



INTEGRATED SOLUTIONS
CONSULTING

State of Nebraska State Purchasing Bureau

Request for Proposal for Contractual Services

Solicitation Number: RFP 6202 Z1

January 28, 2020

Technical Proposal



Contact:

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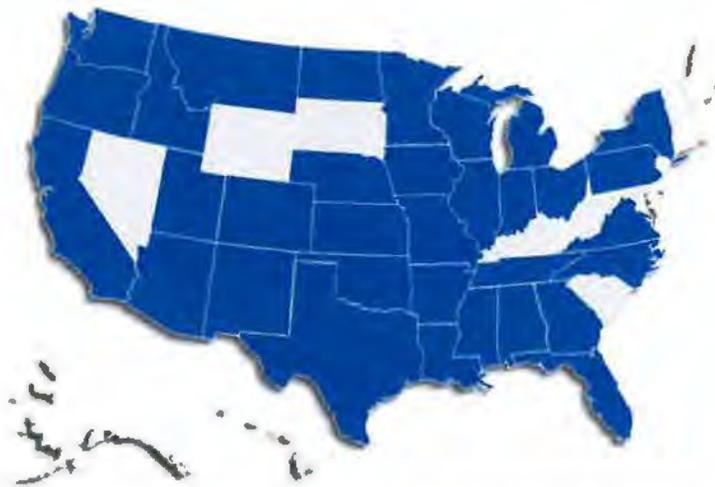
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1. Corporate Overview

Integrated Solutions Consulting, Inc. (ISC) is pleased to present our response to the State of Nebraska (the State) Department of Administrative Services (DAS), Material Division, State Purchasing Bureau's (SPB's) *Request for Proposal, Number 6202 Z1, Request for Proposal for Contractual Services*. ISC is a nationally recognized consulting firm exclusively focused on providing emergency management and homeland security consulting services for clients similar to the State.

ISC understands that the State is seeking a qualified bidder to work with the Nebraska Emergency Management Agency (NEMA) to revise and update the State Hazard Mitigation Plan (HMP), consistent with Federal and State rules and regulations as well as tribal, risk assessment, and mitigation program integration resources. Since our inception in 2005, ISC has been a single-source provider for HMP development and updates, consistently preparing HMPs that are both **accepted upon initial submission** to the state and the Federal Emergency Management Agency (FEMA) and have **successfully positioned our clients to secure additional Hazard Mitigation Assistance (HMA) funding for future hazard mitigation projects**.



ISC's Hazard Mitigation Planning Services Portfolio

Our track record of success is distinguished in that **ISC is one of the only Dun & Bradstreet Top Supplier Performance Rated emergency management consulting firms**. Recently, Dun & Bradstreet evaluated over 50 ISC consulting engagements, awarding ISC a Top Supplier Performance Rating for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness with an average **97.1%** score amongst all categories.

Additionally, **ISC has extensive experience with Federal, State, and other large-scale, high-profile hazard mitigation planning projects**. Our Team was one of the first technical contractors to incorporate infrastructural and human-made hazards into community emergency planning, even before FEMA created guidance for understanding human-made hazards. This innovative, progressive approach to hazard mitigation planning has led ISC to be selected for high-profile HMP-related projects similar to and exceeding the scope of the services sought by the State and including population sizes and jurisdiction amounts comparable to the State.

ISC recently completed the Cook County 2019 MJ-HMP Update, currently the largest plan of its type in the US, covering over 121+ jurisdictions within an expedited timeframe.

Stantec, as members of the ISC Team, will also support the State in the development of its HMP. Stantec is focused on helping communities effectively prepare for and respond to potential natural disasters. Our team

has performed FEMA flood studies covering over 150,000 riverine and coastal miles for more than 30 years. Using our expertise in topographic data development, hydrologic and hydraulic (H&H) studies, coastal flood-risk analysis, geographic information systems (GIS), and regulatory compliance procedures, we develop regulatory and other flood-risk communication products for communities to help mitigate their risk. We also provide program management and technical support to FEMA Headquarters, Regional offices, and State Partners.



Collaborating in nearly every state and on island territories, we bring together over 150 floodplain experts with invaluable experience on FEMA programs and strategies. Our collective work enables communities to plan in advance for natural disasters and recover quickly afterwards. By providing ongoing support and expertise, we're helping to build a more resilient nation.

We include brief descriptions of several of these projects below.

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FEMA Nationwide Hazard Mitigation & Recovery Support Services	
	<p style="text-align: center;">Project Highlights:</p> <ul style="list-style-type: none"> • Leveraged state-of-the-art technologies and industry-leading research to develop proprietary Community Impact and Repetitive Loss Analysis methodologies • Executed several recovery and mitigation planning efforts that required a sophisticated public outreach strategy that included mass media publications

ISC was awarded multiple five-year contracts to provide technical support to FEMA's Hazard Mitigation and Disaster Recovery programs. ISC was recognized for its proven record of accomplishment in producing high-quality products and services and having extensive knowledge of floodplain management and Sections 404 and 406 of the Hazard Mitigation program. ISC supports FEMA in carrying out the statutory authorities of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act). These services are provided in response to nationally declared disasters for FEMA. As part of FEMA's team, ISC provides a variety of post-disaster and hazard mitigation services to FEMA and its State and local counterparts including program management, operational and strategic planning support, training development and delivery, policy definition and analysis, grant management, organizational assessment and other special studies and assignments.

Cook County, IL Multi-Jurisdictional Hazard Mitigation Plan Update



Cook County, IL
Multi-Jurisdictional Hazard Mitigation Plan

Project Highlights:

- Completed the largest HMP in the nation, covering 121+ jurisdictions and an over 1.5 million population
- Developed the MJ-HMP Update and received State and Federal approval within an expedited five-month project schedule.
- Increased public participation by over 230%

The ISC Team recently completed the nation's largest HMP Update within five months. ISC was recently engaged by the Cook County Department of Regional Security and Emergency Management (DRSEM) to conduct their 2019 MJ-HMP Update, covering a total of 136 jurisdictions. The ISC Team worked closely with Cook County DHSEM, Illinois Emergency Management Agency (IEMA), and personnel to accomplish significant improvements in their 2014 MJ-HMP. Our Team increased participation in public outreach activities by over 230 percent and gained participation by previously non-participating counties. Recently, IEMA and FEMA formally approved this Plan.

**North Carolina Division of Emergency Management
 Statewide Risk Mapping & Mitigation Program**



North Carolina
Division of Emergency Management
Statewide Risk Mapping & Mitigation Program

Project Highlights:

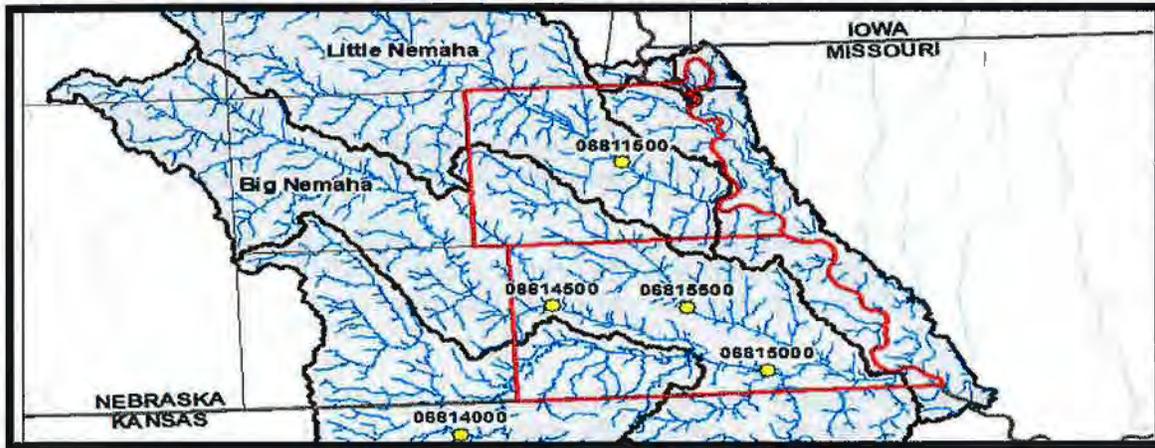
- Completed coastal analysis, hydrology and hydraulics services, DFIRM production, , and IT system development and implementation
- Leveraged the NCFIMAN's inundation maps libraries and flood models to support the State's Flood Warning program

ISC was awarded a five-year Indefinite Duration/Indefinite Quantity (IDIQ) contract to provide technical services to the State of North Carolina Floodplain Mapping Program (GTM-NCFMP). Technical services. Our Team supported 11 of the 17 assigned river basins for preparing updated flood hazard information for the State of North Carolina. The State, through FEMA's CTP initiative, assumed primary ownership and responsibility of the FIRMs for all communities within the State of North Carolina. ISC provided the following technical services:

- Acquiring, processing, and maintaining detailed, accurate spatial data, (such as building footprints, elevation data, digital orthophotography);
- Conducting water / flood and/or other natural hazard analyses;
- Generating and updating risk assessments and mitigation analysis models, data, maps, reports, and;
- Expanding the flood risk visualization and communication capabilities of GTMO-NCFMP during peace time and disaster incident command.

Nebraska Cooperating Technical Partner (CTP)

We are better together. The Stantec Team of national expertise and local experience collaborated with Nebraska Department of Natural Resources to provide consistency in line with the State's floodplain mapping program and a commitment to quality to analyze, map, and communicate flood risk.



Consistency. Stantec and their teaming partner JEO Consulting Group collaborated with the Nebraska Department of Natural Resources (NeDNR) staff to plan the project's tasks, roles, responsibilities, methodology, and expectations so we both would operate as a cohesive team. The team identified processes unique to Nebraska's floodplain mapping project that included using the NFACT tool, map extraterritorial jurisdictional (ETJ) boundaries, regression equation selection, community engagement preferences, and floodplain mapping preferences. A Project Management Plan with a Project Communication Plan was developed to guide the team through the life of this project.

Data Development. The Stantec team performed the Develop Topographic Data and the Prepare Base Map tasks by leveraging existing datasets and converting the information into FEMA submittal format. In addition, collaboration with communities took place during multiple occasions through the life of the project to validate corporate limits and obtain ETJ boundaries.

The Stantec team performed hydrologic analysis using NeDNR's NFACT tool and their methodology of regression equation selection of hydrologic comparison of predicted peak flows from four regional regression equations and statistical stream gage analysis. The 10%, 4%, 2%, 1%, 0.2%, and "1% plus" annual chance peak flows were calculated.

The Stantec team performed hydraulic analysis using NeDNR's NFACT tool on all streams that had a drainage area greater than 1 square mile. The NFACT tool was used to calculate station and elevation data at each point where the digitized cross section line intersects the LiDAR and the digitized stream. Flood depths were calculated using the probability discharges (10%, 4%, 2%, 1%, 1% plus and 0.2%), the channel cross section, variable Manning's n values, and channel slope. The final floodplain boundaries for the 1% and 0.2% annual chance events were delineated to the LiDAR meeting the floodplain boundary standards.

Community Engagement. The Stantec team along with NeDNR engaged with the communities and levee sponsors in-person through a project initiation meeting, flood risk review meeting, and local levee partnership team meeting. Also produced letters in compliance with SID 620 and supporting NeDNR on the production of the SID 621 letters.

Produce Preliminary Map Products. The Stantec team is in progress to produce the DFIRM Database, Flood Insurance Study, and Preliminary FIRM panels in compliance with FEMA's guidelines and standards and quality reviews.

Kansas Cooperating Technical Partner (CTP)

The Stantec Team collaborates with communities, State, and federal partners to analyze, map, and communicate flood risk.

Stantec leveraged hydraulic analysis into floodplain mapping and FIRM production to revise the countywide FIRM panels and FIS report for various cities. Stantec performed MIP tasks of Base Map preparation, Topographic Data Development, Hydrologic Analysis, Hydraulic Analysis, Floodplain Mapping, FIRM Database, and Produce Preliminary Map Products all in

compliance with FEMA's Guidelines and Standards including the Key Decision Points. Stantec also supported the Kansas CTP with updates to the Coordinated Needs Management Strategy updates.

Stantec also performed levee data collection, initial data analysis of the Natural Valley, and formed the local levee partnership team to collaborate the mapping path forward for levee systems to help communicate the risk of living behind levees, which is the foundation of the Levee Analysis and Mapping Procedures (LAMP).

Other services provided included multiple community engagement activities that involved outreach activities with primary purpose to strategically prepare for project engagement with watershed communities throughout a project's lifecycle. Goals of these engagements are to help create an understanding and ownership of the mapping process at State and community levels, and to encourage communities to take responsibility for progressing risk

reduction actions that will result in a more resilient community. The community engagement processes include: Strategic Planning, First Order Approximation, Watershed Discovery, and creation of water surface elevation grids from prior Map Modernization countywide studies. Stantec prepared the State's Community Engagement Strategic Plan based upon the Kansas Department of Agriculture – Division of Water Resources (KDA-DWR) community outreach strategy currently in use for the Risk MAP program, FEMA's "whole community approach" to emergency management, best practices, and opportunities to build a resiliency culture. The report recommended steps to increase the effectiveness of its community outreach.

Throughout all the projects performed for the KDA-DWR, Stantec supported the Kansas CTP with FEMA required monthly reporting to the MIP. The client received monthly progress updates stating percent complete of each project and task for easy MIP updates and

quarterly progress reporting to FEMA. Stantec performed the MIP data development tasks in coordination with the client for timely MIP management task completion.

A. BIDDER IDENTIFICATION AND INFORMATION

The following Table provides ISC's bidder identification and information. ISC is happy to provide additional information upon the State's request.

ISC's Bidder Identification and Information	
Full Company Name:	Integrated Solutions Consulting, Corp..
Address of the Company's Headquarters:	2200 South Buchanan Street Edwardsville, IL 62025
Entity Organization:	S-Corporation
State and Year of Incorporation:	Illinois, 2005
Whether the Name and Form of Organization has changed:	Not Applicable

B. FINANCIAL STATEMENTS

ISC provides financial statements applicable to the firm on the following pages. In accordance with the requirements outlined in RFP 6202 Z1, insofar as ISC is not a publicly held corporation, we do not include a copy of our most recent audited financial reports and statements. However, ISC is amicable to furnishing such documentation upon the State's request for interview, Notice to Proceed (NTP)/Notice of Intent to Award (NIA).



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October 17, 2019

PRIVATE

To whom it may concern:

In connection with a proposal for services, inclusive of a request concerning the financial condition of Integrated Solutions Consulting Company, (the "company") as of December 31, 2018, we are pleased to provide the following data, as represented to be the book basis for amounts reported on Form 1120S, as filed with the Internal Revenue Service for the tax year ended on such date (the most recently filed income tax return):

1. Total operating income as a percentage of revenue was 17.59%
2. Working capital turnover ratio was 348% (based on ending working capital balances)
3. Quick ratio was 866%
4. Growth rate of company revenue was in excess of 30% for 2018, year over year

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

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

Sincerely,

RSM US LLP

Brian C. Marrano
Partner

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C. CHANGE OF OWNERSHIP

ISC hereby does not anticipate any change in ownership or control of the company during the 12 months following the proposal due date. Accordingly, we need not provide a description of the circumstances of if such a change were to occur.

D. OFFICE LOCATION

ISC will support the State primarily through its offices in the City of Denver, CO and our contracting office in St. Louis, MO.

ISC's Primary Office Locations for the State's HMP		
9800 Mount Pyramid Court, Suite 400 Englewood, CO 80112	220 South Buchanan Street Edwardsville, IL 62025	733 Forsyth Boulevard, 11th Floor St. Louis, MO 63105

E. RELATIONSHIPS WITH THE STATE

Our Team offers the State first-hand experience with NEMA and past performance with FEMA Region VII. **Specifically, members of our Team worked under the FEMA Region II Community Engagement Contract, servicing the States of Nebraska and Iowa.**

The ISC team supported FEMA Region VII to engage over 50 communities across eleven watersheds in Iowa and Nebraska. This project was implemented via the FEMA Risk MAP program. The goal of this project was to assist communities in identifying and advancing mitigation actions to reduce hazard risks and foster a relationship between FEMA and local communities. A member of our Team served as the Lead Planner to engage communities and lead a diverse team of state and federal stakeholders.

In addition, the ISC team has supported Nebraska through its IDIQ contract with FEMA to provide disaster recovery and hazard mitigation technical support services to all FEMA regions to include FEMA Region VII. The ISC team has worked closely with FEMA Region VII for over the past decade to offer technical services in response to floods, tornadoes, and wildfires. In 2011, the Nebraska Ford Fire swept through 26,000 acres in central Nebraska causing millions of dollars in crop losses and damages to housing and infrastructure assets. ISC worked with the State of Nebraska to identify and document the cost of the response activities. Volunteer labor, donated equipment, and donated materials were quantified to offset the non-Federal portion of the cost.

F. BIDDER'S EMPLOYEE RELATIONS TO STATE

ISC declares that no members of the proposed Team have worked as an employee of the State within the past 60 months.

G. CONTRACT PERFORMANCE

Neither ISC nor members of Stantec have ever had a contract terminated for default during the past five years.

H. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

Below, we provide a summary matrix listing three previous projects similar to the size, scope, and complexity of the development of the State HMP as described in the solicitation. Specifically, each of the three descriptions address items i a) – e) as well as items ii and iii as outlined on page 36 of the solicitation, under **h. Summary of Bidder's Corporate Experience**.

Summary of ISC's Corporate Experience	
1. Cook County, IL 2019 Multi-Jurisdictional Hazard Mitigation Plan Update	
a) Time Period:	April 2019 to October 2019
b) Scheduled & Actual Completion Dates:	Scheduled Completion Date – October 2019; Actual Completion Date – September 2019;
c) Bidder Responsibilities:	ISC completed the nation's largest HMP Update within three months. ISC was recently engaged by the Cook County Department of Homeland Security and Emergency Management (DHSEM) to conduct their 2019 MJ-HMP Update, covering a total of 136 jurisdictions. The ISC Team worked closely with Cook County DHSEM, Illinois Emergency Management Agency (IEMA), and personnel to accomplish significant improvements in their 2014 MJ-HMP. Our Team increased participation in public outreach activities by over 230 percent and gained participation by previously non-participating counties. Recently, IEMA and FEMA formally approved this Plan.
d) Point of Contact:	Gene Ryan; gene.ryan@cookcountyil.gov ; 312.603.8180
e) Performed as Prime or Subcontractor? Originally Scheduled Completion Date & Budget & Actual Completion Date & Budget	Prime Original Schedule 7 Months, Original Completion Date – October 2019, Original Budget \$160,841.25 Actual Schedule 5 Months, Actual Completion Date – September 2019, Actual Budget \$160,841.25
2. Hamilton County, OH Multi-Jurisdictional Hazard Mitigation Plan	
a) Time Period:	July 2017 to May 2018
b) Scheduled & Actual Completion Dates:	Scheduled Completion Date - September 2018; Actual Completion Date – May 2018
c) Bidder Responsibilities:	All 48 jurisdictions in Hamilton County participated in the planning process for the 2018 Hamilton County MJ-HMP. During the planning process, Hamilton County and community representatives considered over 30 hazards. A series of webinars to introduce the mitigation planning process to local officials was conducted. In total, nine (9) webinars were conducted over a two-week period, including morning, afternoon, evening and weekend webinars. Of the 48 participating jurisdictions, 47 attended at least one (1) webinar. Seven (7) workshops were held strategically throughout Hamilton County to identify hazards and update and consider new mitigation strategies. In addition, individual workshop meetings were held with five (5) jurisdictions who were

unable to bring their planning teams to these workshops including the City of Cincinnati, Crosby Township, Village of Arlington Heights, Village of Woodlawn and Whitewater Township. All 48 participating jurisdictions were able to attend one of the meetings or workshops.

A comprehensive public survey that reached 1,825 residents and resulted in 1,328 completed responses was also conducted. As part of this survey, the general public was asked to rate each of the hazards in terms of perceived risk. They were also asked to rate "mitigation importance" for each of the identified hazards in the Plan. Information from this survey was used to inform the hazard risk prioritization process, and to ensure the Plan adequately addressed the public's concerns and priorities. Two (2) public forums were advertised and held in the County, which provided local residents with an opportunity to provide input into the Plan. A draft of the Plan was made available on the Hamilton County EMHSA web site for review and comment.

