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## AFFIDAVIT OF PUBLICATION

Sallie Sones  
Ms Emergency Management Agency  
1 MEMA Drive,  
Pearl MS 39208

STATE OF WISCONSIN, COUNTY OF BROWN

Before the undersigned authority personally appeared, who on oath says that he/she is a Legal Advertising Representative of The Clarion-Ledger, a newspaper as defined and prescribed in Sections 13-3-31 and 13-3-32, of the Mississippi Code of 1972, as amended, who, being duly sworn, states that the notice, a true copy of which is hereto attached, to be issues of said newspapers editions date as follows:

02/10/2026, 02/17/2026

That said newspaper was regularly issued and circulated on those dates and that the fees charged are legal.

Sworn to and subscribed before on 02/17/2026

Legal Clerk

Notary, State of WI, County of Brown

*8-21-26*

My commission expires

Publication Cost:	\$34.25	
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**THIS IS NOT AN INVOICE!**

*Please do not use this form for payment remittance.*

NICOLE JACOBS Notary Public State of Wisconsin
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The Office of Statewide Strategic Sourcing, on behalf of the Mississippi Emergency Management Agency, will accept submissions in response to an Invitation for Bids (IFB) for the update of District 2 Hazard Mitigation Plans. A copy of the IFB, District 2 Hazard Mitigation Plan Update, RFX No. 3160007852 may be obtained by contacting April Burns at 601-359-5286, [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov) and at 501 North West Street, Suite 1301, Jackson, Mississippi 39201, or by visiting <https://www.msema.org/resources/forms/rfps>. Bids will be received until 1:00 PM Central Standard Time on March 25, 2026.  
02/10, 02/17/2026  
#12034007



Office of Research & Economic Development  
*Office of Sponsored Programs*

March 17, 2026

Mississippi Emergency Management Agency  
Mississippi Department of Finance and Administration  
501 North West Street, Suite 1301 C  
Jackson, MS 39201

RE: Invitation For Bid - IFB RFX Number 3160007852

To whom it may concern:

Louisiana State University (LSU) is excited to submit the attached bid in response to the Mississippi Emergency Management Agency Invitation for Bid, IFB RFX Number 3160007852. LSU is an institution of higher education operating under the State of Louisiana governing laws. If our bid is selected, LSU respectfully requests to make certain revisions to the required contract clauses to allow LSU to accept terms and conditions in accordance with Louisiana State law.

We look forward to a rewarding and productive hazard mitigation effort.

A handwritten signature in blue ink, appearing to read "Darya Courville for", is written over a horizontal line.

Darya Courville, Assistant Vice President of Sponsored Programs  
LSU Office of Sponsored Programs

DC:gb

**Attachment A**

**BID COVER SHEET**

Bids must be received via email at [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov) as listed below on or before 1:00 PM CST, March 25, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

**Name of Company:** Louisiana State University and A&M College on behalf of SDMI

**Quoted By:** Darya Courville, Assistant Vice Principle of Sponsored Programs

**Signature:** 

**Address:** 202 Himes Hall

**City/State/Zip:** Baton Rouge, LA 70803

**Telephone:** 225-578-2760

**Fax Number:** N/A

**E-Mail Address:** osp@lsu.edu

**Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB:** Darya Courville; 225-578-2760

**In addition to providing the above contact information, please answer the following questions regarding your company:**

What year was your company started? SDMI was started in 2007

How many years has the firm been in business of performing the services called for in this IFB?

SDMI has engaged in hazard mitigation planning for approximately 12 years.

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. For business matters, our physical/ mailing address is

202 Himes Hall, Baton Rouge, LA 70803. For technical matters, our physical/ mailing address is

888 S. Stadium Dr., Baton Rouge, LA 70803.

If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

SDMI is not located in the vicinity but routinely supports multi-jurisdictional hazard mitigation planning throughout Louisiana. Project staff will travel

to the District 2 region as needed for in-person meetings, stakeholder coordination, and plan development, while also leveraging virtual options

as appropriate. SDMI maintains all necessary equipment to conduct planning, GIS analysis, and document production to ensure project delivery.

Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both in organizational and directional terms. No. SDMI and Louisiana State University are not involved in any transaction related

to sale, expansion, merger, or acquisition.

Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)? Yes, SDMI meets all applicable Federal and State requirements to

support the development and update of hazard mitigation plans. SDMI has a demonstrated history of preparing FEMA-

approved hazard mitigation plans and conducts this work in compliance with FEMA regulations, guidance and requirements.

List all licenses or permits your company possesses that are applicable to performing the services required in this IFB. Hazard mitigation plan development and updates are not subject to any specific profession license or

permit requirements under applicable Federal or State law. SDMI performs these services based on demonstrated

experience and in compliance with FEMA mitigation planning regulations, guidance, and requirements .

For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

Over the past five years, SDMI has successfully produced 59 FEMA approved hazard mitigation plans,  
with an additional six plans currently awaiting review and final approval.

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five years?

St. Tammany Parish, LA. The St. Tammany Parish planning effort involved a large population, numerous participating  
jurisdictions, and the incorporation of additional planning requirements due to several communities'  
participation in the Community Rating System program.

Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff. SDMI supports local and multi-jurisdictional governments through

HM planning, risk assessment, GIS analysis, and stakeholder engagement. Project staff have extensive experience developing FEMA approved HMPs

and hold specialized qualifications including CFM and PMP certifications, a PH.D. in Geography, and graduate training in public administration.

**Attachment B**

**BID FORM**

<b>Company</b>	<b>Contact Person</b>	<b>Telephone Number</b>
Louisiana State University and A&M College of behalf of SDMI	Darya Courville Assistant Vice President of Sponsored Programs	225-578-2760

The maximum contract price for the update of District 2 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount, and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:           \$ 91,497 /YEAR**

\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\*

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

**Company Name:** Louisiana State University and A&M College on behalf of SDMI

**Printed Name of Representative:** Darya Courville, Assistant Vice President of Sponsored Programs

**Date:** 3/17/2026

**Signature:** 

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** St. Tammany Parish Office of Homeland Security and Emergency Preparedness

**Dates of Service:** May 2024 to present

**Contact Person:** Clint Ory

**Telephone Number:** (985)898-2359

**Cell Number:** \_\_\_\_\_

**E-mail:** ccory@stpgov.org

**Alternative Contact Person (optional):** Dr. deEtte Smythe

**Telephone Number:** (985)898-2529

**Cell Number:** \_\_\_\_\_

**E-mail:** edsmythe@stpgov.org

**REFERENCE 2**

**Name of Company:** Lincoln Parish Office of Homeland Security and Emergency Preparedness

**Dates of Service:** May 2022 to August 2023

**Contact Person:** Kip Franklin

**Telephone Number:** (318)251-6454

**Cell Number:** (318) 607-8311

**E-mail:** kfranklin@lincolnparish.org

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** LA Governor's Office of Homeland Security and Emergency Preparedness

**Dates of Service:** 2014 to current

**Contact Person:** Jeffrey Giering

**Telephone Number:** (225) 932-6300

**Cell Number:** (225) 456-0368

**E-mail:** Jeffrey.Giering@la.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 4**

**Name of Company:** St. Bernard Parish Office of Homeland Security and Emergency Preparedness

**Dates of Service:** January 2025 to July 2025

**Contact Person:** John Rahaim

**Telephone Number:** (504) 278-4267

**Cell Number:** (504) 442-1040

**E-mail:** jrahaim@sbpg.net

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** Tensas Parish Office of Homeland Security and Emergency Preparedness

**Dates of Service:** August 2023 to August 2024

**Contact Person:** Kiley Sanders

**Telephone Number:** (318) 766-3992

**Cell Number:** (318) 557-8983

**E-mail:** kiley@tensasoeep.org

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

Budget for: Mississippi Hazard Mitigation Plan - District 2  
 Proposal:  
 Sponsor:  
 Investigator:  
 Project Period:

Tuesday, March 17, 2026  
 AM261084  
 Mississippi Emergency Management Agency  
 Christopher Aaron Rippetoe  
 4/3/2026-4/2/2027

<u>Category</u>	<u>Item</u>	<u>Period 1</u>	<u>Total</u>
Personnel Salaries Plus Fringe Benefits	Christopher Aaron Rippetoe- PI	24,419	24,419
	Jason Matthew Martin- EM Analyst	10,863	10,863
	Madison Ashley Noland- EM Analyst	8,885	8,885
	<b>Subtotal Personnel:</b>	<b>44,167</b>	<b>44,167</b>
Consultant/Professional Services	Consultant/Professional Services	15,700	15,700
Materials and Supplies	Materials and Supplies	750	750
Travel-Domestic	Travel-Domestic	12,000	12,000
	<b>Subtotal Non-Personnel:</b>	<b>28,450</b>	<b>28,450</b>
	<b>Total Sponsor Direct Costs:</b>	<b>72,617</b>	<b>72,617</b>
	<b>Sponsor F&amp;A:</b>	<b>18,880</b>	<b>18,880</b>
	<b>Total Sponsor Costs:</b>	<b>91,497</b>	<b>91,497</b>

 3/17/2026

Darya Courville  
 Assistant Vice President of Sponsored Programs

## District 2 Hazard Mitigation Plan Update

IFB RFx# 3160007852

**Bids Due:** March 25, 2026 | 1:00 PM Central Standard Time

**Bid Opening:** March 25, 2026 | 2:00 PM Central Standard Time

### REGISTRY OF BIDS

Bidder	Bid Price	Date	Time
1. Louisiana State University obo SDMI	\$91,497.00	3/20/26	1:46 PM
2. The Resiliency Initiative	\$64,575.00	3/22/26	4:59 PM
3. Integrated Solutions Consulting	\$89,950.00	3/25/26	10:09 AM
4. CHLOETA	\$59,580.00	3/23/26	4:28 PM
5. Witt O'Brien's	\$99,596.00	3/24/26	11:16 AM
6.			
7.			
8.			
9.			
10.			

