 2019 catastrophic flooding which affected 81 counties and five tribal areas and caused damages in excess of \$1 billion. To accomplish this lofty task, Nebraska will need a team of consultants with expertise in economic research and analysis, economic development, disaster recovery specific to Nebraska’s leading economic sectors, such as agriculture, small business, and tourism and an extensive background in disaster relief, recovery, and mitigation.

IEM has brought together experienced project management personnel, recovery planners, and Subject Matter Experts (SMEs) to support NEMA and participating entities. Our Team has led some of the largest, most successful, and most cost-efficient recovery programs in the Nation, with a total program value of over \$51 billion in federal funds. We have managed PA programs in excess of \$15 billion and managed disaster housing programs for more than 140,000 housing units over the course of the last few years. We have assembled the IEM Team by selecting the elite of the elite for effective, compliant, and successful Program design and implementation. **We are aware of the short timeframe for completion of all project tasks; therefore, we have amply assigned personnel to this project to ensure we meet the deadlines while exceeding client expectations.** The following sections present the organizational structure, personnel roles and responsibilities including project leadership, and designated project points of contact. Staff resumes have been provided in Appendix B.

We Bring the Most Talented Professionals from the Emergency Management Industry for NEMA’s Recovery Planning Efforts with a Proven Track Record of Success in Running Large-Scale, Efficient, and Compliant Programs.

IEM Vice President, Bryan Koon, and Director, Gary Scronce, will provide corporate oversight for the project. IEM Program Manager, Krista Houk, will oversee project staff, ensure quality control of deliverables, and confirm overall accomplishment of project objectives. Project Manager, Meghan Aminto, will be responsible for overseeing completion of all tasks and deliverables. Ms. Aminto will be responsible for the day-to-day management of IEM’s team of experienced planners, data and geospatial analysts, economic recovery specialists, and recovery grant program SMEs. Members of IEM leadership and the project management team will be available for in-person meetings and by phone at the State of Nebraska’s request. Responsiveness is a core value for IEM! Contact information for our management team will be provided to Nebraska officials at project initiation. Other members of our team will be available for meetings as appropriate and Mrs. Houk and Mrs. Aminto will help arrange that, including our subcontractors. In Table 2 below, we provide an overview of our key staff.

Table 2: Key Staff for the IEM Team.

Team Member	Title	Reports to	Project Responsibilities
Bryan Koon	Vice President of International Homeland Security	Madhu Beriwal (President and CEO)	<ul style="list-style-type: none"> Serves in an advisory role for project personnel and client as needed Approves internal project design
Gary Scronce	State and Local Preparedness Director	Bryan Koon	<ul style="list-style-type: none"> Serves in an advisory role for project personnel and client as needed Advises Program and Project Manager on internal project design and management.
Krista Houk	Program Manager	Gary Scronce	<ul style="list-style-type: none"> Assurance that contractual obligations are met Provides contract oversight Identifies strategies to meet project objectives



Team Member	Title	Reports to	Project Responsibilities
Beth Zimmerman	Senior Technical Advisor	Krista Houk	<ul style="list-style-type: none"> • Advises on strategies for integration of FEMA recovery and mitigation grant programs into short- and long-term recovery planning and ensures project compliance with federal guidance and best practices • Potential facilitator of senior recovery planning stakeholders meetings
Earl Randall III	Senior Technical Advisor	Krista Houk	<ul style="list-style-type: none"> • Advises on strategies for integration of HUD programs into short- and long-term recovery planning and ensures project compliance with federal guidance and best practices
Ivan Radovich	Senior Technical Advisor	Krista Houk	<ul style="list-style-type: none"> • Advises on economic recovery successful practices, integration with DOC EDA efforts and ensures project compliance with federal guidance
Meghan Aminto	Project Manager and Senior Recovery Planner	Krista Houk	<ul style="list-style-type: none"> • Completes monthly project status reporting • Oversees submission of project deliverables and assures adherence to project timeline • Manages the development of all deliverables • Lead recovery planner for the team
Christian Montz	FEMA Recovery Programs SME	Meghan Aminto	<ul style="list-style-type: none"> • Provides subject matter expertise for development of recovery plan, specifically integration of all FEMA grant program funding and concepts across the recovery
Sheila Hascall	Mitigation SME	Meghan Aminto	<ul style="list-style-type: none"> • Provides mitigation subject matter expertise for development of recovery plan, specifically integration of mitigation funding and concepts across the recovery
Jared Jakubowski	HUD Program and Local Recovery SME	Meghan Aminto	<ul style="list-style-type: none"> • Provides subject matter expertise for development of recovery plan, specifically integration of HUD programs and local recovery efforts across the recovery
Shelby Rushing	Planner and Geospatial Analyst/Modeler	Meghan Aminto	<ul style="list-style-type: none"> • Provides recovery planning support. • Assists in analysis and display of geocoded datasets to support the plan
Geoff Brien	Economic Recovery Planner	Meghan Aminto	<ul style="list-style-type: none"> • Economic Recovery planning lead • Supports outreach and interface with local, state and federal economic development stakeholders
Caitlin Cain	Economic Recovery Planner	Geoff Brien	<ul style="list-style-type: none"> • Supports development of recovery plan with specific focus on economic recovery planning
John Mizerak	Economic Recovery Planner	Geoff Brien	<ul style="list-style-type: none"> • Supports development of recovery plan with specific focus on economic recovery planning
Mark Seiss	Economic Data and Analytics Lead	Meghan Aminto	<ul style="list-style-type: none"> • Leads all economic data gathering and analysis to support economic recovery planning and the recovery plan in general
Cliff Coles	Technical Editor	Meghan Aminto	<ul style="list-style-type: none"> • Provides finishing and quality assurance for all final work products, including handouts for Summit, Recovery Framework and Toolkit, TTX materials, and After-Action Report
Kelsey Rohwer	Graphic Artist	Meghan Aminto	<ul style="list-style-type: none"> • Develops graphic files to include in presentations, and project documents (e.g., handouts for Summit, Recovery Framework and Toolkit, TTX materials, and After-Action Report)

We have hand-selected teaming partners with a history of delivering important outcomes for FEMA funded disaster recovery projects around the nation, as well as partners who bring niche skills to ensure all aspects of our performance is best in class. The IEM Team consists of professionals who have produced great outcomes for disaster recovery—

programs that have delivered quickly, in full compliance with FEMA and State rules, and have pushed the envelope in efficiency of delivery and cost management. For this opportunity, IEM has secured leading economic analysts from NOVACES and Dun & Bradstreet.

1.9.1 PROJECT MANAGEMENT

IEM’s project management approach has been honed over the course of 34 years of providing high-quality, cost-effective services and excellent customer responsiveness. We are experienced in managing contracts with local, state, regional, and federal government bodies in a collaborative and supportive environment. We continually analyze and refine our corporate processes through lessons learned and multiple feedback loops in project implementation, so that all of our customers benefit from our experiences. Figure 2 outlines the overarching framework IEM will use to ensure we continually address NEMA’s feedback and input for the entire period of performance.

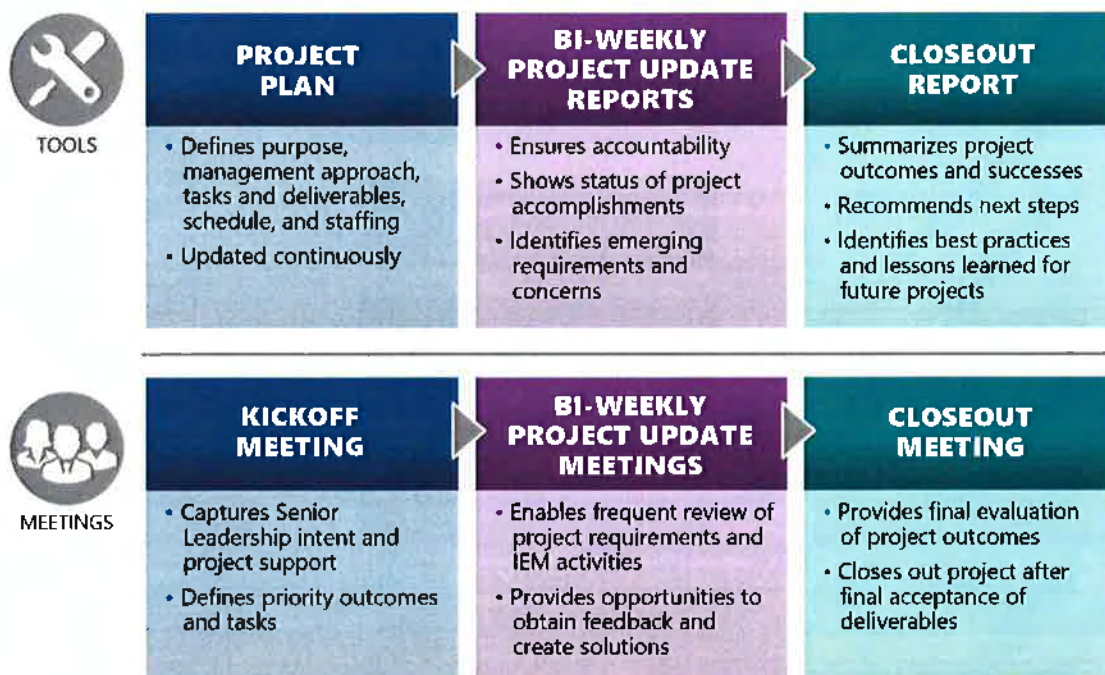


Figure 2: IEM’s Project Management Process. This process ensures that we are continually seeking and responding to customer feedback throughout the project cycle.

IEM’s project management process is used for all of our projects to develop, design, execute, and close out our work. This process aligns with the Project Management Institute’s best practices. The key elements of our process include:

- **Project Management Plan.** We develop a detailed work plan that outlines the objectives, activities, milestones, and dependencies to complete the project tasks within the project timeline. This serves as a confirmation that IEM will meet project requirements and client expectations. The Project Management Plan is first reviewed at the in-person kickoff meeting with NEMA project leadership and is then updated with any changes as the project progresses.
- **Bi-weekly Project Update Reports.** IEM provides bi-weekly (or monthly, if preferred) reports that document project accomplishments and progress and identifies next steps and dependencies for activities moving forward. The reports also incorporate any concerns that may need to be mitigated. These reports will be reviewed during Bi-weekly Project Update Meetings to ensure the project remains on track. These meetings will be held via web-enabled screen-share and conference call.

- **Closeout Report.** IEM provides a detailed Closeout Report to document the project successes and outcomes, as well as recommended next steps. It is important to identify best practices and lessons learned so that information can be used for future planning efforts or during plan updates. At the end of the project, IEM will facilitate a final in-person Closeout Meeting with project leadership to review the closeout report and confirm project outcomes have been met.

1.9.2 STAFFING PLAN

An overview of our structure provides insight into our plan for the management of tasks for this project. Our Team is defined in a way that maximizes accountability of smaller teams that fit within the larger framework of program delivery. Through our experience and lessons learned, we have determined the best way to support our customers is to utilize a "task lead" concept to ensure we put in place the best person to coordinate the project team; who is well versed in the topic of focus and who can be the direct point of contact for our customer.

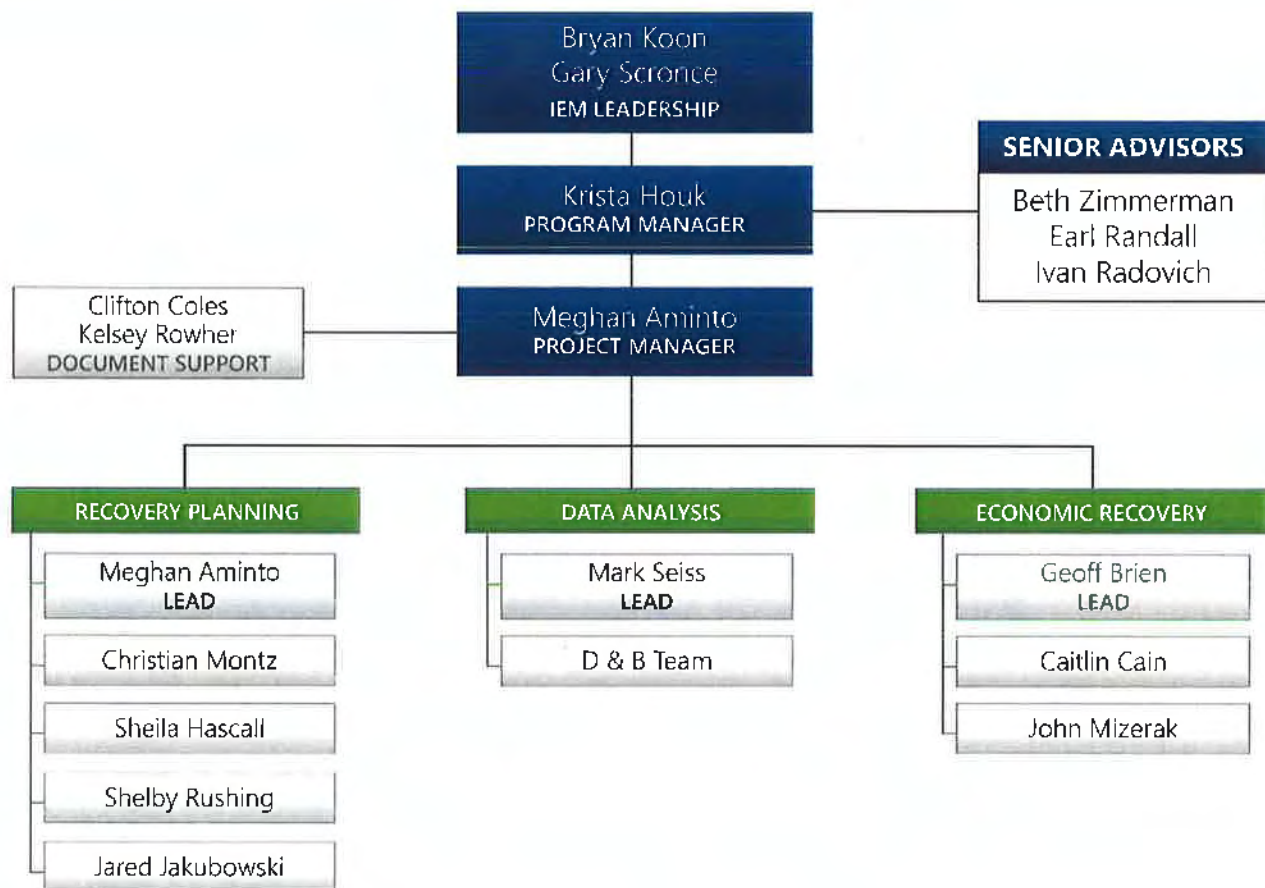


Figure 3: IEM project team organization for providing Long-Term Recovery Strategies and Plan Development support to NEMA.

Each technical/functional area is headed by a Task Lead, who will report directly to IEM's Project Manager, Meghan Aminto, who will manage daily operations and execute the vision set by NEMA. Ms. Aminto will then report directly to our Program Manager, Ms. Krista Houk, who will have executive authority over all IEM operations under the contract. The organizational chart below highlights our task leads for each of the topics highlighted in this RFP.

IEM task leads are experienced and versatile and will coordinate closely on all tasks to ensure efficiency and cohesion throughout the project. Figure 3 shows the lines of authority for the IEM Team. Specific roles and responsibilities of each team member are included in the table below.

IEM Company Representatives, including all senior project leadership, are available for consultation with the State when needed. While Ms. Aminto will serve as the day-to-day point of contact, Mr. Koon, Mr. Scronce, and/or Ms. Houk are available to conduct web, phone, or in-person meetings with NEMA as requested.

1.10 SUBCONTRACTORS

IEM has hand-selected teaming partners that bring extensive experience supporting states in post-disaster economic recovery. Our partner, NOVACES, has been activated to support recovery in Oklahoma, Wyoming, Louisiana, Arkansas, Colorado, and New Jersey after floods, storms, and tornados. They offer superior analytical capabilities as well as real-world recovery experience. For NEMA's efforts, IEM has secured leading economic recovery firm, NOVACES, to work in conjunction with Dun & Bradstreet to offer comprehensive economic analytics and decision-making tools.