Plan participants assessed over 300 hazard mitigation strategies/actions, resulting in a prioritized list of 111 new strategies/actions, in addition to 180 ongoing/updated mitigation strategies/actions from the 2013 Plan, and 47 completed strategies/actions. Six (6) strategies/actions were removed or considered as irrelevant. The MJ-HMP received State and FEMA approval.

d) Point of Contact:	Ryan McEwan; ryan.mcewan@hamilton-co.org ; 513.263.8016
e) Performed as Prime or Subcontractor?	Prime
Originally Scheduled Completion Date & Budget & Actual Completion Date & Budget	Original Schedule 16 Months, Original Completion Date – September 2018, Original Budget \$75,300 Actual Schedule 11 Months, Actual Completion Date – May 2018, Actual Budget \$75,300

3. State-Level All-Hazard Mitigation Plan Update

a) Time Period:	January 2015 to October 2015
b) Scheduled & Actual Completion Dates:	Scheduled Completion Date – October 2015; Actual Completion Date July 2015
c) Bidder Responsibilities:	<p>Integrated Solutions Consulting developed a state-level All Hazards Mitigation Plan for the Seminole Tribe of Florida (STOF). ISC was able to execute this project on an expedited 4 month schedule in order to receive Federal Emergency Management Agency (FEMA) approval and ensure eligibility for post-disaster federal grant funding prior to the start of the 2007 hurricane season. Despite the expedited schedule and resource demands of this project, ISC was able to exceed client and regulatory agency expectations by enabling STOF to secure state-level, enhanced-grantee status by FEMA upon the initial submission of the plan.</p> <p>This project identified and assessed community risks, identified mitigation actions for natural, technological, and political (terrorism) hazards, and established programmatic procedures and protocols for institutionalizing STOF's mitigation program. This plan incorporated complex GIS analysis and hazard modeling programs to evaluate the</p>

	<p>effectiveness of mitigation alternatives for critical community assets including an airport, gaming facilities, healthcare networks, and other essential community needs. The All-Hazard Mitigation Plan was prepared in accordance with the latest requirements of FEMA Disaster Mitigation Act of 2000 (DMA 2K), while also incorporating strategies identified by Department of Homeland Security (DHS) initiatives, directives, and strategies. The STOF All Hazards Mitigation Plan included Hazard Mitigation Grant Program Administration Protocol and Procedures in accordance with 44 CFR Part 201.5 (b) (2) (iii) enabling STOF to be the first American Indian Tribe in the Nation to obtain State-level grantee status under Sections 404 and 406 of the Hazard Mitigation Grant Program.</p>
d) Point of Contact:	Scott Pardon, ScottPardon@semtribe.com ; 954.967.8900
e) Performed as Prime or Subcontractor? Originally Scheduled Completion Date & Budget & Actual Completion Date & Budget	<p>Prime Original Schedule 10 Months, Original Completion Date – October 2015, Original Budget \$220,000 Actual Schedule 5 Months, Actual Completion Date – July 2015, Actual Budget \$220,000</p>

I. SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

Below we provide a detailed description of our proposed approach to managing this project as well as information about our proposed personnel. ISC is happy to provide additional information regarding our past corporate experiences upon the State's request.

Summary of Proposed Approach to Management

ISC's proposed approach to the management of this project is oriented on finalizing the Project Work Plan (PWP). Specifically, this means that ISC will work with the State at the onset of the project to: identify initial data requests, and establish processes for collecting data, the designation of control, points of contact, and quantity of and schedule for project deliverables, and define administrative requirements for the project, including correspondence, invoicing, and other related project issues. Based on our experience supporting States in hazard mitigation planning projects, establishing these crucial details at the project's onset will outline client expectations and responsibilities. ISC will leverage this early-stage collaboration to ensure successful vendor-client and client-vendor knowledge transfer, allowing our Team to better work in sync with NEMA.

The Figure below summarizes ISC's approach to PWP as well as Strategy and Quality Assurance and Control.



Scope Management and Change Control:

- Project description, goals, and objectives;
- Project structure, scope management, and controls;
- Quality assurance procedures; and,
- Project risks and mitigation.

The PWP will identify the project description and overall objectives and will also identify the goals of the project defined by the staff. Upon approval of the PWP by the State LPC, ISC will commence on the project. The ISC Team will provide the Region with the PWP within two weeks of contract award.

Resource Management: To facilitate increased coordination and provide the Region with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with the approval of the State.

Communications and Information Management: ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication. We have also invested in a highly

secure web-based project management tool that provides increased transparency and administration throughout the project lifecycle.

Potential Risks and Mitigation Strategy: At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.

Quality Assurance & Control: For this project, the ISC Team will use its pre-existing Quality Assurance Plan (QAP). ISC's QAP defines the organization and the methodology used for all ISC project engagements. The QAP forms a common standard for the entire project lifecycle by:

- 1) Identifying processes that will be applied to assure quality;
- 2) Defining roles and responsibilities to ensure a successful project with deliverables on time;
- 3) Providing the ISC Project Manager with indicators to allow appropriate decisions, and to track and report on project progress;
- 4) Describing software management practices: procedures, rules, and applicable methods for the project; and,
- 5) Outlining documentation management and delivery procedures.

The PWP will include the State's HMP Update Quality Assurance and Control strategy.

More specifically, the QAP defines the organization and the methodology that ISC will apply throughout its projects. It forms a common standard for the entire project lifecycle. The QAP shall be applied to all tasks, by all employees, for all deliverables.

If there is a conflict between ISC's Quality Assurance procedures, it should be brought to the attention of the Project Manager. Typically, we give precedence to the project's PWP. The ISC Team will work with the Region to agree upon corrective actions in the unlikely event that problems identified during a quality review. The ISC Principal and Project Manager will implement the agreed corrective action within the set timeframe.

The quality objectives are to provide quality support to partners and monitor adherence to the QAP throughout the lifecycle of the project. The QAP is designed to provide for the assurance of quality, according to project characteristics, needs, and demands. Quality is the responsibility of all employees.

Internally, quality control aims to enable and control the development and production of deliverables compliant with the characteristics and the requirements defined for the project. The Principal and Project Manager are responsible for the control of internal deliverables.

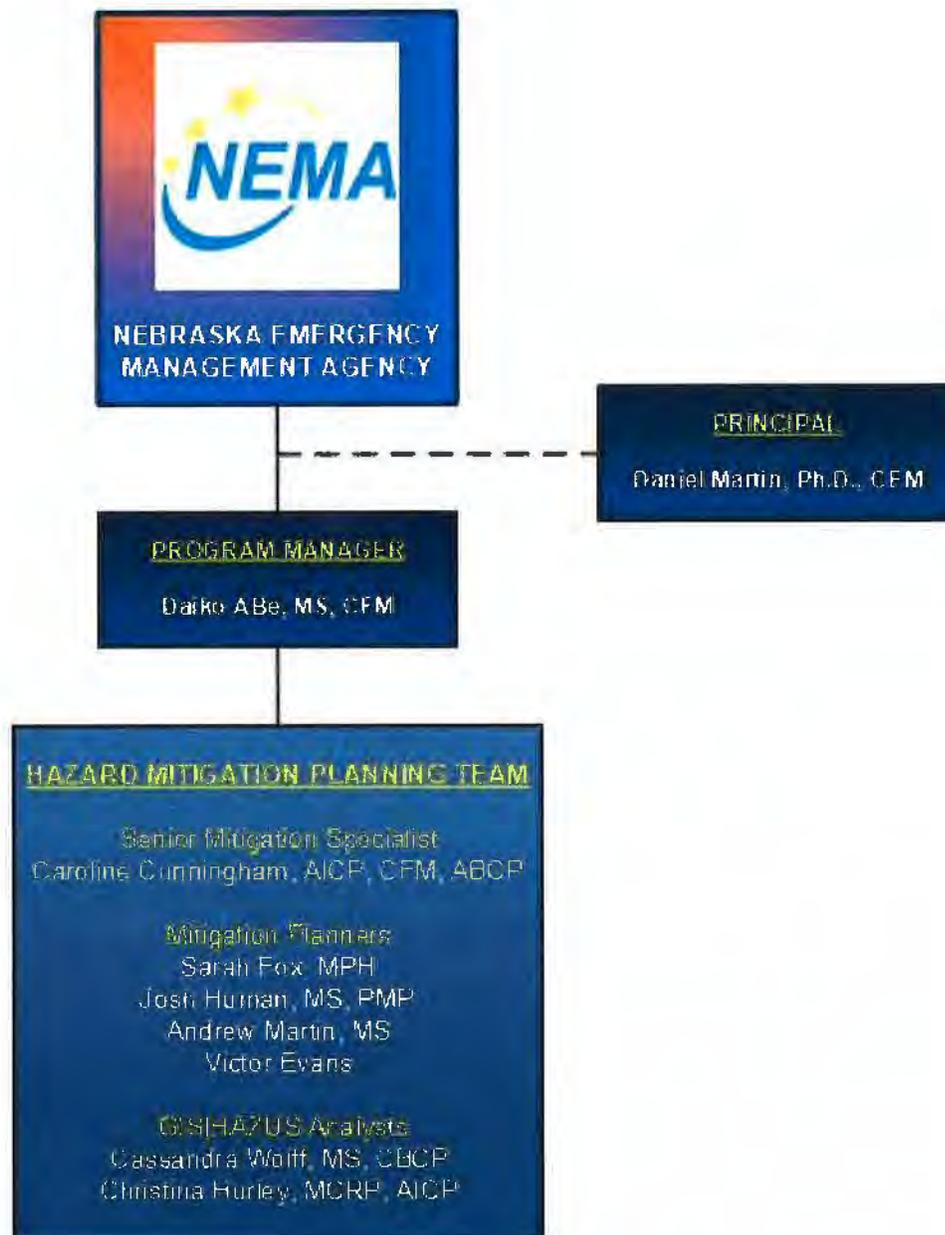
Project Status Reports: The ISC Project Manager will provide a "Project Status Report" to the designated Region representative(s) at the agreed-upon interval (typically either biweekly or monthly). This report will include a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, a financial status will be provided of individual tasks as well as an overall project budget to date.

Invoices: The ISC Project Manager will provide invoices to the designated Region representative(s), which can be sent either by deliverable or monthly.

Quarterly Grant Reporting: To ensure the Region meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

Summary of Proposed Personnel

ISC has drawn from our extensive pool of highly experienced and qualified resources and specifically identified several key personnel for this project. **Collectively, our Team offers the State more than 100+ years of combined experience, over 400 hazard mitigation planning clients, and features nationally recognized hazard mitigation professionals.** Perhaps most importantly, all our proposed key personnel have consistent records of successful leadership, innovation, client service, and technical expertise.



Mr. Daniel Martin, Ph.D., CEM®, CFM, Principal

Mr. Martin is an emergency management professional with over 20 years of experience. He has consulted and/or managed over 100 consulting engagements. Mr. Martin has managed and directed scores of emergency management project and program consulting engagements, receiving award and recognition by clients for delivering exceptional service on time and at budget. Senior client officials have recognized Mr. Martin for his extensive knowledge of the federal disaster recovery and mitigation programs, regulations, and policies, as well as an innovative problem solver - dedicated to the profession of emergency and disaster management.

- *Over 20+ years of experience*
- *Managed over 100 consulting engagements*
- *Holds CEM & CFM certifications*

Mr. Daiko Abe, MS, CFM, Project Manager

Mr. Abe is a hazard mitigation expert with experience developing HMPs for municipal and county governments throughout the US. He has excelled in providing comprehensive all-hazard planning services in all phases of emergency management. Previously, Mr. Abe served as Project Manager for HMP projects for the City of Santa Monica, California; Miami-Dade County, Florida; Hamilton County, Ohio; and Oakland County, Michigan. In addition to his extensive experience managing HMP projects, he is a former communications director and government/legislative affairs specialist, experienced in shaping and influencing policy at all levels of government, media relations, public outreach and education, crisis management support services, and in grant writing and administration. Mr. Abe is also a CFM, holding a Master of Science (MS) in Emergency Management.

- *Highly experienced in NFIP requirements & CRS Activities*
- *Former Project Manager for largest MJ-HMP Update in the US*

Mrs. Caroline A. Cunningham, AICP, CFM, ABCP, Senior Mitigation Specialist

Caroline Cunningham serves as Stantec's lead for hazard mitigation services and is a certified professional planner, floodplain manager, Hazus-MH Practitioner, and business continuity planner. With nearly a decade of experience, she has contributed to plans and risk assessment efforts at the local, regional, state, U.S. Territory, tribal, and university levels. She has assisted clients in obtaining federal grants, developing mitigation strategies, facilitating meetings, and conducting outreach to the public. Caroline is a FEMA-authorized hazard mitigation planning and Hazus-MH instructor, exemplifying her knowledge in the field. In addition, she brings experience in a range of disaster-related services including: pre- and post-disaster grant assistance, disaster recovery planning, and climate adaptation planning. Caroline also brings extensive project management experience across a range of disciplines including hazard mitigation plans, application development, benefit-cost analysis, and risk communication.

- *Supported over 400 municipalities in the development HMPs*
- *Lead Community Engagement Planner for Nebraska & Iowa*

Mrs. Sarah Fox, MPH, Mitigation Planner

Mrs. Fox is an expert in hazard mitigation, with extensive experience in HMA programs, planning, and GIS. As a former Hazard Mitigation Planner for FEMA Region IV, she offers the City a unique background in assisting local and state agencies in developing their HMPs, ensuring compliance with FEMA regulations. Mrs. Fox will also provide the City with practical experience as a former Mitigation Specialist for the South Carolina Emergency Management Division (SCEMD). She has been deployed to over 25 federally declared disasters and worked in a variety of EOCs. Mrs. Fox holds a Bachelor of Arts in Geography and

- *Former FEMA Region IV Mitigation Planner*
- *Former SCEMD Mitigation Specialist*
- *Extensive knowledge of Section 404 & 406*

GIS from the University of South Florida and a Master of Public Health (MPH) in Disaster Management from Tulane University.

Mr. Josh Human, MS, PMP, Mitigation Planner

With a career focused on protecting communities, Josh is dedicated to providing solutions to his clients that create paths to more resilient futures. Josh has over 19 years of experience within the hazard mitigation, disaster management and resilience fields. His expertise lies in the fields of hazard mitigation planning, resilience planning, recovery planning, Geographic Information System (GIS) risk assessment modeling, hazard research, grant attainment assistance, community engagement and developing Resilience Enterprise Planning Systems (REPS). Throughout his career he has helped develop multiple risk/vulnerability assessment models for a variety of clients (emergency management, health, transportation, business and others). Mr. Human is an expert in developing risk/vulnerability assessment models having developed a variety of models for clients within emergency management, health, transportation, business and others. Prior to coming to Stantec he served as the Director of the Center for Hazards Research and Policy Development at the University of Louisville for twelve years. He has been involved in all phases of hazard mitigation planning, including grant attainment, project management, action development, meeting facilitation, outreach/training, risk identification/assessment, and plan development. Josh has been published multiple times and has presented on disaster management and resilience across the world.

- *Multiple Most Outstanding HMP Awardee*
- *Developed Community Hazard Assessment & Mitigation Planning System*

Andrew Martin, MPA, Mitigation Planner

Andrew Martin is seasoned professional with over twenty years of experience in emergency management, mitigation planning, and disaster recovery for county, regional, state governments and most recently in the private sector. Mr. Martin has served as the principal planner for the South Alabama Regional Planning Commission and Council of Governments where he used his strong technical writing skills to develop hazard risk assessment, mitigation plans, and preparedness educational material. As a supervisor for FEMA's Hazard Mitigation Grant Program and Plan Group, Mr. Martin supervised a staff of hazard mitigation specialists, advised the state staff on policy and procedures, and oversaw financial and technical assistance to communities on matters relative to hazard mitigation grant funding. For 10 years, Mr. Martin served as a Disaster Recovery Consultant for Witt O'Brien's and Atkins where he was responsible for the development, management, tracking and closeout of FEMA Public Assistance funding for a wide variety of disaster declarations across the country. Mr. Martin is experienced in cost benefit analysis procedures and providing technical eligibility reviews of appeals. He has trained state and local grant management staff on application and management processes and procedures and has assisted state staff on requesting Community Disaster Loans. Mr. Martin has a Bachelor's in Political Science and a Master of Public Administration from the University of Alabama.

- *Former Principal Planner for the South Alabama Regional Planning Commission*
- *SME in Section 404 and 406 programs.*

Victor Evans, Mitigation Planner

Victor Evans has worked for both contractors and FEMA in Hazard Mitigation Grant Program, Public Assistance and Community Education and Outreach. Victor advised the implementation, support, direction, and completion of HMGP applicant review process for the \$1.7 billion Superstorm Sandy at the request of the state of New York Office of Emergency Management. He was FEMA Florida HMGP Team Lead for Hurricane Ivan an 84 million dollars project from 2005 to 2009. Victor consulted the state of Florida and Palm Beach County in resolving remaining program issues associated with FEMA program management and funding decisions, and for developing both systems and processes necessary to expedite the obligation of disaster relief funds for eligible projects in Palm Beach County, Florida. He provides advice and guidance concerning the full range of grants, agreements, disaster assistance determinations, and other programs administered by the Long-Term Recovery Office. He conducted negotiations with the State and sub-grantees in order to resolve remaining issues associated with specific disaster operations. Completed final reconciliation report. Victor directed the state of West Virginia and Pennsylvania to write projects for Snowstorm disaster from Tropical Storm Sandy and Irene, implemented kick off meetings, and reduced the review process provided to applicants by 50% by using sound techniques and public assistance policy and procedures

- *Directed the state of West Virginia to write projects for DR-4086-PA*
- *Former FEMA State of Florida HMGP Team Lead*

Ms. Cassandra Wolff, MS, CBCP, GIS/HAZUS Analyst

Ms. Wolff is a FEMA trained and certified HAZUS professional with expertise in hazard mitigation planning and geospatial analysis. Her career in emergency management started as a Geospatial Intelligence Analyst and Intern for an all-hazards resiliency team supporting the Department of Defense (DOD) at the Pentagon. Ms. Wolff is a graduate of the University of Tennessee, Knoxville, where she earned a BA degree in Geography and Cartography with an emphasis on emergency management. She also earned her MS degree in Executive Leadership at Champlain College and is currently pursuing her Ph.D. in Emergency Management from Capella University.

- *FEMA-certified HAZUS-MH Instructor*
- *ISC HAZUS/GIS Lead*
- *Former Geospatial Intelligence Analyst for the US DOD*

Ms. Christina Hurley, MCRP, AICP, GIS/HAZUS Analyst

Ms. Hurley has three years of experience in hazard mitigation planning and risk assessment. As a risk assessment specialist, she works with communities of all types to identify community assets, including critical facilities, critical infrastructure, vulnerable populations, and cultural resources. She uses ArcGIS, as well as other available tools and resources, to assess risk posed by natural and non-natural hazards to identified assets and to the community overall. To inform risk, Ms. Hurley collects data across local, state, and federal agencies, as well as through universities and public engagement. She has contributed to over a dozen hazard mitigation plans and many other risk and resilience projects

- *Planner/Risk Assessment Specialist for the City of Ann Arbor HMP*
- *Skilled in ArcGIS*
- *Contributed to over a dozen HMPs*

RESUMES OF PROPOSED PERSONNEL

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Daniel Martin, Ph.D., CEM, CFM

Principal



Daniel Martin is a managing principal of Integrated Solutions Consulting (ISC) and has more than 23 years of experience working with local, state, and federal governments, as well as international corporations and private-public partnerships in the environmental engineering and emergency management consulting industries. Throughout his career, Dr. Martin has consulted and/or managed over 200 emergency management consulting engagements. He is a seasoned project and program manager, with experience managing multi-million-dollar contracts and has served as a Program/Project Manager for several multi-task order contracts for FEMA, Department of Interior, and several state and large municipal clients. He has served as a senior planner, project manager, and principal on a wide variety of government clients from California to Florida and Texas to North Dakota. In addition, Dr. Martin has also worked with Fortune 500 firms, universities, hospitals, and private utility owners. Senior client officials have recognized Dr. Martin for his extensive knowledge of the field of emergency management as well as the federal programs, regulations, and policies, as well as disaster operational practices.

Dr. Martin is a professor and scholar in Emergency Management, priding himself in bridging the theoretical and practical applications of the profession and providing evidence-based solutions to complex emergency management and homeland security challenges. Dr. Martin's enthusiasm for and knowledge of the profession of emergency management has enabled him to participate in several national committees for a variety of professional organization and emergency management topics. Dr. Martin has a Bachelor of Science in Environmental Engineering, a Master's Degree in Homeland Security Studies within the school of Public Health, and a PhD in Emergency Management within the school of Sociology.

RELEVANT EXPERIENCE

Critical Infrastructure:

- Mr. Martin is PCII certified and has assessed and developed plans for a wide variety of infrastructure assets and complex systems. Mr. Martin served on several national infrastructure resiliency committees to include The Infrastructure Security Partnership (TISP) and the ASCE Committee on Critical Infrastructure

Planning & Coordination:

- Mr. Martin has a myriad of all hazards, comprehensive emergency planning experience for government, private, and public non-profit clients.

Disaster Recovery:

- Mr. Martin is a FEMA-certified Instructor and has served as SME on numerous recovery plans and supported a variety of FEMA Recovery Programs with review of program appeals, special projects, and implementation of new programs to include SRIA.

Hazard Mitigation:

- Mr. Martin was the project manager for numerous rural, urban and state-level hazard mitigation planning efforts and the architect of a comprehensive risk assessment tool.

Response:

- Mr. Martin has responded to over 20 disasters, including the 9/11 World Trade Center Attacks, the 2004 Florida Hurricanes, and Hurricanes Katrina (2005), Sandy (2012), and Maria (2017).

EXPERIENCE

- 23 Years Professional
- 20 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Doctor of Philosophy in Emergency Management
- Master of Arts in Emergency Management
- Bachelor of Arts in Political Science; Minor in Critical Infrastructure/Environmental Engineering
- Certified Emergency Manager (CEM)
- Certified Floodplain Manager (CFM)

AREAS OF EXPERTISE

- Comprehensive Emergency Management Planning
- Disaster Ops & Assistance Programs
- Community Disaster Recovery
- Hazard Vulnerability, Risk & Resiliency
- Critical Infrastructure Engineer
- Emergency Management Research Methods
- Curriculum Design
- Certified Homeland Security Professional

SECURITY

- Public Trust (2017)

Daiko Abe, MS, CFM

Project Manager



As a consultant for Integrated Solutions Consulting (ISC), Mr. Abe has excelled in providing comprehensive all-hazard services in all phases of emergency management. Mr. Abe has worked on a wide variety of disaster and emergency management projects for communities across the nation to include Miami-Dade, Chicago, Kansas City, and San Francisco. Clients have continuously recognized Mr. Abe for his professionalism, dedication, and work ethic. His aptitude and professionalism have resulted in developing regional recovery and administrative strategies, hazard mitigation plans, evacuation strategies, and a wide variety of other emergency management projects that have been recognized by the client, respective states, FEMA region and FEMA HQ.