### BID OPENING ATTENDANCE

Name	Title/Agency
Sallie Sones Sallie Sones <small>Digitally signed by Sallie Sones Date: 2026.04.08 08:43:02 -05'00'</small>	Contract Officer/MEMA
April Burns <i>April S. Burns</i> <small>April S. Burns 2026.03.25 14:27:42 -05'00'</small>	Deputy Director, OSSS/DFA
Lance Fulcher Lance Fulcher <small>Digitally signed by Lance Fulcher Date: 2026.03.26 14:57:21 -05'00'</small>	Director, OSSS/DFA

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

*Volk*  
*Sumner*  
*4-14-26*

**Bidder:** Chloeta

**Price(s):** \$59,580.00

**AGENCY MUST REVIEW BIDS AND CONFIRM**

*Please Initial to Confirm*

**Submission Compliance**

	<b>Requirement</b>	<b>Notes</b> <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	<b>Bid Submitted Timely — 1:00PM   March 25, 2026</b>	March 23, 2026   4:28 PM
<input checked="" type="checkbox"/>	<b>Attachment A – Bid Cover Sheet</b>	pp. 1-3
	Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	p. 1
<input type="checkbox"/>	<b>Attachment B – Bid Form</b>	pp. 8-10
	Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	p. 10
	Release of Bid as Public Record Completed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	p. 10
	Redacted Copy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Included? <input type="checkbox"/> Yes <input type="checkbox"/> No	n/a
<input type="checkbox"/>	<b>Attachment C - References</b>	pp. 12-14
	At least 3? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 12-14

**Minimum Requirements**

	<b>Requirement</b>	<b>Notes</b> <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	<b>Experience:</b> Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	p. 17   17 years
<input checked="" type="checkbox"/>	<b>Certifications/Accreditation/Licenses:</b> Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 4-7
<b>MEMA will conduct reference checks and complete scoring.</b>		
<input type="checkbox"/>	<b>Reference Score – 12 Points Total:</b> A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score: 12
<input type="checkbox"/>	Registered in MAGIC	
<input checked="" type="checkbox"/>	Good Standing/Registered with MS SOS	Attached

**Attachment A**

**BID COVER SHEET**

Bids must be received via email at [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov) as listed below on or before 1:00 PM CST, March 25, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

Name of Company: Chloeta

Quoted By: Jo Kephart; Vice President, Bids & Proposals

Signature: *Jo Kephart*

Address: 701 Cedar Lake Boulevard, Suite 320

City/State/Zip: Oklahoma City, OK 73114

Telephone: 877-245-6382

Fax Number: 877-245-6382 (Same as phone)

E-Mail Address: jo.kephart@chloeta.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Jo Kephart, 877-245-6382

In addition to providing the above contact information, please answer the following questions regarding your company:

What year was your company started? Our firm was founded in 2008.

How many years has the firm been in business of performing the services called for in this IFB?

Chloeta has been performing these services for seventeen (17) years.

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. Physical/Mailing Location of Chloeta's Home Office

& Principal Place of Business: 701 Cedar Lake Boulevard, Suite 320, Oklahoma City, OK 73114

Place of Incorporation: State of Oklahoma

If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

To ensure effective stakeholder engagement, we have budgeted \$5,579.00 in travel expenses to support in-person participation at the four (4) planned public meetings. Planning and coordination for this project would be completed virtually using secure, reliable platforms.

Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both in organizational and directional terms. No, Chloeta is not currently for sale or involved in any transactions to expand or become acquired by another business entity.

Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)? Our firm meets all applicable Federal and State requirements to update hazard mitigation plans in compliance with FEMA regulations (44 CFR Part 201).

List all licenses or permits your company possesses that are applicable to performing the services required in this IFB. While no specific professional license or certification is required by Federal or State law to prepare or update hazard mitigation plans, our staff possess the requisite qualifications, experience, and training to perform this work.

For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

Chloeta has provided hazard mitigation and related emergency management services for forty-five (45) total customers in the past five (5) years. Of these engagements, twelve (12) customers have received or are receiving hazard mitigation planning and update services. What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five years?

Chloeta updated the Hazard Mitigation Plan for the Cherokee Nation of Oklahoma. At the time of the update, the Nation encompassed a population of 1,374,000 people across fourteen (14) counties in northeastern Oklahoma.

Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff. Chloeta delivers expert emergency management planning, training, response, and recovery services nationwide. Our staff hold advanced degrees and professional certifications in emergency management, planning, engineering, and GIS.

## 6.2 Required Certification, Accreditation, and/or Licenses

*Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.*

Chloeta proposes a multidisciplinary project team with the certifications, licensure, and experience required to successfully perform the scope of work. The table below provides a summary of the qualifications, professional credentials, and relevant experience for each individual assigned to provide services under this project.

### Project Personnel

Name	Qualifications
<b>Troy German,</b> Project Manager	Project Management Professional (PMP) and FEMA Continuity of Operations (COOP) Master Practitioner with more than 20 years of experience in emergency management, hazard mitigation, and continuity planning. Led hazard mitigation planning efforts for multiple jurisdictions, directing planning committees, risk assessments, and compliance documentation through FEMA approval. Brings extensive experience in multi-agency coordination, regulatory compliance, and stakeholder engagement, supported by advanced ICS/NIMS leadership qualifications and more than 700 hours of FEMA Emergency Management Institute coursework. Background includes senior disaster response leadership with the Oklahoma Highway Patrol and project management oversight at Chloeta.
<b>Caylee Franz,</b> Project Manager Assistant	Provides administrative coordination, schedule tracking, and stakeholder support for hazard mitigation and emergency management projects. Holds a Bachelor of Science in Psychology and has hands-on experience assisting project managers with task and milestone tracking, documentation control, invoicing, and internal reporting to support accurate, on-time deliverables. Supports day-to-day coordination for CWPP and mitigation planning efforts, including quality control, revision tracking, and communication across multidisciplinary teams.
<b>Mallory Darais,</b> Senior Emergency Management Planner	Emergency preparedness planner with fifteen (15) years of experience supporting public health and emergency management programs at the state and local levels. Brings strong expertise in data-driven planning, capability and gap assessments, and evaluation in support of Hazard Mitigation Plans, Emergency Operations Plans, and continuity planning efforts. Background includes public health preparedness, hospital emergency management, and HSEEP-compliant planning and evaluation. Supports plan development, workshops, and analytic reporting to inform leadership decision-making and plan approval.
<b>Moriah Stanford,</b> Emergency Management Planner	Extensive experience developing, reviewing, and guiding Hazard Mitigation Plans at both the state and local levels. As Team Lead for the Oklahoma Department of Emergency Management’s Hazard Mitigation and Resiliency Division, managed local HMP reviews, provided technical assistance to jurisdictions, and led updates to the State of Oklahoma Hazard Mitigation Plan in alignment with current FEMA guidance. Brings strong expertise in GIS-based risk assessment, compliance gap analysis, and stakeholder coordination, and has facilitated workshops and developed plan templates to support adoption-ready deliverables.
<b>Augustin Moses,</b>	Licensed Professional Engineer and environmental compliance subject matter expert with more than 40 years of experience supporting infrastructure, environmental planning, and risk assessment programs. Holds two (2) Master of Civil Engineering degrees with concentrations

<p>Professional Engineer</p>	<p>in environmental and soil engineering and brings extensive expertise in NEPA compliance, environmental assessments, and engineering review gained through senior roles with the Federal Aviation Administration and private-sector engineering firms. Provides technical review of proposed mitigation actions to ensure feasibility, environmental compliance, and regulatory defensibility.</p>
<p><b>Meredith Kemp</b>, Public Engagement Specialist</p>	<p>Strategic communications and public engagement specialist with ten (10) years of experience supporting federal and state emergency management, environmental planning, and mitigation programs. Holds a Master of Business Administration and brings extensive experience leading public outreach, stakeholder facilitation, and public comment management. At Chloeta, leads public engagement for Hazard Mitigation Plans, wildfire mitigation, and environmental planning projects, including public meeting facilitation, online outreach, and cross-jurisdictional coordination. Background includes crisis and risk communications, Tribal consultation, and regulatory communications, supported by FEMA ICS training through ICS-400 and IS-700/800.</p>
<p><b>Rook Spears</b>, GIS Analyst</p>	<p>GIS analyst with specialized expertise in wildfire, hazard, and risk mapping for state, Tribal, and local jurisdictions. Holds a Bachelor of Arts in Geography and has extensive experience conducting wildfire risk modeling, geospatial analysis, and vulnerability mapping. At Chloeta, leads geospatial product development for mitigation planning projects, producing defensible maps, dashboards, and interactive tools using ArcGIS Pro, ArcGIS Online, and ArcGIS Enterprise. Qualifications include NWCG S-341 GIS Specialist training and FEMA ICS coursework (IS-100, 200, 700, 800).</p>

## 6.4 Bidder Qualifications

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### *1. The ability, capacity, skill, and financial resources to perform the work or provide the service required*

Chloeta brings extensive experience in hazard mitigation and emergency management planning, supported by personnel with direct operational backgrounds. Chloeta employs 127 full-time staff and maintains a national cadre of more than 120 qualified emergency management professionals with diverse expertise in incident management and emergency response training. Our personnel have managed complex incidents, including wildland fires, hurricanes, oil spills, floods, tornadoes, and terrorist attacks, providing the operational perspective necessary to develop hazard mitigation plans that are technically defensible, implementable, and realistic. This operational expertise is supported by an efficient and scalable organizational structure designed to meet government contracting requirements, ensuring both administrative and technical capacity throughout the period of performance. Chloeta affirms that it possesses the financial strength and operating resources necessary to perform the required services, with approximately \$30 million in annual revenue and access to a \$5 million revolving line of credit, providing sufficient capacity to support project staffing, scheduling, and deliverable requirements without financial constraint.

### *2. The ability of the bidder to perform the work or provide the service promptly or within the time specified, without delay or interference*

Chloeta has a demonstrated ability to complete hazard mitigation planning projects within established schedules without contractor-caused delays or interference. This performance is supported by a robust staffing model that includes dedicated full-time personnel and a national cadre of qualified emergency management professionals, allowing Chloeta to scale resources as needed to maintain schedule commitments. Our project management approach emphasizes clear task sequencing, milestone tracking, and predictable coordination with participating jurisdictions and state partners, supporting steady progress, early identification of issues, and timely resolution of comments throughout the planning process.

### *3. The character, integrity, reputation, judgment, experience, and efficiency of the bidder*

Chloeta's vision is to deliver **work that matters** by serving as a trusted, ethical partner to our clients. We provide mission-critical, compliant solutions that strengthen public safety, support responsible stewardship of public funds, and create lasting, positive impact for the communities we serve. Chloeta brings extensive experience delivering Local and Multi-Jurisdictional Hazard Mitigation Plans that advance through state and FEMA review without material resubmittals. Our team applies sound professional judgment in balancing regulatory requirements with local capacity, ensuring plans remain practical, defensible, and implementable. Chloeta's work reflects a commitment to transparency, collaboration, and efficient use of stakeholder time and resources.



### *4. The quality of performance of previous contracts or services*

Quality assurance is built into every step of Chloeta's hazard mitigation planning process. All plan sections, technical analyses, meeting documentation, status updates, and coordination materials will undergo internal review prior to submittal to MEMA, the District 2 Hazard Mitigation Council, or FEMA. Chloeta will maintain standardized templates and internal review protocols to ensure consistency, clarity, and compliance across all jurisdictions included in the District 2 plan update. When potential risks, data gaps, or schedule delays are identified, Chloeta will promptly notify MEMA and coordinate on appropriate mitigation strategies.