NOVACES

NOVACES, LLC specializes in disaster management / economic recovery, performance management, and CPI. NOVACES is nationally-recognized in these areas. Our clients include the U.S. Department of Commerce EDA under the FEMA NDRF Economic Recovery Support Function (Economic RSF). NOVACES has had a BPA with EDA since 2013. The NOVACES disaster recovery support has included engagements in the least populated county in the least populated state, Niobrara County Wyoming, to a state in the most populated region of the U.S., New Jersey, after Superstorm.

NOVACES has had personnel engaged in Puerto Rico's very challenging economic recovery since September 25, 2017. In December 2018, NOVACES was awarded a three-month contract extension by EDA and FEMA to continue its Puerto Rico Economic RSF work. The recovery work performed in Puerto Rico by NOVACES in its support of the Economic Sector has been praised by EDA and FEMA leadership. There is discussion about combining economic recovery efforts in the U.S. Virgin Islands with those in Puerto Rico.

Puerto Rico presents a unique case in Economic RSF activations. Since the implementation of the NDRF, there has never been a situation where the impacted economy was in a long-term and severe recession for more than a decade, or where the state/territory-level government had declared a form of bankruptcy, as is the case with Puerto Rico. There are many challenging circumstances regarding Puerto Rico's economic recovery, such as: the loss of 90,000 manufacturing jobs since 1996, and the potential loss of many more due to manufacturing facilities not coming back online in a timely manner; the impacts of federal tax reform; the high poverty rate; outmigration; and the extensive impact to the power grid and communications systems throughout the island, and associated expensive and unreliable energy sources, which continue to constrict economic recovery.

IEM intends to subcontract a total of 65 percent of this contract to our teaming partners.

Subcontractor Information

Name, Address, and Telephone

- Novaces, LLC
- 650 Poydras St, New Orleans, LA 70130
- (504) 544-6888

Specific Tasks to be Performed

- identify and outreach to stakeholders
- Review economic plans/reports
- Conduct eco-system mapping
- Host economic development workshops
- Develop economic sector analysis
- Develop Economic Recovery Action Plans
- Conduct SWOT analysis and align with CEDS
- Create Economic Resilience Report

Percentage of Performance Hours

- 45 %

The NOVACES experiences in varying economic recovery situations provides the IEM Team a unique understanding of what works and what does not, which will be applied in Nebraska.

Dun & Bradstreet

In 1841, Dun & Bradstreet was founded in New York City as one of the first organizations dedicated to growing valuable business relationships through the collection, curation, and analysis of data. Today, they adapt our proprietary data and analytics into high-impact public sector solutions, working with agencies in every facet of government to provide timely and critical information and analysis to support national security, accelerate emergency response and recovery, drive economic growth, and reduce fraud, waste, and abuse.

Comprising over 330 million business records, more than 120 Million hierarchy members, and with 375 million data elements updated per day, their Data Cloud provides unparalleled depth and breadth of business information. It is curated from tens of thousands of global sources – including both online sources and our Worldwide Network of global data partners.

Derived from the Dun & Bradstreet Data Cloud is our Live Business Identity, which represents all information about any given entity in the Dun & Bradstreet Data Cloud. Live Business Identity helps ensure clients have the most accurate and up-to-date view of business entities. The starting point of Live Business Identity is the Dun & Bradstreet D-U-N-S® Number, a proprietary, unique 9-digit identifier for businesses that allows them to track a business and its related data and connections throughout the full lifecycle of that business.

Dun & Bradstreet's Disaster Assessment Risk Toolkit is a suite of tools purpose-built for the emergency management community. These tools deliver the requisite capabilities for maintaining a robust and accurate knowledge base of local economic conditions and risk profiles and deliver data-informed insight for the purpose of mitigating negative economic impacts from natural or man-made disasters.

TECHNICAL APPROACH

The March 2019 "bomb cyclone" caused the "most extensive damage" Nebraska has ever experienced, according to Governor Ricketts. More than a foot of snowfall and hurricane-force wind gusts, combined with warm temperatures, caused rapid snowmelt and disastrous historic flooding. An event of this magnitude generates millions of competing recovery priorities. This event caused more than \$400M in infrastructure damage, \$400M in crop damage, and \$400M in lost livestock. Large areas of agricultural lands in the "breadbasket of the world," experienced devastating losses that won't be recuperated for years to come, if at all. Thousands of homes and hundreds of businesses were damaged or destroyed, causing strain on local economies and depleted workforces.

In the months to years after an event like this, communities are in need of funding to support housing, repairing and rebuilding of public and private infrastructure, and restoration of local business and industries that drive the local economy. It's the responsibility of the State and local governments to identify and implement solutions to address high priority recovery needs and get communities back on their feet. Recovery strategies must support restoration and continued growth of the State's foundational industries, like agribusiness, but recovery is also an opportunity to invest in emerging, targeted industries like tourism, IT and data services, and transportation and logistics. The IEM Team will

Subcontractor Information

Name, Address, and Telephone

- Dun & Bradstreet
- 103 JFK Parkway, Short Hills, NJ 07078
- (973) 921-5500

Specific Tasks to be Performed

- Conduct economic analysis work (baseline and cluster analysis) and prepare basic workforce analysis

Percentage of Performance Hours

- 20%

help the State develop long-term recovery strategies that address recovery needs of Nebraska communities while pursuing new economic opportunities and furthering established economic development goals and visions.

An effective long-term economic recovery strategy must align with the State's established economic development goals and vision, provide the best value for cost, and appropriately and efficiently allocate available funding. To meet these objectives, the IEM Team will support the State in understanding the post-disaster economic environment and how the disaster has impacted key economic sectors and the economic performance of regions and communities. Using this data-driven approach, the IEM Team will work with key stakeholders and the State to outline economic objectives and identify proven best practice strategies to meet agreed-upon objectives. The IEM Team will conduct extensive stakeholder input to present costs and benefits and ensure that data-driven findings inform decision-making. The IEM Team understands that recovery funding decisions are contentious and will work with the State to promote transparency and build consensus throughout the process. The final strategy will represent both quantified analyses and qualitative input from stakeholder engagement and present a clear roadmap for the State and its recovery partners to move forward with implementation.

PHASE I

ORGANIZE THE PROJECT

Upon notice to proceed, Ms. Aminto will work with the NEMA Project Manager to schedule a project kick-off meeting to be held within two weeks of the award date or as requested by NEMA. Ms. Aminto, Ms. Houk and other key members of the IEM Team will all attend the kick-off meeting in order to meet key NEMA personnel and stakeholders right at the outset of the project.

At the kick-off, the IEM Team will introduce the project and its phases; describe our approach and methodology; outline goals, objectives, and timelines; discuss the scope of work; introduce the other members of the IEM Team and their roles and responsibilities; and answer any questions participants may have. The kick-off meeting can also serve as a forum for in-depth discussion of the project's initial steps, including IEM's approach to the organization and composition of the Long-Term Recovery Strategic Action Plan.

IMPLEMENT SHORT-TERM ECONOMIC RECOVERY STRATEGIES (ONGOING)

A key starting point for developing the Strategic Action Plan for Long-Term Recovery and Community Resilience will be to review the progress made toward implementation of short-term strategies already in progress. During the kick-off meeting, IEM will talk through each of the short-term strategies that NEMA has been working on, capture notes on the progress made, and identify gaps where immediate contract support may be helpful or needed in order to better position the State for long-term recovery initiatives.

IEM has experienced staff ready to assist with short-term economic activities, including:

- Engaging local government, private, and nonprofit organizations to identify and coordinate local recovery resources
- Facilitating housing planning and identification of short-term housing needs
- Supporting communities to organize recovery efforts in order to leverage federal resources and programs, such as FEMA Individual Assistance, Small Business Administration (SBA) Disaster Loan Assistance, US Department of Agriculture (USDA) Disaster Assistance Program, and National Flood Insurance Program (NFIP)
- Public Assistance Project Worksheet review

IEM will remain ready to support immediate economic recovery needs and initiatives throughout the long-term planning process. If and when support for short-term initiatives are requested, the IEM Team will quickly develop a

proposed project plan, including the detailed tasks to be performed, timeline, and staffing, for review and approval by the state.

IDENTIFY AND ENGAGE THE PROJECT TEAM

During the kickoff meeting, IEM will review the contract support and confirm the team members of the IEM Team with NEMA. The IEM Team will be composed of subject matter recovery experts from IEM and our teaming partners NOVACES and Dun & Bradstreet. Our SMEs include IEM employees, Beth Zimmerman and Christian Montz, both who have extensive recovery planning and implementation experience. Ms. Zimmerman is a former FEMA Recovery Assistant Administrator, serving as a key leader in the response and recovery from disasters across the country, and coordinating the federal support from the National Response Coordination Center in Washington DC. She was responsible for the disaster declaration processing from the impacted jurisdictions to the Administrator and then the President. She has led 930 disasters, including 400 major and 70 emergency declarations for FEMA from 2009 to 2017. Mr. Montz has more than 20 years of experience in disaster recovery and crisis management. He led a FEMA Region VI division consisting of two branches of grant administrators and specialists, and with management oversight of \$500 million annually in grant funding.

Team members from NOVACES and Dun & Bradstreet also add significant advantages to our team and bring a unique knowledge base to Nebraska. Geof Brien, from NOVACES, has led the development and implementation of the disaster recovery and resiliency business line. For over 14 years, Mr. Brien has implemented government, private, and not for-profit-sector disaster management initiatives. He serves as a contractor to the U.S. Department of Commerce, EDA under the NDRF Economic Recovery Support Function (ERSF). Mark Seiss, PhD, the Director of Advanced Analytic Services from Dun & Bradstreet, works with clients to design and develop global analytic solutions and global statistical models to better leverage both client and D&B data assets. For Nebraska, Dr. Seiss will design, develop, and implement new, innovative data improvement models that to inform new views of business activity and risk as related to long-term recovery.

COMPLETE STAKEHOLDER ANALYSIS AND DEVELOP THE ENGAGEMENT PROGRAM

IEM will work with the Manager for Disaster Recovery Community Engagement and Collaboration and other core project members, such as Nebraska Department of Economic Development (DED), to identify key project stakeholders.

Composition of the key stakeholder group is critical—it will require participation by a variety of disciplines, state agencies, and jurisdictions throughout the state. The inset box lists a selection of organizations to engage throughout the project. These stakeholders will provide input and data for the analysis phase and support the development of the Strategic Action Plans as we move through the project.

IEM will work with the Manager for Disaster Recovery Community Engagement and Collaboration to determine how to best accomplish the work on this project in order to use everyone's time as effectively and efficiently as possible. We will document a stakeholder engagement program and schedule that will be submitted for approval. Establishing and effectively using this group's time from the onset of the project will provide

Nebraska Key Stakeholders

- Nebraska Emergency Management Agency
- Nebraska DED
- Nebraska Department of Natural Resources
- Nebraska Department of Transportation
- Nebraska DEQ
- Nebraska Investment Finance Authority
- Nebraska League of Municipalities
- Nebraska Association of County Officials
- Nebraska Community and State Colleges
- Nebraska Department of Agriculture
- The University of Nebraska at Lincoln (Bureau of Business Research), Omaha and Kearney
- Elected officials
- County, State and Federal agencies
- State and local Chambers of Commerce
- Industry and trade associations and business groups
- Private nonprofits and other non-government organizations
- Businesses, Landowners and Utilities.

a forum among economic development stakeholders for productive, fact-driven deliberation about shaping Nebraska's economic future.

IEM will schedule the initial key stakeholder meeting within the first month of the kickoff meeting or sooner, as requested by NEMA. IEM recommends holding bi-monthly meetings with this core group initially and increasing to monthly meetings as work on the planning intensifies. This schedule will allow representatives to stay informed of progress and will provide IEM a regular forum to gather input for plan development. For each meeting, IEM will develop and provide meeting agendas, presentations and any other materials needed to support the planning process. IEM will conduct these meetings in-person and will also host a webinar and conference line to encourage participation by Statewide partners who may prefer to attend remotely.

DEVELOP THE PROJECT WORK PLAN AND PROJECT MANAGEMENT TOOLS

As our standard practice, IEM completes a detailed project work plans for all projects we manage. We are happy to incorporate any additional requirements requested by NEMA. All our work plans include the project purpose and success criteria to ensure we have fully understood the objectives and outcomes of the project. We include a description of all key personnel and their role on the project. It further explains our quality control process—all our written deliverables go through multiple rounds of editing and review by staff and experienced technical editors. We describe each task and the activities, milestones, and deliverables. We further break the project timeline into a stakeholder meeting schedule (including the date, location, objectives, and invitees) and deliverable schedule (including date, recipient, and review period). To provide a comprehensive picture of the project, we prepare a Microsoft Project timeline that includes activity timelines, milestones, dependencies, resources, and progress. This tool is used throughout the project to update the team and our customers on progress. The project work plan will be reviewed for approval during the project kick-off meeting.

The IEM Team will also employ coordination and communication tools to facilitate exchange with our customers. Upon request, we will set up a SharePoint cloud platform to securely store and share documents. For all meetings and conference calls, we use a screen-sharing web-based conferencing tool, called Join.me, that allows us to display visual materials in real-time to all attendees, whether they are in the room or joining remotely.

PHASES II AND III

Based on the recommendation of our SMEs from NOVACES, our tech approach combines Phases II and III due to overlap between the phases and some of the components identified in Phase III will be done before or in conjunction with tasks from Phase II.

TASK 1. SUMMARIZE BASELINE LONG-TERM CONDITIONS

An effective disaster recovery response starts with a thorough economic assessment of existing economic conditions, followed by a drill-down analysis of key sectors of opportunity (cluster analysis) complemented by a workforce assessment addressing both constraints and opportunities. Task 1 will focus on gathering, analyzing and generating economic data needed to better inform future long-term recovery planning. The IEM Team will utilize internal and external datasets to assess the impact of the disaster on the following: businesses and industry, transportation, infrastructure, land and corresponding impacts to supply chain disruption. We understand that the agricultural sector is especially crucial to the state's economy, and we will look at the holistic damages to the sector caused by the disaster. The analysis will assess impacts to both traditional sectors, like agriculture, as well as emerging economic sectors. The analysis will further consider demographic projections, including population shifts and the impact of the disaster on the existing workforce. As an added layer of analysis, the IEM Team will review changes in household incomes, poverty, social vulnerability, lending and capital flow, public revenue, and other local and state-wide financial indicators.



Once a baseline analysis is complete, the IEM Team will conduct high-level cluster analysis work, which will build upon the general economic baseline but will specifically highlight opportunities for investment in emerging and/or existing growth sectors. As part of this process, the IEM Team will utilize existing data sets and economic development reports, studies and stakeholder outreach to help identify clusters that should be prioritized for recovery planning purposes and will summarize corresponding workforce opportunities/challenges.

Successful workforce recovery efforts are based on the ability to quickly define and delineate opportunities for growth in both traditional and emerging sectors (based on comparative advantage). For this reason, Task 1 will include a workforce analysis of key sectors identified as high growth opportunities and will cover such issues as:

- Overall sector strength (ability to grow and retain quality jobs)
- Types of jobs associated with the sector (and corresponding pay scale)
- Estimated number of jobs, location of jobs, location of workforce to those identified jobs
- Existing transportation routes/services to identified jobs and/or summary of other impediments relating to job access.
- Certifications, education or special skills needed for each identified sector of opportunity (by employment category)

The success of Task 1 is often contingent on existing policy issues impacting local economic growth. For this reason, Task 1 analysis will also include a summary finding of existing policy or legislation impeding workforce growth opportunities.

Task 1 will involve numerous stakeholder meeting with various local, regional and state-level EDOs, universities, trade associations, chambers and other key partners who can provide insight into emerging sectors of opportunity. Task 1 will also involve researching, compiling and analyzing existing studies, economic policies and reports (prepared by EDOs) relating to traditional and emerging economic trends/sectors in Nebraska. Information obtained through stakeholder outreach and data review will be utilized to help inform the economic analysis work along with both short- and long-term recovery tasks.