As a former communications director and government/legislative affairs specialist, Mr. Abe has experience shaping and influencing policy at all levels of government; media relations; public outreach and education; crisis management support services; and grant writing and administration. He has experience as a coordinator and facilitator and has organized numerous workshops and training sessions. Mr. Abe received a master's degree in Emergency Management and is currently pursuing a Ph.D. in the same field of study.

RELEVANT EXPERIENCE

Hazard Mitigation:

- In addition to developing hazard mitigation plans, Mr. Abe is currently undertaking an in-depth analysis of the social, economic, and political factors, as it relates specifically to capacity/capability, that influence the adoption and implementation of disaster policies and practices.

Public Assistance:

- Mr. Abe has assisted local jurisdictions in conducting their Preliminary Damage Assessments (PDA) and has assisted them in obtaining the information necessary to request Federal Public Assistance (PA) support. For Miami-Dade, he assisted in the drafting of disaster assistance administrative and management processes to ensure proper documentation is obtained and maintained by all county agencies to ensure eligibility for FEMA's Public Assistance Program.

Recovery:

- Mr. Abe was a key planner on the Kansas City Region's Long-term Recovery strategy and has assisted the Region in completing multiple region-wide planning initiatives. This included disaster assistance grant administrative strategies that were consistent with the Stafford Act and the Sandy Recovery Improvement Act of 2013.

Planning & Coordination:

- Mr. Abe has been a major contributor in the preparation of emergency management planning doctrine for local jurisdictions and has planning experience in the following areas: Continuity of Operations, Hazard Mitigation, Emergency Public Information, Emergency Operations, and Pandemic Influenza and Community Recovery.

EXPERIENCE

- 12 Years Professional
- 9 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Ph.D., Emergency Management (in progress)
- MS, Emergency Management
- BA, Communications
- Certified Floodplain Manager (CFM)

AREAS OF EXPERTISE

- Comprehensive Emergency Management Planning
- Long-term Recovery Planning
- Technical Writing
- Hazard Mitigation Grant Programs
- Project Management

SECURITY

- Public Trust (2020)

Caroline Cunningham serves as Stantec's lead for hazard mitigation services and is a certified professional planner, floodplain manager, Hazus-MH Practitioner, and business continuity planner. With nearly a decade of experience, she has contributed to plans and risk assessment efforts at the local, regional, state, U.S. Territory, tribal, and university levels. She has assisted clients in obtaining federal grants, developing mitigation strategies, facilitating meetings, and conducting outreach to the public. Caroline is a FEMA-authorized hazard mitigation planning and Hazus-MH instructor, exemplifying her knowledge in the field. In addition, she brings experience in a range of disaster-related services including: pre- and post-disaster grant assistance, disaster recovery planning, and climate adaptation planning. Caroline also brings extensive project management experience across a range of disciplines including hazard mitigation plans, application development, benefit-cost analysis, and risk communication.

EDUCATION

Master of City and Regional Planning, University of North Carolina, Chapel Hill, Chapel Hill, North Carolina, 2009

Bachelor of Science, magna cum laude, Environmental and Natural Resource Planning, Economic Policy Concentration, Clemson University, Clemson, South Carolina, 2007

REGISTRATIONS

Certified Planner, American Institute of Certified Planners, 218388

Certified Floodplain Manager, Association of State Floodplain Managers, NC-12-0448

Associate of Business Continuity Planning #35268, Disaster Risk Institute International

MEMBERSHIPS

Board Member, Natural Hazard Mitigation Association

Member, North Carolina Association of Floodplain Managers

Member, American Planning Association

Member, American Institute of Certified Planners

Member, American Planning Association Hazard Mitigation and Disaster Recovery Planning Division

PROJECT EXPERIENCE

Hazard Identification, Risk Assessment, and Mitigation Planning

Hazard Mitigation Planning, National

The Stantec team has provided support to more than 400 municipalities to develop FEMA-approved hazard mitigation plans. Hazard mitigation plans identify risks, vulnerabilities and community capabilities to all hazards. The plans work to communicate that risk to officials and the public. Strategies to reduce risks are then developed based on local vulnerabilities and capabilities. A sampling of the plans Caroline has contributed to as the project manager or technical lead follows:

- State of Alabama HMP Update (2010 and 2013)**
- State of Washington Risk Assessment for HMP*
- Coachella Valley Water District (CA) Hazard Mitigation Plan
- University of Michigan Hazard Mitigation Plan and Security Assessment
- North Fork Rancheria (CA) Tribal Hazard Mitigation Plan
- Maui County 2020 Hazard Mitigation Plan
- City of Ann Arbor Hazard Mitigation and Climate Adaption Plan
- Torres Martinez (CA) Tribal Hazard Mitigation Plan
- North Reading, MA Hazard Mitigation Plan Update
- University of Massachusetts, Amherst*
- Lowell, VT Hazard Mitigation Plan
- McHenry County, IL Hazard Mitigation Plan Update
- Albany County, WY Hazard Mitigation Plan Update
- Pala Band of Mission Indians, CA Hazard Mitigation Plan Update
- Smoky Mountain Hazard Mitigation Plan Update
- High Country Region, North Carolina Hazard Mitigation Plan Update
- Hoke County, North Carolina Hazard Mitigation Plan Update*
- Brunswick County, NC Multi-jurisdictional hazard Mitigation Plan Update
- New Hanover County Multi-Jurisdictional Hazard Mitigation Plan Update*

* denotes projects completed with other firms

Caroline A. Cunningham

Principal

- *Pee Dee Region, North Carolina Hazard Mitigation Plan**
- *Toe River Regional Hazard Mitigation Plan**
- *Barona Band of Mission Indians, CA Hazard Mitigation Plan*
- *American Samoa Hazard Mitigation Plan Update*
- *City of Myrtle Beach, South Carolina HMP Update**
- *Chester County, South Carolina HMP Update**
- *Spartanburg County, South Carolina Multi-Jurisdictional HMP Update**
- *University of South Carolina Regional Campus Hazard Mitigation Plan (HMP)**
- *City of Port Freeport, Texas Hazard Mitigation Plan**
- *City of Round Rock, Texas Hazard Mitigation Plan**
- *Concho Valley Region Hazard Mitigation Plan**
- *Henry County, Georgia, Multi-Jurisdiction Hazard Mitigation Plan Update**
- *Mississippi Gulf Coast Community College HMP (regional)**

FEMA Region VII Community Engagement, Nebraska & Iowa

Supported FEMA Region VII to engage over 50 communities across eleven watersheds in Iowa and Nebraska. This project was implemented via the FEMA Risk MAP program. The goal of this project was to assist communities in identifying and advancing mitigation actions to reduce hazard risks and foster a relationship between FEMA and local communities. Caroline served as the lead planner to engage communities and lead a diverse team of state and federal stakeholders.

Automated Mitigation Project Identifier (AMPI)/Mitigation Benefit Estimator (MBE) - *Caroline served as the project manager to lead development of a structure-based risk assessment and mitigation solution model. Initially developed for FEMA Region II by the Strategic Alliance for Risk Reduction II, MBE was used to assess the flood risk and mitigation need throughout the state of New Jersey inclusive of 600,000 structures in the analysis. The model was designed to mimic the FEMA Benefit-Cost Analysis Toolkit, using a simplified approach. It was subsequently used in other areas under the AMPI name. The model's risk assessment results identify the number of structures at risk to flooding, dollar loss at standard recurrence intervals and annualized dollar loss at a structure specific level. **Innovatively, the model also estimates the financial benefits and costs (e.g., Return on Investment) necessary to implement elevation or acquisition projects with consideration to environmental benefits and social costs.** This provides an understanding of cost-effective projects (estimated benefits-cost ratio > 1) Throughout the project, the team reported to a stakeholder group comprised of local, state, federal, non-governmental, and academic institutions.*

Walnut Creek Watershed, IA Risk

Assessment/Mitigation Benefit Estimator (MBE) - *Caroline is serving as the project manager to lead development of a structure-based risk assessment throughout the Walnut Creek Watershed (near Des Moines, IA). The MBE is being used to complete the assessment which will also include insurance implementations for mitigation actions pursued. A series of public workshops will also be facilitated to communicate risk. This project is funded through FEMA Region VII via the Risk MAP program. Throughout the project, the team reported to a stakeholder group comprised of local, state, and federal participants.*

City of Vinton, IA Mitigation Alternatives

Caroline served as the project manager to produce planning-level cost estimates for two mitigation projects: construction of a levee system around the city's power plant and fire station and acquisition/reconstruction of the city's fire station. Caroline assembled the team and worked with the community to ensure all needs were met. She also provided guidance on funding for the potential projects. This project was funded through FEMA Region VII via the Risk MAP program. Throughout the project, the team reported to a stakeholder group comprised of local, state, and federal participants.

Iowa Cooperating Technical Partners (CTP) Support

The Stantec team has provided support to Iowa's floodplain mapping program since the devastating 2008 floods, the state's worst natural disaster on record. Stantec worked with IA DNR to develop a floodplain mapping program inclusive of community engagement and risk communication (CERC) services. We've served as program managers for statewide mapping which will be complete in 2019, and we have engaged more than 300 communities in Iowa and attended more than 50 public meetings to explain the new flood risk products. Caroline serves as the CERC lead on this contract.

Disaster Resilience and Recovery

U.S. Department of Housing and Urban Development (HUD) National Disaster Resilience Competition (NDRC) Assistance, Nationwide *NDRC is a two-phase competition sponsored by HUD for eligible jurisdictions to compete for grants to spend on projects to enhance community resilience. The Rockefeller Foundation assisted the competition process by providing workshops called Resilience Academies. Stantec participated in Resilience Academies as a Subject Matter Experts and Facilitators and provided NDRC application support to jurisdictions in project design, benefit/cost analysis, and application writing.*

* denotes projects completed with other firms

Caroline A. Cunningham

Principal

Stantec provided assistance to eight jurisdictions in preparing Phase 2 applications: Commonwealth of Puerto Rico (see level rise), Tuscaloosa, AL (tornado), Commonwealth of Virginia (storm surge and climate change), State of Kentucky (flooding), State of Tennessee (flooding), Shelby County Tennessee, State of Kansas, and the State of West Virginia. Caroline served as the project manager to support Puerto Rico's NDRC phase 2 application, the technical lead on the City of Tuscaloosa, AL's Phase 1 and Phase 2 applications, and oversaw QA/QC of all client applications (as requested). She also served as a SME and facilitator during the Resilience Academies.

U.S. Department of Housing and Urban Development (HUD) Community development Block Grant (CDBG-DR) – Mitigation Grant Support, Columbia, South Carolina
Support the City of Columbia as the program manager to develop the Action Plan for HUD's CDBG-MIT grant program. Leading the Stantec team (Sub) for project reviews including engineering and environmental support.

Hazard Mitigation Grant Program (HMGP), Assistance, City of Cape Coral, Florida
Caroline served as the task manager to assist the city in developing cost estimates for seven project applications.

New York Rising Community Reconstruction Program*, New York, New York
This Program was established to provide additional rebuilding and revitalization assistance to Communities in the wake of Hurricanes Sandy and Irene and Tropical Storm Lee. Over \$25 million was provided to these areas. Assistance was provided at the Borough level to develop and prioritize projects on a range of factors, including benefit-cost analysis. Caroline served as the funding specialist to identify project funding sources. She also provided technical assistance on floodplain management techniques and regulations, as well as FEMA grant regulations.

State of New Jersey, Catastrophic Planning Contract*
This project involved the completion of plans related to logistics, pre- and post-disaster housing, social media policy, public information officer guidance, and debris management. Ms. Cunningham served as the project manager to develop these products.

Instruction

G-318: Hazard Mitigation Planning Workshop for Preparing and Reviewing Local Plans
Caroline served as the lead instructor to teach communities about local mitigation planning regulations on behalf of FEMA. She has taught the course six times throughout the nation.

E-313: Basic Hazus, E-317: Comprehensive Data Management Systems, and E-172: Hazus-MH for Flood
Caroline is a FEMA-authorized Hazus-MH instructor and has taught these courses at the Emergency Management Institute in Emmitsburg, Maryland and in the field.

Custom FEMA Hazus-MH Trainings
Caroline developed customized Hazus-MH trainings for the University of Massachusetts, Amherst (2013) and the **Nebraska Department of Natural Resources (2016)**. In both courses, Caroline served as the lead instructor.

Natural Hazard Mitigation Association Disaster Risk Reduction Trainer
Caroline amended two risk assessment module-based trainings for delivery to state and local communities in South Carolina (2018).

PUBLICATIONS

Go, Collaborate and Mitigate - Coordinated Solutions Floodplain Management and Risk Reduction, ASFPM, 2018.

Mitigation Benefits Estimator: Automating the FEMA BCA Toolkit for Structure-Based Project Prioritization, ASFPM, 2017.

Engaging All Levels of Government to Identify Mitigation Actions & Enhance Floodplain Management, ASFPM, 2016.

Emerging Markets for Resiliency Strategies in Floodplain Management and Beyond, NJAPM, 2013.

FOREIGN LANGUAGE PROFICIENCY

Spanish: Basic/Conversational (written and verbal)

* denotes projects completed with other firms

Sarah Fox, MPH

Mitigation Planner



Mrs. Sarah Fox is a Senior Consultant with Integrated Solutions Consulting (ISC). She has expertise in several areas of the Emergency Management and Public Health fields, including evacuation, mitigation, response and recovery operations, and after-action reviews. Mrs. Fox is an accomplished facilitator and seasoned project manager, with experience leading large teams to successfully complete large-scale disaster efforts.

She has served as a planner, subject matter expert, evaluator, and team lead on a wide variety of government projects. Mrs. Fox has a breadth of experience at varying levels of government, including local, state, and federal agencies. She has worked as an Evacuation Planner at the City of New Orleans, as a Hazard Mitigation Grants Specialist at the South Carolina Emergency Management Division, and for four years at the Federal Emergency Management Agency (FEMA). While at FEMA, Mrs. Fox worked both as a Mitigation Planner and Region IV's Continuous Improvement Program Coordinator, facilitating conversations between senior leaders to address the Agency's most pressing issues.

Her enthusiasm for and knowledge of the professions of emergency management and public health have enabled her to participate in several professional organizations and emergency management groups. Mrs. Fox holds a Bachelor of Arts in Geography and a Master of Public Health (MPH) in Disaster Management from the Tulane School of Public Health and Tropical Medicine. Senior officials have recognized her for her extensive knowledge of the field of emergency management as well as relevant programs, regulations, policies, and disaster operational practices.

RELEVANT EXPERIENCE

Planning & Coordination:

- Mrs. Fox has a myriad of all hazards, comprehensive emergency planning experience. Her planning experience includes continuity of operations, strategic operational response, post-disaster recovery, catastrophic, evacuation, shelter and housing operations, hazard mitigation, public health preparedness, pandemic influenza planning, and many more operational topics.

Disaster Recovery:

- Mrs. Fox has served as SME on numerous recovery projects and working groups supporting FEMA Recovery Programs.

Hazard Mitigation:

- Mrs. Fox was previously a Hazard Mitigation Planner for FEMA Region IV and was the lead FEMA mitigation planner for the states of Tennessee and South Carolina. Sarah also managed the Hazard Mitigation Grant Program (HMGP) for DR-4166 as an employee of the State of South Carolina.

Response:

- Mrs. Fox has deployed to dozens of federally declared disasters including Hurricane Matthew, Hurricane Irma, Hurricane Maria, and California Wildfires. Senior client officials have recognized Sarah as an innovative problem solver that is dedicated to the operational mission.

EXPERIENCE

- 8 Years Professional
- 6 Years Emergency Management

EDUCATION/CERTIFICATIONS

- MPH, Disaster Management
- BA, Geography

AREAS OF EXPERTISE

- After Action Reviews
- Process Improvement
- Hazard Mitigation Assistance Grants
- Hazard Mitigation Planning
- Evacuation Planning
- Medical Needs in Disasters
- Local, State, and Tribal Relations

SECURITY

- Public Trust (2015)

Josh Human

Hazard Mitigation Planner



With a career focused on protecting communities, Josh is dedicated to providing solutions to his clients that create paths to more resilient futures. Josh has over 19 years of experience within the hazard mitigation, disaster management and resilience fields. His expertise lies in the fields of hazard mitigation planning, resilience planning, recovery planning, Geographic Information System (GIS) risk assessment modeling, hazard research, grant attainment assistance, community engagement and developing Resilience Enterprise Planning Systems (REPS). Throughout his career he has helped develop multiple risk/vulnerability assessment models for a variety of clients (emergency management, health, transportation, business and others). Mr. Human is an expert in developing risk/vulnerability assessment models having developed a variety of models for clients within emergency management, health, transportation, business and others. Prior to coming to Stantec he served as the Director of the Center for Hazards Research and Policy Development at the University of Louisville for twelve years. He has been involved in all phases of hazard mitigation planning, including grant attainment, project management, action development, meeting facilitation, outreach/training, risk identification/assessment, and plan development. Josh has been published multiple times and has presented on disaster management and resilience across the world.

EDUCATION

BA, Geography, University of Kentucky, Lexington, Kentucky, 1997

MS, Planning, Candidate, University of Tennessee, Knoxville, Tennessee

CERTIFICATIONS & TRAINING

Certified Project Management Professional (PMP), University of Louisville Delphi Center, Louisville, Kentucky, 2005

MEMBERSHIPS

Senior Fellow, Tulane University, Disaster Resilience Leadership Academy

Flood Committee Lead, Past Chair, Founding Member, Kentucky Association of Mitigation Managers

Board Member, Louisville Sustainability Council

Member, Association of State Floodplain Managers

AWARDS

2005 Most Outstanding Plan: Kentucky American Planning Association, 2004 Kentucky State Hazard Mitigation Plan

2013 Most Outstanding Plan: Kentucky American Planning Association, Lexington Fayette County Hazard Mitigation Plan 2013

2016 American Council of Engineering Companies of Tennessee Grand Award, Community Hazard Assessment & Mitigation Planning System (CHAMPS)

PROJECT EXPERIENCE

State, Local and University Hazard Mitigation Plans*, Various, Multiple (Project Manager)

Josh has developed, managed and contributed to over 50 State, local and university Hazard Mitigation Plans across multiple localities (within Kentucky, California, Michigan, Tennessee, New Mexico, Illinois and North Carolina). To note, Josh served as the primary author of two Enhanced State Hazard Mitigation Plans and has been awarded two Kentucky American Planning Association outstanding plan awards for his plan development efforts. He has walked his clients through the procurement of funding, project management (planning process, risk assessment, mitigation strategy and plan maintenance) and adoption of Hazard Mitigation Plans. Post adoptions, many of these Hazard Mitigation Plans have been leveraged to obtain multi-million dollars of mitigation project funding, which long term have enhanced these community's resilience levels. He has also had the chance to complete multiple iterations of plans for several clients.

* denotes projects completed with other firms

Josh Human

Mitigation Planner

Dam Mitigation Report, Louisville, Kentucky (Project Manager)

Mr. Human led the development of the Dam Mitigation Report for Louisville Metro's Hazard Mitigation Plan. This report will be used to identify mitigation gaps within their dam inventor. Furthermore, the information will be used to identify future Hazard Mitigation Actions to be funded for better dam resilience.

FEMA Region II Community Resilience Toolkit, Various Locations, Various States (Project Manager)

Mr. Human led the development of the FEMA Region II Community Resilience Toolkit designed for newly elected municipal leaders. The Toolkit outlines a series of actions elected officials should take to make their communities more resilient. Actions included in the Toolkit represent achievable best practices gathered from interviews with 12 New Jersey communities and from review of resilience, preparedness, recovery and hazard mitigation programs and activities nationwide. The Toolkit is a FEMA document that Region II is sharing with New Jersey Municipalities. A template was also created so the Toolkit can be easily recreated in other states.

Amtrak NEC Climate Change Adaptation Plan (Project Advisor)

Josh developed the potential funding sources section for this Climate Change Adaptation plan. This included a review of potential funding opportunities for Amtrak to fund adaptation measures for their assets and processes. This plan will be used to help guide Amtrak's decisions in dealing with the effects of a changing climate. This involves understanding what options they have under current and future funding opportunities and who they can partner with to acquire funding to make themselves more resilient.

Washington DC Resilience Framework for 2017 Comprehensive Plan – Resilience Elements.

Washington DC (Project Advisor)

Josh provided advice and suggested policies for Washington DC's Resilience Framework within their 2017 Comprehensive Plan. The purpose of this framework document is to establish the definition, challenges and key topic areas, and guiding principles for the new Resilience Element for the Comprehensive Plan. The policies and actions suggested were based on the built and natural environment and preserving and enhancing natural resources to bolster resilience.