Chloeta adheres to a strict **ISO 9001:2015 Certified Quality Management System (QMS)** in the performance of all contract management and associated activities. Our team is committed to providing the highest quality services designed to meet the needs of clients and projects. It is our policy that all technical consulting services, planning analyses, and data collection activities be of the highest quality, appropriately documented, and technically defensible. Our QMS is designed to ensure that the quality of services and data generated by the Team meets or exceeds client and project requirements and complies with all applicable federal, state, and agency standards.

**Attachment B**

**BID FORM**

Company	Contact Person	Telephone Number
Chloeta	Jo Kephart	877-245-6382

The maximum contract price for the update of District 2 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount, and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:**                    \$ 59,580.00 /YEAR

**\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\***

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

Company Name: Chloeta

Printed Name of Representative: Jo Kephart

Date: 03/06/2026

Signature: 

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

## 8.1.2 Cost Analysis and Breakdown Sheet

Chloeta is committed to providing our clients with the highest level of value through our services. Our total proposed cost for this effort is **\$59,580.00**, which is a comprehensive, fully burdened amount to cover every cost element necessary to deliver the services described in the scope of work. Our cost is inclusive of direct labor, fringe benefits, fees, overhead, and other direct costs. Our pricing is developed using current labor rates, historical performance requirements, and risk allowances to ensure successful project execution. Through Chloeta’s fixed pricing, we give our clients cost transparency and the assurance that we will efficiently manage resources while upholding quality and strict control measures.

### Cost Breakdown by Task

Task No.	Description	Total
1.1	Kickoff Meeting	\$1,220.00
1.2	4x Public Meetings	\$20,590.00
1.3	Stakeholder Engagement	\$3,950.00
2	THIRA	\$14,040.00
3	Mitigation Strategy	\$4,480.00
4	HMP Maintenance Process	\$300.00
5.1	Draft HMP	\$9,420.00
5.2	Draft Final HMP	\$4,710.00
6	Final HMP	\$870.00
<b>Total Not-to-exceed Cost</b>		<b>\$59,580.00</b>

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** Candler County, GA; Emergency Management Agency (EMA)

**Dates of Service:** 01/15/2025 - 03/31/2026

**Contact Person:** Bryan Asheim

**Telephone Number:** 912-685-2835

**Cell Number:** N/A

**E-mail:** baasheim@candlerco-ga.gov

**Alternative Contact Person (optional):** N/A

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 2**

**Name of Company:** Talladega County, AL

**Dates of Service:** 02/11/2025 - 02/28/2026

**Contact Person:** LeighAnn Butler

**Telephone Number:** 256-761-2125

**Cell Number:** N/A

**E-mail:** leighann.butler@talladegacountyal.org

**Alternative Contact Person (optional):** N/A

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** Essex County, NY

**Dates of Service:** 07/01/2024 - 06/03/2025

**Contact Person:** Josh Favro

**Telephone Number:** 518-873-3901

**Cell Number:** N/A

**E-mail:** joshua.favro@essexcountyny.gov

**Alternative Contact Person (optional):** N/A

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 4**

**Name of Company:** Town of Holliston, MA

**Dates of Service:** 03/19/2024 - 11/30/2025

**Contact Person:** Chief Michael Cassidy

**Telephone Number:** 508-429-4631

**Cell Number:** N/A

**E-mail:** cassidym@holliston.k12.ma.us

**Alternative Contact Person (optional):** N/A

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** Taos County, NM; Office of Emergency Management

**Dates of Service:** 06/03/2025 - 02/28/2026

**Contact Person:** Bobby Lucero

**Telephone Number:** 575-737-6459

**Cell Number:** N/A

**E-mail:** bobby.lucero@taoscountynm.gov

**Alternative Contact Person (optional):** N/A

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

*WJC*  
*Somer*  
*4-14-24*

**Bidder:** Louisiana State University obo SDMI

**Price(s):** \$91,497.00

**AGENCY MUST REVIEW BIDS AND CONFIRM**

*Please Initial to Confirm*

**Submission Compliance**

	Requirement	Notes (PDF Page Number)
<input checked="" type="checkbox"/>	Bid Submitted Timely — <b>1:00PM   March 25, 2026</b>	March 20, 2026   1:46 PM
<input checked="" type="checkbox"/>	<b>Attachment A – Bid Cover Sheet</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 2-4 p. 2
<input checked="" type="checkbox"/>	<b>Attachment B – Bid Form</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Release of Bid as Public Record Completed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Redacted Copy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No     Included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	pp. 5-7 p. 7 p. 7 n/a
<input checked="" type="checkbox"/>	<b>Attachment C - References</b> At least 3? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 8-10 pp. 8-10

**Minimum Requirements**

	Requirement	Notes (PDF Page Number)
<input checked="" type="checkbox"/>	<b>Experience:</b> Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	p. 2   12 years
<input checked="" type="checkbox"/>	<b>Certifications/Accreditation/Licenses:</b> Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 3-4
<b>MEMA will conduct reference checks and complete scoring.</b>		
<input type="checkbox"/>	<b>Reference Score – 12 Points Total:</b> A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
<input type="checkbox"/>	Registered in MAGIC	
<input type="checkbox"/>	Good Standing/Registered with MS SOS	

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

*Vicki Sanchez*  
*4-14-2020*

**Bidder:** Integrated Solutions Consulting

**Price(s):** \$89,950.00

**AGENCY MUST REVIEW BIDS AND CONFIRM**

*Please Initial to Confirm*

**Submission Compliance**

	<b>Requirement</b>	<b>Notes</b> <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	<b>Bid Submitted Timely — 1:00PM   March 25, 2026</b>	March 25, 2026   10:09 AM
<input checked="" type="checkbox"/>	<b>Attachment A – Bid Cover Sheet</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 4-6 p. 4
<input checked="" type="checkbox"/>	<b>Attachment B – Bid Form</b>  Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Release of Bid as Public Record Completed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Redacted Copy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	pp. 8-10 p. 10 <b>Value-Add Pricing Options included. Not sure if it affects their bid price if Odysseus EM365 AI platform isn't included.</b> p. 10 n/a
<input checked="" type="checkbox"/>	<b>Attachment C - References</b> At least 3? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 14-16 pp. 14-15

**Minimum Requirements**

	<b>Requirement</b>	<b>Notes</b> <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	<b>Experience:</b> Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	p. 4   21 years
<input checked="" type="checkbox"/>	<b>Certifications/Accreditation/Licenses:</b> Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 18-60
<b>MEMA will conduct reference checks and complete scoring.</b>		
<input type="checkbox"/>	<b>Reference Score – 12 Points Total:</b> A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

<input type="checkbox"/>	Registered in MAGIC	
<input type="checkbox"/>	Good Standing/Registered with MS SOS	

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

*V. Jones*  
4-14-26

**Bidder:** The Resiliency Initiative

**Price(s):** \$64,575.00

**AGENCY MUST REVIEW BIDS AND CONFIRM**

*Please Initial to Confirm*

**Submission Compliance**

	Requirement	Notes <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	Bid Submitted Timely — <b>1:00PM   March 25, 2026</b>	March 22, 2026   4:59 PM
<input checked="" type="checkbox"/>	<b>Attachment A – Bid Cover Sheet</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 1-3 p. 1
<input checked="" type="checkbox"/>	<b>Attachment B – Bid Form</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Release of Bid as Public Record Completed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Redacted Copy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	pp. 4-6 p. 6 p. 5-6 n/a
<input checked="" type="checkbox"/>	<b>Attachment C - References</b> At least 3? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 7-9 pp. 7-9

**Minimum Requirements**

	Requirement	Notes <i>(PDF Page Number)</i>
<input checked="" type="checkbox"/>	<b>Experience:</b> Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	p. 1   7 years
<input checked="" type="checkbox"/>	<b>Certifications/Accreditation/Licenses:</b> Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 1-3
<b><i>MEMA will conduct reference checks and complete scoring.</i></b>		
<input type="checkbox"/>	<b>Reference Score – 12 Points Total:</b> A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
<input type="checkbox"/>	Registered in MAGIC	
<input type="checkbox"/>	Good Standing/Registered with MS SOS	

**INVITATION FOR BIDS**  
**District 1 Hazard Mitigation Plan Update**  
**RFx #3160007784**  
**OSSS Compliance Review**

*V. S. Simes*  
4-14-24

**Bidder:** Witt O'Brien's

**Price(s):** \$99,596.00

**AGENCY MUST REVIEW BIDS AND CONFIRM**

*Please Initial to Confirm*

**Submission Compliance**

	Requirement	Notes (PDF Page Number)
<input checked="" type="checkbox"/>	Bid Submitted Timely — <b>1:00PM   March 25, 2026</b>	March 24, 2026   11:16 AM
<input checked="" type="checkbox"/>	<b>Attachment A – Bid Cover Sheet</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 5-7 p. 5
<input checked="" type="checkbox"/>	<b>Attachment B – Bid Form</b> Signed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Release of Bid as Public Record Completed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Redacted Copy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	pp. 8-10 p. 10 p. 10 n/a
<input checked="" type="checkbox"/>	<b>Attachment C - References</b> At least 3? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	pp. 11-13 pp. 11-13

**Minimum Requirements**

	Requirement	Notes (PDF Page Number)
<input checked="" type="checkbox"/>	<b>Experience:</b> Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	p. 5   25 years
<input checked="" type="checkbox"/>	<b>Certifications/Accreditation/Licenses:</b> Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 14-48
<b>MEMA will conduct reference checks and complete scoring.</b>		
<input type="checkbox"/>	<b>Reference Score – 12 Points Total:</b> A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
<input type="checkbox"/>	Registered in MAGIC	
<input type="checkbox"/>	Good Standing/Registered with MS SOS	

## **INVITATION FOR BID**

IFB RFX Number: 3160007852

District 2 Hazard Mitigation Plan Update

Issued: February 10, 2026



### **CLOSING TIME AND DATE**

Bids must be received by:  
March 25, 2026, 1:00 PM CST

### **CLOSING LOCATION**

Mississippi Department of Finance and Administration  
501 North West Street, Suite 1301 C  
Jackson, Mississippi 39201

### **BID COORDINATOR**

April Burns, Bid Coordinator

Telephone: (601) 359-5286

E-mail: [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov)

## SECTION 1

### 1.1 Purpose

The Office of Statewide Strategic Sourcing (hereinafter "OSSS"), on behalf of the Mississippi Emergency Management Agency (hereinafter "MEMA") has issued this solicitation for the purpose of soliciting sealed bids from qualified providers to update the hazard mitigation plans for District 2. The Contractor will perform all tasks and make all assurances outlined in Section 4 of this IFB entitled Scope of Work.