TASK 1. DELIVERABLES

- Statewide Economic Impact Analysis (baseline)
- Cluster Analysis: Prepare a summary analysis identifying opportunities for key sector growth and investment (outline growth opportunities, vulnerabilities, competitive advantage and the overall value proposition for focusing on new growth opportunities versus traditional sectors)
- Development of a basic workforce analysis (impact of disaster on workforce)

TASK 1. TEAM LEAD, EXPERTISE, AND ROLES:

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Conduct stakeholder identification and outreach • Review economic development plans/reports, policies, etc.

Pre-Identified Sectors for Cluster Analysis

- Agriculture
- Healthcare
- Energy
- Telecommunications
- Water management
- Advanced/manufacturing
- Entrepreneurship/small business development
- Education/research centers
- Green technology
- Information Technology

	<ul style="list-style-type: none"> • Work with D&B to inform/structure economic and workforce analysis summaries
D&B	<ul style="list-style-type: none"> • Conduct economic analysis work (baseline and cluster analysis) and prepare basic workforce analysis

TASK 2. MAP THE ECONOMIC DEVELOPMENT ECOSYSTEM

The IEM Team feels that it's critical to map the economic development ecosystem prior to conducting the SWOT analysis in order to avoid duplication of efforts or repetition of studies. Our team will undertake extensive ecosystem mapping by reviewing all relevant State and regional economic plans and corresponding economic policies. As part of this process, we will delineate the geography for which the plan(s) provide a vision, note any gaps, and summarize the goals, objectives and priorities of each plan. We will note any overlap or significant gaps in priorities, recommendations or action steps. The IEM Team will further identify existing projects and programs that support resilience planning efforts required for both short and long-term recovery efforts.

These studies, reports and policies may include, but not be limited to, the following. The IEM Team will work with NEMA to determine the final list of documents to include in the analysis.

- FEMA and other federal economic recovery and development frameworks
- Community Reinvestment Act disaster recovery initiatives
- Professional economic recovery and resiliency best practices
- State, regional and/or county comprehensive land use/development plans
- State, county, regional and local economic development plans
- Statute, code, rules, policies, studies, plans and other relevant data related to economic development and recovery
- Key nonprofit plans/strategies in emerging economic sectors

As part of the eco-system mapping process, our Team will identify the stakeholders who can be characterized as decision makers and influencers of the business community and/or economic landscape. Our Team will then inventory and conduct outreach to all the relevant economic development stakeholders in the State. Our Team will conduct extensive outreach through meetings/teleconference and in-person interviews with key representatives from the state and county-level to identify instrumental economic development players in the disaster impacted region. Our Team will then develop a stakeholder matrix that identifies key implementing organizations/agencies at the state, regional, county and local levels that are responsible for economic development initiatives. Information obtained from these findings and outreach, will be utilized by the IEM Team to prepare a brief ecosystem analysis detailing how each economic development entity/organization can/should support identified economic growth sectors as determined by Task 1. The analysis will delineate necessary projects and programs, recommended roles and responsibilities for implementation, potential funding options and relevance/tie-in to existing economic plans and longer-term recovery efforts. The analysis will further identify gaps and/or challenges that need to be addressed to better implement identified projects and programs.

We believe strongly that the community must generate and drive recovery planning and thus it is paramount that economic recovery vision(s) are mutually derived and shared. In order to achieve this level of buy-in, it is critical for those participating in economic recovery work (both short and long-term) to share a common set of knowledge ideas, terms, methodology and processes associated with economic development and recovery work. The IEM Team will host an economic recovery workshop and/or series of workshops for key community stakeholders to present economic baseline findings and to further discuss and dialogue on processes, integral themes and general economic development principles guiding recovery actions. One of the objectives of these workshops will be to develop a shared, realistic understanding among stakeholders of key and commonly misunderstood economic concepts. Information obtained from this workshop will be utilized to inform the Long-Term Recovery plan and planning efforts.

Stakeholders invited to these outreach sessions will include leaders from the community, non-profits, EDOs, business and industry, chambers of commerce, county economic development offices and various state agency representatives. These facilitated sessions are expected to be 2-3 hours, but the exact number and organization of each meeting will be determined during development of the stakeholder engagement strategy.

As part of Task 2, our Team will also conduct outreach sessions with community leaders for the purpose of disseminating information and to obtain additional feedback on the extent and nature of the disaster's impact on the local economy. Stakeholder outreach will assist IEM to identify recovery and resilience projects that should be prioritized for investment purposes and thus included in both short and long-term recovery efforts. IEM will develop outreach templates and a corresponding data platform (an IT-based project management tool) to ensure all information gathered through direct stakeholder outreach is organized and analyzed for follow-up purposes. Our Team anticipates conducting facilitated outreach sessions in each region, but the Team will work with the State to determine the exact number of outreach sessions needed. We anticipate that outreach sessions will be no more than two hours in length.

TASK 2. DELIVERABLES

- Economic development ecosystem map/summary analysis identifying key stakeholders, projects, challenges/opportunities and roles/responsibilities
- Economic development workshop(s)

TASK 2. TEAM LEAD, EXPERTISE, AND ROLES:

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Conduct stakeholder identification and outreach and analyze findings • Develop and conduct eco-system mapping and summarize findings
IEM	<ul style="list-style-type: none"> • Host economic development workshop(s) • Assist with outreach, marketing and communication efforts. • Assist with long-term recovery plan alignment

TASK 3. COMPLETE A LONG-TERM SWOT ANALYSIS

Building on the findings from Task 1 and 2, the IEM Team will identify key sectors for investment and prepare a summary analysis of each sector outlining the strengths, weaknesses, opportunities, and threats (SWOT). The SWOT analysis will consider disaster impact assessments, real property loss, stakeholder input, and other analyses. Part of the SWOT Analysis will be informed using a Disaster Assessment Risk Toolkit (DART).

In the aftermath of a disaster, a DART utilizes information that details the impacts of a disaster to create a statistical assessment of the primary and secondary economic impacts based on affected businesses in various disaster zones and the upstream supply chain. The economic impact analysis utilizes Dun and Bradstreet's extensive business database to identify problem areas both geographic (zip code level) and financial risk along with the likely impact in terms of business workforce, sales, financial health, and viability over the determined length of time (5 years). The Impact Assessments can provide immediate insights into the effects of the disaster. Optimally, actual impact data and analysis will be developed starting approximately 6 months post disaster and will validate/feed previous assessments and give the most accurate picture of the impacts to better inform recovery actions. Economic analysis is summarized for each of the response lifelines, and insights from the report are designed to help emergency management teams plan efficient use of recovery funds and prioritize spending based on economic vulnerabilities, severity of impact, and indicators of economic stabilization.

To the extent possible, the IEM Team will quantify direct and indirect impacts of the disaster, such as business losses and closures, industry impacts, damaged or destroyed physical impacts, shifts in consumer purchasing, supply chain disruption, insurance disruption, migration, capital flows, loss of tax base, and unexpected debt.

TASK 3 DELIVERABLES

- SWOT analysis that identifies key economic sectors of opportunity

TASK 3 TEAM LEAD, EXPERTISE, AND ROLES:

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Identify economic sectors of opportunity and conduct/prepare analysis • Review economic development plans/reports, etc.
D&B	<ul style="list-style-type: none"> • Completion of a Disaster Assessment Risk Toolkit

TASK 4. ESTABLISH LONG-TERM RECOVERY OBJECTIVES

Considering all information gathered through the analyses conducted in Tasks 1-3, the IEM Team will develop a proposed list of long-term recovery objectives for review and approval by the Office of the Governor or designated representative. The IEM Team will prepare a written report with the proposed objectives as well as a summary of the research and stakeholder input that supports the proposal. All objectives will be “SMART,” or specific, measurable, achievable, realistic, and time-bound. The IEM Team will present the long-term recovery objectives and justification for each at an in-person meeting with the Governor’s Long-Term Recovery Group.

TASK 4. DELIVERABLES

- Proposed Long-Term Recovery Objectives

TASK 4. PARTNER, EXPERTISE, AND ROLES:

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Synthesize findings from Tasks 1-3 into proposed long-term recovery objectives • Present long-term recovery objectives and research findings

TASK 5. DEVELOP LONG-TERM RECOVERY STRATEGIES

The IEM Team will prepare corresponding long-term recovery strategies detailing steps needed to strengthen investment within identified sectors based on the SWOT analysis and meet the agreed-upon state long-term recovery objectives. The strategies may address myriad needs including, but not limited to: transportation, workforce, infrastructure, capital, capacity, partnerships, policies, etc.

Each proposed long-term recovery strategy will include actions and needed engagement from appropriate EDOs or other stakeholder groups and organizations along with an estimated budget (highlighting potential funding sources) for developing and seeding noted projects and/or initiatives. The strategies will further research and summarize local, state and/or federal policy and regulatory changes that may need to be considered as part of the overall long-term recovery strategy. Sectors of study (beyond those identified by previous tasks) shall also include key community assets, such as: Business Improvement Districts (BIDs), Main Streets and opportunities for small and medium sized enterprises.

It is important to note that these will not be one-size fits all recommendations. As such, strategies may be state-level, regional (multiple counties) and/or county-level/organizational specific depending on overall need, community

capacity and the extent of regional damage. The exact number, nature, extent and direction of the strategies will be further refined based upon study findings, approved long-term recovery objectives, and in consultation with the State.

Economic sector analysis requires extensive community and stakeholder outreach to better strengthen and align consensus around transformative initiatives and recovery needs. For this reason, our Team will conduct numerous stakeholder meetings throughout the impacted region(s) and at the State level. Comments received by the State, and through all other outreach meetings, will be collected, analyzed and compiled into a Long-Term Recovery Strategies document that will be presented to the State for additional refinement and feedback.

NEBRASKA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) FRAMEWORK

Our Team believes that effective economic recovery strategies stem from coordinated alignment of a regional vision with existing on-the-ground efforts. For this reason, we will undertake extensive review of all findings from Tasks 1-3 to ensure final recommendations align with existing local, regional and state economic development plans and current actions underway by various disaster response agencies and partnerships. Additionally, the IEM Team will undertake a state-level review of the existing State CEDS to better analyze how recommendations and strategies generated from previous tasks may or may not align with the existing CEDS. Information generated from this undertaking will be utilized to create a brief summary report outlining ways in which more alignment between the current CEDS and proposed recovery strategies can be achieved. This brief summary report is envisioned to serve as an addendum to the existing State CEDS with a focus on aligning/prioritizing recovery projects and infrastructure investments needed to support growth in key economic sectors.

ECONOMIC RESILIENCE SUMMARY

Our Team will also utilize knowledge of all the information obtained from Tasks 1-3 to develop an economic resilience summary. This brief summary report will outline ways in which the State can best mitigate future storm-related events, especially as it relates to mitigating future disaster impacts on key and/or emerging growth sectors including workforce (a special emphasis will be placed upon mitigating future agricultural disasters). As part of this process, the IEM Team will research and analyze existing land-use practices and economic/agricultural policies that may impact future resilience planning. Our Team will also coordinate with existing State and regional entities, especially agricultural agencies, to think-through and develop recommendations for fostering resilience within traditional sectors, particularly agriculture. These findings will also be incorporated into the proposed long-term recovery strategies.

TASK 5. DELIVERABLES

- Draft Proposed Long-Term Recovery Strategies outlining: key sectors of opportunity, corresponding projects needed to strengthen recovery efforts in identified key sectors (including financing suggestions), recommendations for strengthening each sector, and recommendations for economic development stakeholder roles/responsibilities.
- Addendum to CEDS
- Economic Resilience summary report

TASK 5. TEAM LEAD, EXPERTISE, AND ROLES:

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Conduct analysis and align with CEDS • Create addendum to CEDS based on analysis • Conduct stakeholder identification and outreach • Economic Resilience summary report

IEM	<ul style="list-style-type: none"> • Create a Draft Proposed Long-Term Recovery Strategies report • Conduct stakeholder identification and outreach
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TASK 6. EVALUATE AND SELECT PREFERRED LONG-TERM RECOVERY STRATEGIES

Once the long-term recovery strategies have been outlined, the IEM Team will conduct several stakeholder workshops to review and assess the strategies. Transparency is crucial during post-disaster recovery, and financing and funding decisions can become contentious in communities. Constituents want to know who pays and who benefits, especially when tax dollars are being used. The IEM Team will facilitate discussions with key stakeholders to identify potential costs, benefits, and tradeoffs of each strategy. We will ensure that each strategy clearly lays out who will pay and how, and who will receive direct benefits. To the extent possible, we will provide estimated, quantified impacts for each strategy, such as number of jobs created, local business and household income, and tax revenues. Providing this tangible detail and maintaining a high level of transparency will foster open discussions and promote objectivity in the decision-making process. The IEM Team will gather verbal, written, and online feedback from stakeholders and document the decision-making process and rationale for selecting strategies.

TASK 6. DELIVERABLES

- Report documenting the decision-making process and rationale for selected strategies

TASK 6. TEAM LEAD, EXPERTISE, AND ROLES

Partner	Expertise and Role
NOVACES	<ul style="list-style-type: none"> • Conduct stakeholder identification and outreach • Collect and synthesize stakeholder feedback • Develop report documenting the decision-making process and rationale for selected strategies
IEM	<ul style="list-style-type: none"> • Conduct stakeholder identification and outreach • Collect and synthesize stakeholder feedback

TASK 7. DEVELOP A STRATEGIC ACTION PLAN FOR LONG-TERM RECOVERY AND COMMUNITY RESILIENCE

Following the strategy selection process, the IEM Team will develop the final Strategic Action Plan for Long-Term Recovery and Community Resilience. This document will include state-wide, regional, and local recovery strategies that are based on data analyses and have been validated by key stakeholders through extensive community outreach.

The Strategic Action Plan for Long-Term Recovery and Community Resilience will provide a path forward for a prioritized and phased implementation of selected strategies. Each selected strategy will be presented with an explanation of goals and objectives, tasks and activities, implementation lead and support partners, costs, and staffing and funding requirements and availability. The plan will also detail supporting economic analyses and community input activities that justify the selection and priority of each strategy (i.e., the costs and trade-offs as determined through previous tasks).

IMPLEMENTATION COMPONENT

The plan must have a strong implementation component to ensure it is feasible and progress can be measured. The IEM Team will develop an accompanying implementation plan that includes each strategy timeframe, tasks and



actions, and dependencies (data and resources). The implementation plan will be developed in Microsoft Project (as seen in Figure 4) and included as an addendum to the Strategic Action Plan for Long-Term Recovery and Community Resilience. This file can provide an illustration of collective implementation activities during any given timeframe and serves as a tool to measure and track implementation progress.

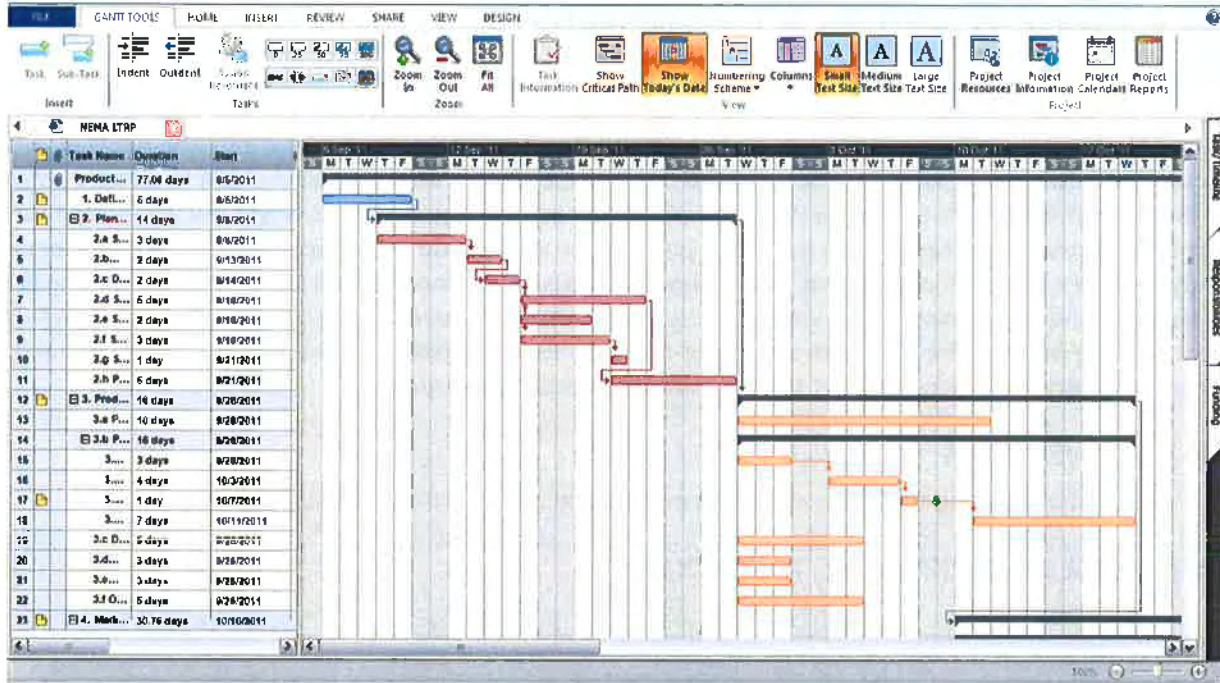


Figure 4. IEM will develop a detailed implementation plan as part of the final Action Plan.