HUD National Disaster Resilience Competition (NDRC) Submittal, Tennessee, Kentucky, West Virginia and the Community of Shelby County, Tennessee (Project Manager)

The HUD NDRC was a \$1B competition designed to help communities build resilience throughout their communities. This is accomplished through a comprehensive community engagement process that leads to the implementation of resilience based programs and the identification of resilience enhancing projects. Josh, led the application efforts of 3 applicants submit over \$350M in resilience based projects and programs. From the application process, his clients received over \$100M to complete several of the projects and programs identified. Stantec is currently helping manage these projects.

Community Hazard Assessment & Mitigation Planning System (CHAMPS), Kentucky (Project Manager)

Josh helped establish, design, and manage the development of Kentucky's Community Hazard Assessment and Mitigation Planning System (CHAMPS), an IT portal that helps communities build and manage hazard mitigation and community resilience from the bottom up. CHAMPS, has provided the platform for multiple partners to synergize their efforts toward building resilient communities by providing them a standardized platform. Kentucky Emergency Management and partners are currently using the system to manage a wide array of disaster management functions using the CHAMPS modules (Community Profile, Assessments, Plans, Funding, & Projects). This \$1.5M project was funded through a cross-pollination of Federal (FEMA, HUD & EDA) and State funds. His team also provided training to over 400 individuals to utilize system.

Enhanced Government/Public Building Inventories: Improving Risk Assessment for Local Multi-Hazard Mitigation Plan*, Louisville, Kentucky (Project Manager)

Josh managed the development of an infrastructure asset management database for Louisville Metro. Utilizing various building data sets his team developed a geospatial asset database. The data was then used to update the 2011 and 2016 Hazard Mitigation Plan Risk Assessment Exposure Score, which greatly expanded the data inventory. This process added almost 1,200 new assets to the mapped inventory used for the Risk Assessment and created a database for other agencies to use for their own tracking purposes.

* denotes projects completed with other firms

Andrew Martin, MPA

Mitigation Planner



Andrew Martin is seasoned professional with over twenty years of experience in emergency management, mitigation planning, and disaster recovery for county, regional, state governments and most recently in the private sector. Mr. Martin has served as a the principal planner for the South Alabama Regional Planning Commission and Council of Governments where he used his strong technical writing skills to develop hazard risk assessment, mitigation plans, and preparedness educational material. As a supervisor for FEMA's Hazard Mitigation Grant Program and Plan Group, Mr. Martin supervised a staff of hazard mitigation specialists, advised the state staff on policy and procedures, and oversaw financial and technical assistance to communities on matters relative to hazard mitigation grant funding.

For 10 years, Mr. Martin served as a Disaster Recovery Consultant for Witt O'Brien's and Atkins where he was responsible for the development, management, tracking and closeout of FEMA Public Assistance funding for a wide variety of disaster declarations across the country. Mr. Martin is experienced in cost benefit analysis procedures and providing technical eligibility reviews of appeals. He has trained state and local grant management staff on application and management processes and procedures and has assisted state staff on requesting Community Disaster Loans.

Mr. Martin has a Bachelor's in Pulitical Science and a Master of Public Administration from the University of Alabama.

RELEVANT EXPERIENCE

Hazard Mitigation:

- Mr. Martin has expert knowledge of FEMA's 404 and 406 mitigation programs. Demonstrated in-depth and expert knowledge of FEMA hazard mitigation funding programs including Hazard Mitigation Grant Program (HMGP); Pre-Disaster Mitigation (PDM); and Flood Mitigation Assistance (FMA).

Disaster Recovery:

- Andrew has worked closely with the FEMA Public Assistance program for FEMA and as a disaster recovery consultant following numerous disasters across the United States. He has managed PWs for all categories of work from development through closeout and appeals. He is proficient in FEMA's cost benefit analysis and a decorated instructor.

Planning & Coordination:

- Mr. Martin is a strong technical writer and has led projects in emergency planning, hazardous materials response planning, mitigation planning, hazard risk analysis, and community disaster recovery strategies. He is a strong public speaker that has extensive experience facilitating public meetings.

Response:

- Mr. Martin has career knowledge of the ICS. For six years he served as an EMT until changing career paths to emergency management.

EXPERIENCE

- 23 Years Professional
- 16 Years Emergency Management

EDUCATION/CERTIFICATIONS

- MPA, University of Alabama
- BA, Political Science, University of Alabama

AREAS OF EXPERTISE

- Mitigation Planning
- Hazard Risk Analysis
- 404 and 406 Hazard Mitigation Grant Programs
- Community Disaster Loans
- FEMA Public Assistance

SECURITY

- Public Trust (2009)

Victor Evans

Mitigation Planner



Victor Evans has over 14 years of emergency management experience, specializing in hazard mitigation. He is an excellent manager with strong oral and written communication skills. In addition, he has top notch analytical and problem-solving abilities and routinely mediates and monitors client concerns. He consistently demonstrates a commitment to quality methodology and has successfully integrated an annual planning cycle in various departments. Mr. Evans has also implemented process measures to assess performance and identify opportunities for improvement.

Following tropical storm Irene, Victor successfully led a team to restore Danville, PA to its pre-disaster condition and secured nearly \$3 million dollars of mitigation improvements to the community. In New York, Victor was able to train, lead and implement a system, which supported 1400 applicants during the disaster recovery process. Over a two-year period, Mr. Evans saved the State 70% of investor revenue and secured nearly 1.7 billion dollars for the State and approximately 1.8 billion dollars for New York City. Most recently, Victor helped to identify and review mitigation proposals following Hurricane Irma.

RELEVANT EXPERIENCE

Hazard Mitigation:

- Mr. Evans has Managed multiple projects and successfully developed quotas, ensuring projects complied with all cost and scope specifications. In addition, he has trained, directed and supervised teams ensuring operational proficiency and timely completion of assigned projects within or under timeframe and budget.

Disaster Recovery:

- Victor has worked closely with the FEMA Public Assistance program and as a disaster recovery consultant following numerous disasters across the United States. He has managed PWs for all categories of work from development through closeout.

Response:

- Mr. Evans has conducted numerous preliminary damage assessments throughout the State of Florida.

Community Development Block Program:

- Mr. Evans implemented the fund recovery process for state of New York in funding for Storm Recovery through Community development block grant program.

EXPERIENCE

- 38 Years Professional
- 14 Years Emergency Management

EDUCATION/CERTIFICATIONS

- BS, Biology and Education

AREAS OF EXPERTISE

- Mitigation Planning
- Project Management
- FEMA Individual Assistance
- 404 and 406 Hazard Mitigation Grant Programs
- Training
- FEMA Public Assistance
- Community Development Block Grant

Cassandra L. Wolff, MS, CBCP

GIS/HAZUS Analyst



Ms. Cassandra L. Wolff is a graduate of the University of Tennessee, Knoxville where she received a Bachelor of Arts degree in Geography and Cartography with an emphasis in emergency management. She earned her Master of Science degree in Executive Leadership at Champlain College and is now pursuing her PhD in Emergency Management from Capella University. Her career in emergency management started as a geospatial intelligence analyst and intern for an all hazards resiliency team supporting the Department of Defense out of the Pentagon. It was during this time that Cassandra decided to broaden the focus of her career from GIS and Cartography to include emergency and crisis management. Cassandra is a fifth-generation public safety and emergency management professional so to her this is not a job, it is a passion, and her lifelong career. Cassandra has developed Hazard Mitigation Plans (HMPs), Continuity of Operations (COOP) Plans, Emergency Operations Plans (EOPs) and Business Continuity Plans (BCPs) for government and private sector agencies and organizations across the United States.

Cassandra has completed FEMA HAZUS training and certification at the professional and practitioner levels, and she is slated to officially be recognized this March as one of approximately 100 FEMA certified HAZUS Practitioners in the world. Cassandra has completed Floodplain Management training and will soon complete the Floodplain Manager certification exam. As part of her skillset in emergency and crisis management and planning Cassandra facilitates workshops and exercises across the spectrum of emergency management disciplines using the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. Cassandra uses her passion for emergency management, her outgoing personality, and her knowledge of emergency management when working on-site with clients and when supporting them remotely to ensure that all ISC's clients walk away with an HMP, COOP, EOP and/or a BCP plan that are real world and functional in design.

RELEVANT EXPERIENCE

Exercise & Training:

- Ms. Wolff has written and conducted tabletop and functional exercises at the County and State level. She has written and delivered course curriculum for Higher Edu. Preparedness and planning.

Planning & Coordination:

- Ms. Wolff has a myriad of all hazards, comprehensive emergency planning experience for local, county, tribal, state, and private industry clients.

Emergency Response:

- Ms. Wolff has experience as a first responder at the local level and has supported major sporting events as a medical care giver and planner.

Hazard Mitigation:

- Ms. Wolff was the project manager for numerous rural, tribal, urban and state-level hazard mitigation planning efforts where she uses her extensive GIS skill set to maximize the real-world abilities of a plan.

HAZUS-MH:

- Ms. Wolff is a FEMA certified HAZUS-MH analyst and ESRI GIS analyst who will soon be one of approx. 100 FEMA certified HAZUS Practitioners in the world.

EXPERIENCE

- 5 Years Professional
- 3 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Ph.D., Emergency Management, Capella University (in progress)
- MS, Executive Leadership, Champlain College
- BA, Geography and Cartography, University of Tennessee
- Homeland Security Exercise Evaluation Program (HSEEP)-certified
- Certified Business Continuity Professional (CBCP)

AREAS OF EXPERTISE

- Geospatial Intelligence Analysis
- HAZUS Certified
- ESRI Certified
- Hazard Mitigation Planning
- Hazard Vulnerability Assessments
- Government and Business Continuity Planning

SECURITY

- Department of Defense Secret (Interim)

Ms. Hurley has three years of experience in hazard mitigation planning and risk assessment. As a risk assessment specialist, she works with communities of all types to identify community assets, including critical facilities, critical infrastructure, vulnerable populations, and cultural resources. She uses ArcGIS, as well as other available tools and resources, to assess risk posed by natural and non-natural hazards to identified assets and to the community overall. To inform risk, Ms. Hurley collects data across local, state, and federal agencies, as well as through universities and public engagement. She has contributed to over a dozen hazard mitigation plans and many other risk and resilience projects.

EDUCATION

Master of City and Regional Planning, University of North Carolina, Chapel Hill, North Carolina, 2015

Bachelor of Arts, Environmental Studies, Environment and Infrastructure Concentration, University of North Carolina, Chapel Hill, North Carolina, 2012

REGISTRATIONS

Certified Planner, American Institute of Certified Planners, 030812

MEMBERSHIPS

Member, American Planning Association (North Carolina)

Member, American Institute of Certified Planners

Member, American Planning Association Hazard Mitigation and Disaster Recovery Planning Division

PROJECT EXPERIENCE

City of Ann Arbor Hazard Mitigation Plan, 2017 (Planner, Risk Assessment Specialist)

Ms. Hurley served as the lead planner and risk assessment specialist in developing the plan's risk and vulnerability assessment. She identified potential hazards, developed hazard profiles to assess previous occurrences, frequency, and severity of each hazard, and conducted a vulnerability assessment through research, data collection, and GIS analysis.

Ms. Hurley worked with University of Michigan researchers to leverage available research and data to address climate change impacts on hazard frequency and intensity, as this project was one of the first local hazard mitigation plans in the country to holistically address climate impacts throughout the plan. This plan was completed in 3 months (compared to the typical 10-12 month process) and passed state/federal compliance on the first pass.

Smoky Mountain NC Regional Hazard Mitigation Plan, 2018 (Planner, Risk Assessment Specialist)

Ms. Hurley served as the risk assessment specialist to develop the risk and vulnerability assessment for this plan, which included 20 participating communities. She collected hazard data, including GIS data and previous occurrence data, to inform risk for each community in the planning area. She served as a planner to develop the mitigation strategy, capability assessment, and separate annex for each of the five counties in the planning area, as well as the Eastern Band of Cherokee Indians.

High Country NC Regional Hazard Mitigation Plan, 2018 (Planner, Risk Assessment Specialist)

Ms. Hurley served as the risk assessment specialist to develop the risk and vulnerability assessment for this plan, which included 11 participating communities. She collected hazard data, including GIS data and previous occurrence data, to inform risk for each community in the planning area.

Christina Hurley

GIS/HAZUS Analyst

Coachella Valley Water District Hazard Mitigation Plan, Palm Desert, California, 2019 (Planner, Risk Assessment Specialist)

Ms. Hurley served as the lead planner and risk assessment specialist in completing the risk and vulnerability assessment for the first iteration of the Coachella Valley Water District (CVWD) Hazard Mitigation Plan. She facilitated meetings with representatives from various CVWD agencies and sorted through provided datasets to synthesize and refine critical asset data. She identified potential hazards to the District and its assets, developed profiles describing hazard frequency, severity, and previous occurrences, and conducted a vulnerability assessment through GIS analysis and engaging stakeholders. This plan passed state/federal compliance on the first pass.

University of Michigan Hazard Mitigation Plan, 2019 (Planner, Risk Assessment Specialist)

Ms. Hurley served as the lead planner and risk assessment specialist for the University of Michigan's first hazard mitigation plan, which included separate plans for the University's Ann Arbor and Dearborn campuses. As a risk assessment specialist, she worked with University stakeholders to collect and organize data regarding the University's assets and unique vulnerabilities for inclusion in the plan's risk and vulnerability assessment. This plan passed state/federal compliance on the first pass.

Chemehuevi Reservation Pre-Disaster Mitigation Plan, 2019 (Risk Assessment Specialist)

Ms. Hurley served as the risk assessment specialist in completing the risk and vulnerability assessment for the tribe's first hazard mitigation plan. She identified hazards with the potential to impact the reservation, developed hazard profiles, and conducted a vulnerability assessment through research and GIS analysis.

Ms. Hurley incorporated climate change impacts on hazard frequency and severity. She used the results of the risk assessment to recommend hazard mitigation strategies to the tribe.

North Fork Rancheria Pre-Disaster Mitigation Plan, 2019 (Risk Assessment Specialist)

Ms. Hurley served as the risk assessment specialist in completing the risk and vulnerability assessment for the tribe's first hazard mitigation plan. She identified hazards with the potential to impact the reservation, developed hazard profiles, and conducted a vulnerability assessment through research and GIS analysis. Ms. Hurley incorporated climate change impacts on hazard frequency and severity. She used the results of the risk assessment to recommend hazard mitigation strategies to the tribe.

Torres Martinez Desert Cahuilla Indians Pre-Disaster Mitigation Plan, 2018 (Risk Assessment Specialist)

Ms. Hurley served as the risk assessment specialist in completing the plan's risk and vulnerability assessment. She identified hazards, developed hazard profiles, and conducted a vulnerability assessment. Ms. Hurley incorporated climate change impacts on hazard frequency and severity.

Maui County, HI 2020 Hazard Mitigation Plan Update

Christina's role on the project is to update a FEMA-approved risk and vulnerability assessment for the plan. Christina is developing a profile for each identified hazard, to include a description of the hazard, previous occurrences and impacts, hazard probability, and hazard severity. Christina is also using ArcGIS to assess vulnerability of structures, critical facilities, and cultural resources to certain hazards.

* denotes projects completed with other firms

J. SUBCONTRACTORS

Stantec Information	
i. Name, address, and telephone number of the subcontractor(s);	Stantec Caroline A. Cunningham, AICP, CFM, ABCP 11153 Aurora Ave Des Moines, IA 50322-7904
ii. Specific tasks for each subcontractor(s)	Task 2: Risk Assessment & Capabilities Task 3: Mitigation Strategy and Priorities
iii. Percentage of performance hours intended for each subcontract	~40%
iv. Total percentage of subcontractor(s) performance hours.	508 hours total

2. Technical Approach

PHASE 1: PROJECT START UP, MANAGEMENT, AND REPORTING

Task 1: Conduct Project Management

Based on our prior experience of executing similar task-oriented contracts, it is essential that a clear understanding of the goals and objectives be established prior to initiating the project. A collaborative approach will ensure the objectives of the State are successfully realized. To foster a collaborative approach, State personnel will have the opportunity to provide feedback and direction throughout the project life-cycle. This approach will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by the ISC Team.

Project Management Strategy
1. Define Project Scope
2. Understand Client Expectations
3. Establish a Work Plan, Timeline & Budget
4. Assign Key Staff
5. Establish Issue Resolution Process
6. Monitor Progress & Quality
7. Communicate with Client
8. Obtain Feedback
9. Continuously Improve
10. Deliver Results

Subtask 1.1: Project Kickoff Meeting with the State

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

Subtask 1.2: Project Management Plan Development and Strategy & Quality Assurance and Control

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

Additional Sub-tasks Addressed

- ✓ Identify project milestones for the completion of the project and submit information for review and approval by NEMA.

Scope Management and Change Control: Additionally, the Project Management Plan will address:

- Project description, goals, and objectives
- Project structure, scope management, and controls
- Quality assurance procedures
- Project risks and mitigation

The project description and overall objectives will be identified in the project management plan. Goals of the project that have been identified by and confirmed with the State of Nebraska will be included. In addition, internal objectives, goals and strategies will be identified in the detail needed for the project team to fully execute the project and meet internal strategies. Upon approval of the Project Management Plan by

the State of Nebraska, our team will commence on the project. The ISC team will provide the State with the Project Management Plan within 2 weeks of contract award.

Resource Management: In order to facilitate increased coordination and provide the State with a technical contractor that will meet and exceed expectations, Integrated Solutions Consulting has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill-in. These changes would be implemented only with the approval of the State of Nebraska.

Communications and Information Management: ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company have proven to be extremely helpful on past projects, and have served to increase internal and external communication. We have also invested in a highly secure web-based project management tool that provides increased transparency and administration throughout the project life-cycle.

Potential Risks and Mitigation Strategy: At the beginning of the project, identified and potential risks will be recognized in order to anticipate and manage, as far as possible, the potential impacts to the project. When a risk is detected, it will be reported to the Project Manager and Principal. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and/or probability of the occurrence of these risks.

Quality Assurance & Control: For this project, the ISC Team will use its pre-existing Quality Assurance Plan (QAP). ISC's QAP defines the organization and the methodology that will be used for all Integrated Solutions Consulting project engagements. The QAP forms a common standard for the entire project lifecycle by 1) identifying processes that will be applied to assure quality, 2) defines roles and responsibilities to ensure successful project with deliverables on time, 3) provides the project management team with indicators to allow appropriate decisions, and to track and report on project progress, 4) describe software management practices: procedures, rules, and applicable methods for project, and finally 5) outlines documentation management and delivery procedures. The Quality Assurance and Control strategy for this project will be included in the Project Management Plan.

More specifically, the Quality Assurance Plan (QAP) defines the organization and the methodology that Integrated Solutions Consulting will apply throughout its projects. It forms a common standard for the entire project lifecycle. The QAP shall be applied to all tasks, by all employees, for all deliverables.

If there is conflict between Integrated Solutions Consulting's Quality Assurance procedures, it should be brought to the attention of the Project Manager. Normally, precedence shall be given to the project's Project Management Plan. Where problems are identified during a quality review, corrective actions shall be agreed between the State of Nebraska and Integrated Solutions Consulting. The ISC Principal and Project Manager shall ensure that the agreed corrective action is effectively implemented within the set timescale.

The quality objectives are to provide quality support to partners and monitor adherence to the QAP throughout the lifecycle of the project. The QAP is designed to provide for the assurance of quality, according to project characteristics, needs, and demands. Quality is the responsibility of all employees.

Internally, the aim of quality control is to enable and control the development and production of deliverables compliant with the characteristics and the requirements defined for the project. The Principal and Project Manager are responsible for the control of internal deliverables.

Subtask 1.3: Project Status Reporting

Biweekly Project Status Reports: The ISC Project Manager will provide a "Biweekly Status Report" to the designated State representative(s) by participating in bi-weekly project status meetings and/or conference calls at the convenience of the State. The purpose of these meetings will be to ensure tasks are on schedule, within budget, and that any immediate issues or concerns can be mitigated and/or resolved.

Monthly Project Reviews: The ISC Project Manager will provide a "Monthly Status of Accomplishments and Costs" report to the designated State representative(s). The monthly report will include an itemized invoice, a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, a financial status will be provided of individual tasks as well as an overall project budget to date. Monthly invoices will be submitted with the Monthly Project Status Updates.

Quarterly Grant Reporting: (If needed)

In order to assist the State to meet compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit quarterly financial and contract performance reports following the grant reporting scheduled.

PHASE 2: PROJECT EXECUTION

The tasks outlined in the Scope of Work are essential to the success of any hazard mitigation plans. Due to the continual nature of effective mitigation planning efforts, it will be important for each task to develop cohesion with the State of Nebraska, as well as third parties, including counties, regional partners, and key stakeholders throughout the State. ISC will utilize proven best practices in forming an efficient strategy to accomplish the assigned tasks while building a consensus with all parties involved with the project. The tasks will be completed successfully using ISC's corporate values and principles which stress collaboration, expertise, integration, and compliance. All project information will be disseminated through the Chair of the State's Hazard Mitigation Council. The first draft of each section of the plan and the final draft of the plan will be provided to the Chair at the appropriate point in time for distribution among members of the Hazard Mitigation Council for review and comment. The comments will be incorporated into the final draft of the plan.

In addition, ISC has included optional tasks and innovative best practices for consideration by the State of Nebraska. These optional tasks and innovative best practices do not obligate the State but instead represents

ISC’s intent to go above and beyond to deliver exceptional and meaningful service. These optional tasks and innovative best practices are represented in blue callout boxes throughout the scope of work.