Additional information may be obtained by email request to April Burns, Bid Coordinator [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov).

## SECTION 2

### 2.1 Timeline

<b>Invitation to Bid (IFB) Issue Date</b>	<b>February 10, 2026</b>
<b>Questions and Requests for Clarification Due</b>	<b>March 3, 2026, 3:00 PM CST</b>
<b>Anticipated Posting of Answers to Questions</b>	<b>March 9, 2026, 11:00 AM CST</b>
<b>Bid Package Due</b>	<b>March 25, 2026, 1:00 PM CST</b>
<b>Bid Opening</b>	<b>March 25, 2026, 2:00 PM CST</b>
<b>Anticipated Notice of Intent to Award</b>	<b>April 3, 2026, 1:00 PM CST</b>

*MEMA reserves the right to adjust this schedule as it deems necessary and change the dates of the initial contract term without amendment to this IFB.*

**2.2** This solicitation and any resulting contract shall be governed by the applicable provisions of the *Public Procurement Review Board (PPRB) Office of Personal Services Contract Review (OPSCR) Rules and Regulations*, a copy of which is available on the Mississippi Department of Finance and Administration's website ([www.dfa.ms.gov](http://www.dfa.ms.gov)). Any bidder responding to this solicitation is deemed to be on notice of all requirements therein.

**2.3 Reconsideration for the Terms of the Solicitation:** Any potential bidder may request that MEMA reconsider the terms of this solicitation. Such a request shall be filed with the Bid Coordinator and the Director of OPSCR within three (3) business days following the date of public notice as defined in Section 5.2.1. It is the sole responsibility of the requesting vendor to ensure the request is timely received by all required parties. Failure to timely request reconsideration in compliance with this section and Section 5.2.4 and Section 5.2.4.1 of the OPSCR Rules and Regulations results in a waiver of any claim regarding the terms of the solicitation.

**SECTION 3**  
**Contact and Questions/Requests for Clarification**

**3.1** Bidding vendors must carefully review this solicitation, the contract, risk management provisions, and all attachments for defects, questionable, or objectionable material. Following review, vendors may have questions to clarify or interpret the IFB in order to submit the best bid possible. To accommodate the questions and requests for clarifications, vendors shall submit any such question via email by the deadline reflected in Section 2. All questions and requests for clarifications must be directed by email to:

April Burns, Bid Coordinator  
E-mail: [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov)

**3.2** Vendors should enter “IFB RFx Number 3160007852 - Questions” as the subject of the email. Question submittals should include a reference to the applicable IFB section and be submitted in the format shown below:

	<b>IFB Section, Page Number</b>	<b>Vendor Question/Request for Clarification</b>
1.		

**3.3** Official responses will be provided only for questions submitted as described above and only to clarify information already included in the IFB. The identity of the organization submitting the question(s) will not be revealed. All questions and answers will be published on the Mississippi Contract/Procurement Opportunity Search Portal website and MEMA’s website as an amendment to the IFB. It is the bidder’s sole responsibility to monitor the websites for any updates or amendments to the IFB.

**3.4** MEMA will not be bound by any verbal or written information that is not contained within this IFB unless formally noticed and issued by the contact person as an IFB amendment. Vendors are cautioned that any statements made by MEMA personnel that materially change any portion of the bid document shall not be relied upon unless subsequently ratified by a formal written amendment to the bid document.

**3.5** All vendor communications regarding this IFB must be directed to the Bid Coordinator. Unauthorized contact regarding the IFB with MEMA employees may result in the vendor being disqualified, and the vendor may also be suspended or disbarred from the State.

**3.6 Acknowledgement of Amendments:** Bidders shall acknowledge receipt of any amendment to the IFB in writing. The acknowledgement shall be submitted by signing and returning the amendment with the bid package or by letter or email submission. Each bidder shall submit

a written acknowledgement of every amendment to MEMA on or before the submission deadline.

**3.7** Bidder must provide a signed Acknowledgment(s) of IFB Amendment(s), Questions and Answer document(s), and/or Summary of Site Visit if any were issued/posted on the Mississippi Contract/Procurement Opportunity Search Portal website and MEMA's website.

**3.8** The IFB is comprised of the base IFB document, any attachments, any amendments issued prior to the submission deadline, and any other documents released before the contract award.

## **SECTION 4 Scope of Work**

The winning vendor ("Contractor") shall provide in a timely and satisfactory manner all services and otherwise do all things necessary for or incidental to the performance of work as set forth below:

### **4.1 Detailed Minimum Specifications**

All services listed in this scope of work are to be performed by the Contractor unless otherwise noted. The district 2 Hazard Mitigation Plan, per Federal Emergency Management Agency (FEMA) planning regulations, is required to be updated every five years. The plan addresses mitigation of multiple hazards including floods, severe storms, hurricanes, urban/wildfire, tornado, winter weather, drought, dam failure, water supply/system failures, and earthquake hazards. The Contractor will update the plan with the assistance of the Mitigation Council. The district 2 Hazard Mitigation Plan update will include the following: Alcorn County, Benton County, Itawamba County, Lafayette County, Lee County, Marshall County, Pontotoc County, Prentiss County, Tippah County, Tishomingo County, Union County, Itawamba Community College, and all communities within the noted counties.

### **1. PLANNING PROCESS**

**A.** The Contractor with assistance of the district 2 Hazard Mitigation Council will document the hazard mitigation planning update process including but not limited to:

- How the plan was prepared and updated
- How the public was involved, i.e., workshops, community outreach

**B.** The Contractor with the Mitigation Council's assistance will perform the following:

- Hold public hearings, meetings, and/or workshops during the plan update time frame. A minimum of four (4) meetings must be conducted. It is preferred that these meetings take place in person.
- Solicit input from citizens and professionals with knowledge of applicable hazards.

- Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects.
- Review the final draft of the updated plan, goals, and proposed mitigation projects.
- Be involved in implementing the plan, updating of the goals and proposed mitigation projects.

C. The Contractor will organize resources and meeting schedules.

D. The Contractor will update pre-planning activities and analysis.

## **2. RISK ASSESSMENT**

The purpose of this section is to provide a basis for the hazard mitigation plan update that should identify hazards and vulnerabilities. This should include the following:

### **A. Hazard Identification**

The Contractor will update any descriptions and prioritization of the natural hazards that have occurred within the region. The risk assessment section will assess each of the region's risks. The natural hazards categories include but are not limited to:

- Floods – These hazards include river flooding, coastal flooding, erosion, dam failures as the result of coastal storms, winter storms and hurricanes, that include, at a minimum, flood hazard areas as defined by FEMA in the Flood Insurance Rate Maps (FIRMs) for the jurisdiction as well as local historical data and using data from the Repetitive Flood Loss Plan to identify and locate repetitive flood loss properties.
- Wind – These hazards are products of hurricanes, coastal storms, winter storms, and tornadoes. These hazards are based on local historical data, the National Weather Service, and/or other applicable plans/sources.
- Fire - These hazards are products of drought, wildfire, etc. These hazards are based on local historical data, the National Weather Service, and/or other applicable plans/sources.
- Geologic – These hazards are products of earthquakes, landslides, and sink holes. These hazards are based on local historical information and/or other applicable plans/sources.
- Other hazards that are not listed above are determined by local history and experience. These hazards may also be considered manmade hazards, i.e., chemical spills and/or fire.

### **B. Hazard Mapping**

The Contractor will use GIS technology and the best available existing data to update any base maps of the areas affected by multiple natural hazards. In conjunction with mapping, the Contractor will update any comprehensive inventory (database) for use in developing map data layers of the following items relative to the multiple hazard area.

- I. Critical facilities including but not limited to the following:
  - a. Emergency operation centers such as police/fire stations
  - b. Hospitals and emergency shelters
  - c. Water and wastewater treatment plants and associated pumping stations
  - d. Power generation, transmission, and delivery facilities
  - e. Special population centers, such as day care facilities, nursing homes, elderly housing, correctional facilities, etc.
  - f. Hazardous material facilities
  - g. Evacuation routes
- II. All repetitive flood loss and substantial damage structures as defined by FEMA if applicable.
- III. Maps that depict the location of structures, land use, and population.
- IV. Structures that will be delineated by use (i.e., residential, commercial, industrial, institutional, etc.)

**C. Vulnerability Assessment**

Based on the previous information, the Contractor will provide an update of any new developments and an overview of the areas in the region that are vulnerable to specific hazards. If possible, this vulnerability assessment will include:

- Types and numbers of buildings, infrastructure, and critical facilities located in the identified hazard areas.
- All existing multiple hazard protection measures within the jurisdiction including protective measures under the National Flood Insurance Program (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.
- General description of land uses and development trends to incorporate future land use decisions.

**3. MULTIPLE HAZARD MITIGATION STRATEGY**

The Contractor will update any new mitigation strategies specific to each community's exposure and impacts by identified natural hazards. These strategies should include the following:

- A. A list of mitigation goal statements that focus on reducing the risks from the identified natural hazards. The goal development and project prioritization will be conducted by the Hazard Mitigation Council (HMC) and the Contractor.

- B. A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard with particular emphasis on new and existing buildings and infrastructure. This section will include a list of prioritized hazard mitigation projects that best meet the region's needs for multiple hazard damage reduction.
  - These projects may be nonstructural solutions, i.e., planning, regulatory measures, property acquisition, retrofitting, elevation or they may be structural solutions, i.e., seawalls, dams, and dikes.
  - At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input.
- C. An analysis of proposed mitigation projects focused on several key areas including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility. Selected options will best fit the community's needs and meet most or all aspects of the feasibility analysis.
- D. Coordination with relevant Federal and State agencies for input and technical assistance.

#### **4. HAZARD MITIGATION PLAN MAINTENANCE PROCESS UPDATES NEEDED**

- A. Monitoring, Evaluating, and Updating – The Regional HMC and the Contractor will be responsible for ensuring that the plan is monitored, evaluated annually, and updated every five years.
- B. Incorporation into Existing Planning Mechanisms – The Regional HMC and the Contractor will assist the communities in the implementation and incorporation of the plans' goals into other local planning processes, such as a comprehensive plan, locals plans or other local bylaws and ordinances.
- C. Continued Public Involvement – The Regional HMC and the Contractor will work with the communities for continued public involvement.

#### **5. HAZARD MITIGATION PLAN ADOPTION AND APPROVAL UPDATES NEEDED**

- A. Local Jurisdiction Adoption – The district 2 Hazard Mitigation Council and the Contractor will work with the local governments for the adoption of the plan update as required by FEMA regulations.
- B. Plan Approval – The adopted plan will be submitted to FEMA on or before the termination date for review and approval.