Our Team will submit the final documents for review and comment by key stakeholders. Following a review and comment period, IEM will document all feedback and develop recommendations for adjudication of comments. Our Team will facilitate a meeting with the State to discuss changes and feedback and resubmit the revised Plan for final acceptance by the State.

TASK 7. DELIVERABLES

- Final Strategic Action Plan for Long-Term Recovery and Community Resiliency

TASK 7. TEAM LEAD, EXPERTISE, AND ROLES

Partner	Expertise and Role
IEM	<ul style="list-style-type: none"> • Synthesize project findings into Long-Term Recovery Plan with supporting implementation steps

TASK 8. TRANSITION MANAGEMENT PLAN

Once the Strategic Action Plan for Long-Term Recovery and Community Resilience has been accepted as final, we will develop a Transition Management Plan to assist the State in implementing the Plan. The Transition Management Plan will provide next steps, including tasks, timeframes, and lead agencies responsible for implementation. This document will give the State a clear sense of what is needed next. The Transition Management Plan will provide a narrative summary of potential issues and risks associated with implementation, including those that would potentially delay

timelines or may not currently have adequate funding or staffing, and offer recommendations to mitigate each identified risk.

To assist with the transition, IEM can develop briefing materials, including PowerPoint presentations, and work with the State to schedule meetings and workshops to present the final Strategy to key stakeholders. These meetings will be an opportunity to present the findings from the project; discuss high priority recovery efforts and urgent implementation steps; and present the recovery framework so that state agencies and departments better understand their ongoing role in recovery.

TASK 8. DELIVERABLES

- Transition Management Plan

TASK 8. TEAM LEAD, EXPERTISE, AND ROLES

Partner	Expertise and Role
IEM	<ul style="list-style-type: none"> • Transition Management Plan to outline next steps for the State

TASK 9. IDENTIFY THE FRAMEWORK FOR LONG-TERM RECOVERY

At the conclusion of the project, IEM will develop a framework document to guide future recovery efforts. Through this project, IEM will have identified the local, regional, and state partners who play an important role in recovery and how they must work together to implement recovery strategies. Using this information, IEM will develop a state framework for recovery that identifies the key state agencies and departments for each recovery support function (RSF) and documents their specific recovery roles, responsibilities, and capabilities. The framework will also describe how state agencies will coordinate with local and federal recovery partners.

TASK 9. DELIVERABLES

- Long-Term Recovery Framework

TASK 9. TEAM LEAD, EXPERTISE, AND ROLES

Partner	Expertise and Role
IEM	<ul style="list-style-type: none"> • Develop State long-term recovery framework

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APPENDIX A: FINANCIAL STATEMENTS

On the following pages, we have provided Financial Statements, as required in Attachment A: Bidder Questionnaire, Item 1.2.

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APPENDIX B: STAFF RESUMES

On the following pages, we provide resumes for the staff proposed to work on this contract.

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Bryan Koon

IEM VP of Homeland Security and Emergency Management

20 Total Years of Experience

As Director of Florida Emergency Management, Mr. Koon, managed \$500 million annual budget and led 250 personnel.

EXPERTISE

- Program Management
- Mitigation
- EMAP
- Emergency Management
- Crisis Management

EDUCATION

M.B.A., Business
Administration | The George
Washington University, 2003
B.S., Natural Resources |
Cornell University, 1993

CERTIFICATIONS & TRAINING

- Executive Leaders Program,
Center for Homeland
Defense and Security, Naval
Postgraduate School, 2008
- Graduate Certificate,
Emergency and Crisis
Management, The George
Washington University, 2005

PROFESSIONAL QUALIFICATIONS

Mr. Koon has 20 years of experience in emergency operations, planning, management, and response. He served 6 years as the Director of the Florida Department of Emergency Management (FDEM) where he provided executive direction to ensure Floridians were prepared for emergencies, recover from them, and mitigate against their impacts. Mr. Koon currently serves as the Chair of the Multihazard Mitigation Council (MMC), an independent, non-governmental entity of leading experts in mitigation that helps inform policy and advocates for smart mitigation practices nationwide. He also sits on the Board of Directors for the Federal Alliance for Safe Homes (FLASH), the country's leading consumer advocate for strengthening homes and safeguarding families from disasters.

RELEVANT EXPERIENCE

VICE PRESIDENT – INTERNATIONAL HOMELAND SECURITY AND EMERGENCY MANAGEMENT, IEM, 2017-PRESENT

Leads IEM's International Homeland Security and Emergency Management sector with oversight over a variety of preparedness and recovery projects. This includes serving as the project executive for contracts with the Raleigh-Durham Airport Authority, New York New Jersey Port Authority (NYNJPA), and several task orders for Los Angeles World Airports (LAWA), including the development of a risk assessment, business impact analysis and a resource and needs capability assessment.

Works to ensure that relevant departments maximize their capabilities in working with organizations both domestically and internationally to build a safer, more secure, and resilient world.

ACCOMPLISHMENTS

- As Director of the Florida Division of Emergency Management, Mr. Koons secured a \$4M legislative appropriation to implement Florida's first statewide emergency notification system, saving Floridians up to \$47M annually in flood insurance premiums through FEMA's Community Rating System (CRS).
- As State Coordinating Officer, Mr. Koon, led all non-law enforcement response and recovery activities for the Pulse nightclub shooting.
- Two-term president of National Emergency Management Association (NEMA).
- 16 years military service.

DIRECTOR, FLORIDA DIVISION OF EMERGENCY MANAGEMENT, STATE OF FLORIDA, 2011-2017

Led 250 personnel and managed \$500 million annual budget.

Coordinated the efforts of dozens of governmental and non-governmental organizations during activations of the State Emergency Response Team.

Oversaw preparations for the 2012 Republican National Convention, coordinating plans and preparedness activities with USSS, FEMA, City, other state agencies, and city and county law enforcement and emergency management agencies.

Served as the Vice Chairman of the state's Domestic Security Oversight Council which oversaw the state's strategic planning for security events and grant funding.

As the Governor's Authorized Representative, he administered all of the Florida State Homeland Security Program and Urban Area Security Initiative Program grant funding. Represented the Governor during six presidentially-declared major disasters and addressed numerous significant events, including the 2012 Republican National Convention, Hurricane Hermine, and Hurricane Matthew.

Expanded Florida's leadership in flood preparation by dedicating a team and the financial resources to improve communities' readiness and lower flood insurance premiums through the CRS.

DIRECTOR AND SENIOR OPERATIONS MANAGEMENT, EMERGENCY MANAGEMENT DEPARTMENT, WAL-MART STORES, INC. 2006-2011

Responsible for preparedness and response efforts, including employee preparation, physical facility preparedness and recovery, crisis response, 24/7 alarm

monitoring, and stakeholder outreach.

Involved with all disasters in the United States and internationally during this time period, including Hurricanes Gustav and Ike, H1N1, Minneapolis bridge collapse, and multiple tornado outbreaks, ice storms, earthquakes, blizzards, severe weather, and criminal incidents.

MULTIPLE POSITIONS, WHITE HOUSE MILITARY OFFICE, 1998-2006

Ensured continuity efforts associated with the White House Military Office, FEMA, and the USSS.

Interacted at a senior level with federal governmental officials in the design, training, exercising, and implementation of classified programs. Involved with the updating of existing programs and creation of new programs post 9/11.

SURFACE WARFARE OFFICER, UNITED STATES NAVY, 1993-1998

Stood watch as Officer of the Deck, Sea and Anchor Officer of the Deck, Engineering Officer of the Watch, and Command Duty Officer. Oversaw the efforts of machinery room personnel in the upkeep and operation of ship's main propulsion equipment. Conducted multiple deployments to the Arabian Gulf and Western Pacific.

REFERENCES

Senator Rick Scott –
(239) 451-0450

Craig Fugate –
craig@craigfugate.com

Dave Paulison –
david.paulison@comcast.net

Trina Sheets –
tsheets@csg.org;
(859) 229-9179

Pam Williams - (202)
315-5100



Gary Scronce

State and Local Preparedness Director

25 Total Years of Experience

Mr. Scronce has supervised emergency preparedness support provided to more than 100 state and local jurisdictions.

Expertise

- Program/Project Management
- Disaster Preparedness
- All-Hazards Management

Education

M.S., Nuclear Engineering | Kansas State University, 1987
B.S., Nuclear Engineering | Kansas State University, 1984

Certifications & Training

- Fundamentals of Project Management (IEM)
- AWR-140-W, WMD Rad/Nuc Awareness
- AWR-160, CBRNE Standardized Awareness Training
- PSY 2902, State of the Science: The Health and Mental Health Consequences of Catastrophic Events
- Online Introduction to Mass Fatalities, National Mass Fatalities Institute
- Radiological Consequences Assessment, Louisiana State University

Professional Qualifications

Mr. Scronce has more than 25 years of homeland security and emergency management experience, including 20+ years of experience managing major projects with 17 of those years managing homeland security projects. He continuously supported FEMA's Technical Assistance Programs from July 2004 through July 2014, with a total budget over multiple contracts of more than \$34 million. Included TA deliveries for City of Dallas and NCTCOG. Supported work as a planner, facilitator, project manager, and corporate oversight. Provided expert reviews and directed revisions to key emergency management policy and guidance documents, including numerous PPD-8 products; directed IEM support to presidentially-directed Nationwide Plan Review following Hurricane Katrina.

Relevant Experience

Director of Preparedness Programs, IEM, 2005 – Present | Acting Vice President, Homeland Security and Emergency Management, 2016–2017 | Manager, 2002–2005, Project Manager, 2001–2002; Crisis and Consequence Management Division

Has overseen support in all aspects of preparedness (prevention, protection, mitigation, response, and recovery) to international, federal, state, territorial, tribal, local, and private sector customers in the areas of planning, exercise, training, preparedness/security grants management, and readiness assessments. This also includes more than 9 years' oversight of IEM's critical infrastructure HLS/EM support to ports/maritime, mass transit agencies, and nuclear power plants.

As Director, supervises two managers and staff of 20 emergency managers at present. Has supervised up to 30 staff at various times.

Provides oversight of project integration, scope, time, cost, quality, human resources, communications, risk, and procurement management. Responsible for review and approval of project design prior to execution.

Certifications & Training

- 10 CFR 50.59 Safety Evaluations (GE)
- DHS Homeland Security Exercise Evaluation Program, State of Alabama
- G-318, Mitigation Planning for Local Government, 2003 National Hurricane Conference
- Recovery from Disaster: The Local Government Role Workshop, 2004 National Hurricane Conference
- Hurricane Readiness for Inland Communities, 2008 National Hurricane Conference
- IS-001, Emergency Program Manager

Supports IEM projects by contributing subject matter and project design expertise. FEMA Technical Assistance (TA) Program Support

Participated as a SME and project manager and provided corporate oversight for FEMA's Technical Assistance Programs continuously from 2004–2014. In total, IEM's TA support encompassed development of more than 600 TA products (information resources, models, templates, samples, briefings), and we have used these products to provide more than 290 Level 3 TA deliveries (on-site workshops). Evaluation scores from participants have been consistently in the good-to-excellent range on TA delivered, resulting in multiple awards to continue IEM's TA Support to FEMA and DHS.

Supported the development of FEMA's Comprehensive Preparedness Guide (CPG) 101 and many other CPGs as a contributor or reviewer. Managed the initial incorporation of the National Incident Management System into planning guidance for federal preparedness programs.

FEMA SOUTHEAST LOUISIANA CATASTROPHIC HURRICANE PLANNING PROJECT

Technical Manager for FEMA's first catastrophic planning effort, consisting of a series of exercises and workshops to develop a response and recovery plan for a catastrophic hurricane affecting Louisiana.

Assembled a team of more than 30 employees and subcontractors to perform consequence analyses, develop scenarios, facilitate workshop sessions, and document workshop activity.

Coordinated this work closely with the Louisiana Office of Homeland Security and Emergency Preparedness, FEMA Headquarters, FEMA Region VI staff, and emergency managers from 13 parishes.

OTHER REPRESENTATIVE EXPERIENCE

Managed IEM's support to the California Office of Emergency Services for the development of a baseline level of preparedness and response to a catastrophic disaster within the State of California, based on reproducible metrics. This project also established a desired endpoint, which defines the State as being fully prepared for any event; established a tool that objectively quantified the metric; identified a methodology for the creation of public policies; and developed proposed policies to close identified gaps.

Also directed statewide homeland security capability assessments for the States of Utah, Arizona, Arkansas, Houston Regional Catastrophic Planning Grant Initiative area, and 14 counties in New Jersey under various contracts.

Directed homeland security strategic planning and grant support to the U.S. Virgin Islands, West Virginia, Florida, Utah, Houston METRO, and Philadelphia Area Regional Transportation Security Working Group.

References

J. Mark Sexton	Ellen Gordon	Melanie Bartis	Jeff Phillips
GEMA/HS, P.O. Box 18055, Atlanta, GA 30316	23033 Condo Road, Unionville, MO 63565	5320 N. Shepherd Drive, Houston, TX 77091	605 Schulte Road, NW, Los Ranchos, NM 87107
(404) 635-7156 (office)	515-240-8071 (cell)	225-324-4377 (cell)	505-385-9992 (cell)



Krista Houk

Program Manager

16 Total Years of Experience

IEM's Manager of State and Local Programs and oversees planning, exercise, and training projects for local, regional, and state agencies; airports; and public transit agencies.

Expertise

- Program Management
- Emergency Planning
- EOC Management

Education

M.S., Public Administration and Community Development | Illinois State University, 2003
 B.A., Organizational Communications and Business | Juniata College, 1996

Certifications

- ICS 300: Intermediate Incident Command
- ICS 400: Advanced Incident Command
- G146: Homeland Security Exercise and Evaluation Program (HSEEP)
- MGT-313: Incident Management / Unified Command
- MGT-346: Emergency Operations Center (EOC) Operations and Planning for All Hazards

Professional Qualifications

Ms. Houk is an accomplished program manager, serving project manager and leading large project teams for multiple diverse and complex projects; always delivering projects on time and within budget. She serves as IEM's Manager of State and Local Programs and oversees planning, exercise, and training projects for local, regional, and state agencies as well as airports and public transit agencies. She has served as a Project Manager and Lead Planner for various local planning, training, and exercise projects focused on emergency operations, post-disaster recovery, mass fatality, risk assessment and Threat and Hazard Identification and Risk Assessment (THIRA), Emergency Operations Center (EOC) operations, hazard-specific response plans, and planning for persons with disabilities and access and functional needs.

Relevant Experience

Manager of State and Local Programs/Senior Emergency Planner, IEM, 2014-present

Served as Project Manager for development of the County of San Diego's Reunification Plan, Financial Donations Management Plan, and Commodities Management Plan to coordinate regional response and recovery actions.

As part of the City and County of San Francisco risk assessment, developed response actions for 24 and 72 hours following an incident, and long-term recovery actions related to four analyzed scenarios involving floods, explosive devices, chemical releases, and cyber-attacks.

Developed the Emergency Operations Plan and Position Checklists for the Raleigh-Durham International Airport (RDU) EOC and developed accompanying training

program for airport staff.

Served as Project Manager to integrate planning for people with disabilities and others with access and functional needs for New York-New Jersey-Connecticut-Pennsylvania Regional Catastrophic Planning Team (RCPT) access and functional needs planning project.