OPTIONAL, INNOVATIVE MITIGATION PLANNING TOOLS



NOTE: The following tools and systems are offered only as a possible solutions to enhance the planning process, but in no way obligates the State of Nebraska to utilize below technologies.

There is a growing challenge for communities of all size to regularly update and maintain their hazard mitigation plans. According to the Federal Emergency Management Agency, *over half* of the nation’s municipal and county mitigation plans have fallen out of compliance. As a result, communities have wasted the initial investment to develop mitigation plans and find themselves spending the same effort, if not more, in developing a new hazard mitigation plan in order to be in compliance and eligible for pre- and post-disaster funding.

ISC offers a solution to this contemporary challenge in its Odysseus™ system. Odysseus™ is a cloud-based system that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive preparedness efforts, to include mitigation planning.

Task 2: Organize Resources

Subtask 2.1: Coordinate with Hazard Mitigation Council

ISC will work with the designated members of the State Hazard Mitigation Council. Coordinating with this core group is important to ensure support of the planning process and implementation once the plan is completed. The Hazard Mitigation Council will further coordinate with community groups and organizations, local, regional, and state government representatives, businesses and development organizations, federal representatives, elected officials, academic officials, and individuals from neighboring jurisdictions.

Items Addressed in This Task

- ✓ Assist with identifying, inviting and documenting key stakeholders to be involved/participate in the planning process to include, but not limited to, State Departments and Agencies, local jurisdictions, Federal Partners, and the business community. Describe the planning process to include the coordination with stakeholders during the process of developing the HMP.

Subtask 2.2: Document the Planning Process

ISC recommends conducting five meetings on the hazard mitigation planning process. These meetings will occur as part of a documented project schedule that will be presented to the Hazard Mitigation Council. These meetings will be in addition to the previously described project status updates in the previous task.

Additional Sub-tasks Addressed

- ✓ Document stakeholder participation in the HMP update as required via sign in sheets, meeting minutes, completed surveys, etc.

The meetings will address the following key points:

- Address FEMA’s requirements for updating mitigation plans; as identified in 44 CFR 201.6(d)(3);

- Identify members' contribution to the planning process;
- Address preliminary goals and objectives;
- Identify (and debrief) meetings with key community stakeholders and any other bodies that may seem appropriate;
- Distribute questionnaires that will assist in identifying resources that will be needed for successful completion of the project;
- Highlight the progress-to-date and the schedule for the remainder of the planning process, and;
- Solicit input from members.

ISC suggests the following meeting schedule:

- **Meeting 1:** In the kickoff meeting, ISC will describe the rationale behind the mitigation program and answer questions from local participants. This meeting will also include a discussion of roles, responsibilities, decision-making processes, administrative procedures, and communication strategies. ISC will present the participating jurisdictions with a Memorandum of Understanding (MOU for sharing data and information).
- **Meeting 2:** At this meeting, ISC will present a local map with the HAZUS-MH critical facilities plotted. This map will be used to elicit better local information from the planning team. The team will also reprioritize the hazards it feels most affects the community and profile the hazards to model with HAZUS-MH including floods and hazardous materials spills.
- **Meeting 3:** Meeting 3 is typically set as the public meeting and often held in conjunction with Meeting 2 or 4. ISC will present the results of the modeling and risk assessment analyses and will answer questions from the planning team and the public.
- **Meeting 4:** In this meeting, ISC will lead the team in a brainstorming session to list and prioritize mitigation strategies that need to be updated or added.
- **Meeting 5:** In meeting 5, the Hazard Mitigation Council will meet to review and revise the draft plan before adopting it.

To facilitate continual participation of the State Hazard Mitigation Council, ISC will provide regular correspondence to keep the Council abreast of the status of the Hazard Mitigation Planning process. This will be accomplished by initiating telephone conference calls, e-mails, interviews, and a limited number of additional meetings, as necessary.

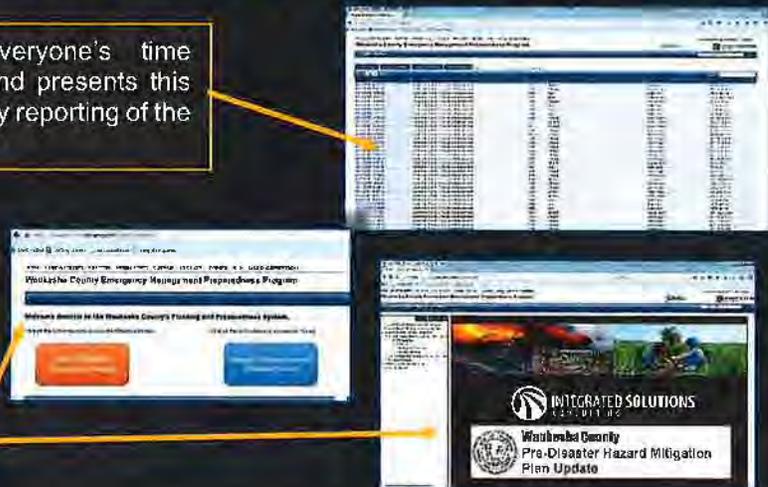
MITIGATION PLANNING BEST PRACTICE #1

In-Kind Match Strategy

The Odyssey™ enterprise provides a robust tool to not only facilitate the planning process, but to also document your planning committee's time participating in the development of the plan. Odyssey™ can **provide analytical reports of each committee member's time in the system** reviewing the plan, collaborating with committee members, and participating in the various mitigation planning tools offered by the system. This participation is shared in the Committee Management Tool and **reported in a format that is consistent with FEMA's quarterly reporting requirement.**

The Odyssey™ system tracks everyone's time collaborating in the planning process and presents this information in a format that allows for easy reporting of the community's In-Kind Match requirement.

The Odyssey™ system allows committee members and stakeholders to engage in the plan process with computer-based participation modules. The Committee Manager Tool provides a central repository for collaborate throughout the planning process.



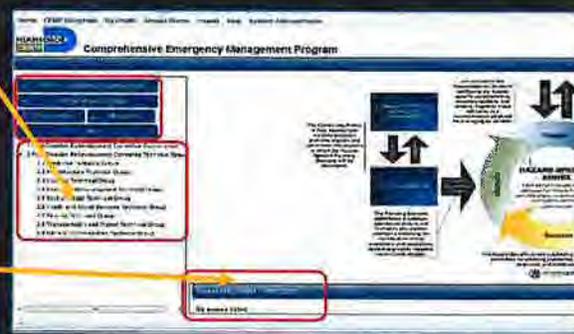
MITIGATION PLANNING BEST PRACTICE #2

COMMITTEE MANAGER TOOL

In today's environment of fiscal conservativeness, limited availability of resources, and the necessity to balance competing demands, it is imperative that the engagement of assigned work groups and key stakeholders is efficient and effective. The Odyssey™ |Committee Management Tool can document the planning process, provide a method of on-going committee collaboration, offer an archival repository of planning meeting minutes and information, and ensure the active participation of committee members and key stakeholders throughout the life-cycle of the Hazard Mitigation planning process.

The CMT provides a central platform for committees to upload files, prepare governance, document planning meetings, and provide a forum to foster collaboration and information sharing.

Identifies upcoming events. Events are automatically emailed to committee and group members in format that is compatible with MS Outlook, iGoogle, and other calendar products.



Subtask 2.3: Public Involvement

Public involvement is a critical aspect of all mitigation projects. ISC is well versed in hosting public engagement meetings and capturing appropriate records to ensure FEMA’s public involvement requirements are met. Additionally, ISC will provide support and advice to the State’s efforts to inform the public about the opportunity to participate in the process. These efforts may include:

- Advertisements in local newspapers;
- Preparation of public service announcements;
- Distribution of brochures, newsletters and fliers, and;
- Posting information and announcements on State and individual community websites.

Additional Sub-tasks Addressed

- ✓ Provide technical assistance to facilitate the planning process with external stakeholders and NEMA.

MITIGATION PLANNING BEST PRACTICE #3 INTERACTIVE PARTICIPATION MODULE

Odysseus™ customized interactive mitigation planning participation module allows committee members and stakeholders learn about the mitigation process and provide real-time feedback and input in the plan development. Data analytics track and document your team’s participation in the planning process.

MITIGATION PLANNING BEST PRACTICE #4 COMMUNITY SURVEY INSTRUMENT

The Odysseus™ system provides customized community survey instruments that allows your community to provide input in the planning process. More importantly, it the community survey instrument provides and inform your community’s mitigation actions.

Task 3: Gather and Analyze Data for Hazard Vulnerability and Risk Assessment

A community's hazard risk assessment is a critical document that defines a community's strategic common operational picture to mitigate, as well as prepare, protect, respond, and recover to emergencies and disasters. ISC also recognizes that a community's vulnerability assessment and analysis is a definitive measure of the risk associated with each individual hazard. Therefore, in addition to updating the State's hazard risk assessment for the mitigation plan, the ISC project team will develop planning considerations that the State can integrate into other planning doctrine. This approach will serve as the foundation for other emergency management initiatives and create increased programmatic efficiencies and a common operational picture. Our team will also assist the community with updating the risk assessment by using HAZUS-MH as an added risk assessment tool.

The ISC Team will rely on its experience developing natural, technological, and political hazard risk and vulnerability assessments for some of the nation's most complex communities and infrastructure systems.

Our team's proven methodology ensures:

- Uniformity between hazard categories;
- Utilizes empirical values that can be universally applied to all communities, facilities and systems;
- Employs complex GIS modeling and analysis of probable scenarios to provide planning considerations of social, political and physical impacts;
- Grants the flexibility needed to accurately and systematically integrate the vulnerability assessments of critical assets; and,
- Provides consistency between the State's approach while addressing the unique characteristics and attributes of the State.

Items Addressed in This Task

- ✓ Review 2014 and 2019 state mitigation plans, as well as local mitigation plans, to identify hazards impacting the State. Determine if there are any changes regarding the hazards. Profile the hazard events including description of location and extent of previous natural hazard occurrences as well as probability of future occurrences. Assess the vulnerability to the hazards and identify assets impacted – include critical facilities. Assess potential losses as a result of the hazards identified.

Additional Sub-tasks Addressed

- ✓ Review local hazards within the State and incorporate data, as necessary.
- ✓ HMP will be updated to include relevant information from recent disaster events.

Risk is commonly thought of as a product of a threat or hazard, the vulnerability of a community or facility to a threat or hazard, and the resulting consequences that may impact the community or facility. By considering changes to these elements, a jurisdiction can understand how to best manage risk exposure.



As part of the community's overall risk assessment, the ISC team will provide an updated analysis of the natural, technological, and political hazard categories by elaborating upon and defining the specific types of hazards; identifying recent events that have occurred locally and/or regionally; updating the hazard profiles, parameters, and characteristics; assessing possible vulnerabilities not addressed in the previous version; determining probable scenarios; and modeling select hazards.

Subtask 3.1: Community Profile

Understanding the makeup of the counties within State is a critical component of the mitigation update process. Thus, to ensure the planning incorporates the most accurate assessment possible, ICS will complete an exhaustive community profile for the State. ISC's updates will include all of the elements of the existing plan and the approved additional elements recommended by our planners. As previously indicated, once the community profile is completed, the ISC Project Manager will present the data to the Hazard Mitigation Council for approval (see aforementioned meeting 2).

Subtask 3.2: Analyze Hazard Risks

As previously noted, ISC also recognizes that a community's vulnerability assessment and analysis is a definitive measure of the risk associated with each individual hazard. Thus, as part of the community's overall risk assessment, the ISC team will provide an updated analysis of the natural, technological, and political hazard categories by elaborating upon and defining the specific types of hazards; identifying recent events that have occurred locally and/or regionally and analyzing the impacts of the selected hazards.

Subtask 3.2.1: Update Natural Hazards (Hazard Profile)

The ISC team will help the Hazard Mitigation Council identify and review all of the hazards that might affect the community, and will narrow the list to the hazards that most likely will impact the community. There is no one source for identifying which applicable hazards may affect the community. The following methods will be used where applicable. Our team will obtain this information through various avenues, including, but not limited to:

- (1) **Research of historical documents and data:** By accessing newspapers, historical societies, database searches, etc., the ISC team will gather records that may contain dates, magnitude of the events, damage, and further evidence of the past natural disasters in the community.
- (2) **Review of existing plans and reports:** To ensure the State is covering all of the possible hazards, our team will collect and review plans and documents that may have information on

MITIGATION PLANNING BEST PRACTICE #5

COMMUNITY VULNERABILITY, RISK & RESILIENCY (CVR2)

Odysseus™ CVR2 patented technologies serves as a dynamic planning tool that utilizes proven hazard analysis strategies and processes to build partner consensus, ensure uniformity, control the influence of risk perception, and provide results that are operationally significant. With over 4500 scientific measurements of community vulnerability and hazard risk, the CVR2 provides the most robust hazard risk analysis technologies in the world.



hazard planning. Transportation, environmental, dam, or public works reports or plans are examples of documents that may contain relevant information. These documents will be reviewed to identify a list of disasters and potential issues that have occurred in the past. In addition, local comprehensive plans, land use plans, capital improvement plans, as well as building codes, land development regulations, and flood ordinances will be reviewed to identify hazard provisions that indicate the presence of local hazards.

- (3) **Inventory Assets:** Using GIS data management and analysis, an inventory of the State's assets will be developed based on the five categories defined in DHS/FEMA protocol. This inventory of assets will assist in identifying areas that are subject to the various natural hazards in the subject area. These five categories are:

- Essential Facilities
- Transportation Systems
- Lifeline Utility Systems
- High Potential Loss Facilities (financial institutions, government buildings, etc.)
- Hazardous Waste/Materials Facilities

An initial inventory will use the baseline data contained in HAZUS-MH and supplemented by GIS data provided by the State. The effort includes developing and mapping a general inventory of assets in the community. Using a base map, the ISC team will identify the assets inside areas for each identified hazard that has a defined physical geographic boundary.

Our team will review the inventory to ensure that all facilities, infrastructures, and sectors critical to the continuity of government, operations, and services provided by the State are included in the mitigation planning process. If data is insufficient or clarification is needed, a representative of ISC will contact the client and/or client representative to discuss additional efforts that will be required, as well as possible implications to this project scope and schedule.

- (4) **Coordination with emergency managers and key stakeholders:** In close coordination with the Hazard Mitigation Council, the ISC team will reach out to local, state, and federal governments to obtain hazard information, development trends, known vulnerabilities, and past experiences mitigating, responding, and recovering from disasters. These efforts may include (as appropriate):

- Interviewing pre-identified local officials and FEMA officials; and,
- Contacting other resources such as Natural Hazards Center, Hazard Disaster Center, National Weather Service, Association of State Floodplain Managers, International Association of Emergency Managers, etc.

The hazard identified will be broken into categories as identified by the State. This includes but is not limited to:

- Flood-Related Hazards (i.e., river flooding, coastal flooding, erosion, dam failure, winter storms, and hurricanes, including at a minimum, FEMA flood zones/FIRMs and local historical data to identify repetitive loss properties)
- Wind-Related Hazards (i.e., hurricanes, coastal storms, winter storms, and tornadoes)
- Fire-Related Hazards (i.e., drought and wildfires)
- Geologic Hazards (i.e., earthquakes, landslides, and sinkholes)
- Other Hazards (i.e., chemical spills and/or fires, and others as determined appropriate)

Subtask 3.2.2: Hazard Mapping

Our team will conduct a GIS-HAZUS Analysis Models of varying hazard scenarios. The scenarios will be depicted by the client. The ISC team will deliver a Technical Memorandum of Agreement that summarizes the natural, technological, and/or political hazard profiles and the HAZUS-MH modeling (or other modeling program) scenarios to be performed by our team. This Memorandum of Agreement is to ensure that ISC and the State agree on the HAZUS-MH modeling (or other modeling program) and GIS analysis scenarios that will be conducted.

The loss estimation process will utilize HAZUS-MH modeling (or other modeling program), GIS analysis, historical disaster data and information, and quantitative analysis to estimate the losses to natural and human-induced hazard events in a defined area. Where applicable, our team will use HAZUS-MH structure loss estimation tables with engineering expertise and previous disaster experience to determine the direct loss and primary indirect loss from those hazard events identified in the Technical Memorandum of Agreement.

The analysis reports will include the following:

- Estimation of the losses to structures;
- Estimation of the losses to contents;
- Estimation of the losses to structure use and function;
- Projection of human losses; and,
- Estimation of the primary direct and indirect loss.

Our team will use HAZUS-MH (or other modeling programs) and GIS analysis to determine which individual assets could sustain the largest potential losses, by adding the structure loss, content loss, and function loss for each asset to determine the total loss. This process will produce the following:

- Calculation of the losses to each asset;
- Calculation of the estimated damages for each hazard event; and,
- Creation of a map that shows a composite of the areas of highest loss.

To ensure the GIS mapping effort is as comprehensive as possible, an inventory of critical facilities will be developed, to include:

- Emergency Operations Center(s), police and fire stations;
- Hospitals and emergency shelters;
- Water and wastewater treatment plants and associate pumping stations;
- Power generation, transmission, and delivery facilities;
- Special population centers, such as daycare facilities, nursing homes/elderly housing, and correctional facilities;
- Hazardous material facilities;
- Evacuation routes;
- Repetitive loss properties;
- Population density; and,
- Structures delineated by use (residential, commercial, industrial, institutional, and others as appropriate).

The objective of the risk methodology is to devise a method to compare and evaluate which hazards are the greatest threats to the State. Differences in the hazard's impact area, amount and severity of damage, duration of the event, and direct and indirect economic impacts make it difficult to develop empirical values that can be universally applied to each hazard category. In this subtask, we will leverage our experience to incorporate the numerous other planning considerations that are not captured by GIS hazard loss programs

alone. The intent is to provide the State with a hazard loss assessment that is relevant to each of its communities.

Subtask 3.2.3: Integrate with Significant Future Development Trends and Considerations

Future development trends and special considerations (i.e., historical property, environmentally sensitive areas, etc.) can have a significant impact on a community's risk to hazards. The impact of these trends and special considerations on the community's risk is directly proportional to the size of the community, community values, and the significance of the development trend or special consideration. With input from the Hazard Mitigation Council, our team will analyze the effect of any significant regional future development trends and special considerations identified by the State to determine their positive or negative impacts on hazard profiles, inventoried assets, or projected losses.

Subtask 3.3: Draft Updated Risk Assessment

The ISC Team will write the first draft of the Risk Assessment section of the Hazard Mitigation Plan and submit it to the Chair of the Hazard Mitigation Committee for review and comment. The Hazard Mitigation Council will incorporate the comments into the final draft of the plan. The Risk Assessment will culminate the updated information and analyses completed during this task. As outlined in the RFP, the Risk Assessment will be designed to include information on:

- Types and numbers of buildings, infrastructure, and critical facilities located in the identified hazard areas;
- All existing multiple hazard protection measures within the jurisdictions, including protective measures under the NFIP;
- A description of each measure and the method of enforcement and/or the point of contact responsible for implementation of each measure;
- Historical performance of each measure and a description of improvements or changes needed; and,
- General description of land uses and development trends to incorporate future land use decisions.

MITIGATION PLANNING BEST PRACTICE #6

CVR2 REPORTING

The output of the CVR2 Model is a prioritized indication of planning risk considerations and dashboard analytics that can be incorporated into the community's comprehensive preparedness efforts, providing a foundation that will increase programmatic efficiency, operational effectiveness, and a unified common operational picture. The CVR2 assessment system is a culmination of over 100 years of emergency and disaster management knowledge and incorporates this intelligence into a user-friendly, web-based [POINT AND CLICK] platform. The robust and user-friendly interface of the CVR2 assessment system allows for easy and efficient update as the community changes and tracking of its hazard vulnerabilities.

Task 4: Develop Multiple Hazard Mitigation Strategy

Effective mitigation actions and preparedness activities are complementary of one another and provide a holistic approach that aligns multiple state and federal directives and funding. The strategies proposed by ISC will ensure compliance with DMA 2000, and will delineate between pre-disaster (FEMA's PDM program) and post-disaster (HMGP 404 and 406) actions. The ISC team will provide technical support to the six hazard mitigation and preparedness categories, as defined by FEMA: prevention, property protection, public education and awareness, natural resources protection, emergency services, and structural projects.

Items Addressed in This Task

- ✓ Conduct a review of mitigation goals to reduce or avoid long-term vulnerabilities to the identified hazards based on the findings of the Risk Assessment and capabilities review that represents a long-term vision for hazard reduction. Address Repetitive Loss (RL) and Severe Repetitive Loss (SRL) in the mitigation strategy.

Identifying and prioritizing mitigation actions are the fundamental components of a Hazard Mitigation Plan. In the previous tasks, hazards were redefined, vulnerabilities were reassessed, and the losses were estimated. Development of a prioritized and updated list of mitigation actions will be developed that will reduce future risks and losses. These actions will particularly focus on the protection of new and existing buildings and infrastructure, and will include both non-structural and structural actions. This task will assist ISC to:

- Update goals and objectives;
- Identify and reevaluate mitigation actions;
- Update the capabilities assessment; and,
- Update mitigation strategies.

Subtask 4.1: Review and Analyze the Hazard Risk-Mitigation Alternatives

Information revealed in the updated hazard profiles and loss estimation will be used to develop clear mitigation goals. ISC will host the planning meeting and review the results of the previous risk assessment planning process that outlined the updated hazard profiles with details on the causes of hazards, the likelihood of occurrence, the potential severity, and the extent of areas affected. ISC will review the loss estimation dollar amount of damages for particular hazard events, as well as related economic information like business interruption and revenue losses.