## **6. FEMA REVIEW**

Once the local governments, i.e., towns, cities, boards of supervisors, etc. and MEMA have reviewed the plan update, it will be sent to FEMA for final review. Once FEMA has reviewed and approved the district 2 Hazard Mitigation Plan, the review will be incorporated into the plan. The Contractor will assist with the adoption and distribution of the district 2 Hazard Mitigation Plan.

## **7. SUBMIT FINAL UPDATED AND ADOPTED REGIONAL PLAN TO FEMA**

Until each local government formally adopts the district 2 Hazard Mitigation Plan, it is not approved. The plan will remain approvable pending adoption.

### **SECTION 5 Basis for Award**

- 5.1** Only objectively measurable criteria set forth in the IFB shall be applied in the bid evaluation. Criteria not set forth in the IFB may not be used to evaluate the bid. Contract(s) may only be awarded to the lowest responsive and responsible bidder(s). In order to determine which bidder is the lowest responsive and responsible bidder, the Agency shall evaluate: (1) whether each bidder was responsive and provided all required information in the format required by the IFB; (2) whether each bidder is responsible and objectively meets the minimum qualifications or other criteria listed in the IFB required to determine whether the bidder has the skills, experience, and/or qualifications to successfully provide the services; and (3) which of the responsive and responsible bidders submitted the lowest overall price.
- 5.2 MINOR INFORMALITIES AND IRREGULARITIES** MEMA has the right to waive minor defects or variations of a bid from the exact requirements of the specifications that do not affect the price, quality, quantity, delivery, or performance time of the services being procured and if do so does not create an unfair advantage for any bidder. If insufficient information is submitted by a bidder for MEMA to properly evaluate the bid, MEMA has the right to require such additional information as it may deem necessary after the submission deadline, provided that the information requested does not change the price, quality, quantity, delivery, or performance time of the services being procured and such a request does not create an unfair advantage for any bidder.
- 5.3** All bids that are determined to be responsive, responsible, and/or acceptable will continue on to the price bid or cost evaluation.
- 5.4** MEMA intends to award one contract to provide the services described in this IFB to the lowest responsible and responsive bidder.

## **Section 6 Minimum Bidder Qualifications**

To win the bid and be awarded the contract, the vendor must have:

**6.1 Prior Experience:** Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.

**6.2 Required Certification, Accreditation, and/or Licenses:** Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.

**6.3** A minimum score of six (6) on the Reference Score Sheet (Attachment D) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.

**6.4** The bidder may be required before the award of any contract to show to the complete satisfaction of MEMA that it has the necessary facilities, ability, and financial resources to provide the service specified therein in a satisfactory manner. MEMA may make reasonable investigations deemed necessary and proper to determine the ability of the bidder to perform the work, and the bidder shall furnish to the agency all information for this purpose that may be requested. MEMA reserves the right to reject any bid if the evidence submitted by, or investigation of, the bidder fails to satisfy the agency that the bidder is properly qualified to carry out the obligations of the contract and to complete the work described therein. Evaluation of the bidder's qualifications shall include:

1. the ability, capacity, skill, and financial resources to perform the work or provide the service required;
2. the ability of the bidder to perform the work or provide the service promptly or within the time specified, without delay or interference;
3. the character, integrity, reputation, judgment, experience, and efficiency of the bidder; and,
4. the quality of performance of previous contracts or services.

## **Section 7 Duration**

The estimated period of performance for this contract may begin upon the execution of the contract by both parties and end one year from contract execution. At the discretion of MEMA, this contract may be amended and renewed for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract.

## Section 8 Bid Submission Requirements

### 8.1 Submission Format

#### 8.1.1 Bid Cover Sheet (Attachment A)

**8.1.2 Bid Form (Attachment B)** - all pricing must be submitted on the bid form. Bidder must also submit a Cost Analysis and Breakdown Sheet detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. The contract award will be based solely on the maximum contract price submitted on the Bid Form. Failure to complete and/or sign the bid form may result in the bidder being determined non-responsive.

**8.1.3 References (Attachment C)** - each bidder must furnish a listing of **at least three (3)** trade references along with the contact person, address, and phone number for each. These references must be familiar with the bidder's abilities in the areas involved with this solicitation. MEMA staff will use these references to determine the bidder's ability to perform the services. It is the responsibility of the bidder to ensure that the reference contact information is correct and current. MEMA staff will not track down references. Bidders should verify before submitting their bid that the contact person and phone number are correct for each reference. **Agency staff must be able to reach two (2) references for a bidder within two (2) business days of bid opening or within 48 hours of initial contact to be considered responsive. Further, the bidder must score a minimum of six (6) points on each Reference Score Sheet which will be used by MEMA staff when interviewing the two (2) references (for a total minimum scoring requirement of twelve (12) points) to be considered responsive and/or responsible.** (See and Attachments C and D.) Only bidders who are found responsive and responsible will have their bids considered for the award. Bidder may submit as many references as desired. MEMA staff will begin contacting references at the top of the list and will continue down the list until they have completed Reference Score Sheets for two (2) references. After two (2) score sheets are completed, the reference check process will end.

### 8.2 Submission Requirements

#### 8.2.1 Bidder must submit:

- A. An electronic copy of the signed bid package emailed to [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov). Files shall not be password protected, shall be in .PDF format, and shall be capable of being copied to other media including readable in Microsoft Word and/or Microsoft Excel. The total size of the email, including all attachments, must not exceed 25MB. Emails exceeding this limit may be rejected and considered late.

- 8.2.2** A bid shall be considered received when the email containing the bid is successfully delivered to the designated bid submission email address at the Department of Finance and Administration (DFA), as indicated by the timestamp generated by DFA's email system. All timestamps shall be recorded in Central Standard Time (CST). The subject line of the bid submission email shall clearly state SEALED BID, the bid opening date and time, the Invitation for Bids (IFB) number (e.g., SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852), and the name of the building company. Bids may be rejected if the email subject line does not contain the required information as outlined in the solicitation.
- 8.2.3** All bid packages must be received by OSSS no later than 1:00 PM CST, March 25, 2025. Bids submitted via facsimile (fax) machine, mail, MAGIC, or hand delivery **will not** be accepted. Bidders should ensure that their email system confirms successful delivery to the OSSS inbox and are encouraged to request a delivery or read receipt for verification. OSSS will not be responsible for email delivery failures or delays. The vendor bears full responsibility for ensuring that the bid is submitted to the designated email address on time. Any delay – whether due to technical issues, network problems, file size limitations, or incorrect email address may result in the bid being rejected as late. All vendors are urged to take the possibility of delay into account when submitting a bid.
- 8.2.4** Timely submission of the bid package is the responsibility of the bidder. Bids received after the specified time will be rejected and retained unopened in the procurement file to the extent necessary to complete administrative processes, including printing or verification of receipt. A bid received at the place designated in the solicitation for receipt of bids after the exact time specified for receipt will not be considered unless it has been determined by OSSS that the late receipt was due solely to mishandling by OSSS after receipt at the specified address.
- 8.2.5** The time and date of receipt will be recorded by OSSS staff based on the timestamp generated by the designated bid submission email system. The only acceptable evidence to establish the time of receipt at the designated DFA email address is the official email timestamp and any related system generated documentation used by OSSS to verify receipt.
- 8.2.6** Each page of the bid form and all attachments shall be identified with the name of the bidder.
- 8.2.7** Failure to submit a bid on the bid form provided will be considered cause for rejection of the bid. **Modifications or additions to any portion of the bid document may be cause for rejection of the bid.** MEMA reserves the right to decide, on a case-by-case basis, whether to reject a bid with modifications or additions as non-responsive.

- 8.2.8** A bid response that includes terms and conditions that do not conform to the terms and conditions in the bid document is subject to rejection as non-responsive. MEMA reserves the right to permit the bidder to withdraw nonconforming terms and conditions from its bid response prior to a determination by the agency of non-responsiveness based on the submission of nonconforming terms and conditions.
- 8.2.9** As a precondition to bid acceptance, the agency may request the bidder to withdraw or modify those portions of the bid deemed non-responsive that do not affect quality, quantity, price, or delivery of the service.

### **Section 9 Bidder Certification**

The bidder agrees that the submission of a signed bid form is certification that the bidder will accept an award made to it as a result of the submission.

### **Section 10 Debarment**

By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.

### **Section 11 Registration with Mississippi Secretary of State**

By submitting a bid, the bidder certifies that it is registered to do business in the State of Mississippi as prescribed by Mississippi law and the Mississippi Secretary of State or, if not already registered, that it will do so within seven (7) business days of being notified by MEMA that it has been selected for contract award.

### **Section 12 Insurance, Bonds, or Other Sureties**

**12.1** The successful bidder shall, at its own expense, obtain and maintain insurance, bond, or other surety which shall include the following types and coverage limits:

- 12.1.1 Insurance** Contractor represents that it will maintain workers' compensation insurance in compliance with Mississippi law which shall insure to the benefit of all Contractor's personnel provided hereunder, comprehensive general liability insurance or professional liability insurance with minimum limits of \$1,000,000.00 per occurrence. All general liability and professional liability insurance will provide coverage to MEMA as an additional insured. MEMA reserves the right to request

from carriers, certificates of insurance regarding the required coverage. Insurance carriers shall be licensed or hold a Certificate of Authority from the Mississippi Department of Insurance.

**12.2** Additionally:

- 12.2.1** In no event shall the requirement for an insurance certificate or bond be waived.
- 12.2.2** All insurance policies will list the State of Mississippi as an additional insured.
- 12.2.3** All insurance policies shall be issued by companies authorized to do business under the laws of the State of Mississippi, meaning insurance carriers must be licensed or hold a Certificate of Authority from the Mississippi Department of Insurance.
- 12.2.4** Contractor shall submit to MEMA within 10 days of notification of intent to award, a certificate of insurance and/or bond which outlines the coverage and limits defined in the procurement and contract. There are no provisions for exceptions to this requirement. Failure to provide the certificates of insurance within the 10-day period may be cause for your bid to be declared non-responsive or for your contract to be cancelled.
- 12.2.5** Contractor shall obtain at Contractor's expense the insurance and/or bond requirements specified in the procurement and contract prior to performing under this Contract, and Contractor shall maintain the required insurance and/or bond coverage throughout the duration of this Contract and all warranty periods. There are no provisions for exceptions to this requirement.
- 12.2.6** Contractor shall not commence work under this contract until it obtains all insurance and/or bond required under this provision and furnishes a certificate or other form showing proof of current coverage to the State. After work commences, the Contractor will keep in force all required insurance and/or bond until the contract is terminated or expires.
- 12.2.7** Contractor shall submit renewal certificates as appropriate during the term of the contract.
- 12.2.8** Contractor shall instruct the insurers to provide MEMA 30 days advance notice of any insurance cancellation.
- 12.2.9** Contractor shall ensure that should any of the above-described policies be cancelled before the expiration date thereof, or if there is a material change, potential exhaustion of aggregate limits or intent not to renew insurance and/or

bond coverage(s), that written notice will be delivered to the Agency Chief Procurement Officer.