Served as Task Lead for development of THIRA, emergency plans review, and exercise series for Prince George's County, MD.

Serving as Project Manager for Emergency Operations Plan (EOP) revisions and hazard-specific annexes for Orange County Transportation Authority and served as Project Manager for development of a THIRA and risk assessment for system-wide operations.

Currently serving as Project Manager for Franklin County (OH) Emergency Management and Homeland Security for the development of the Central Region Mass Fatality Plan, regional risk assessment, regional capability assessment, and gap analysis.

Serves as Project Manager for the Airport Cooperative Research Program (ACRP) research project to identify best practices and develop guidance for emergency communications for persons with disabilities and non-English speakers.

Senior Consultant, Armada, Ltd., 2010-2014

Managed a three-year project to develop and implement the Franklin County Regional Training and Exercise Strategy.

Worked with emergency management directors from the Columbus, Ohio Metropolitan Statistical Area, using the Department of Homeland Security Strategic Planning Process, and coordinating a multi-disciplinary working group.

Emergency Services Manager, City and County of San Francisco, 2008-2010

Supervised 12 staff, managed \$5 million in federal grant programs, and participated in the budget-making process for the entire Department. Implemented a comprehensive EOC training program for the City and County of San Francisco, and served as the EOC Manager for the City's EOC during exercises, incidents, and events.

Served as the city's Emergency Management Accreditation Program (EMAP) Program Manager and established compliance programs for citywide emergency response management functions.

Director, Madison County (OH) Emergency Management Agency, 2002-2008

Directed emergency response during disasters and other emergency situations in accordance with approved plans.

Prepared and coordinated disaster assistance applications for multiple declared disasters. Managed more than \$800,000 in state and federal grant funding. Applied for grants to fund agency programs and to maintain and expand emergency preparedness.

Managed the county's Local Emergency Planning Committee (LEPC) which included responsibility for meeting annual exercise requirements, including the exercise program the development and facilitation.

References

Sima Merick	Jeff Young, Director	Amy Ramirez, Regional Project Manager, Risk Management
Ohio Emergency Management Agency	Franklin County Emergency Management and Homeland Security	Bay Area Urban Areas Security Initiative (UASI)
2855 W Dublin Granville Rd, Columbus, OH 43235	5300 Strawberry Farms Blvd, Columbus, Ohio 43230	711 Van Ness, Suite 420, San Francisco, CA, 94102
614-799-3674	614 205-8509	415.353.5242 (desk) 415.412.8313 (cell)



Beth Zimmerman

Senior Technical Advisor

33 Total Years of Experience

Ms. Zimmerman is a nationally recognized as a leader in emergency management.

EXPERTISE

- Disaster Recovery Planning and Operations
- FEMA Logistics, Response, and Recovery
- Individual and Public Assistance Programs Emergency Operations
- Intergovernmental Liaison Homeland Security

EDUCATION

B.S., Economics | Brigham Young University, 1984
A.A., Liberal Arts | DeAnza Community College, 1982

CERTIFICATIONS & TRAINING

- Executive Leaders Program Certificate, Naval Postgraduate School, Center for Homeland Defense and Security
- Leadership Development Program, Arizona Government University
- Professional Development Series Certificate, Emergency Management Institute

PROFESSIONAL QUALIFICATIONS

Ms. Zimmerman is a seasoned recovery program advisor with 33 years of experience in disaster recovery operations. She has led response and recovery operations of over 400 major disaster declarations and 70 emergency declarations at the state and federal government level.

RELEVANT EXPERIENCE

ASSOCIATE ADMINISTRATOR AND DIRECTOR OF DISASTER OPERATIONS, DEPUTY ASSOCIATE ADMINISTRATOR, FEMA, OFFICE OF RESPONSE AND RECOVERY (ORR), WASHINGTON, D.C., 2009-2017

Directed, coordinated, and synchronized the programs and operations of FEMA's Response, Recovery, Logistics, and Field Operations Directorates during steady-state and major disaster and emergency activations.

During her tenure, she oversaw 938 disasters, emergencies, and fire declarations, delivering over \$6.5B to 1.7M individuals and families and more than \$27B in federal disaster assistance to state, local, tribal and non-profit groups.

Responsible for the development and performance of over 9,000 employees in their disaster response and recovery support to states, local communities, and tribal nations totaling over \$10B in disaster assistance in FY 2014.

Championed the development, collaboration, publication and implementation of the National Disaster Recovery Framework, the Recovery Support Functions, and the Federal Disaster Recovery Coordination program to provide local communities, states and tribal nations with guidance and access to efficient, effective disaster recovery resources.

Served FEMA during the extensive disaster year of 2011, which included floods, fires, earthquake, hurricanes and tornadoes. Coordinated the federal support from

the National Response Coordination Center in Washington DC. Responsible for the disaster declaration processing from the impacted jurisdictions to the Administrator and then the President.

Directed and approved the development of policies, procedures, coordination and implementation of the Sandy Recovery Improvement Act (SRIA), one of the most significant changes to FEMA's statutory authorities in the Agency's history, to include the re-engineering of the Individual Assistance (IA) and Public Assistance (PA) programs, while recognizing the sovereignty of federally recognized Tribal Nations and their right to request disaster declarations.

Implemented a mandatory disaster management training program for all Senior Executive Service (SES) employees to ensure they are prepared to lead the Nation in response and recovery operations.

Restructured IA and PA program policies to streamline delivery and reduced improper payments from a high of 14.53% to .31% and 5.48% to 2.78% respectively.

Implemented quarterly response and recovery operational program briefings to five Congressional oversight committees to inform Congressional staff members and gain concurrence of ORR initiatives and actions leading to efficient, effective disaster operations.

Established FEMA's quarterly Women's Forum to encourage and mentor women in the profession.

ASSOCIATE DIRECTOR RECOVERY, DISASTER RECOVERY MANAGER, STATE OF ARIZONA, DIVISION OF EMERGENCY MANAGEMENT, PHOENIX, AZ, 1997-2009

Directed and coordinated recovery operations as the Governor's Authorized Representative in nine major disaster declarations and 51 state disaster declarations totaling over \$330M in PA and IA program support.

Led the State of Arizona to be the third state in the Nation accredited in the Nation Emergency Management Accreditation Program.

Co-chaired the Tempe Project Impact Program providing over \$1.5M for utility infrastructure undergrounding project.

Trained state and local government employees on disaster planning, exercise, response, recovery, and mitigation. Authored grant proposals, technical & financial reports, and training programs. Reviewed and provided recommendations on state and federal legislation.

Led the State of Arizona response and recovery support to Hurricane Katrina Evacuees. Coordinated the plan with the state agencies, voluntary agencies, and private sector in support of the evacuees within the state of Arizona.

One of the first state recovery managers to pilot FEMA's state-managed disasters in 2000. Precursor to FEMA's state-led disaster initiative in 2018. Arizona managed all of their disasters since the pilot in 2000.

MULTIPLE POSITIONS, STATE OF UTAH, DIVISION OF EMERGENCY MANAGEMENT, SALT LAKE CITY, UT, 1984-1996

Managed Utah's IA and PA disaster recovery programs in the wake of four major disaster declarations.

Assumed responsibility, and successfully stewarded, a \$150M budget while leading the Chemical Stockpile Emergency Preparedness Program (CSEPP).

REFERENCES

William Carwile 2350 NW Lakeside Place, Bend OR 97701 808.479.4109	Joe Nimmich 3535 Loyola Ct, Dunkirk MD 20754 443.995.7481	Judy Watanabe 1110 State Office Building, Salt Lake City UT 84114 801.554.5958
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Earl Randall

Senior Technical Advisor

19 Total Years of Experience

Mr. Randall worked with HUD management concerning policy development and allied issues, and assisted in HUD outreach to communities, non-profits, internal & external partners, and HUD clients/customers.

Expertise

- CDBG-DR Grant Management
- Monitoring & Compliance
- Quality Control

Education

M.P.A., Public Administration | Louisiana State University, 2000

B.A. | Louisiana State University, 1998

Certifications & Training

- American Society of Public Administrators
- Conference of Minority Public Administrators

Professional Qualifications

Mr. Randall is experienced with HUD procedures and has helped develop many of their policy changes and updates. He has served as FPM Disaster Liaison (HUD Region VI and Headquarters) for 3 years, and brings experience in providing management oversight for Louisiana's \$14.5 billion and the State of New York's \$3.8 billion Supplemental Disaster Appropriations.

Relevant Experience

Director, Monitoring & Compliance, IEM, 2019–Present

Provide Monitoring & Compliance Oversight across Disaster Recovery Clients.
Provide Subject Matter Expertise for CDBG-DR grant funding.

Field Office Director (GS-15), Field Policy & Management, US Department of Housing & Urban Development, 2000–2018

Served as the Secretary's Representative for the Louisiana Jurisdiction.

Carried out All Secretarial Initiatives promoted throughout the State of Louisiana and HUD Region VI.

Served as Subject Matter Expert on Disaster Response and Recovery.

Facilitated Partnerships with Federal Agencies as a member of the Federal Executive Board.

Served as the Housing Recovery Support Function Field Coordinator for Disasters in Louisiana.

Provided technical assistance and guidance to elected officials on all HUD Programs.

Sr. CPD Disaster Specialist (GS-14), Community Planning & Development, 2007-Present

Provide management oversight for Louisiana's \$14.5 billion and the State of New York's \$3.8 billion Supplemental Disaster Appropriations.

Ensure program compliance through ongoing monitoring and technical assistance.

Serve as compliance monitor for Louisiana (Lead), New York (Lead), Texas, Mississippi, Florida, New Jersey, New York City and Iowa.

Assist in the development of policy guidance for disaster grantees.

Coordinate programmatic training for the States of Louisiana, New York and other disaster grantees.

Facilitate interactions between grantees (LA & NY) and the Department about the use of disaster funding.

Provide guidance and service to clients (Executive Secretariat, Congressional and direct citizen inquiries) that may have Disaster related issues.

Operations Analyst (GS-12), Field Policy & Management, 2005–2007

Served as New Orleans Field Office Reconstitution Team Member (After Hurricane Katrina).

Congressional Field Hearing Coordinator.

FPM Disaster Liaison (HUD Region VI and Headquarters).

Coordinated the development and implementation of Field Office Management Plan.

Served as the Field Office Public Affairs Officer.

Special Initiatives Implementation and Reporting Coordinator.

Congressional Affairs Liaison

Provided assistance in the development and Implementation of the COOP (Continuity of Operations).

Web Manager (Alternate)

Community Planning & Development Representative (GS-12), 2002–2005

Extensively trained to development and broaden program knowledge and management skills essential for professional growth within the department.

Assisted in development of policy and position documents.

Worked with HUD management concerning policy development and allied issues.

Worked with Municipalities, non-profits, the business community, governmental agencies, and individual on various issues concerning housing, economic development, and community building and development.

References

Earl Redrick	Pat Forbes	Bonnie Moore,
Edward Zorinsky Federal Building, Suite 329, 1616 Capitol Avenue, Omaha, NE 68102-4908 (402) 492-3101	Claiborne Building, Ste. 3-150, 1201 N. Third Street, Baton Rouge, Louisiana 70802 (225) 342-7412	401 Texas Street, Shreveport, LA 71101 (318) 673-5900



Ivan Radovic

Senior Technical Advisor

20 Total Years of Experience

Mr. Radovic has managed project and provided program oversight for Fortune 500 companies and the U.S. Government.

Expertise

- Disaster Recovery
- Resiliency
- Process Improvement

Education

PhD, Emergency Management & Disaster Recovery | University of New Orleans

M.S., Engineering Management | University of New Orleans

M.S., Naval Architecture & Marine Engineering | University of New Orleans

B.S., Naval Architecture & Marine Engineering | University of New Orleans

Certifications & Training

- Lean Six Sigma Master Black Belt
- TOC Supply Chain Technical Expert (SCTE), Avraham Y.
- Critical Chain Project Management
- TOC Jonah certification - 2012

Professional Qualifications

Mr. Radovic, provides leadership to disaster recovery and community resiliency efforts. For 20 years, he managed projects and provided program oversight with Fortune 500 companies and with the U.S. government, including Northrop Grumman, British Petrol, ConocoPhillips, ExxonMobil, Federal Emergency Management Agency, General Service Administration, Department of Veterans Affairs, US Naval Aviation, US Navy Medicine, US Army Installation Management Command, Defense Logistics Agency, Missile Defense Agency, Office of Naval Research, and the U.S. Department of Transportation among others. He also led the development of NOVACES' Emergency Management and Disaster Recovery service line and was a co-developer of the Agile Emergency Management® methodology.

Relevant Experience

President, NOVACES, LLC, 2004 – Present

Mr. Ivan Radovic has been serving as President of NOVACES, LLC since September 2004. He oversees two major DoD deployments for NOVACES at Navy Medicine and Walter Reed Military Medical Center. During the first year of engagement at Navy Medicine, over \$130M of Type I and Type II savings were realized from the Lean Six Sigma program. Mr. Radovic also worked on developing a strategy for planning and scheduling of all emergency management and disaster recovery activities for Deepwater Horizon Oil Spill. This strategy later developed into a larger contract to support the Deepwater Horizon Oil Spill and lead to development of the Agile Emergency Management® methodology. Mr. Radovic was also working as volunteer providing

advisory service to Hurricane Katrina recovery and served as a program manager for NOVACES' FEMA Louisiana Transitional Recovery Office leadership coaching and training contract. Mr. Radovic has been working with Defense Logistics Agency and Missile Defense Agency doing both Lean Six Sigma class instruction and Rapid Improvement Event facilitation. He also led an Enterprise-level project at US DOT Maritime Administration (MARAD). The first MARAD LSS project realized over \$1M in annual savings. Among past projects was the integration of TOC, Lean, and Six Sigma in the Enterprise AIRSpeed project. Mr. Radovic also serves as Trainer and Facilitator on various contracts. He worked on the deployment of Lean Six Sigma at Northrop Grumman Ship System. This work resulted in a reported \$32M in annual savings at Northrop Grumman.

Managing Director, BIIG Corporation, 2001 – 2005

Performed various economic assessment consulting assignments in ship operation for ship operators including ConocoPhillips Marine, American Heavy Lift Shipping, Pacific Gulf Marine, Baltec, Columbia Shipmanagement Ltd., and US Department of Transportation Maritime Administration. In 2002, he worked as the lead consultant on the ConocoPhillips Marine division restructuring. The restructured company reported significant operational efficiency and cost savings.

Project Manager, University of New Orleans, 1997 – 2005

Mr. Radovic worked at the University of New Orleans as Engineering Research Assistant, Engineering Research Associate, Data Collection & Training Manager, Project Manager for Maritime Applications and then as Project Manager from 1995 to 2003. Throughout his tenure at the University, he conducted numerous research projects under Office of Naval Research in the area of Continuous Process Improvement. As a part of his work in the University, he had major contribution to technology transfer, commercialization, two successful small business start-ups, and development of ASTM standards.

Project Consultant, Energy Transportation Corporation, 1997 – 1998

Mr. Radovic spent time in the Far East working on the economic assessment project for Energy Transportation Corporation on LNG tankers operating between Japan, Indonesia, and Singapore. Energy Transportation Corporation realized savings in excess of \$4M by implementing the Reliability and Maintenance tracking software that was co-developed by Mr. Radovic.

Project Management Consultant, BP Oil Company, Alliance Refinery, & Mobil Oil Company, Chalmette Refinery, 1996 – 1997

He applied the Construction Industry Institute (CII) pre-project planning evaluation concept in 1996 and 1997 to the New Orleans area oil industry. By implementing the pre-project definition rating index, participating refineries have realized significant savings and capital project risk reduction.

References

Available upon request

Available upon request

Available upon request



Meghan Aminto

Project Manager and Sr. Recovery Planner

14 Total Years of Experience

Ms. Aminto has exceptional professional experience focused on emergency management, urban planning and development, and disaster mitigation and recovery.