Subtask 4.1.1 Review the finding of the State's Risk Assessment

ISC will participate in a workshop to review the Risk Assessment report and composite maps. The emphasis of the workshop is knowledge and understanding of the causes of the hazards and better preparation for determining mitigation actions.

Subtask 4.1.2 Develop a problem statement based on these findings

The Hazard Mitigation Council will take the results of the Risk Assessment and develop a problem statement to clearly point out which hazard to address first.

Subtask 4.2: Review the Mitigation Plan Goals and Objectives

A hazard mitigation plan defines mitigation goals and objectives for the community. Based upon the hazard profiles, hazard loss, vulnerability and risk assessment, the Hazard Mitigation Council will update mitigation goals that articulate the State's desire to protect people and structures, reduce the cost of disaster response and recovery, and minimize disruption to the community following a disaster.

ISC will prepare a Memorandum stating the updated Mitigation Goals and Objectives as identified by the Hazard Mitigation Council. Additionally, ISC will schedule and conduct a meeting to review draft mitigation goals and objectives with the Hazard Mitigation Council and the general public. ISC will solicit feedback in order to gain buy-in and consensus. The Hazard Mitigation Council, with assistance from the contractor, will also update mitigation objectives that define strategies or implementation steps to attain the identified goals.

Subtask 4.3: Identification and Prioritization of Mitigation Actions

Mitigation actions consistent with the goals and objectives that were previously defined will be reevaluated. The hazard mitigation plan defines the action plan to reduce community loss from future hazard events. In order to update a plan that can be integrated into other emergency management operational phases, it is important to acknowledge the interdependencies of mitigation with response, recovery, and preparedness functions of emergency management. ISC will explore mitigation actions relevant to:

- Prevention
- Property Protection
- Public Education and Awareness
- All resources protection
- Emergency services
- Structural project

The mitigation actions updated will be evaluated to determine the action's effectiveness and efficiency for preventing, protecting, and reducing damages to the community's assets from natural hazards. Input will be considered from relevant state and federal agencies as well. Evaluation of these mitigation actions will be based on, but not limited to, the following criteria:

- Technical feasibility
- Economic benefits
- Environmental impacts
- Community acceptance
- Staffing and funding
- Maintenance needs
- Political support
- Legal authority
- Historic projects of similar scope and magnitude

Subtask 4.4: Review the Implementation Strategy

The implementation strategy identifies how the State proposes to achieve its mitigation goals and objectives. The mitigation action implementation strategy will redcfine, identify, and confirm mitigation actions, partners, resources, and schedules.

ISC will prepare a draft Mitigation Implementation Strategy for review by the Hazard Mitigation Council. Once reviewed, ISC will incorporate changes to the newly updated Mitigation Implementation Strategy.

Task 5: Hazard Mitigation Plan Maintenance Process, Adoption, and Approval

The ISC team will write a complete final draft of the hazard mitigation plan for the State. The plan will include a risk assessment and mitigation strategy as well as a process for maintaining the plan so that it continues to be a useful document for the rapidly growing and urbanizing communities. Although the analyses and compilation of the updated plan will largely be completed by ISC, the State will exercise final decision regarding the outcome of the plan and will be responsible for any additional updates.

Final drafts will be delivered to Nebraska officials and relevant stakeholders. These deliverables will integrate with the business flow at the State and be compliant with federal, state, and local regulations.

Items Addressed in This Task

- ✓ Involves finalizing the plan for submittal to FEMA for approval. Also includes providing input for a method and schedule for keeping the plan current and monitoring progress.

Subtask 5.1: Incorporate into Existing Planning Mechanisms

ISC will work in concert with the respective communities of the State to incorporate the hazard mitigation plan into existing planning mechanisms. Consideration will be made to community development plans, floodplain management plans, emergency management doctrine, and other planning mechanisms that are relevant to each community's hazard mitigation strategy.

Additional Sub-tasks Addressed

- ✓ Incorporate other plans/studies into the HMP and update as deemed necessary by NEMA.

Subtask 5.2: Distribute Draft of Plan

The project team will prepare a draft Hazard Mitigation Plans for Nebraska Emergency Management Agency and its respective counties that will document the updated mitigation planning process and address the elements required by 44 CFR 201.6(d)(3).

ISC will assemble information, comments, and reports from the previous tasks. Informational databases, graphics, and maps will also be included in the final plan update in order to visualize the geographic, functional, or systematic relationship between the loss estimation and the mitigation activity chosen. The implementation strategy and overall plan will be supported by a set of plan maintenance and updating procedures for the State. These procedures will be incorporated into the final report. The Plan Maintenance section will ensure that the document continues to be viable and is compliant with both state and federal directives.

Additional Sub-tasks Addressed

- ✓ Provide Technical Assistance to ensure HMP is consistent with new laws, policies or regulations at the federal, state or local level.

To meet DMA 2000 requirements, the document will include a description of the update process; a definition of the planning area identifying who was involved in the process, how they were involved, and methods of public participation that were employed; and a detailed description of the decision-making and prioritization process. ISC will print the draft plan and distribute the copies to the Hazard Mitigation Council for review.

Subtask 5.3: Review the Documented Planning Process

The Hazard Mitigation Council will meet (meeting 5) to review the draft of the update. ISC will also review the final revisions from the Hazard Mitigation Council.

ISC will incorporate all of the Council's final revisions and will submit the plan to State officials within two (2) weeks after the receipt of final review comments (format can be printed, electronic, or both). ISC will then submit copies of the final draft to the Nebraska Emergency Management Agency for approval. Nebraska Emergency Management Agency will then submit the plan to FEMA.

MITIGATION PLANNING BEST PRACTICE #8 FEMA MITIGATION COMPLIANCE METRIC TOOL

Odysseus™ has a library of compliance metric tools that allow users to validate their plans against federal, state, and industry requirements to include DMA 2000. The Odysseus™ Compliance Metric Tools are a data-driven, cross-professionals the to various teams.



OTHER OPTIONAL TASKS

Task 6: Annual Update and Maintenance Workshop [OPTIONAL TASK]

ISC will offer, at no cost, to organize and facilitate the “Annual Update and Maintenance Workshop” for the State and its respective counties and tribal nations following the 1st year of the approved plan. ISC will assist in maintaining the plan upon its completion and minimize the need for a major revision once the plan is set to expire in 5 years.

Task 7: Unmanned Aerial System Technical Mapping & Services [OPTIONAL TASK]

As an industry leading innovator, we recognized the benefits that Unmanned Aerial System (UAVs or aka: drones) offer our clients. Our FAA-certified UAV pilots are experienced operators and public safety professionals, providing our clients with a unique perspective on current and future challenges. Our services and expertise include additional efforts to conduct UAV aerial flyovers, aerial imagery analysis and mapping of various areas and assets. Our UAV flights are conducted by a licensed FAA operator and all flights will be conducted per 14 CFR part 107.

MITIGATION PLANNING BEST PRACTICE #6 UAV (DRONE) TECHNOLOGY INTEGRATION

Incorporating UAV aerial analysis offers a new perspective on existing hazard risks and potential hazard mitigation actions. Aerial imagery analysis and software modeling of high hazard areas, disaster stricken communities, and vital infrastructure assets can be incorporated into your community's Hazard Mitigation Plan. Its important to obtain a FAA licensed operator and to ensure all flights are conducted

1. Aerial flyover
 - Flight registration and COA filing
 - Data and flight log
 - Flight safety check
 - Flyover
2. Aerial Imagery Analysis & Software Modeling
3. Integrate drone mapping with Hazard Risk Analysis and Mitigation Plan



UNPARALLELLED TECHNOLOGIES

ISC has invested in cutting-edge UAV technology and software to provide our clients with enhanced analysis and mapping. Our investments let us go far beyond simply taking aerial photos and video.



Task 7: Launch Odysseus™ Enterprise for Hazard Mitigation Plan and Provide Training [OPTIONAL TASK]

There is a growing challenge for communities of all size to regularly update and maintain their hazard mitigation plans. According to the Federal Emergency Management Agency, over half of the nation's municipal and county mitigation plans have fallen out of compliance or have expired due to a lack of regular plan maintenance, mitigation strategy update, and documentation of committee participation. As a result, communities have wasted the initial investment to develop mitigation plans and find themselves spending the same effort, if not more, in developing a new hazard mitigation plan in order to be in compliance and eligible for pre- and post-disaster funding.

PHASE 3: PROJECT CLOSEOUT

Final drafts will be delivered to Nebraska Emergency Management Agency. Presentation of the final product will occur once feedback has been collected and added to the drafts. These deliverables will integrate with the business flow at the State and be compliant with federal, state, and local regulations. Upon completion of this project and finalization of proposed deliverable, the Project Manager will provide a "Project Close-Out" report. This report will incorporate the final "Monthly Status of Accomplishments and Costs" report information, summarize this project effort, and recommend improved methodologies for future initiatives of a similar nature. The report will be submitted as draft copies to the designated representative within 45 days from the completion of the project. The ISC Team will provide a continuing commitment of collaboration and limited support past the project deadline to ensure successful implementation of planning doctrine and to ensure project needs are met.

A. UNDERSTANDING OF THE PROJECT REQUIREMENTS

ISC understands that the State is seeking a contractor to work with NEMA to develop a State HMP, leveraging the State's 2014 and 2019 HMPs as well as relevant municipal and county plans. Specific to this solicitation, as outlined on page 31, **Section 6. Contractor Requirements**, ISC hereby confirms its understanding of the following required items:

- a. A draft HMP must be submitted to NEMA for review no later than August 31, 2020.*
- b. Summaries of meetings to include attendance roster, meeting notes, etc., within five (5) business days following the meeting.*
- c. Monthly progress reports as to status of HMP and progress being made to HMP development*
- d. All revisions to the draft HMP will be provided to NEMA no later than September 30, 2020. All documentation associated with the HMP must be provided to NEMA in electronic format.*

In addition, ISC acknowledges its understanding of this project's optionable deliverables as outlined below:

- a. A draft HMP must be submitted to NEMA for review no later than May 1, 2025.*
- b. Summaries of meetings to include attendance roster, meeting notes, etc., within five (5) business days following the meeting.*
- c. Monthly progress reports as to status of HMP and progress being made to HMP development*
- d. All revisions to the draft HMP will be provided to NEMA no later than July 1, 2025. All documentation associated with the HMP must be provided to NEMA in electronic format.*

It is important to note that, upon contract award, ISC will offer the State the option to **utilize ISC's Odysseus™ system at no additional costs and extend a free Odysseus™ license for three years.** While there is no obligation to adopt the Odysseus™ system at the completion of this project, the free three-year license will extend into the required timeframe for the project's optional deliverable, offering seamless knowledge transfer and operational continuity. Please see **Appendix B: Our Innovations** for additional information.

B. PROPOSED DEVELOPMENT APPROACH

Each year brings new concerns in the State of Nebraska and its respective counties, and an increasing probability of a disaster occurring, such as tornadoes, flash floods, winter storms, and man-made threats. In fact, the disastrous severe weather events in past years that have occurred throughout the state serve as a reminder that every community is vulnerable to all types of hazards. Over the past three decades, the nation has witnessed an alarming increase in the frequency and impact of large-scale emergencies and disasters. Due to this increase, there has also been a significant increase in direct and indirect costs, as well as economic disruption and loss of life, from disasters.

As part of our commitment to assist the State of Nebraska, Integrated Solutions Consulting (ISC) will leverage our programmatic knowledge and experience to assist the State in meeting their short and long-term goals as they relate to mitigation planning and, more importantly, implementation. Furthermore, we recognize and advocate that the sincere investment in the development and maintenance of all-hazard mitigation plans on the part of all levels of government will provide the foundation for effective pre- and post-disaster mitigation actions; and ultimately greater resilience.

PROJECT APPROACH

As earlier noted, because the Tasks as specified in the Scope of Work are interdependent and must accomplish specific project objectives, our team has developed a preliminary action plan that provides a framework to execute each task in the most efficient manner. Our key tasks will be organized in three major phases:

Phase 1: Project Start Up, Management, and Reporting

Based on our prior experience of executing similar task-oriented contracts, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project. A collaborative approach will ensure the objectives of the State of Nebraska are successfully realized. To foster a collaborative approach, the State will have the opportunity to provide feedback and direction throughout the project lifecycle. Our approach outlined below will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by the ISC Team.

Phase 2: Project Execution

The tasks outlined in the Scope of Work below are essential to the success of any hazard mitigation plan. Due to the continual nature of effective mitigation planning efforts, emphasis during this phase will focus on developing cohesion with the State of Nebraska, as well as third parties including local jurisdictions, key stakeholders, regional partners and state and federal partners. The ISC Team will utilize proven best practices and our proven experience in forming an efficient strategy to accomplish the assigned tasks in this phase.

Phase 3: Project Closeout

Project closeout will be done in accordance with Nebraska specifications as indicated in the RFP. Upon completion of this project and finalization of proposed deliverables, the Project Manager will provide a "Project Close-Out" report. This report will incorporate the final "Monthly Status of Accomplishments and Costs" report information, summarize project efforts, and recommend improved methodologies for future initiatives.

C. COMPLETED TECHNICAL APPROACH SECTION V.B, 1-5G

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V. PROJECT DESCRIPTION AND SCOPE OF WORK

The bidder should provide the following information in response to this solicitation.

A. SCOPE OF WORK

The Hazard Mitigation Assistance (HMA) Programs provide Federal funds to states, local governments and certain private non-profit organizations to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the programs is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster.

B. HAZARD MITIGATION PLAN (HMP) UPDATE:

The Contractor will work with NEMA to revise and update the State Hazard Mitigation Plan (HMP) consistent with Federal Emergency Management Agency's (FEMA) mitigation planning process, State Mitigation Plan Review Guide, tribal mitigation planning resources, risk assessment resources, mitigation program integration resources, and other hazard mitigation planning resources. These tasks will include, but are not limited to, the following:

1. **Organize the Planning Process and Resources** – assist with identifying, inviting and documenting key stakeholders to be involved/participate in the planning process to include, but not limited to, State Departments and Agencies, local jurisdictions, Federal Partners, and the business community. Describe the planning process to include the coordination with stakeholders during the process of developing the HMP.

Please provide timeline and methodologies

Month 1. All participating jurisdictions will be asked to sign a letter of commitment to the planning process. This establishes the relationship among each the State, the State Planning Committee, Stakeholder Committee and ISC. This letter will also identify if the jurisdiction is seeking approval for adoption; if so, the jurisdiction must agree to comply with all Federal mitigation requirements.

Upon approval of the State Project Lead and the Stakeholder Committee, ISC recommends conducting eight meetings throughout the hazard mitigation planning process. These meetings will occur as part of a documented project schedule presented to the Stakeholder Committee. Whether they serve in government, the Fire, Police, or Public Works Departments, our Team is familiar with the pressing schedules of jurisdiction POCs. Likewise, ISC understands that jurisdiction POCs may already be familiar with the HMP planning process. However, to reinforce information and educate new POCs, our Team will take all the necessary steps to engage participants, educating them on the importance of HMP, and including interactive activities throughout the meetings.

Though this is inexhaustive, the meetings will address the following key points:

- Address FEMA's requirements for mitigation plans, as identified in the DMA 2000, CFR Part 201.6, the American Planning Association's (APA's) *Hazard Mitigation: Integrating Best Practices into Planning*, and the most current FEMA "how-to" planning guidance;
- Address NEMA's requirements for mitigation plans
- Identify members' contribution to the planning process;
- Address preliminary goals and objectives;
- Identify (and debrief) meetings with key community stakeholders and any other bodies that may seem appropriate;
- Distribute questionnaires that will assist in identifying resources that will be needed for successful completion of the project;
- Share sectional updates of the plan allowing for comments to be incorporated into the final draft version that will first be shared with the Stakeholder Committee then the public, then revised and shared again with the Stakeholder Committee before submission to NEMA and FEMA;
- Highlight the progress-to-date and the schedule for the remainder of the planning process, and;
- Solicit input from members throughout the planning process.

Bidder Response

ISC will work with the State Project Lead and Stakeholder Committee to coordinate with the State Planning Committee. The Stakeholder Committee will further coordinate with community groups and organizations; regional, state, and federal government representatives; businesses; elected officials; academic officials; and individuals from neighboring jurisdictions. At a minimum, there should ideally be at least one representative for each county within the State (a single representative with authority to represent multiple jurisdictions, such

as law enforcement or fire, is acceptable).

ISC will record the name of every person invited, their email, the date of the invitation, the method of the invitation, whether the person agreed to participate, and whether the person provided feedback on the plan. The plan will also include copies of all meeting invitations, a list of everyone invited to each meeting (along with their positions, the jurisdiction they represent, and if they attended), and meeting sign-in sheets (and minutes, if desired).

2. **Risk Assessment and Capabilities** – review 2014 and 2019 state mitigation plans, as well as local mitigation plans, to identify hazards impacting the State. Determine if there are any changes regarding the hazards. Profile the hazard events including description of location and extent of previous natural hazard occurrences as well as probability of future occurrences. Assess the vulnerability to the hazards and identify assets impacted – include critical facilities. Assess potential losses as a result of the hazards identified.

Please provide timeline and methodologies

Months 1 - 3. A community's hazard risk assessment is a critical document that defines a community's strategic common operational picture to mitigate, as well as prepare, protect, respond, and recover to emergencies and disasters. ISC also recognizes that a community's vulnerability assessment and analysis is a definitive measure of the risk associated with each hazard. Therefore, in addition to creating the State's hazards risk assessment for the mitigation plan, the ISC project team will develop planning considerations that the State can integrate into other planning doctrines. This approach will serve as the foundation for other emergency management initiatives and create increased programmatic efficiencies and a common operational picture. Our team will also assist the community by creating a risk assessment by using HAZUS-MH as an added risk assessment tool.

Bidder Response

The ISC Team will rely on its experience developing natural, technological, and political hazard risk and vulnerability assessments for some of the nation's most complex communities and infrastructure systems.

Our team's proven methodology ensures:

- Uniformity between hazard categories;
- Utilizes empirical values applicable to all communities, facilities, and systems;
- Employs complex GIS modeling and analysis of probable scenarios to provide planning considerations of social, political and physical impacts;
- Grants the flexibility needed to accurately and systematically integrate the vulnerability assessments of critical assets; and,
- Provides consistency between the State's approach while addressing the unique characteristics and attributes of the State.

As part of the community's overall risk assessment, the ISC Team will provide an analysis of the natural, technological, and political hazard categories by elaborating upon and defining the specific types of hazards; identifying recent events that have occurred locally and/or regionally; updating the hazard profiles, parameters, and characteristics; assessing possible vulnerabilities not addressed in the previous version; determining probable scenarios; and modeling select hazards.

Understanding the makeup of the State is a critical component of the mitigation plan development process. Thus, to ensure the planning incorporates the most accurate assessment possible, ISC will complete an exhaustive community profile for the State. As previously indicated, once the community profile is completed, the ISC Project Manager will present the data to the Stakeholder Committee for approval.

As previously noted, ISC also recognizes that a community's vulnerability assessment and analysis is a definitive measure of the risk associated with each hazard. Thus, as part of the community's overall risk assessment, the ISC Team will provide an analysis of the natural, technological, and political hazard categories by elaborating upon and defining the specific types of hazards; identifying recent events that have occurred locally and/or regionally and analyzing the impacts of the selected hazards.

3. **Assist in development of a Mitigation Strategy** – conduct a review of mitigation goals to reduce or avoid long-term vulnerabilities to the identified hazards based on the findings of the Risk Assessment and capabilities review that represents a long-term vision for hazard reduction. Address Repetitive Loss (RL) and Severe Repetitive Loss (SRL) in the mitigation strategy.

Please provide timeline and methodologies
Months 3 - 6. Effective mitigation actions and preparedness activities are complementary to one another and provide a holistic approach that aligns multiple state and federal directives and funding. The strategies proposed by ISC will ensure compliance with DMA 2000 and will delineate between pre-disaster (FEMA's PDM program) and post-disaster (HMGP 404 and 406) actions. The ISC Team will provide technical support to the six-hazard mitigation and preparedness categories, as defined by FEMA: prevention, property protection, public education and awareness, natural resources protection, emergency services, and structural projects.

Bidder Response
Identifying and prioritizing mitigation actions are the fundamental components of an HMP. The development of a prioritized list of mitigation actions will be developed that will reduce future risks and losses. These actions will particularly focus on the protection of new and existing buildings and infrastructure and will include both non-structural and structural actions. This task will assist ISC to identify goals and objectives; identify and reevaluate mitigation actions; develop the capabilities assessment; and, identify mitigation strategies.

This effort will also include a progress update on the mitigation actions taken during the last five years, regardless of inclusion in the 2014 and 2019 HMP or funding source. This progress update (to be included in each jurisdictional annex) will provide context and ideas for new projects.

4. **Finalize the State Plan and plan maintenance** – involves finalizing the plan for submittal to FEMA for approval. Also includes providing input for a method and schedule for keeping the plan current and monitoring progress.

Please provide timeline and methodologies
Months 6 - 10. The ISC Team will write a complete final draft of the HMP for the State. The plan will include a risk assessment and mitigation strategy as well as a process for maintaining the plan so that it continues to be a useful document for the rapidly growing and urbanizing communities. Although ISC will largely complete the analyses and compilation of the plan, the State will exercise the final decision regarding the outcome of the plan and will be responsible for any additional updates. Final drafts will be delivered to the State officials and relevant stakeholders. These deliverables will integrate with the business flow at the State and be compliant with federal, state, and local regulations.