**12.2.10** There shall be no cancellation, material change, potential exhaustion of aggregate limits or non-renewal of insurance and/or bond coverage(s) to MEMA. Any failure to comply with the reporting provisions of this clause shall constitute a material breach of contract and shall be grounds for immediate termination of this contract by MEMA.

### **Section 13 Bid Opening**

Bid opening will not be open to the public; however, this will include opening, reading, and listing the name of each bidder and the bid price of each bid only. No discussions will be entered into with any bidder as to the quality or provisions of the specifications and no award will be made either stated or implied at the bid opening.

### **Section 14 Award Notification**

The award for this procurement will be posted on the Mississippi Contract/Procurement Opportunity Search Portal website and the agency website at <http://www.msema.org>. Bidders will be notified via e-mail of the awards.

### **Section 15 Procurement Methodology**

#### **15.1 Restrictions on Communications with Agency and Agency Staff**

At no time shall any bidder or its personnel contact, or attempt to contact, any MEMA staff regarding this IFB except the contact person as set forth and, in the manner, prescribed in Section 3.

#### **15.2 Expenses Incurred in the Procurement Process**

All parties participating in the procurement process with regard to this solicitation shall bear their own costs of participation, pursuant to Section 1.4.4 of the Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations.

#### **15.3 Independent Price Determination**

By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation,

communication, or agreement with any other bidder or competitor, for the purpose of restricting competition.

The prices quoted shall be inclusive of all associated costs outlined in Attachment B. All pricing should include all associated costs with no additional or hidden fees.

#### **15.4 Cancellation of Solicitation or Rejection of Individual Bids**

At the Agency's sole discretion, an IFB may be canceled, all bids may be rejected, or individual bids may be rejected when the Agency determines that it is in the Agency's best interest to do so. A memorandum stating the reasons for the cancellation or rejection shall be made part of the Agency Procurement File.

The solicitation process requires expenditure of time and resources for both public Agencies and private businesses. Accordingly, solicitations should only be issued when there is a valid procurement need unless the solicitation states that it is for informational purposes only. However, nothing in the Section shall be construed as conferring any grievance right on any party when an Agency chooses to cancel a solicitation.

**15.4.1 Notice of Cancellation of IFB** When an IFB is canceled, a Notice of Cancellation shall be prepared. The Notice shall identify the solicitation being canceled and provide any information the Agency deems appropriate. The Notice of Cancellation shall: (1) be posted publicly on the Agency website; (2) be posted publicly on the procurement portal; *and* (3) be distributed to all potential offerors known to have received a copy of the IFB. A memorandum containing the reason for the cancellation shall be made part of the Agency Procurement File.

**15.4.2 Rejection of Individual Bids** Reasons for rejecting individual bids include but are not limited to:

- the bid was non-responsive to the solicitation;
- the bidder is deemed non-responsible;
- the Agency – in its sole discretion – determined the proposed price is unreasonable even if it was the lowest responsive and responsible bid;
- lack of competitiveness by reason of collusion or knowledge that reasonably available competition did not occur.

**15.4.3 Disposition of Bids** Where bids are individually rejected, or the solicitation is canceled after bids are received, the Agency shall have the sole discretion to determine whether to return bids to the bidder or retain the bids in the Agency Procurement File. If the Agency chooses to return the bids to the bidders, the Agency shall ensure enough information is retained in the Agency Procurement File to support the decision to reject the bid.

### **15.5 Withdrawal of Bids**

A bidder may withdraw a bid at any time by written notice to the Agency or the official designated in Section 1.1 of the IFB. If any such withdrawal occurs by the successful bidder(s) after the bid opening and/or issuance of the Notice of Intent to Award, the Agency may cancel the solicitation or proceed with award of a contract as if the withdrawn bid had not been submitted.

### **15.6 Confirmation of Bid**

When MEMA knows or has reason to conclude that a mistake has been made, it may request the bidder to confirm the bid. Situations in which confirmation may be requested include obvious, apparent errors on the face of the bid or a bid which is unreasonably lower than the other bids submitted. If the bidder alleges a mistake, the bid shall be considered withdrawn unless correction meets the definition of a minor informality. The Agency shall have the sole discretion as to whether confirmation of a bid is warranted, but the Agency shall exercise that discretion in a manner that is fair to all bidders.

## **Section 16 Agreement**

The bidder understands and agrees that any contract entered into with MEMA pursuant to this IFB shall only be the contract provided by MEMA. MEMA will not accept agreements submitted by the bidder. Should MEMA and the winning bidder fail to enter into a contract, or MEMA ceases doing business with any Contractor selected through this IFB process, for any reason, MEMA reserves the right to contract with the next lowest priced Bidder.

## **Section 17 Contract Rights**

Contract rights do not vest in any party until a contract is legally executed. MEMA is under no obligation to award a contract following issuance of this solicitation.

## **Section 18 Property Rights**

Property rights do not inure to any Bidder until such time as services have been provided under a legally executed contract. No party responding to this IFB has a legitimate claim of entitlement to be awarded a contract or to the provision of work thereunder. MEMA is under no obligation to award a contract and may terminate a legally executed contract at any time.

**Section 19**  
**Agency Website**

This IFB, questions and answers concerning this IFB, and the Notice of Intent to Award will be posted on the agency website at <http://www.msema.org> and on the Mississippi Contract/Procurement Opportunity Search Portal website. Bidder should monitor the websites for any updates or amendments to the IFB.

**Section 20**  
**Attachments**

The attachments to this IFB are made a part of this IFB as if copied herein in words and figures.

**Attachment A**

**BID COVER SHEET**

Bids must be received via email at [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov) as listed below on or before 1:00 PM CST, March 25, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

**Name of Company:** \_\_\_\_\_

**Quoted By:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City/State/Zip:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_

**Fax Number:** \_\_\_\_\_

**E-Mail Address:** \_\_\_\_\_

**Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB:** \_\_\_\_\_

**In addition to providing the above contact information, please answer the following questions regarding your company:**

What year was your company started? \_\_\_\_\_

How many years has the firm been in business of performing the services called for in this IFB?

\_\_\_\_\_  
\_\_\_\_\_

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. \_\_\_\_\_

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If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

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Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both in organizational and directional terms. \_\_\_\_\_

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Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)? \_\_\_\_\_

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List all licenses or permits your company possesses that are applicable to performing the services required in this IFB. \_\_\_\_\_

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For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

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What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five years?

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Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff. \_\_\_\_\_

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**Attachment B**

**BID FORM**

<b>Company</b>	<b>Contact Person</b>	<b>Telephone Number</b>

The maximum contract price for the update of District 2 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount, and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:           \$ \_\_\_\_\_/YEAR**

\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\*

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

**Company Name:** \_\_\_\_\_

**Printed Name of Representative:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 2**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 4**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Attachment D  
REFERENCE SCORE SHEET**

**IFB 3160007852  
IFB for District 2 Hazard Mitigation Plan Update**

**TO BE COMPLETED BY MEMA STAFF ONLY**

**Company Name:** \_\_\_\_\_

**Reference Name:** \_\_\_\_\_

**Person Contacted, Title/Position:** \_\_\_\_\_

**Date/Time Contacted:** \_\_\_\_\_

**Service From/To Dates:** \_\_\_\_\_

Able to provide hazard mitigation plan update services when you called?	Yes	No
Satisfied with the services provided and final product? If no, please explain.	Yes	No
Vendor easy to work with in scheduling services?	Yes	No
Was the project completed on time and within budget?	Yes	No
Vendor listened when you had an issue and readily offered a solution? (If never had an issue, please check here ____.)	Yes	No
Would you enter into a contract with them again?	Yes	No
Would you recommend them?	Yes	No

Bidder must have a minimum of 6 “yes” answers on the questions above from two references (total of 12 “yes” answers) to be considered responsible and for its bid to be considered.

**Score:** Pass/Fail

Do you have any business, professional or personal interest in the vendor’s organization? If yes, please explain.	Yes	No
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A “yes” to the above question may result in an automatic disqualification of the provided reference; therefore, resulting in a score of zero as responses to previous questions become null and void.

**Notes:**

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**Called by:** \_\_\_\_\_  
Name, Title Date

\_\_\_\_\_  
Signature

## Attachment E

### Required Contract Clauses

#### 1. **Applicable Law**

The contract shall be governed by and construed in accordance with the laws of the State of Mississippi, excluding its conflicts of laws, provisions, and any litigation with respect thereto shall be brought in the courts of Mississippi.

#### 2. **Approval**

It is understood that if this contract requires approval by the Public Procurement Review Board ("PPRB") and/or the Department of Finance and Administration Office of Personal Service Contract Review ("OPSCR"), and this contract is not approved by PPRB and/or OPSCR, it is void and no payment shall be made hereunder.

#### 3. **Availability of Funds**

It is expressly understood and agreed that the obligation of MEMA to proceed under this agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt the appropriated funds. If the funds anticipated for the continuing time fulfillment of the agreement are, at any time, not forthcoming or insufficient, regardless of the source of funding, MEMA shall have the right upon 10 business days written notice to Contractor, to terminate this agreement without damage, penalty, cost of expense to MEMA of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination.

#### 4. **Certification of Independent Price Determination**

By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.

#### 5. **Compliance with Equal Opportunity in Employment Policy**

Contractor understands that MEMA is an equal opportunity employer and therefore, maintains a policy which prohibits unlawful discrimination based on race, color, creed, sex, age, national origin, physical handicap, disability, genetic information, or any other consideration made unlawful by federal, state, or local laws. All such discrimination is unlawful, and Contractor agrees during the term of the agreement that Contractor will strictly adhere to this policy in its employment practices and provision of services.

## **6. Compliance with Laws**

Contractor shall comply with, and all activities under this agreement shall be subject to, all applicable federal, state, and local laws and regulations, as now existing and as may be amended or modified.