Expertise

- Emergency Management and Emergency Planning
- Pre- and Post-Disaster Recovery Planning
- Hazard Mitigation Planning
- Land-Use Planning
- Risk Assessment
- Continuity of Operations (COOP) Planning

Education

M.S., City and Regional Planning, Land-Use and Environmental Planning | University of North Carolina at Chapel Hill, 2013
B.S., Foreign Service, Environmental Science | Georgetown University, 2004

Certifications & Training

- ICS-100: Introduction to the Incident Command System (ICS)
- ICS-200: ICS for Single Resources and Initial Action Incidents

Professional Qualifications

Ms. Aminto has more than 14 years of professional experience focused on emergency management, urban planning and development, and disaster mitigation and recovery. She has managed projects for Durham City and County, Fayetteville Public Works Commission, and Raleigh Durham Airport. She previously served as Project Manager for an international project to establish an Emergency Management Center in the Middle East.

Relevant Experience

Emergency Management Associate, IEM, 2014 – Present

Served as Lead Emergency Planner for development of Emergency Action Plans for Durham County, NC, including development of an EAP template based on best practices and federal standards.

Served as Lead Planner for San Diego County's Financial Donations Management Plan; conducted 40 one-on-one stakeholder interviews with local and regional representatives, developed draft plan and appendices, and supported stakeholder meetings and related tabletop discussions.

Served as Project Manager and Technical Lead overseeing an international preparedness project for a six-country region in the Middle East to establish a regional Emergency Management Center. Oversaw development of a risk and vulnerability assessment, mitigation recommendations, a five-year strategic plan and implementation guidance, emergency operations plan, standard operating guidelines, and EOC position checklists.

Provided research, analytical, and writing support to FEMA for development and updating of its Comprehensive Preparedness Guide

Certifications & Training

- IS-120.a: An Introduction to Exercises
- IS-230d: Fundamentals of Emergency Management
- IS-235b: Emergency Planning
- IS-240b: Leadership and Influence
- IS-241b: Decision Making and Problem Solving
- IS-242b: Effective Communication
- IS-244b: Developing and Managing Volunteers
- IS-700: National Incident Management System (NIMS): An Introduction
- IS-701a: NIMS Multi-Agency Coordination System
- IS-703a: NIMS Resource Management
- IS-775: EOC Management and Operations
- IS-800.b: National Response Framework, An Introduction

(CPG), including guidance for Access and Re-entry, Improvised Explosive Devices, Strategic-Level Planning, Incident Action Planning, Emergency Operation Centers, and Situational Awareness.

Community Planning and Capacity Building Program Specialist, FEMA, 2013 – 2014

Coordinated with federal supporting agencies and non-governmental Recovery Support Function partners to develop tools and resources to support post-disaster planning for local governments including guidebooks, best practices, and case study examples.

Managed implementation of Hurricane Sandy Task Force recommendations assigned to the national Community Planning and Capacity Building Recovery Support Function.

Managed development of a national peer-to-peer program to share lessons learned for post-disaster recovery management among local government staff.

Graduate Research Assistant, UNC Institute for the Environment & Coastal Hazards Center, 2011 – 2013

Evaluated 80 local plans, including post-disaster recovery plans, comprehensive emergency management plans, and comprehensive plans, to identify strategies and best practices for post-disaster recovery.

Evaluated 60 research studies to compile a list of relevant long-term recovery indicators, or progress evaluation metrics, present in local plans.

Analyzed more than 100 local hazard mitigation plans in coastal jurisdictions to compile land-use-related hazard mitigation actions and identify example best-

practices.

Distributed more than 300 web-based surveys for emergency management staff in 175 coastal jurisdictions to determine progress of hazard mitigation plan implementation.

Co-authored "Adaptive planning for disaster recovery and resiliency: An evaluation of 87 local recovery plans in eight states" published in Journal of the American Planning Association.

Associate, ICF International, 2005 – 2011

Developed resources and provided program support to international energy efficiency initiatives of the U.S.

Environmental Protection Agency, U.S. Agency for International Development, the U.S. Department of State, U.S. Green Building Council (USGBC), and private companies.

References

Leslie O'Connor

loconnor@dconc.gov

919-560-7273

Sandra Bridges

sbridges@dconc.gov

919-560-0621

Candice Forsyth

Cforsyth@nctcog.org

903-746-1605



Christian Montz

FEMA Recovery Programs SME

20 Total Years of Experience

Mr. Montz served as a FEMA Region 6 Regional Division Director and had a portfolio responsibility of over \$500 million annually.

EXPERTISE

- Public Assistance Grant Program
- Grant Administration
- CDBG-DR Grant Program
- Preparedness Planning
- Grant Audit Resilience
- Internal Controls

EDUCATION

M.P.A., Public Administration | University of Tennessee, 2004
B.S. | Thomas Edison State University, 2002

CERTIFICATIONS & TRAINING

- Certified Fraud Examiner (CFE)
- Presidential Management Fellowship
- HUD CDBG Fellowship
- GAO GAGAS Training, internal controls - Green Book
- Internal Audit training
- Federal Acquisition Regulations
- Price & Cost Analysis in federal procurement

PROFESSIONAL QUALIFICATIONS

Mr. Montz is a certified fraud examiner with experience in multiple federal granting agencies as well as consulting for supporting state and local customers. He has 9 years of experience in disaster recovery and 18 years of federal grant experience. He served as Regional Division Director for FEMA Region VI where he helped initiate FEMA Grant Modernization to serve states more effectively and efficiently. During his tenure at FEMA, he provided technical expertise on such topics as FEMA 428 Alternative Procedures, ways in which mitigation funding can be integrated into disaster recovery, and how planning for future disasters – from government to citizen- saves lives and property. He had a portfolio responsibility of over \$500 million annually of preparedness, mitigation, and recovery grant program funding.

RELEVANT EXPERIENCE

DIRECTOR OF STATE AND LOCAL RESPONSE AND RECOVERY, IEM, 2019-PRESENT / 2017-2018

Leads teams engaged in recovery using federal programs such as PA and HMGP.

Provides leadership and oversight of an IEM recovery team supporting Jacksonville State University following an EF-4 tornado. The team has provided and continues to provide the following services:

- PA Grants Portal management;
- Damage Assessment;
- Damage Description and Dimensions and PW formulation;
- Cost Estimating;
- Invoice review;
- Section 406 Mitigation;
- Cost eligibility and reasonableness review; and
- Prepare an HMGP application for the State's review and potential award.

CERTIFICATIONS & TRAINING

- Emergency Management Academy and Leadership Academy – FEMA, EMI
- EMI Courses: PA, HMGP, ICS, NIMS, Science of Disasters, Response and Recovery

Beginning a project for the North Central Texas Council of Governments in their effort to help multiple cities and counties prepare for disaster recovery. He will lead a project team that will help develop a written plan that will include elements from FEMA's National Recovery Framework that will be used to conduct an IEM-facilitated day long exercise and conference of participating jurisdictions. He will be deploying IEM experts at needed and will employ IEM's quality assurance process.

SENIOR ANALYST, US GOVERNMENT ACCOUNTABILITY OFFICE, HOMELAND SECURITY AND JUSTICE TEAM, 2018-2019

Returned to GAO to conduct quality assurance and control of audits and reviews of disaster response and recovery programs at FEMA and HUD as a result of disasters that occurred in 2017 and 2018.

SENIOR MANAGER, DELOITTE & TOUCHE, 2016-2017

Assisted state and local government clients with emergency management disaster response and recovery and guided them through challenges such as: damage assessments; project prioritization; accessing federal assistance; project integration; audit findings; grant and subrecipient monitoring; procuring with federal financial assistance; establishing Joint Field Offices; enhanced reporting; 2 CFR 200 conformance, and FEMA funding management strategies.

GRANTS DIRECTOR, FEMA REGION VI, 2013-2016

Had a portfolio responsibility of over \$600 million annually of preparedness, mitigation (e.g. non-disaster and HMGP), and recovery grant program funding. He and his team worked through every aspect of the emergency management disaster lifecycle.

Brought a team to New Mexico's Department of Homeland Security and Emergency Management to help them create a comprehensive set of policies and procedures as well as desk guides for Public Assistance and Mitigation specialists.

Served as the regional leader for research and analysis with respect to changes in statutory and regulatory policy. Led change at the national level across all regions by consolidating monitoring into joint program and financial site visits to reduce cost and burden to grantees, as well as improving monitoring results. He and his team conducted extensive training to transition grantees to 2 CFR 200.

He and his team were also instrumental in persuading FEMA to consolidate program systems to reduce cost and better serve States that use multiple streams of FEMA funding. This program at FEMA is now known as FEMA Grant Modernization.

During the response phase of disasters, he was the chief of the Regional Resource Coordination Center where he had statutory authority to provide immediate assistance, with a \$1 million threshold, to states in the region. Deployed as FEMA's deputy director during the unaccompanied minor crisis in 2014 at the border where he managed teams of AmeriCorps volunteers assisting the Border Patrol and he also managed volunteer donations.

REFERENCES

Tony Robinson FEMA Region VI Administrator 900 N Loop 288, Denton, TX 76209 (940) 898-5399	Stacy Street FEMA Grant Operations Director Grant Programs Directorate 500 C Street SW, Washington DC 20472 (202) 646-4622	Jay Mitchell New Mexico DHSEM Cabinet Secretary (former) (575) 377-5643
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Sheila Hascall

Mitigation SME

12 Total Years of Experience

Ms. Hascall helped to secure FEMA approval and HMGP funding, such as \$380 million for Suffolk County's wastewater mitigation project and \$518 million bridge mitigation grants for New York State's DOT.

EXPERTISE

- HMGP Program Management
- Pre-Disaster Mitigation
- Project Management
- Public Assistance
- Budget Cost Analysis
- Flood Mitigation
- Risk Analysis
- Global Match

EDUCATION

A.A.S., Computer Science (Programming and Robotics) | Gateway Electronics Lincoln Campus, 1993

CERTIFICATIONS & TRAINING

- Certificate of Achievement for completion of the Professional Development Series, Emergency Management Institute
- NIS Basic Training
- NIS Procurement Training and Certification, Mitigation E-Grants for the Sub-Grant

PROFESSIONAL QUALIFICATIONS

Ms. Hascall is a seasoned professional hazard mitigation SME with over 12 years of experience in planning, developing, and implementing hazard mitigation programs for state and local governments. She served as a policy advisor, providing guidance to New York State's Chief of Mitigation Programs and assisted in applying the Global Match methodology to maximize its \$1.5 billion Hazard Mitigation Grant Program (HMGP) following Hurricane Sandy (DR-4085). She managed the entire process, from grant application to closeout, for over 20 federally declared disasters under the Hazard Mitigation Act (HMA) Grant Program. Ms. Hascall developed BCAs for projects as small as \$50,000 up to \$518 million at an expert level and trained over 70 analysts on the FEMA BCA software. She was appointed by the Nebraska Governor as the State Hazard Mitigation Officer. Ms. Hascall acted as Gate Keeper for eGrants applications of the Federal Emergency Management Agency (FEMA) PA program, Pre-Disaster Mitigation program, and Emergency Management Mission Integrated Environment (EMMIE), including application development, Project Worksheet (PW) review, grants management, grant and sub-grant closeout, and quarterly progress reporting.

RELEVANT EXPERIENCE

MANAGER OF MITIGATION PROGRAMS, IEM, OCTOBER 2013-PRESENT

Public Assistance and Hazard Mitigation Grant Technical Assistance Contract for State of New York.

CERTIFICATIONS & TRAINING

- Application Mitigation E-Grants for the Grant Application
- Unified Hazard Mitigation Assistance Project Implementation and Programmatic Closeout
- Hurricane Mitigation Basics for Mitigation Staff
- Mitigation Planning Workshop for Local Governments
- FEMA Emergency Management Institute (EMI) Independent Study Courses Over 80 courses completed, including:
 - IS-30
 - IS-31
 - IS-212
 - E-214
 - L-242
 - IS-318
 - L-318
 - IS-319
 - IS-320
 - IS-321

Managed DR-4085 Hurricane Sandy HMGP on behalf of the State of New York. Assisted with the management of five additional federally declared disasters.

Served as Task Force Lead for 70 consultants in the benefit cost analysis, quality assurance, quality control teams for Hurricane Sandy (DR-4085) HMGP in the State of New York, to assist in application development over 1,200 sub-grant applications and \$5.8 billion for submittal to FEMA Region II for consideration of federal funding.

Served as Grant Manager for the HMGP for DR-4085, managing up to 25 consultants for the implementation of the HMGP for the State of New York and working with over \$1.4 billion in federal funds.

Implemented processes and strategies to coordinate nearly \$400 million in Global Match funds and projects.

NEBRASKA STATE HAZARD MITIGATION OFFICER, NEBRASKA STATE EMERGENCY AGENCY, 2009-2013

Public Assistance and Hazard Mitigation Grant Technical Assistance Contract for State of Nebraska.

Managed and implemented the HMGP for the State from federal declaration to programmatic grant closeout of 16 grants.

Managed Community Development Block Grant (CDBG), U.S. Department Housing and Urban Development (HUD), and Nebraska Game and Parks applications for non-federal match (global match) for open grants under HMGP.

Created solutions in the areas of reporting, NEPA compliance, grant application development, distribution of procedural changes and requirements, and streamlined processes.

Development and implementation of Policies for division programs. Developed and obtained FEMA approval for a State Standard Hazard Mitigation Plan. Mentored planning teams with identifying and recommending program priorities and activities.

Performed applicant briefings and mitigation workshops, including but not limited to project and application development (L-212/242 UHMA Grant Assistance Application Development Course), mitigation planning (G-318), safe room project development, and benefit cost analysis training.

Created detailed administrative plans for State HMA Grant Programs. Developed and implemented Residential Safe Room Handbook, resulting in 49 residential safe rooms to be funded under the 404 HMGP.

Served as Rumor Control Specialist at Joint Information Center for all nuclear power plant exercises and events.

REFERENCES

Bryan Tuma
bryan.tuma@nebraska.gov
(402) 471-7410

Richard (Rick) Lord
rlord518@gmail.com
(518) 292-2370

Heather Roiter
hroiter@oem.nyc.gov
718-422-8906



Jared Jakubowski

HUD Program and Local Recovery SME

7 Total Years of Experience

Mr. Jakubowski has managed over 50 contracts for construction of public infrastructure and public facilities, engineering, architecture, auditors, and many others.

Expertise
<ul style="list-style-type: none"> ▪ CDBG-DR ▪ Grant Management ▪ Resilience ▪ Community and Economic Development
Education
B.S., Police Science, Oklahoma State University, 2004
Certifications & Training
<ul style="list-style-type: none"> ▪ University of Oklahoma, Resilience Development Institute, Certified Resilience Expert, 2015 ▪ National Community Development Association Community Development Block Grant Basic (2012) and Advance (2015) ▪ HUD HOME Administration, 2014

Professional Qualifications

Mr. Jakubowski is a project manager with over seven years of experience designing and applying strategies in the fields of community organizing, community based economic development, planning-zoning strategized, and affordable housing development Disaster Recovery CDBG. He is a leader in assisting and implementing post-disaster recovery efforts. He has managed over 50 contracts for construction of public infrastructure and public facilities, engineering, architecture, auditors, and many others. For example, for the City of Moore, OK, Mr. Jakubowski managed a redevelopment project, converting 15 acres of land damaged in a tornado into a mixed income mixed-use development with over 250 units.

Relevant Experience

Project Manager, IEM, 2018-present

As Project Manager for IEM's Florida DEO contract for the Management of CDBG-DR programs for Hurricanes Matthew and Hermine, he assists DEO with recovery efforts from Hurricanes Matthew and Hermine

Grants Manager/Associate Planner, City of Moore, OK, 2008 – 2018

Managed affordable housing to including rental, homeownership, rehabilitation, and new construction.

Managed Community Development Block Grant and Community Development Block Grant Disaster Recovery grants.

Managed a budget and projects over \$200 million annually, a staff, contractors, and consulting firms for over 200 people, and 20 - 100 projects annually.

Provided overall leadership to teams assisting and implementing post-disaster recovery efforts.

Managed a team providing expert services to support housing and community development and disaster recovery efforts.

Provided guidance and expertise on Federal regulations (CDBG-DR, cross cutting Federal requirements, Duplication of Benefits, etc.) and translating them into the implementation of the programs.

Provided training and technical assistance in the field of housing, economic development, resiliency, and/or community development.