Bidder Response
ISC will work in concert with the State Planning Committee to incorporate the HMP into existing planning mechanisms. ISC will consider community development plans, floodplain management plans, emergency management doctrine, and other planning mechanisms that are relevant to each community's hazard mitigation strategy.

The project team will prepare a draft of the State's HMP that will document the mitigation planning process and address the elements required by 44 CFR 201.6(d)(3) and CPG 101.

ISC will assemble information, comments, and reports from the previous tasks. Informational databases, graphics, and maps will also be included in the final plan to visualize the geographic, functional, or systematic relationship between the loss estimation and the mitigation activity chosen. ISC will support the implementation strategy and overall HMP by a set of plan maintenance and updating procedures for the State. The Plan Maintenance section, included in the final report, will ensure that the document continues to be viable and is compliant with both state and federal directives.

In order to meet DMA 2000 requirements, the document will include a description of the planning process; a definition of the planning area identifying who was involved in the process, how they were involved, and methods of public participation that were employed; and a detailed description of the decision-making and prioritization process. ISC will print the draft plan and distribute the copies to the Stakeholder Committee for review.

The Stakeholder Committee will meet to review the draft of the plan. ISC will also review the final revisions from the Stakeholder Committee.

ISC will incorporate all the Committee's final revisions and will submit the plan to the State officials within two weeks after the receipt of final review comments (we can provide printed, electronic, or both formats). ISC will then submit copies of the final draft to NEMA for approval. Upon State approval, ISC will submit the State's HMP to FEMA. When approved by FEMA, the State Project Lead will present the plan before the

State leadership for formal adoption.

After FEMA indicates the State's HMP is approvable pending adoption (APA), ISC will assist in preparing the plan to be adopted by the State, with copies of the adoption resolutions provided to the State and FEMA by the State and ISC. Upon completion of this project and finalization of the proposed deliverable, the Project Manager will provide a "Project Close-Out" report. This report will incorporate the final "Monthly Status of Accomplishments and Costs" report information, summarize this project effort, and recommend improved methodologies for future initiatives of a similar nature. The report will be submitted as draft copies to the State Project Lead within 45 days of completion of the project.

5. **Additional sub-tasks** included in this effort may include, but are not limited to:

- a. Document stakeholder participation in the HMP update as required via sign in sheets, meeting minutes, completed surveys, etc.

Please provide timeline and methodologies
Months 2, 4, 6 and 7. Methodology included in the Bidder Response below.

Bidder Response
Public involvement is a critical aspect of all mitigation projects. ISC is well-versed in hosting public engagement meetings and capturing appropriate records to ensure FEMA's public involvement requirements are met. Additionally, ISC will work with local stakeholders to increase public awareness and encourage public participation, especially in the review process. A hallmark of ISC's HMP process is robust public involvement, including advertisements in local newspapers, preparation of public service announcements, online surveys, distribution of brochures, newsletters, and fliers, and; posting information and announcements on local government websites and social media platforms. **As noted earlier, in addition to completing the nation's largest HMP within an expedited timeframe, the ISC Team increased public involvement by over 230%.** We will work closely with the Stakeholder Committee to ensure that the new HMP is just as, if not, more successful. ISC will also work with the Stakeholder Committee to ensure the plan is incorporated into existing and future public education initiatives and training.

- b. Review local hazards within the State and incorporate data, as necessary.

Please provide timeline and methodologies
Months 1 - 3. Coordination with emergency managers and key stakeholders: In close coordination with the Stakeholder Committee, the ISC Team will reach out to local, state, and federal governments to obtain hazard information, development trends, known vulnerabilities, and past experiences mitigating, responding, and recovering from disasters. These efforts may include (as appropriate):

- Interviewing pre-identified local officials and FEMA officials; and,
- Contacting other resources such as Natural Hazards Center, Hazard Disaster Center, National Weather Service, Association of State Floodplain Managers, International Association of Emergency Managers, etc.
- Many sections (at a minimum, flooding, wildfire, drought, and extreme temperatures) will also consider how climate change may exacerbate the hazard, notably how it may impact vulnerability, frequency, or severity.

Bidder Response
Led by our GIS/HAZUS Analyst, Ms. Wolff, MS, CBCP, our Team will work directly with the State Planning Committee to conduct a GIS-HAZUS Analysis, modeling varying hazard scenarios depicted by the client. Leveraging our comprehensive technical capabilities, the ISC Team will deliver a Technical Memorandum of Agreement that summarizes the natural, technological, and/or political hazard profiles and the HAZUS-MH modeling (or another modeling program) scenarios to be performed by our team. This Memorandum of Agreement is to ensure that ISC and State agree on the HAZUS-MH modeling (or other modeling programs) and GIS analysis scenarios conducted

The loss estimation process will utilize HAZUS-MH modeling (or other modeling programs), GIS analysis, historical disaster data and information, and quantitative analysis to estimate the losses to natural and human-induced hazard events in a defined area. Where applicable, our team will use HAZUS-MH structure loss estimation tables with engineering expertise and previous disaster experience to determine the direct loss and primary indirect loss from those hazard events identified in the Technical Memorandum of Agreement.

- The analysis reports will include the following:
- Estimation of the losses to structures;

- Estimation of the losses to contents;
- Estimation of the losses to structure use and function;
- Projection of human losses; and,
- Estimation of the primary direct and indirect loss.

Our team will use HAZUS-MH (or other modeling programs) and GIS analysis to determine which individual assets could sustain the largest potential losses, by adding the structure loss, content loss, and function loss for each asset to determine the total loss. This process will produce the following:

- Calculation of the losses to each asset;
- Calculation of the estimated damages for each hazard event; and,
- Creation of a map that shows a composite of the areas of highest loss.

c. Incorporate other plans/studies into the HMP and update as deemed necessary by NEMA.

Please provide timeline and methodologies

Month 8. ISC will work with NEMA to identify other plans/studies we should incorporate into the State HMP. The Bidder Response below provides a number of examples.

Bidder Response

The ISC Team will meet with the designated State representative(s) and to review and coordinate the HMP's tasks. Prior to the meeting, ISC will create a PWP utilizing the RFP, our extensive knowledge of creating and updating HMPs, and the documents available on the state, county, and municipality webpages, including:

- 2019 Nebraska State Hazard Mitigation Plan
- 2014 Nebraska State Hazard Mitigation Plan
- NFIP Community Ratings System Coordinator's Manual
- Local Mitigation Plan Review Guide
- Statewide HMPs, THIRAs/HIRA's and EOPs
- Municipal HMPs
- FEMA: Climate Resilient Mitigation Activities
- CPG 101
- CPG 201
- American Planning Association Policy Guide on Hazard Mitigation
- FEMA: Integrating Best Practices into Planning

d. HMP will be updated to include relevant information from recent disaster events.

Please provide timeline and methodologies

Months 3 - 8. As noted below, ISC always considers future development trends and special considerations. Our risk assessment process includes an extensive review of historical documents and past and current federal, state, county, and local plans. Additionally, ISC will seek input from NEMA stakeholders to analyze the effects of any seemingly significant trends.

Bidder Response

Future development trends and special considerations (i.e., historical property, environmentally sensitive areas, etc.) can have a significant impact on a community's risk of hazards. The impact of these trends and special considerations on the community's risk is directly proportional to the size of the community, community values, and the significance of the development trend or special consideration. With input from the Stakeholder Committee, our team will analyze the effect of any significant future development trends and special considerations identified by the State to determine their positive or negative impacts on hazard profiles, inventoried assets, or projected losses.

e. Identify project milestones for the completion of the project and submit information for review and approval by NEMA...

Please provide timeline and methodologies

Month 1. ISC's collaborative development of the Project Work Plan (PWP) with the State will identify project milestones for the completion of the project upon project kickoff. Submittal of information for NEMA's Review is a major component of ISC's project management approach. Additional detail is included in the Bidder Response below.

Bidder Response

ISC will meet with the designated State representative(s), Local Planning Committee (State Planning Committee) and Stakeholder Committee to review and coordinate the tasks of the assigned project. During this meeting, we will introduce the proposed ISC Team, present the Project Work Plan (PWP), identify initial

data requests, and establish processes for collecting data, the designation of control, points of contact, and quantity of and schedule for project deliverables

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

- Scope Management and Change Control: Additionally, the PWP will address:
- Project description, goals, and objectives;
- Project structure, scope management, and controls;
- Quality assurance procedures; and,
- Project risks and mitigation.

The PWP will identify the project description and overall objectives and will also identify the goals of the project defined by the staff. The Stakeholder Committee will also identify detail needed to execute the project and meet internal strategies fully. Upon approval of the PWP by the Kit Carson OEM, Stakeholder Committee, and State Planning Committee, ISC will commence on the project. The ISC Team will provide the State with the PWP within two weeks of contract award.

Resource Management: To facilitate increased coordination and provide the State with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with the approval of the Stakeholder Committee.

Communications and Information Management: ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication. We have also invested in a highly secure web-based project management tool that provides increased transparency and administration throughout the project lifecycle.

Potential Risks and Mitigation Strategy: At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks to Mr. Abe and Dr. Martin. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.

Quality Assurance & Control: For this project, the ISC Team will use its pre-existing Quality Assurance Plan (QAP). ISC's QAP defines the organization and the methodology used for all ISC project engagements. The QAP forms a common standard for the entire project lifecycle by:

- Identifying processes that will be applied to assure quality;
- Defining roles and responsibilities to ensure a successful project with deliverables on time;
- Providing the ISC Project Manager with indicators to allow appropriate decisions, and to track and report on project progress;
- Describing software management practices: procedures, rules, and applicable methods for the project; and,
- Outlining documentation management and delivery procedures.

The PWP will include the State's HMP Quality Assurance and Control strategy.

More specifically, the QAP defines the organization and the methodology that ISC will apply throughout its projects. It forms a common standard for the entire project lifecycle. The QAP shall be applied to all tasks, by all employees, for all deliverables.

If there is a conflict between ISC's Quality Assurance procedures, it should be brought to the attention of the Project Manager. Typically, we give precedence to the project's PWP. The ISC Team will work with the State to agree upon corrective actions in the unlikely event that problems identified during a quality review. The ISC Principal and Project Manager will implement the agreed corrective action within the set timeframe.

The quality objectives are to provide quality support to partners and monitor adherence to the QAP throughout

the lifecycle of the project. The QAP is designed to provide for the assurance of quality, according to project characteristics, needs, and demands. Quality is the responsibility of all employees.

Internally, quality control aims to enable and control the development and production of deliverables compliant with the characteristics and the requirements defined for the project. The Principal and Project Manager are responsible for the control of internal deliverables.

Project Status Reports: The ISC Project Manager will provide a "Project Status Report" to the designated State representative(s) at the agreed-upon interval (typically either biweekly or monthly). This report will include a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, a financial status will be provided of individual tasks as well as an overall project budget to date.

Invoices: The ISC Project Manager will provide invoices to the designated State representative(s), which can be sent either by deliverable or monthly.

Quarterly Grant Reporting: To ensure the State meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

f. Provide Technical Assistance to ensure HMP is consistent with new laws, policies or regulations at the federal, state or local level.

Please provide timeline and methodologies

Months 2 3 - 6. ISC's technical assistance methodology ensures that each of our HMPs are consistent with new laws, policies, and regulations on the federal, state, county, and municipal levels. Specifically, our Team will ensure this regulatory consistent by 1) Researching historical documents and data, 2) review existing plans and reports, and 3) scrupulous review of the State's inventory assets. In addition to ensuring that the State's HMP is horizontally and vertically aligned with other applicable plans, our methodology maintains consistency with applicable new and current laws and leverages this information to contextualize the State's assets, thereby simultaneously improving our GIS/HAZUS analyses.

Bidder Response

ISC will use the following methods where applicable. Our team will obtain this information through various avenues, including, but not limited to:

Research of historical documents and data: By accessing newspapers, historical societies, database searches, etc., the ISC Team will gather records that may contain dates, the magnitude of the events, damage, and further evidence of the past natural disasters in the community.

Review of existing plans and reports: To ensure the State is covering all the possible hazards, our team will collect and review plans and documents that may have information on hazard planning. Transportation, environmental, dam, or public works reports, or plans are examples of documents that may contain relevant information. These documents will be reviewed to identify a list of disasters and potential issues that have occurred in the past. Also, local comprehensive plans, land use plans, capital improvement plans, as well as building codes, land development regulations, and flood ordinances will be reviewed to identify hazard provisions that indicate the presence of local hazards. This will also include ensuring the State has an updated evacuation and sheltering plan. ISC will identify where this information can be located or will add this planning effort as a mitigation action item.

Inventory Assets: Using GIS data management and analysis, an inventory of the State's assets will be developed based on the five categories defined in the DHS/FEMA protocol. This inventory of assets will assist in identifying areas that are subject to the various natural hazards in the subject area. These five categories are:

- Essential Facilities
- Transportation Systems
- Lifeline Utility Systems
- High Potential Loss Facilities (financial institutions, government buildings, etc.)
- Hazardous Waste/Materials Facilities

An initial inventory will use the baseline data contained in HAZUS-MH and supplemented by GIS data provided by the State. The effort includes developing and mapping a general inventory of assets in the

community. Using a base map, the ISC Team will identify the assets inside areas for each identified hazard that has a defined physical geographic boundary.

Our team will review the inventory to ensure that all facilities, infrastructures, and sectors critical to the continuity of government, operations, and services provided by the State are included in the mitigation planning process. If data is insufficient or clarification is needed, a representative of ISC will contact the client and/or client representative to discuss additional efforts that will be required, as well as possible implications to this project scope and schedule.

- g. Provide technical assistance to facilitate the planning process with external stakeholders and NEMA.**

Please provide timeline and methodologies

Months 1 - 10. As earlier noted, a hallmark of the ISC approach is our consistent aim to collaborate with clients like the State throughout the planning process. Accordingly, ISC will provide technical assistance to facilitate the planning process with external stakeholders and NEMA throughout the duration of the project.

Bidder Response

Please see the above. The ISC Team will help the Stakeholder Committee identify and review all the hazards that might affect the community and will narrow the list to the hazards that most likely will impact the community. There is no one source for identifying which applicable hazards may affect the community.

6. CONTRACTOR REQUIREMENTS

NEMA and the Contractor will determine a more detailed schedule of deliverables. Project deliverables will not be considered complete until HMP, has been approved by FEMA.

- a.** A draft HMP must be submitted to NEMA for review no later than August 31, 2020.
- b.** Summaries of meetings to include attendance roster, meeting notes, etc., within five (5) business days following the meeting.
- c.** Monthly progress reports as to status of HMP and progress being made to HMP development
- d.** All revisions to the draft HMP will be provided to NEMA no later than September 30, 2020. All documentation associated with the HMP must be provided to NEMA in electronic format.

7. OPTIONAL CONTRACTOR DELIVERABLES:

The Contractor will work with NEMA to revise and update the 2021 State's Hazard Mitigation Plan (HMP) consistent with Federal Emergency Management Agency's (FEMA) mitigation planning process, State Mitigation Plan Review Guide, tribal mitigation planning resources, risk assessment resources, mitigation program integration resources, and other hazard mitigation planning resources for the 2026 State's Hazard Mitigation Plan. These tasks will include, but are not limited to, the tasks as noted in Section V.B.1 through V.B.5.

NEMA and the Contractor will determine a more detailed schedule of deliverables. Project deliverables will not be considered complete until HMP, has been approved by FEMA.

- a.** A draft HMP must be submitted to NEMA for review no later than May 1, 2025.
- b.** Summaries of meetings to include attendance roster, meeting notes, etc., within five (5) business days following the meeting.
- c.** Monthly progress reports as to status of HMP and progress being made to HMP development
- d.** All revisions to the draft HMP will be provided to NEMA no later than July 1, 2025. All documentation associated with the HMP must be provided to NEMA in electronic format.

Forms

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Form A
Bidder Proposal Point of Contact
Request for Proposal Number 6202 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 bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Integrated Solutions Consulting, Inc.
Bidder Address:	9800 Mount Pyramid Court, Suite 400 Englewood, CO 80112
Contact Person & Title:	Daniel Martin, Ph.D., CEM, CFM
E-mail Address:	dan.martin@i-s-consulting.com
Telephone Number (Office):	847-737-5395
Telephone Number (Cellular):	847-306-3541
Fax Number:	847-737-5395

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	
Bidder Name:	Integrated Solutions Consulting, Inc.,
Bidder Address:	9800 Mount Pyramid Court, Suite 400 Englewood, CO 80112
Contact Person & Title:	Daniel Martin, Ph.D., CEM, CFM
E-mail Address:	dan.martin@i-s-consulting.com
Telephone Number (Office):	847-737-5395
Telephone Number (Cellular):	847-306-3541
Fax Number:	847-737-5395

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

CONTRACTOR MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder 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:	Integrated Solutions Consulting Corp.
COMPLETE ADDRESS:	220 S. Buchanan Street, Edwardsville, IL 62025
TELEPHONE NUMBER:	847.737.5395
FAX NUMBER:	
DATE:	January 27, 2020
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Daniel Martin, Principal

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VI as part of their proposal. Bidders should 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.

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:
DMM			N/A

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:
DWM			N/A

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.

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. BUYER'S REPRESENTATIVE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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 required 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 bidder shall not commence any billable work until a valid contract has been fully executed by the State and the awarded bidder. The awarded bidder 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:
DWM			N/A

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.

In the event any product is discontinued or replaced upon mutual consent during the contract period or prior to delivery, the State reserves the right to amend the contract or purchase order to include the alternate product at the same price.

*****Contractor will not substitute any item that has been awarded without prior written approval of SPB*****

H. VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

I. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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 purchase 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.

K. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

L. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

M. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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 (§ 81-8,294), Tort (§ 81-8,209), and Contract Claim Acts (§ 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. 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.

N. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

O. RETAINAGE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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:
DWM			N/A

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. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE

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

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

R. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>DW</i>			<i>N/A</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.

S. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
<i>DW</i>			<i>N/A</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.

T. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWN			N/A

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.

U. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWN			N/A

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 Contactor, 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:
DJM			N/A

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 bidder'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>DM</i>			<i>N/A</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>.
2. The completed United States Attestation Form should be submitted with the solicitation response.
3. 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 (SAVE) Program.
4. 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>DM</i>			<i>N/A</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. DISCOUNTS

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the proposal. Cash discount periods will be computed from the date of receipt of a properly

executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

All prices, costs, and terms and conditions submitted in the proposal shall remain fixed and valid commencing on the opening date of the proposal until the contract terminates or expires.

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

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

G. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

H. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

I. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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
XCU Liability (Explosion, Collapse, and Underground Damage)	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: Assistant Director
 2433 NW 24th St.
 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.

J. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

K. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

L. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DWM			N/A

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.

M. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DJM			N/A

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.

N. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DJM			N/A

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.

O. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.htm> 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.

P. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DJM			N/A

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.

Q. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JDM			N/A

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.

R. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JDM			N/A

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 the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all 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.

**2CFR200 SUB-PART F AND APPENDIX II
is incorporated into this Contract as applicable:**

S. DHS SEAL, LOGO, AND FLAGS

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

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

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The provider will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

U. 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, provider, or any other party pertaining to any matter resulting from the contract.

V. 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 provider is required to verify that none of the provider's 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 provider must comply with 2 C.F.R. pt. 180, sub-part C and 2 C.F.R. pt. 3000, sub-part 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 NEMA. If it is later determined that the provider did not comply with 2 C.F.R. pt. 180, sub-part C and 2 C.F.R. pt. 3000, sub-part C, in addition to remedies available to NEMA, 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, sub-part C and 2 C.F.R. pt. 3000, sub-part 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.

W. CLEAN AIR ACT

1. The provider 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 provider agrees to report each violation to NEMA and understands and agrees that NEMA 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 provider agrees to include these requirements in each sub-contract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

X. FEDERAL WATER POLLUTION CONTROL ACT

1. The provider 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 provider agrees to report each violation to NEMA and understands and agrees that the NEMA 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 provider agrees to include these requirements in each sub-contract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

Y. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (AS AMENDED)

1. 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 who in turn will forward the certification(s) to the awarding agency.
2. Required Certification. If applicable, contractors must sign and submit to the non-federal entity the following certification.

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

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

- a. 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.
- b. 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.
- c. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients 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 section 1352, title 31, U.S. Code. 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.

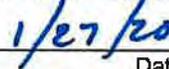
The Contractor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Provider understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official



Name and Title of Contractor's Authorized Official



Date

Z. ACCESS TO RECORDS

The following access to records requirements apply to this contract:

1. The Provider agrees to provide NEMA, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representative access to any books, documents, papers, and records of the Provider which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Provider 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 Provider agrees to provide the FEMA Administrator or his authorized representative 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, NEMA and the Provider 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.

AA. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

The Contractor acknowledges that 32 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)

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

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the 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:
DWM			N/A

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment.

NEMA cc: Administration
 2433 NW 24th Street
 Lincoln, NE 68524-1801
 FAX: 402-471-7433

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:
DWM			N/A

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 year 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 (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 five (5) 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.