## **7. E-Payment**

Contractor agrees to accept all payments in United States currency via the State of Mississippi's electronic payment and remittance vehicle. The Agency agrees to make payment in accordance with Mississippi "Timely Payments for Purchases by Public Bodies" laws, which generally provide for payment of undisputed amounts by the Agency within 45 calendar days of receipt of invoice. Mississippi Code Annotated § 31-7-301, *et seq.*

## **8. E-Verification**

If applicable, Contractor represents and warrants that it will ensure its compliance with the *Mississippi Employment Protection Act* and will register and participate in the status verification system for all newly hired employees. Mississippi Code Annotated §§ 71-11-1 and 71-11-3. Contractor agrees to provide a copy of each verification upon request of MEMA subject to approval by any agencies of the United States Government. Contractor further represents and warrants that any person assigned to perform services hereafter meets the employment eligibility requirements of all immigration laws.

The breach of this clause may subject Contractor to the following: (1) termination of this contract and exclusion pursuant to Chapter 15 of the *Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations*; (2) the loss of any license, permit, certification or other document granted to Contractor by an agency, department, or Governmental entity for the right to do business in Mississippi; or (3) both. In the event of such termination, Contractor would also be liable for any additional costs incurred by the Agency due to Contract cancellation or loss of license or permit to do business in the state.

## **9. Contractor's Representation Regarding Contingent Fees**

By executing the contract the contractor represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the contractor cannot make such a representation, a full and complete explanation shall be submitted in writing to the Agency prior to contract execution.

## **10. Paymode**

Payments by MEMA using the state's accounting system shall be made and remittance information provided electronically as directed by the state and deposited into the bank account of Contractor's choice. MEMA may, at its sole discretion, require Contractor to electronically submit invoices and supporting documentation at any time during the term of this Agreement. Contractor understands and agrees that the Agency is exempt from the payment of Mississippi taxes. All payments shall be in United States currency.

## **11. Procurement Regulations**

This solicitation shall be governed by the applicable provisions of the *Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations*, a copy of which is available on the Mississippi Department of Finance and Administration's website ([www.dfa.ms.gov](http://www.dfa.ms.gov)). Any bidder responding to a solicitation for personal and professional services and any contractor doing business with a state Agency is deemed to be on notice of all requirements therein.

## **12. Representation Regarding Gratuities**

Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.

## **13. Required Public Records and Transparency**

Upon execution of a contract, the provisions of the contract which contain the personal or professional services provided, the unit prices, the overall price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information pursuant to Mississippi Code Annotated § 25-61-9(7). The contract shall be posted publicly on [www.transparency.ms.gov](http://www.transparency.ms.gov) and shall be available for at the Agency for examination, inspection, or reproduction by the public. The contractor acknowledges and agrees that MEMA and this contract are subject to the *Mississippi Public Records Act of 1983* codified at Mississippi Code Annotated §§ 25-61-1, *et seq.* and its exceptions, Mississippi Code Annotated § 79-23-1, and the *Mississippi Accountability and Transparency Act of 2008*, codified at Mississippi Code Annotated §§ 27-104-151, *et seq.*

#### **14. Stop Work Order**

MEMA may, by written order to Contractor at any time, require Contractor to stop all or any part of the work called for by this contract. This order shall be for a period of time specified by MEMA. Upon receipt of such an order, Contractor shall forthwith comply with its terms and take all reasonable steps to minimize any further cost to MEMA. Upon expiration of the stop work order, Contractor shall resume providing the services which were subject to the stop work order, unless MEMA has terminated that part of the agreement or terminated the agreement in its entirety. MEMA is not liable for payment for services which were not rendered due to the stop work order.

#### **15. Termination**

*Termination for Convenience.* MEMA may, when the interests of the Agency so require, terminate this contract in whole or in part, for the convenience of the Agency. MEMA shall give written notice of the termination to Contractor specifying the part of the contract terminated and when termination becomes effective. Contractor shall incur no further obligations in connection with the terminated work and on the date set in the notice of termination Contractor will stop work to the extent specified. Contractor shall complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.

*Termination for Default.* If MEMA gives the Contractor a notice that the personal or Professional services are being provided in a manner that is deficient, the Contractor shall have 30 days to cure the deficiency. If the Contractor fails to cure the deficiency, MEMA may terminate the contract for default and the Contractor will be liable for the additional costs to MEMA to procure the personal and professional services from another source. Termination under this paragraph could result in Contractor being excluded from future contract awards pursuant to Chapter 15 of the *Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations*. Any termination wrongly labelled termination for default shall be deemed a termination for convenience.



**INTEGRATED SOLUTIONS**  
CONSULTING

# Mississippi Department of Finance and Administration

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Invitation For Bid (IFB) RFX Number: 3160007852

## District 2 Hazard Mitigation Plan Update

847-737-5395 | [www.i-s-consulting.com](http://www.i-s-consulting.com)

**BUILDING A MORE RESILIENT FUTURE**

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# **Bid Cover Sheet (Attachment A)**

Please see the following pages for our completed Attachment A – Bid Cover Sheet form.

**Attachment A**

**BID COVER SHEET**

Bids must be received via email at [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov) as listed below on or before 1:00 PM CST, March 25, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

**Name of Company:** Integrated Solutions Consulting, Corp.

**Quoted By:** Dan Martin, Principal

**Signature:** 

**Address:** 220 S. Buchanan Street

**City/State/Zip:** Edwardsville, IL 62025

**Telephone:** 847-737-5395

**Fax Number:** +1 847-916-7177

**E-Mail Address:** Dan.Martin@i-s-consulting.com

**Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB:** Dan Martin, 847-737-5395, Dan.Martin@i-s-consulting.com  
Or Sophia Delmar, Proposal Writer, 703-300-5355  
sophia.delmar@i-s-consulting.com

**In addition to providing the above contact information, please answer the following questions regarding your company:**

What year was your company started? 2005

How many years has the firm been in business of performing the services called for in this IFB?

21 Years

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. 220 S. Buchanan Street, Edwardsville, IL 62025

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If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

ISC maintains a cadre of 250+ emergency management professionals with experience completing services similar in size and scope to the County's HMP. ISC has drawn from this extensive pool of highly experienced and qualified resources, and specifically identified key personnel for this project, offering MEMA Certified Floodplain Managers, Mitigation Planning Subject Matter Experts, Certified Emergency Managers (CEM), and more. All our proposed key personnel have consistent records of successful leadership, innovation, client-service, and technical expertise. Our team can be available virtually or in person.

Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both in organizational and directional terms. No.

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Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)? Yes.

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List all licenses or permits your company possesses that are applicable to performing the services required in this IFB. There are no licenses or permits required for this project.

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For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

ISC has provided hazard mitigation services to more than 10 customers throughout the United States.

Please see our Relevant Project Experience section for a sample list of our recent HMP projects.

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five years?

ISC was recently engaged by the Cook County Department of Regional Security and Emergency Management (DRSEM) to conduct its MJ-HMP Update, covering a total of 136 jurisdictions.

Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff. Please see our proposal for our specialized experience

including our specialized technology, Odysseus, which we optionally offer to the county.

An in-depth explanation of Odysseus and what it can do for MEMA can be found in the body of the proposal, and in the appendix.

## **Bid Form (Attachment B)**

Please see the following pages for our completed Attachment B – Bid Form.

**Attachment B**

**BID FORM**

<b>Company</b>	<b>Contact Person</b>	<b>Telephone Number</b>
Integrated Solutions Consulting, Corp.	Sophia Delmar, Proposal Writer	703-300-5355

The maximum contract price for the update of District 2 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount, and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:**                    \$ 89,950.00 /YEAR

\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\*

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

**Company Name:** Integrated Solutions Consulting, Corp.

**Printed Name of Representative:** Daniel Martin, PhD, CEM, Principal

**Date:** 03/24/2026

**Signature:** 

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

# Price Proposal

As a recognized small business, ISC works diligently to keep costs as competitive as possible, while maximizing the return on investment for our clients. With our extensive knowledge and experience developing HMPs, we are confident that we can deliver an HMP ahead of schedule, and under budget, as described in this proposal.

## Fee Schedule

Over the past several years FEMA has significantly increased their expectations for plan approval. Currently, FEMA is expecting every participating jurisdiction to have its own risk assessment, a new standard for identifying mitigation actions, and public participation that is inclusive of each jurisdiction's demographics. The level of effort to meet FEMA's new standards is a significant increase for counties and municipalities, but it's even greater for special districts. Obtaining FEMA plan approval is a requirement for receiving FEMA hazard mitigation grants to include Flood Mitigation Grants, Building Resilient Infrastructure & Communities (BRIC), and Section 404 HMGP.

Based on the scope of work, ISC anticipates this plan to be a Multi-Jurisdiction Hazard Mitigation Plan that will involve 11 counties and approximately **48+** participating jurisdictions and special districts (drainage districts, school districts, etc.). This is a firm fixed price, inclusive of all labor, materials, travel expenses, and all other costs, direct and indirect, necessary for each task identified in the Scope of Work. ISC will bill monthly for work performed for each task, unless otherwise directed by the client.

## Value-Add Pricing Option

To further amplify value and long-term sustainability, ISC offers the option to incorporate our Odyssey EM365 AI driven emergency management platform into this project engagement. Odyssey EM365 provides a comprehensive, governed-AI architecture for integrated emergency management—streamlining preparedness, response, recovery, and mitigation while supporting knowledge management, regulatory compliance, multi-jurisdictional collaboration, and actionable community intelligence. Subscriptions include unlimited access to our library of over 70+ standards-aligned planning templates (CEMP, HIRA, disaster recovery plans, hazard-specific annexes, SOPs/SOGs, etc., compliant with EMAP, NFPA, and federal/state requirements), and 20 hours of annual technical assistance. This reach back support package is scalable to match our client's evolving needs, allowing our clients to increase or decrease this support from year to year at preferred customer discounted rates. If the City elects to utilize Odyssey EM365:

- ISC applies a **preferred client annual licensing fee of \$3,000** (with bundled consulting hours as detailed in our EM365 pricing packages).
- The overall project consulting/services fee is reduced by approximately **40%** compared to the non-system baseline, reflecting substantial efficiencies gained through the platform's tools, templates, automation, and ongoing support that accelerate plan development, training, exercises, and program management.

This optional integration transforms the engagement from traditional consulting into a hybrid model that delivers immediate project savings while establishing a scalable, enduring platform for

the county's emergency management program—reducing future costs, enhancing compliance, enabling regional sharing, and freeing municipal resources for other resilience priorities. Clients have used this as-needed reach back support for plan updates, exercises, disaster recovery technical services, and customizations of their Odysseus™ EM365 environment.