Special Projects Coordinator

Conducted research and field surveys in specific or general project areas and independently compiled, computed, and presented planning data in appropriate formats.

In addition to general planning knowledge, specialty areas included: transportation planning involving the projection and development of efficient transportation systems, economic planning involving the assessment of probable economic and social ramifications of public expenditures or variable deletions, modifications, or additions to the area's economic base and affordable housing, and historical preservation planning involving the coordination, implementation, and maintenance of the City's comprehensive preservation plan.

Responsible for writing, presenting formal and technical reports, working papers, and other correspondence.

Multiple Positions, City of Purcell, OK, 2002 - 2012

As Director of the Detention for McClain County, Ok. McClain County is one of the largest centers in Oklahoma, Was responsible for the direct administration and management of the Detention Services Department in accordance with the mission of the McClain County Sheriff Office and District Court.

Led of the Detention Center and works with a management team to ensure the safe, secure, and humane operation of the Detention Center and other detention services.

Managed and oversaw the 24/7 operational activities of the Detention Center, and developed and implemented programs and procedures in order to ensure the safety, security, and welfare of the residents and staff.

Established and implemented operational and administrative procedures to ensure legal and fiscal requirements.

Oversaw the maintenance of all administrative files, ensuring that all records were maintained in accordance with legal requirements.

Ensured accurate record-keeping of youth and adults in the facility. Implemented appropriate training programs, monitored adherence to training programs, and handled personnel activities, including but not limited to, hiring, promotions, transfers, demotions, and separations.

Developed and implemented programs designed to ensure an effective and qualified staff including, but not limited to, in-service training, employee performance evaluations and counseling.

References

Donna Wickes

Fort Worth Regional Office, 801 Cherry Street, Unit #45, Suite 2500, Fort Worth, TX 76102

404.277.6670

Charlie Blair

520 Merritt Rd., Maryville, TN 37804

865.607.7174

Jacqueline McBride

Oklahoma City Field Office, 301 NW 6th Street, Suite 200

405.237.4338



Shelby Rushing

Planner and Geospatial Analyst/Modeler

12 Total Years of Experience

Mr. Rushing has diverse experience supporting a variety of planning and recovery projects.

Expertise

- Emergency Planning and Response
- Geographic Information Systems (GIS)
- HMPG Program Support
- Evacuation Operations Planning

Education

M.S., Geographic Information Systems | Pennsylvania State University, 2015

B.A., Mass Communication | Louisiana State University, 2003

Certifications

- Project Management Professional (PMP)
- Geographic Information Systems Professional (GISP)
- Hazus Practitioner/Hazus Trained Professional
- SECRET Clearance

Professional Qualifications

Mr. Rushing is a seasoned professional with more than 12 years of GIS, emergency management, and homeland security experience. He served as IEM's data management, reporting, and GIS team lead for this \$750M HMGP in response to Hurricane Sandy, which received 2,466 letters of intent and 1,266 applications. He has applied scientific modeling (including Hazus-MH), simulation, and validation to create a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.

Relevant Experience

Emergency Management Analysis / GIS Specialist, IEM, 2006 – Present
Port Authority of New York and New Jersey (PANYNJ) Emergency Operations Plan (EOP) Review and Development

Currently serving as project manager for an effort to review and update Emergency Operations Plans (EOPs) for 14 sites selected by PANYNJ, conduct a cross-walk of existing plans to identify commonalities, develop an agency-wide All-Hazards EOP, and develop a Corporate Crisis Communications Plan. Led a team of planners, subject matter experts, and emergency managers to fulfill project objectives and ensure customer satisfaction. Developed project budget, schedule, project management plan, staffing, project design, and work assignments. Created weekly project reports, led internal team meetings, and interfaced with Port Authority personnel on a regular basis.

2019 New York State Hazard Mitigation Plan Update

Served as project coordinator for the 2019 New York State Hazard Mitigation Plan in a dynamic, interactive website. Led a team of mitigation specialists and coordinated with GIS personnel, web developers, and state employees to analyze FEMA plan requirements, organize a work plan, and break up the work into

individual assignments and work packages to ensure project completion by the submission deadline. The plan was approved by FEMA and adopted by the State of New York in December 2018.

Prince William County Risk Assessment

Developed disaster scenarios and provided modelling and analysis for Prince William County, Virginia. Worked with a team of analysts to develop scenarios for Extreme Rainfall and Flooding, Armed Assailant/Complex Coordinated Attack, and Passenger Rail Incident and project their consequences in the social, natural, built, economic, and political environments. Analysis included Hazus flood modelling and the creation of relevant maps and data tables. The scenarios and analysis will help drive planning and exercises and will be included in the county's Threat and Hazard Identification and Risk Assessment (THIRA).

Fayetteville Public Works Commission Drone Project

Developed an interactive ArcGIS web mapping application to display the results of aerial surveys of infrastructure owned by the Fayetteville, North Carolina, Public Works Commission (PWC) including sewer and electrical rights-of-way, electrical sub-stations, dams, water towers, and water and wastewater treatment plants.

Coordinated with drone operators to capture video and imagery data of PWC's utility infrastructure and worked with PWC information technology and GIS personnel data to upload the data to a PWC server and create the web mapping application to enable PWC employees to navigate through the files and get a sense of their spatial orientation throughout the city. This webmap serves as a spatially-arranged entry point into the photos, videos, and other data collected during the sUAS survey. Users can pan and zoom around the map or use the search bar to find individual features such as rights-of-way, PWC-owned properties, or other points of interest. Clicking on a feature brings up a pop-up window with information on that feature such as name, location, and damage/impact information, as well as links to the photos and videos collected for that site.

Provided additional support to update the webmap with new imagery/video collected after Hurricane Florence.

San Francisco Scenario Development

Served as Task Lead for a scenario development project with the City and County of San Francisco. Aggregated existing plans, datasets, and other documentation into dynamic Geographic Information System (GIS) layers, and applied scientific modeling (including Hazus-MH), simulation, and validation to provide San Francisco with a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.

Regional Catastrophic Planning Team (RCPT) Public Health Hazard Vulnerability Analysis

Created choropleth maps of New York City area Public Use Microdata Areas (PUMAs) to help visualize the projected impacts of coastal storm, radiological detonation device (RDD), improvised explosive device (IED), and improvised nuclear device (IND) scenarios.

References

Kristin Robinson 2550 Clark Street, Suite 550, Arlington, VA 22202 703-304-1147	Bruce Lockwood 45 East Hill Rd, Canton, CT 06019 860-266-1169	Don Griffith 5910 Giddings St, Raleigh, NC 27616 919-397-3979
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Geoff Brien, MPA

Economic Recovery Planner

14 Total Years of Experience

Post Hurricane Katrina, Mr. Brien served as a Policy Assistant to the New Orleans' Executive Director of Recovery, where helped develop and implement recovery strategy.

Expertise

- Disaster Recovery
- Business Continuity Planning
- Public Health

Education

M.A., Public Administration |
University of New Orleans,
2011

B.A., Political Science |
University of New Orleans,
2002

Certifications & Training

- IS-00100.b
- IS-00200.b
- IS-1
- IS-22
- IS-195
- IS-242
- IS-242
- IS-275
- IS-292

Professional Qualifications

Mr. Brien leads the development and implementation of the disaster recovery and resiliency business line for NOVACES, LLC. For over 14 years, he has implemented government, private, and not for-profit-sector disaster management initiatives. Prior to joining NOVACES, Mr. Brien was the Regional Manager of the Louisiana Public Health Institute (LPHI) where he developed the strategic implementation plan to advocate/lobby for the enactment of legislation to prohibit smoking in the 500+ bars and gaming institutions of New Orleans. He organized and led a network of local, state, and national partner institutions in the successful ordinance campaign unanimously passed by the New Orleans City Council and signed by the Mayor. Mr. Brien is currently supporting the EDA Puerto Rico Economic Sector team through project management and contributing to a workforce development strategy which aims to recruit, train, and employ residents on recovery projects.

Relevant Experience

Manager – Disaster Management Services, NOVACES, LLC, 2016 - Present

Primarily responsible for the identification and implementation of disaster management opportunities aligning to the core capabilities of the firm. Locates and defines opportunity requirements and resource

needs. Identifies resources including companies, independent consultants, and technology that correspond to project scopes of work Engages potential partners and conduct capacity analysis. Recruit appropriate partners to form a project team that comprehensively fulfills customer goals. Coordinate

proposal development roles, meetings, and partner alignment. Coordinate project implementation teams and support project management until close-out.

Supported in the implementation of National Disaster Recovery Framework (NDRF) for FEMA-4263-DR-LA and FEMA-4277-DR-LA in coordination with federal, state, and local agencies with emphasis on the Restore Louisiana Task Force, the Division of Administration (DOA) Office of Community Development (OCD), and Louisiana Economic Development (LED).

Contributed to the development of the ERSF Recovery Support Strategy (RSS) which was approved by the Federal Coordinating Officer (FCO) and Federal Disaster Recovery Officer (FDRC) and provided to State leaders in March 2017 as part of the official federal recovery plan.

Louisiana Public Health Institute (LPHI), New Orleans, LA, Regional Manager, 2012 - 2016

Primarily responsible for the development of a Greater New Orleans Region collaborative focused on improving public health outcomes through the development of non-traditional public health projects such as workforce development and tobacco control projects aimed at decreasing tobacco product availability/use and implementing legislation to prohibit smoking inside bars and gaming facilities.

IBERIABANK Corporation, New Orleans, LA, Business Continuity Planner, 2010-2011

Responsible for conducting research on best practices for business continuity and making recommendations for strategic partnerships and back-up plans to prevent or bypass recurring IT service outages.

Coordinated with IT and Business Unit leadership to update and implement business continuity plan.

Coordinated the implementation of the emergency response and recovery throughout technology failures and closures resulting from natural hazards and technological breakdowns.

Implemented tests with IT staff to review the effectiveness of the business continuity plan.

Supported technology needs analysis and acquisition resulting from deficiencies identified in tests and real-time failures

City of New Orleans Mayor's Office of Recovery and Development Administration (ORDA), New Orleans, LA, Recovery Policy Analyst to Executive Director of Recovery, 2007-2009, 2007 - 2009

Responsible for providing primary support to the Executive Director of Recovery in the development and implementation of the City of New Orleans recovery strategy following Hurricane Katrina.

Served as a liaison to state, federal, state, and non-governmental recovery leaders.

Supported Recovery Leaders procure vendors by drafting and releasing requests for information / proposals and organizing scoring procedures and committees.

Conducted research on community recovery and provided recommendations for incorporation into recovery implementation plans.

References

Available on request.

Available on request.

Available on request.



Caitlin Cain

Economic Recovery Planner

18 Total Years of Experience

Ms. Cain created a management/implementation plan and governance strategy for the AU Western Trade Coast focusing on special economic zones and public private partnerships.

Expertise

- Economic Development
- Community Development
- Disaster Recovery

Education

M.U.P., Urban Planning | University of Michigan, 2001
B.S., Environmental Studies & Political Science | University of Toronto, 1999

Certifications & Training

- Certified Economic Development Specialist (CEcD); Certified in Export (trade) Compliance

Professional Qualifications

Ms. Cain is the owner and President of Cain & Co. – a certified ED/WOSB economic development firm based in New Orleans, LA. Cain & Co provides project management services to organizations, communities and businesses who need to re-imagine core positioning and execution. Cain & Co utilizes expertise in economic development, resilience-oriented placemaking and organizational development to help clients respond to opportunities resulting from natural disasters to challenging economic conditions.

Relevant Experience

Senior Subject Matter Expert, NOVACES, LLC

Serve as Senior SME subject matter expert on a variety of economic development and community resilience initiatives. Provide oversight and project management related to EDA's BPA Disaster Recovery Support Services.

President, Cain & Company LLC, 2009-Present

Served as a Fulbright Specialist in Perth, AU (through Curtin University).

Managed and worked with a team of public and private sector stakeholders to conceptualize and develop the Western Trade Coast as a Special Economic Zone to strengthen international trade practices, focusing on port expansion and business attraction and retention opportunities. Developed an economic strategy and implementation plan for the Western Trade Coast as a value-add manufacturing hub. Coordinated and hosted corresponding outreach and educational workshops, including a broader outreach effort directed towards onboarding and educating community stakeholders and elected officials.

Chief Executive Officer, World Trade Center of New Orleans, Jan 2017-Jan 2019

Managed and oversaw all operations of the WTCNO, including: staff and board coordination, strategic planning, program/event development, HR policies, insurance, budgets, etc.

Took organization out of historic deficit and attracted new membership and capital resulting in a positive NOI (first time in 7+ years); streamlined operations, grew membership by 17% and curtailed expenses.

Developed and executed new, high-impact programming including Global Connect and International Trade Week - resulted in enhanced local + global visibility and pronounced member engagement.

Special Honors: Honored as "New & Notable" by Biz New Orleans, 2017

Small Business Advocate, Region VI, U.S. Small Business Administration Office of Advocacy, 2011-2017

Served as regional lead voice, advocating for and representing the interests of small and medium size businesses in a 5 state territory. Educated political and community business leadership by organizing outreach events (e.g. round tables, summits, speaking engagements) to identify, communicate and advocate for regulatory and policy changes impacting the business community on wide ranging issues.

SBA Advocacy Honors/Recognition includes: Selected by Gambit Magazine as a "40 Under 40", 2014

Economic Development Director, New Orleans Regional Planning Commission, 2003 – 2010

Positioned RPC to receive designation as a Center of Regional Innovation (CRI) by the U.S. Dept of Commerce; obtained designation of the RPC as the federally recognized Economic Development District for southeast Louisiana, leading to multi-million dollar federal investment in the region.

Managed and directed the development and implementation of regional economic plans and projects, including the Comprehensive Economic Development Strategy (CEDS) for southeast Louisiana, resulting in awards for excellence in economic restructuring.

Secured funding and directed the New Orleans Regional Biosciences Initiative (NORBI) strategic planning and implementation effort which utilized a collaborative approach to activate and structure the Greater New Orleans Biosciences Economic Development District (GNOBEDD – rebranded as New Orleans Bio District); Served as the interim-coordinator managing an interagency task force that included board and organizational development.

Organized and directed retention efforts for the VA Hospital in downtown New Orleans; cultivated and directed a multi-stakeholder coalition that resulted in retaining the hospital - a \$2 billion economic impact for the City, efforts recognized by New Orleans City Business Magazine – received "Women of the Year" award 2009.

References

Walter Brooks	Winslow Sargeant	Yvette Jones
Former Executive Director, Regional Planning Commission	President ICSB	President of the Jones Group
CAO Jefferson Parish	Former Chief Counsel, SBA Advocacy	Former VP of Tulane University
504-495-5124 wbrooks@jeffparish.net	608-772-2503 Wsarge2010@gmailcom	504-669-8314 Yvettemjones57@gmail.com; yvette@thejonesgroupnola.com



John Mizerak

Economic Recovery Planner

11 Total Years of Experience

Mr. Mizerak assisted Richland County, VA with their long-term recovery efforts from the flooding disaster in 2015.

Expertise

- Economic Development
- Disaster Recovery
- Community Recovery and Resiliency Plans

Education

MPA, Public Administration |
Shippensburg University, 1993
BS, Public Administration |
Shippensburg University, 1992

Professional Qualifications

Mr. Mizerak has worked for more than 23 years in both the public and private sectors working a wide and diverse set of projects involving strategic planning disaster recovery, public funding strategies, government relations, legislative advocacy, land development, economic development and building public and private partnerships. His area of focus is facilitating project implementation resulting in impactful growth of the economies of communities.

Relevant Experience

Director of Planning and Economic Development, Dawood, 2019 - Present

Mr. Mizerak leads the company's planning and economic development service line.

He assists both public and private sector clients with defining their priority projects through a strategic planning process, developing the necessary steps for regulatory approval, and leverage public funding to provide the necessary financing for project implementation.

Economic Development Program Manager, Tetra Tech, 2013-2019

Economic Development Program Manager in charge of a team to implement the company's services focused on economic development throughout the northeastern part of the country. Serves on the Northeast Operations Management team in charge of developing and implementing new initiatives within the company. Manages the daily operations of the Harrisburg office. Works with public- and private-sector clients to identify and implement community and economic development projects. These efforts include developing strategic plans which identify community priorities, works with key stakeholders to build consistency around projects and develop the legislative support necessary to complete a project. Led the efforts to propose new legislation to develop a new program for communities experiencing devastating impacts from increased flood insurance premiums. Assists with the development of financing strategies to leverage local, state, federal, and private funding for project implementation. Developed specific communications and government relation strategies for clients to achieve results.