Appendix A: About ISC

Since our inception in 2005, Integrated Solutions Consulting (ISC) has been recognized as a team of leaders committed to taking an all-hazard, integrated approach to help solve complex challenges facing communities as they develop comprehensive solutions and plans for an increasingly volatile world. ISC business enterprise is focused primarily on providing emergency management, mitigation and comprehensive planning, training, and recovery support services to a variety of governmental and industrial clients. Specifically, ISC is focused on developing and implementing comprehensive crisis and consequence management solutions for local governments. This is accomplished by providing top tier consultants that are recognized national leaders in the field of emergency management and possess extensive operational disaster and mitigation programmatic experience. The principles of ISC are based on our combined 100+ years of practical experience and educational attainment in the fields of emergency management, homeland security, law enforcement, environmental sciences and public health, and hospital coalition; and are supported by our reputation of providing exceptional professional consulting services.

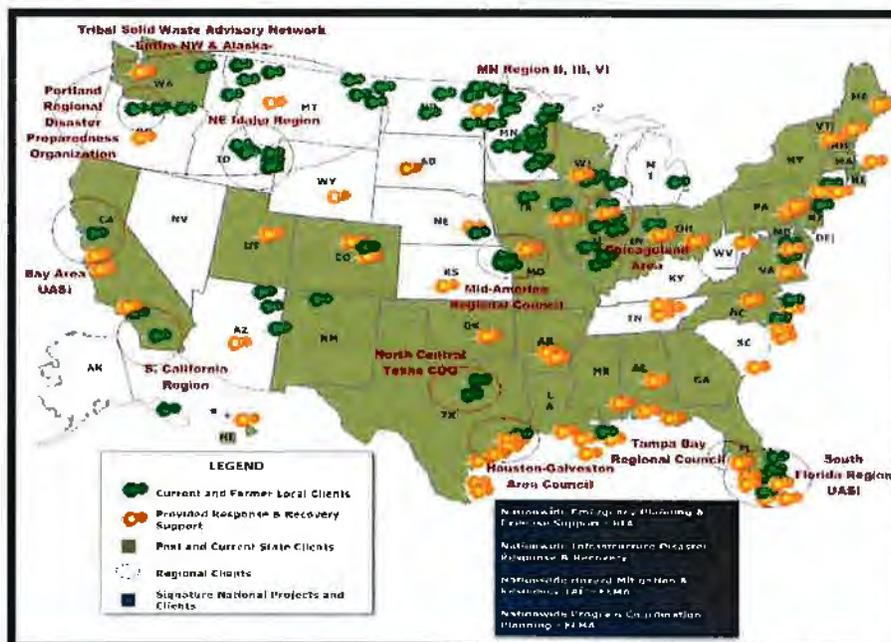
Our Mission

Our mission is to provide consulting solutions from a professional emergency management perspective for public and private entities. This mission is carried out by our extensive experience in the operational fields of emergency management, homeland security, law enforcement, healthcare systems, environmental, and critical infrastructure engineering; and is supported by our reputation of providing exceptional professional service. Our principles (below) drive us to achieving continued project success with value-added products:

- **COMPREHENSIVE ALL-HAZARD SOLUTIONS:**
- **CONTINUAL INNOVATION**
- **CLIENT-FOCUSED RESULTS**
- **COMPLIANCE**

Our Track Record of Client Success

There are many reasons for our success; however, we owe much of our success by demanding exceptional consulting services that exceed client expectations, investing in the latest tools and systems to improve our project performance, and maintaining strong client and partnership relationships. The following map depicts a sampling of our current and previous engagements:



Our recipe for continued success has resulted in a continuous track record of exceeding project expectations and client satisfaction. Recently **Dun & Bradstreet** evaluated over 50 ISC consulting engagements from coast to coast. Dun & Bradstreet awarded ISC a **Top Supplier Performance Rating** for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness. Our Top Supplier Performance Rating serves as a benchmark to other similar disaster recovery management consultants and sets ISC as one of the industry's premier organizations in our category of service.

ISC Top Supplier Performance Rating		
✓	<i>Reliability</i>	97%
✓	<i>Cost</i>	95%
✓	<i>Order Accuracy</i>	95%
✓	<i>Timeliness</i>	97%
✓	<i>Quality</i>	97%
✓	<i>Business Relations</i>	98%
✓	<i>Personnel</i>	99%
✓	<i>Customer Support</i>	98%
✓	<i>Responsiveness</i>	98%

As a nationally recognized team, we are client-focused and purely dedicated to the profession of emergency management and the many disciplines that support it. For these reasons, Integrated Solutions Consulting (ISC) is committed and qualified to fulfill all provisions as outlined in this proposal.

Our Services

Our Services have benefited federal, state, and local governments and private entities alike. Our disaster recovery expertise has provided clients with solutions to unique problems and requirements.



EMERGENCY PREPAREDNESS

- Comprehensive EM Program Development
- Vulnerability/Risk Assessments/THIRA
- All-Hazard Enhanced Mitigation Planning
- Disaster Planning (i.e. EOP, Evacuation, COOP, CIKR, TICP, LTR)
- Gap Analysis and Strategic Planning



TRAINING, EXERCISING, WORKSHOPS

- Tabletop Exercises, Drills, Functional & Full-Scale Exercises
- Training Resources, NIMS/ICS Training
- Computer-Based E-Training
- Exercise Simulation
- After-Action Documentation & Implementation



EMERGENCY RESPONSE SUPPORT

- Actual incident Response
- EOC Management & Support
- Emergency Debris Management/Oversight
- FAA Certified UAS / Drone Emergency Services



DISASTER RECOVERY

- Damage Assessments
- Community Recovery Planning
- Debris Monitoring
- Public Assistance/Individual Assistance Support & Expertise
- Cost Recovery & Reimbursement



HAZARD MITIGATION

- Hazard Mitigation Planning
- Benefit-Cost Analysis
- Modeling and Technical Analysis
- Hazard Mitigation Program Support
- Section 404/406 Hazard Mitigation

Staff Experience

Integrated Solutions Consulting is a group of professionals whose expertise and skill sets are based on a mix of academic achievement, direct practice, and proven subject-matter experience. Integrated Solutions Consulting (ISC) recognizes that the successful management of this project is dependent upon our ability to effectively deliver exceptional professionals with a documented record of success. Our continued success has served to strengthen our belief that our team must be coordinated and versed in a wide array of fields that support emergency management operations, especially in the discipline of mitigation planning, public engagement, and risk assessment. Our team is unparalleled in its abilities and experience; providing the County with a value-added service that will deliver comprehensive and innovative solutions surrounding the complexity in preparing, evaluating, implementing and administering an effective and efficient Mitigation Plan.

By ensuring we recruit and deliver the best and the brightest consultants based on the requirements and expectations of the Summit County Office of Emergency Management, ISC has hand-picked consultants specifically dedicated to the needs of the multi-jurisdictions with the ideal knowledge and experience to work on specific planning initiatives, producing exceptional results.

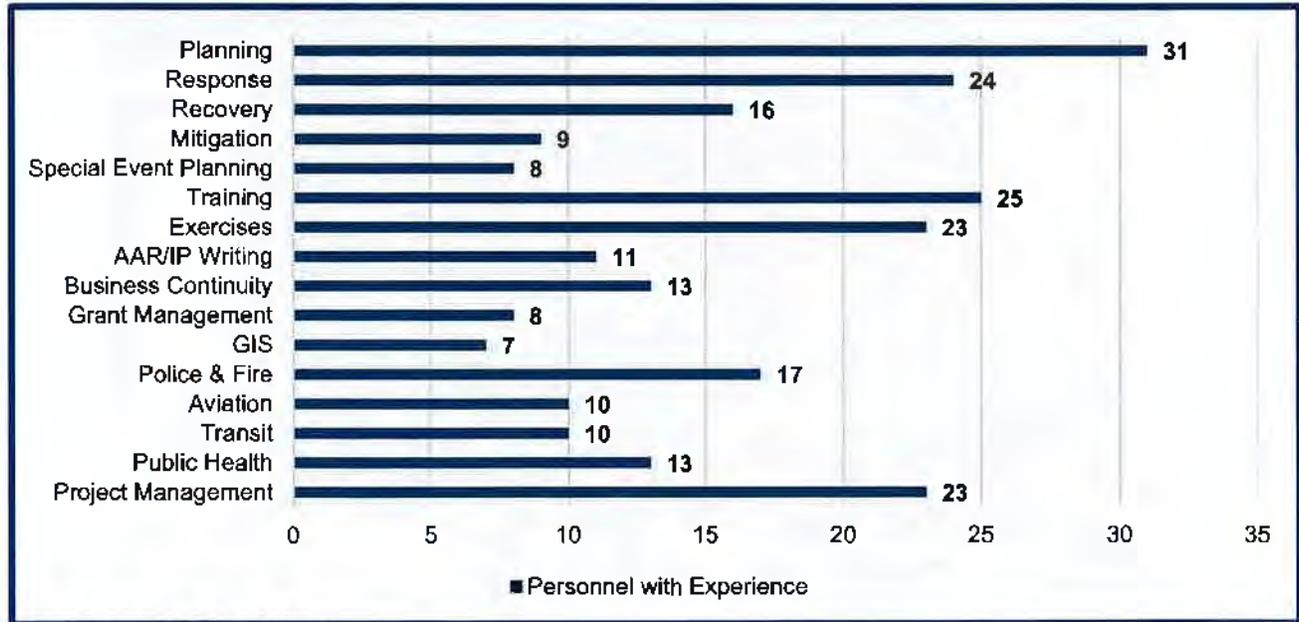
Years of Experience

The ISC team and its partners have over 775 years of combined experience, with an average of over 20 years.

Areas of Experience

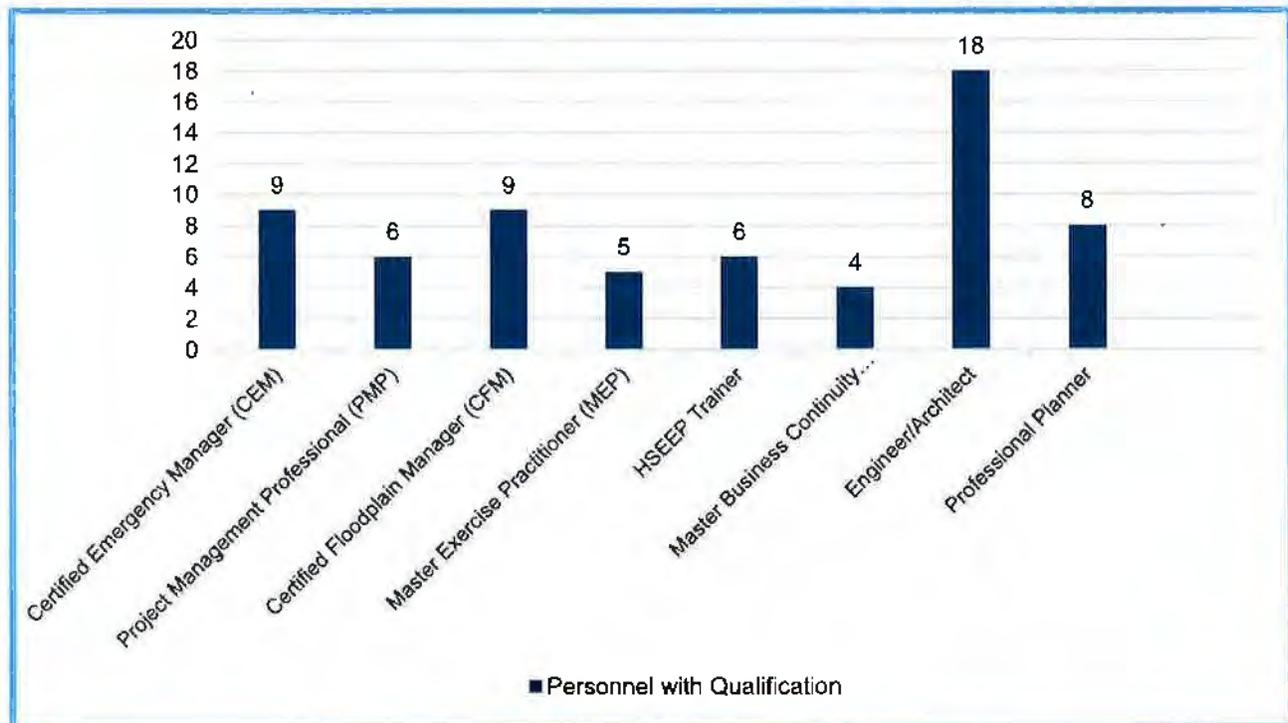
The personnel presented in this response have a wide variety of skills, with many excelling in multiple areas. The most prevalent skillset includes disaster recovery management planning, exercises, and training.

Years of Service	Percentage (%)
5-9 years	11%
10-14 years	16%
14-19 years	14%
20-24 years	14%
25-29 years	17%
30-34 years	22%
35-39 years	3%
40+ years	3%



Professional Qualifications

Many members of the ISC team have additional professional qualifications, including those identified below.



Education

73% of the ISC team has earned at least a master’s degree and 11% has also earned a Doctorate Degrees in various disciplines to include Emergency Management.



Our Capacity to Respond

Our capacity to respond to federal, state, and local governments and private entities alike, within a moment's notice, is possible through ISC's network of regional offices and strategically located staff. ISC will be operating out of the Chicago headquarters with field staff responding locally in South Carolina. Our extensive reach and local availability connect ISC to its clients allowing for close oversight, direct communication, and expedient solutions to problems and requirements.

ISC OFFICE LOCATIONS



Appendix B: Our Innovations

Odysseus™ is ISC's proprietary cloud-based system that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive preparedness efforts. **Odysseus™** features the unique characteristic of providing standardization and flexibility and concurrently utilizes a suite of applications to promote increased participation and collaboration, analyze risks, conduct exercises, and facilitate training. This union of technological and programmatic features greatly increases the preparedness capabilities by efficiently and effectively enabling emergency preparedness organizations to design, maintain, and continually improve programs and operations throughout the preparedness, response, recovery, and mitigation/protection phases. **Odysseus™** is comprised of the following:



KMS

KNOWLEDGE MANAGEMENT SYSTEM

The core of the **Odysseus™** platform, the Knowledge Management System (KMS), gives planners an online tool dedicated to the development and maintenance of programs, plans, policies, and guidance while offering standardization and flexibility.

CPM

COMPLIANCE & PERFORMANCE METRICS

The **Odysseus™** Compliance & Performance Metric Tool (CPM) offers users with data-driven assessments that systematically evaluate the compliance and/or performance of various governmental and industry-recognized programs and standards.

AAT

ASSESSMENT & ANALYSIS TOOL

The **Odysseus™** Assessment & Analysis Tool (AAT) allows user administrators to generate customized assessments that can be used to evaluate and track the performance and progress of their programs and initiatives based on your metrics and measurements.

CBT

COMPUTER-BASED TRAINING SIMULATOR

Odysseus™ Computer-Based Training (CBT) system offers users with ready-to-use or customized computer-based training modules to aid in your organization's knowledge transfer and retention. **Odysseus** CBT comes with the Training, Exercise, and Management System (TEAM), which serves as your learning management platform to access and manage education, training, and exercising for your organization. Courses can utilize the Simulator (IES) to create an interactive, real-life simulation to enhance learning.



The **Odysseus™** System has been used by numerous clients across the nation to support its mitigation planning and program efforts. Some of the specific benefits offered include:

In-Kind Match Strategy

The Odyssey™ enterprise provides a robust tool to not only facilitate the planning process but to also document your planning committee's time participating in the development of the plan. Odyssey™ can provide analytical reports of each committee member's time in the system reviewing the plan, collaborating with committee members, and participating in the various mitigation planning tools offered by the system. This participation is shared in the Committee Management Tool and reported in a format that is consistent with FEMA's quarterly reporting requirement.

The Odyssey™ system tracks everyone's time collaborating in the planning process and presents this information in a format that allows for easy reporting of the community's In-Kind Match requirement.

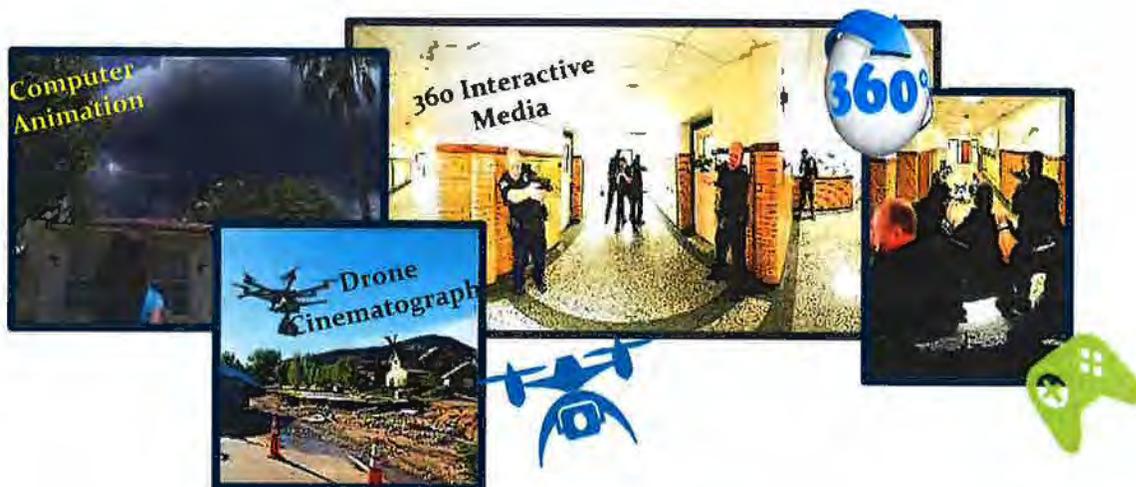
The Odyssey™ system allows committee members and stakeholders to engage in the planning process with computer-based participation modules. The Committee Manager Tool provides a central repository for collaborating throughout the planning process.

Committee Management Tool

In today's environment of fiscal conservativeness, limited availability of resources, and the necessity to balance competing demands, it is imperative that the engagement of assigned work groups and key stakeholders is efficient and effective. The Odyssey™ Committee Management Tool can document the planning process, provide a method of on-going committee collaboration, offer an archival repository of planning meeting minutes and information, and ensure the active participation of committee members and key stakeholders throughout the lifecycle of the Hazard Mitigation planning process.

The CMT provides a central platform for committees to upload files, prepare governance, document planning meetings, and provide a forum to foster collaboration and information sharing.

Events are automatically emailed to the committee and group members in a format that is compatible with MS Outlook, Google, and other calendar products.



Interactive Participation Module

Odyssey™ customized interactive mitigation planning participation module allows committee members and stakeholders to learn about the mitigation process and provide real-time feedback and input in the plan development. Data analytics track and document your team's participation in the planning process.

Community Survey Instrument

The Odyssey™ system provides customized community survey instruments that allow your community to provide input in the planning process. More importantly, the community survey instrument provides and inform your community's mitigation actions.

FEMA Mitigation Compliance Tool

Odyssey™ has a library of metric compliance tools that allow users to validate their plans against federal, state, and industry requirements to include DMA 2000. The Odyssey™ Compliance Metric Tools are a data-driven, assessment that allows preparedness professionals the ability to evaluate the compliance to various governmental and industry-recognized programs systematically.

Drone Technology Integration

Incorporating UAV aerial analysis offers a new perspective on existing hazard risks and potential hazard mitigation actions. Aerial imagery analysis and software modeling of high hazard areas, disaster-stricken communities, and vital infrastructure assets can be incorporated into the City's HMP. It is important to obtain an FAA-certificated (licensed) UAV/remote pilot and to ensure all flights are conducted per 14 CFR part 107. UAV tasks include:

- ✓ Aerial flyover
- ✓ Flight registration and COA filing
- ✓ Data and flight log
- ✓ Flight safety check
- ✓ Flyover
- ✓ Aerial Imagery Analysis & Software Modeling
- ✓ Integrate drone mapping with Hazard Risk Analysis and Mitigation Plan

Community Vulnerability, Risk, and Resilience (CVR2) Reporting

The CVR2 process is a scientific and patented method developed by ISC for analyzing hazard risk. Each hazard is evaluated based on the probability of a hazard occurring, the potential magnitude of the hazard, and potential impacts using the CVR2 process. The CVR2 hazard assessment also provides consideration to the community's efforts to mitigate and build capacity to manage each hazard threat. The CVR2 hazard risk analysis incorporates the outputs provided by the vulnerability and capability/capacity indices to provide an overall hazard risk score that can be prioritized. The following table identifies the indicators and measurements, describes why these are important, and presents the key used to evaluate each indicator.

Building off the theoretical finding that disasters are not isolated events, the CVR2 process analyzes a series of vulnerability indices to evaluate the different types of impacts that may be possible by the hazard. Categories are areas of potential vulnerability, for example, social vulnerability. This is further evaluated based on a series of scientific indicators such as special population types such as the elderly. Each indicator is assessed to provide a complete picture of the potential impact that each hazard poses on the community. The following table identifies the indicators and measurements, describes why these are important, and presents the key used to evaluate each indicator.

The output of the CVR2 Model is a prioritized indication of planning risk considerations and dashboard analytics that can be incorporated into the community's comprehensive preparedness efforts, providing a foundation that will increase programmatic efficiency, operational effectiveness, and a unified common operational picture. The CVR2 assessment system is a culmination of over 100 years of emergency and disaster management knowledge and incorporates this intelligence into a user-friendly, web-based [POINT AND CLICK] platform. The robust and user-friendly interface of the CVR2 assessment system allows for easy and efficient updates as the community changes and tracking of its hazard vulnerabilities.

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