Vice President of Public Funding, Delta Development Group, 2007-2013

Vice President in the largest and most profitable Division within the company. As a Representative on the Division's and Company's leadership teams, participated in the development and implementation of the strategic priorities each year and provided strategic direction to staff to accomplish the priorities. Worked as project manager for some of the company's larger clients to assist with the development and implementation of strategies for successful economic development and community development projects. Developed and implemented communication strategies and government relations with key stakeholders and state and federal legislators. This included the proposed Pennsylvania Marcellus Shale Gas Impact Fee legislation, improvements to the Transit Revitalization Investment District Act and successful federal earmarks related to clients' projects. Developed specific communications and government relation strategies for clients to achieve results. The client base included state agencies, county governments, colleges and universities, private companies, local governments, municipal authorities and non-profit organizations.

Policy Manager, Pennsylvania Department of Community and Economic Development, 2000-2007

Managed a team focused on the implementation of an annual multi-million-dollar program promoting local and county strategic planning. The program focused on developing sound strategic planning for municipalities and counties with a focus on capturing opportunities for municipalities to work together to solve issues and capture opportunities. Reviewed and analyzed proposed legislation and provided commentary on the impacts of the proposed legislation to local and county governments. Provided changes to the proposed legislation. Developed the training programs and technical assistance to municipal and county governments elected and appointed officials. Managed the Interagency Team consisting of 15 State agencies and 7 Offices of the Governor to review and coordinate state agency policy related to land use, infrastructure, and environmental issues. Worked to develop Pennsylvania's first set of investment criteria – "Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation" and the integration of them into all applicable State programs for permitting and funding infrastructure and facilities. Managed the State Planning Board which was comprised of Governor appointees and legislative appointees. Staff member of the Local Government Advisory Board which provided the Governor's office with input from local and county governments related to policy and legislative changes.

References

Dr. Hanadi S. Rifai, Ph.D., P.E. N138 Engineering Building 1, Houston, TX 77204-4003 713-743-4271 rifai@uh.edu	Julie Scarangella, PMP 1515 Wilson Blvd, Arlington, VA 22009 Direct: 703.841.2666 julie.scarangella@tetrattech.com	George Connor 112 Market Street 7th Floor Harrisburg, PA 17101 (717) 780-6250; (717) 780-6258 GConnor@dauphinc.org
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Mark Seiss

Economic Data and Analytics Lead

11 Total Years of Experience

Mr. Seiss has designed and developed solutions that provide government agencies with insights into businesses of interest and resource optimization.

Expertise	Professional Qualifications
<ul style="list-style-type: none">▪ Business & Data Analysis▪ Statistical Models▪ Software Development	Mr. Seiss is an experienced data analyst with advanced education and experience in statistics, data modeling, software development, and business analysis. He has collaborated with government stakeholders to understand their operations, data, and business needs to help them gain the fullest benefits of D&B data, services, and solutions.
Education	Relevant Experience
Doctorate of Philosophy, Statistics Virginia Polytechnic Institute and State University, May 2014	Director of Advanced Analytic Services, Dun and Bradstreet, December 2013 – Present
M.S., Statistics George Washington University, June 2008	Work with the sales team in the Dun and Bradstreet Government Solutions office to design and develop solutions that provide government agencies with insights into businesses of interest and resource optimization.
M.S., Mathematics Virginia Polytechnic Institute and State University, May 2005	Collaborate with government stakeholders to understand their operations, data, and business needs to help them gain the fullest benefits of D&B data, services, and solutions.
B.S., Mathematics Virginia Polytechnic Institute and State University, May 2003	Design and develop global analytic solutions / global statistical models to better leverage both client and D&B data assets.
Certifications & Training	Design, develop, and implement new, innovative data improvement models that provide D&B customers with new views of business activity and risk, including Cyber Security Risk and Supply Chain Insights.
<ul style="list-style-type: none">▪ Leadership Skills for Non-Supervisors▪ 90-Day Lean Startup – Lean/Agile Work Practices	

Mathematical Statistician, US Census Bureau, June 2005 – December 2013

Position in the Estimation Branch of the Decennial Statistical Studies Division (DSSD)

Contributed research that lead to the implementation of new methodology for Count Imputation during the 2010 Census. Currently evaluating 2010 Count Imputation methodology with the intent to recommend improved methodology for the 2020 Census.

Communicated statistical methodologies to computer programmers for the implementation of Count Imputation in the 2008 Census Dress Rehearsal and 2010 Census and Missing Data Imputation in the 2010 Census Coverage Measurement.

Used Bayesian estimation methods to develop new methodology for the estimation of synthetic bias for small area estimates in the 2010 Census Coverage Measurement operation. Continued research has improved this new methodology with the intention of implementation in the 2020 Census Coverage Measurement operation.

Worked with researchers from the Geography division to develop address quality indicators. The use of these indicators have the potential to reduce the costs associated with address canvassing operations by targeting weak areas in the Census address listings.

MCA Water Point Evaluation Survey Team, Stanford University and Virginia Tech, Nampula, Mozambique May 2011 – May 2012

Member of a survey team that implemented an evaluation survey that measured the impact of the drilling of Millennium Challenge Account (MCA) water points in the province of Nampula in Mozambique.

Assisted in all facets of the survey: questionnaire development, sample frame selection, surveyor training, survey implementation, and data analysis.

Traveled to the rural villages of Nampula with survey teams, analyzed data as it was collected, and produced weekly reports.

Implemented various statistical methods to summarize data. Presented summaries to various audiences including the Millennium Challenge Corporation (MCC) and 2011 Joint Statistical Conference (JSM).

Stanford program on Water, Health, and Development Maputo Survey Team, Stanford University, January 2012-May 2012.

Provided statistical support to Stanford University students and faculty implementing a household survey to evaluate new regulations legalizing the resale of water in Maputo, Mozambique.

Submitted data editing methodology developed during the survey to survey methodology publications.

References

Brian Gladstone

4850 Mark Center Drive, Alexandria,
Virginia 22311-1822

(703) 575-4669 | bgladsto@ida.org

Eric Vance

Engineering Center, ECOT 225, 526
UCB, Boulder, CO 80309-0526

303-492-0471 |
Eric.Vance@Colorado.EDU

Ryan Rockabrand

Office of Response & Recovery,
Federal Emergency Management
Agency

202-480-1352 |
ryan.rockabrand@fema.dhs.gov



Clifton Coles

Technical Editor

20 Total Years of Experience

Mr. Coles has edited documents for numerous emergency management planning and risk assessment projects.

Expertise

- Document QA
- Editorial Leadership
- Writing and Editing
- Media Relations
- Section 508 Compliance

Education

M.F.A., Creative Writing | Louisiana State University, 1991
 B.A., English | Pennsylvania State University, 1988

Accomplishments

- Serves as a Rehabilitation Act of 1973 Section 508-Compliance Subject Matter Expert (SME) for a Federal Emergency Management Agency (FEMA) project.
- Experience editing evacuation plans for the District of Columbia Homeland Security and Emergency Management Agency (DC HSEMA).
- Edited documents for an evacuation and mass care and shelter full-scale exercise (FSE) for Prince George's County, MD.

Professional Qualifications

Mr. Coles has more than 20 years of professional editing and writing experience. He provides editorial leadership and performs document quality assurance by reviewing and editing incoming and outgoing documentation materials for accuracy, consistency, repeatability, and detail.

Relevant Experience

Technical Writer, Editor, IEM, 1998-2000;2011-Present

RISK ASSESSMENT RELATED PROJECTS

Edited reports and materials for numerous Risk Assessment-related projects, including: RDU EOC Position Manuals, City of Durham and Durham County Pre-Disaster Recovery Plan, Fayetteville PWC Emergency Management Preparedness Consulting, Wake County, NC, Hazardous Materials, Maine Emergency Management Agency 2015 Commodity Flow Study of Hazardous Materials, Dallas Area Rapid Transit (DART) 2015 Tabletop Exercise (TTX) documents, Risk Assessments for Cumberland, Johnston, Mecklenburg, and Union Counties, NC, Chemical Stockpile Emergency Preparedness Program (CSEPP)

Co-authored 10-step, seven-volume guide for emergency personnel at Anniston Chemical Activity in Alabama, emphasizing understandable language for quick response.

Edgewood Chemical Biological Center Fiscal Year 2013 Annual Command History/Summary, and Chemical Stockpile Emergency Preparedness Program Fiscal Year 2013 Report to Congress.

Hazmat-Related Projects

Edited reports and materials for numerous HazMat-related projects, including: Maine Emergency Management Agency 2015 Commodity Flow Study of Hazardous

Materials, Dallas Area Rapid Transit (DART) 2015 Tabletop Exercise (TTX) documents, Risk Assessments for Cumberland, Johnston, Mecklenburg, and Union Counties, NC, Edgewood Chemical Biological Center Fiscal Year 2013 Annual Command History/Summary, and Chemical Stockpile Emergency Preparedness Program Fiscal Year 2013 Report to Congress.

District of Columbia Projects

Edited reports, guides and materials for numbers DC projects including: District Law Enforcement ESF 13 Operational Plan, District Terrorism Response Plan, District Terrorism Guide, District Prevention-Protection Plan, District Preparedness System Planning Portal Policy, DC HSEMA Position Guide, District Evacuation Plan, District Mitigation Plan, District Preparedness Framework, Gap Analysis and Needs Assessment Report, HSEMA Risk Vulnerability Survey, Information Collection and Coordination Center Operational Guidance, District Recovery Plan, District Response Plan, District Preparedness System Community Risk Assessment, and DPS Site User Guide.

Regional Catastrophic Preparedness Grant Program (RCPGP)

Served as Technical Editor for IEM's support of Emergency Data Exchange Language-Resource Messaging (EDXL-RM) Research and Evaluation for the Regional Logistics Program (RLP).

Served as Technical Editor for IEM's support of the RLP Field Asset Tracking Analysis.

Provided technical edits for the Regional Risk Assessment Report on risk assessments from public health departments in 30 counties within the NY-NJ-CT-PA MSA, and compiles a report used to help prioritize regional risks by identifying the probability of hazard occurrence and severity.

Grants Management Technical Assistance Program

Provided editorial support for technical assistance delivery at three locations, including editing and compiling workbooks, guides, and other materials on short notice.

Senior Editor, Danya International, Inc., 2006-2011

Managed editorial production of 10 to 12 newsletters and publications annually for the U.S. Department of Housing and Urban Development (HUD) Office of University Partnerships.

Technical Writer, Editor, Senior Research Associate, Exceed Corporation, 2005-2006

Edited, wrote, and conducted research in support of contracts for the Job Corps national office and NIH.

Redesigned the Job Corps' 960-page policy and requirements handbook, addressing font, pagination, and editorial issues and updated online and print versions of the Job Corps' policy and requirements handbook, program management guide, and directory contact information.

References

Janelle Woolley	Amy Stewart	Jennifer Menaker
8550 United Plaza Blvd., Suite 400, Baton Rouge LA 70809	8550 United Plaza Blvd., Suite 400, Baton Rouge LA 70809	2801 Slater Rd., Suite 110, Morrisville NC 27560
(225) 526-8819	(225) 526-8226	(919) 237-7545



Kelsey Rohwer

Graphic Artist

14 Total Years of Experience

Mr. Doe is proficient in graphic design for reports, publications, and other projects for various government clients.

Expertise

- Graphic Design
- Information Design
- Publication Layout / Formatting

Education

B.F.A., Graphic Design | Louisiana State University

Accomplishments

- Supported D.C. Homeland Security and Emergency Management Agency (HSEMA), providing graphic support for shelter assessment and mass care plans
- Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT)/Regional Logistics Program (RLP); responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM

Professional Qualifications

Ms. Rohwer has 14 years of experience designing, formatting, and producing artwork for inclusion in publications, reports, and other projects. She creates visual representations of complex information to aid understanding, transforming numerous charts, graphs, maps, and concepts into clear, informative graphics. Ms. Rohwer has a strong working knowledge of FEMA's publishing environmental and style standards and Government Printing Office (GPO) printing regulations and processes for submission of camera-ready art in electronic formats.

Relevant Experience

Graphic Designer, IEM, 2005-Present

Publication and Information Design

Designed and laid out the New York City (NYC) Public Health Disaster Handbook for the NYC Department of Health and Mental Hygiene (DOHMH); applied simple and readable style to tables within the document, used color coded sections, and provided shortcut links and clickable maps.

Serves as Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA RCPT/RLP; responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM.

Serves as Lead Graphic Designer for an RLP project to use EDXL-RM to pass messages between incident management systems; provides feedback for graphics improvements.

Serves as Graphic Designer for IEM's support of the RLP Field Asset Tracking Analysis.

Produced visual designs and artwork in support of FEMA Response Planning efforts, including the U.S. Virgin Islands Tsunami/Earthquake Annex, the Region V All-Hazards Plan, and the Oil/Chemical Incident Annex to the Response FIOP.

Designed flyers and PowerPoint templates in support of the North Carolina Hazardous Materials Study for NCEM's Information and Plans Section; the designs emphasized clarity and maintained a unified theme for the project.

Designed and created an evacuation guidance brochure for distribution to troops and civilians on Pelham Range; the brochure included a single-page folded handout with evacuation maps, tables, and general information.

Graphic Design

Converts data in the form of flow charts, bar graphs, maps, quotes, and text boxes into clear, informative, and appealing graphics that blends harmoniously with the style and color palette of reports. Modifies maps to maximize the readability of pertinent areas.

Multimedia Graphics

Acted as Primary Designer for story-based, interactive Flash training tool for the Maneuver Support Center of Excellence (MSCoE) at Fort Leonard Wood, Missouri; formatted diverse maps, tables, photos, and diagrams to conform to a unified style, and modified the initial multiple-choice question style to incorporate the client's need for more complex question types.

Worked as Primary Flash Developer and Designer for the Flash version of a training website for FEMA's Chemical Stockpile Emergency Preparedness Program (CSEPP).

Created an interactive training environment by combining video of actors, 3D rendered backgrounds, interactive rollover buttons, and standard multiple-choice questions.

Developed storyboards for video shoots and detailed backgrounds for the 3D artist to use as reference; assisted in directing video shoots.

Graphic Design Intern, 2004; Web Design Intern, 2002-2005, Louisiana State University

Used Macromedia Flash to design and construct the interface for the LSU Graduate School Catalogue.

Created a Flash trivia game for an LSU recruiting CD; made e-greeting cards, wallpapers, short Flash movies, and logos for the LSU website.

Designed the cover and interior images for the Human Resources interview guide.

Designed a brochure and catalog cover for Southern Louisiana Community College.

References

Janelle Woolley	Ken Gordon	Jen Menaker
8550 United Plaza Boulevard, Suite 400, Baton Rouge, LA 70809	2014 Tollgate Road, Suite 206, Bel Air, MD 21015	Concourse Lakeside I, 2801 Slater Road, Suite 110, Morrisville, NC 27560
225.526.8819	410.569.8191 Ext. 229	919.237.7545

Form A
Proposal Point of Contact
Request for Proposal Number 6107 Z1

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the contractor's response.

Preparation of Response Contact Information	
Contractor Name:	Innovative Emergency Management, Inc.
Contractor Address:	2801 Slater Road, Suite 110 Morrisville, NC 27560
Contact Person & Title:	Krista Houk, Manager, State and Local Preparedness Programs
E-mail Address:	krista.houk@iem.com
Telephone Number (Office):	(917) 960-1009
Telephone Number (Cellular):	(917) 960-1009
Fax Number:	N/A

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Contractor Name:	Innovative Emergency Management, Inc.
Contractor Address:	2801 Slater Road, Suite 110 Morrisville, NC 27560
Contact Person & Title:	Kristine Needle, Management, Contracts Administration
E-mail Address:	kristine.needle@iem.com
Telephone Number (Office):	(919) 237-7507
Telephone Number (Cellular):	(619) 618-8693
Fax Number:	(919) 237-7468