Line Item	Pricing without EM365 License	Pricing with EM365 License – Option 1	Pricing with EM365 License – Option 2
Hazard Mitigation Plan Update	\$129,950	\$99,950	\$89,950
Annual Instance License	\$0	\$3,000	\$6,000
# of Master System Instances	N/A	1	1
# of Shared System Instances (e.g., municipal instances)	N/A	0	11
Annual Support Hours	0	20	50
<b>As-Needed, Reach Back Support Labor Rates</b>			
Principal	\$190	\$115	\$115
Project Manager	\$160	\$100	\$100
Senior Consultant	\$140	\$85	\$85
Consultant	\$120	\$75	\$75
GIS Analyst	\$130	\$80	\$80
Subject Matter Specialist	\$200	\$120	\$120
Admin	\$100	\$60	\$60

## References (Attachment C)

Please see the following pages for our completed Attachment C – References form.

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** Mississippi Emergency Management Agency (MEMA)

**Dates of Service:** August 2022 – Present

**Contact Person:** Frank Hill, Bureau Director, Mitigation

**Telephone Number:** 601-933-6613

**Cell Number:** 601-933-6613

**E-mail:** fhill@mema.ms.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 2**

**Name of Company:** Lower Elkhorn Natural Resources District, Nebraska

**Dates of Service:** 2023 – 2024

**Contact Person:** Curt Becker, Assistant General Manager

**Telephone Number:** 402-371-7313

**Cell Number:** 402-371-7313

**E-mail:** cbecker@lenrd.org

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** Contra Costa County Office of Emergency Services (OES), CA

**Dates of Service:** December 2023 – July 2024

**Contact Person:** Rick Kovar, Emergency Services Manager

**Telephone Number:** (925) 655-0123

**Cell Number:** (925) 655-0123

**E-mail:** rkova@so.cccounty.us

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 4**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** \_\_\_\_\_

**Dates of Service:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

# Cover Letter

April Burns, Bid Coordinator  
Telephone: (601) 359-5286  
E-mail: [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov)

March 25th, 2026

Dear Ms. Burns,

Thank you for providing **Integrated Solutions Consulting (ISC)** with the opportunity to provide the Mississippi Emergency Management Agency (MEMA) with a proposal for Hazard Mitigation Planning (HMP) services. As a leading provider of Hazard Mitigation Planning services, we believe the proposed ISC Team offers a unique, unmatched, and valuable team of committed and experienced individuals that will provide a structured, proven, and integrated approach to the supported by local knowledge and recognized emergency management expertise.

Our team embodies all the elements critical to the success of this project, and offer consulting services, which include:

- ✓ **Local Presence and Local Experience in Mississippi.** The ISC Team includes seasoned professionals with the specific experience supporting Hazard Mitigation for communities, cities, and counties throughout the United States, and in the State of Mississippi. *ISC has previously worked on the District 9 Hazard Mitigation Plan for MEMA.*
- ✓ **Hazard Mitigation Planning as a core competency.** For the past 15 years, ISC has been a single-source provider for hazard mitigation planning. During this tenure, ISC has a perfect track record of success with over 50+ HMP Clients nationwide, with plans that were approved by both the state and FEMA, and complied with all federal, state, and local requirements.
- ✓ **Highly rated emergency management and homeland security consulting services.** ISC is a Dun & Bradstreet Top Supplier, with a 97.1% score for reliability, cost, timeliness, quality, personnel, customer support, and responsiveness.



With our extensive knowledge and experience developing HMPs, we are confident that we will deliver this project ahead of schedule and within the allocated budget. We appreciate the opportunity to submit this proposal and look forward to the potential of being of service to MEMA.

Respectfully Submitted,



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

**Point of Contact**

Sophia Delmar, Proposal Writer  
220 S. Buchanan Street Edwardsville, IL 62025  
847-737-5395 (p) / +1 847-916-7177 (f)  
[sophia.delmar@i-s-consulting.com](mailto:sophia.delmar@i-s-consulting.com)

# Experience

## Firm Overview

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



Throughout *our 20+ years of service*, ISC has had the privilege of supporting diverse communities nationwide as a single-source provider of emergency planning services. Unlike our competitors, we are exclusively focused on providing emergency management and homeland security consulting services to the private and public sector. Our focus on these services provide our staff a wealth of experience and lessons learned, granting Team ISC the ability to not just meet our clients' needs, but deliver services that go above and beyond.

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

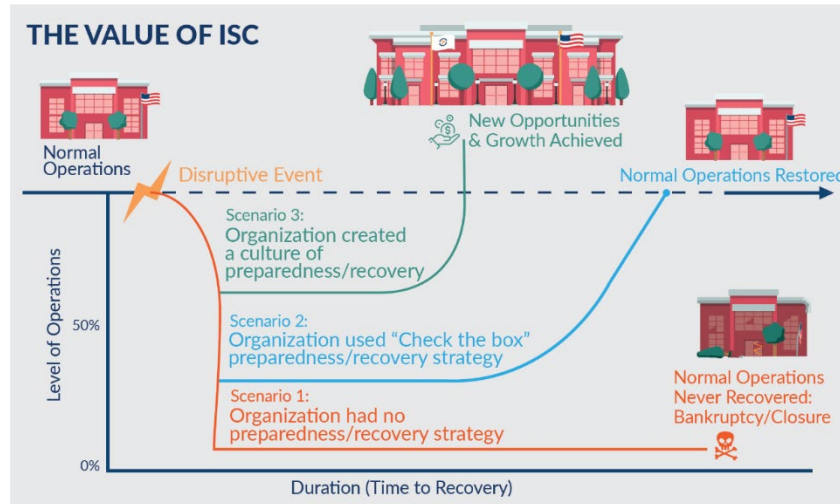


**Our Principles** drive us to achieve continued project success with value-added products:

- **Trust:** We treat each relationship as a two-way partnership with trust at the core of the relationship.
- **Integrity:** We deliver client-focused results that meet or exceed all federal and state compliance requirements.
- **Innovation:** By leveraging our experience and research with science and technology, we look to be difference makers by establishing new standards and efficiencies in the industry.
- **Performance:** As evidenced by our D&B Top Supplier Performance Rating, we consistently out-perform our client expectations, setting them up for success in the future.

## The ISC Difference

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



**Our Services.** ISC’s core preparedness philosophy takes a holistic approach to crisis management, prevention, and recovery. We craft an interconnected strategy of planning, training, and crisis response to ensure a client’s needs are met in totality. Their approach addresses all conceivable hazards, incorporates ongoing lessons-learned from industry research and client AARs, and accounts for the latest industry standards and best practices.

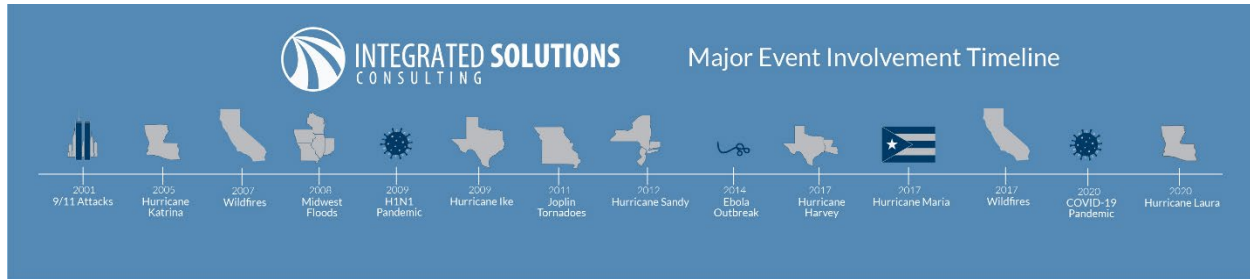
ISC has a proven track record of successfully evaluating, developing, and integrating complex emergency management planning doctrine that follows relevant federal, state, and local emergency management programmatic directives and requirements. Our products have been highlighted as industry best practices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



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

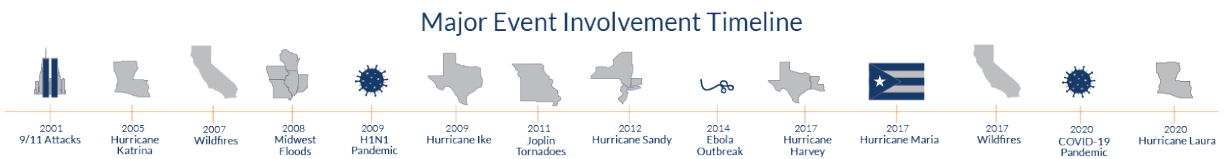
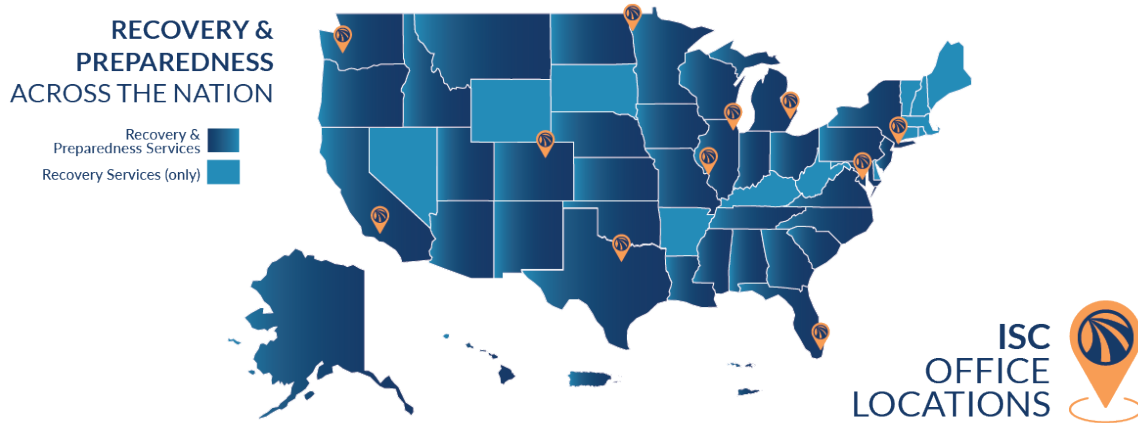
- 20+ Years of Experience
- 120+ Disaster Operations
- 350+ Employees & Consultants
- 3000+ Client & Customer Engagements

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 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. Our extensive reach and local availability connect ISC to its clients allowing for close oversight, direct communication, and expedient solutions to problems and requirements.

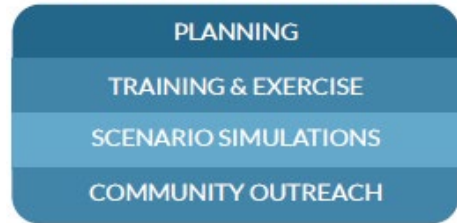
The map below is a visual but not complete representation of current and past ISC clients. Our national client base gives our project team the opportunity to develop a best practice perspective of emergency management planning, training, and exercise design and development. This national perspective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



## Preparedness at our Core

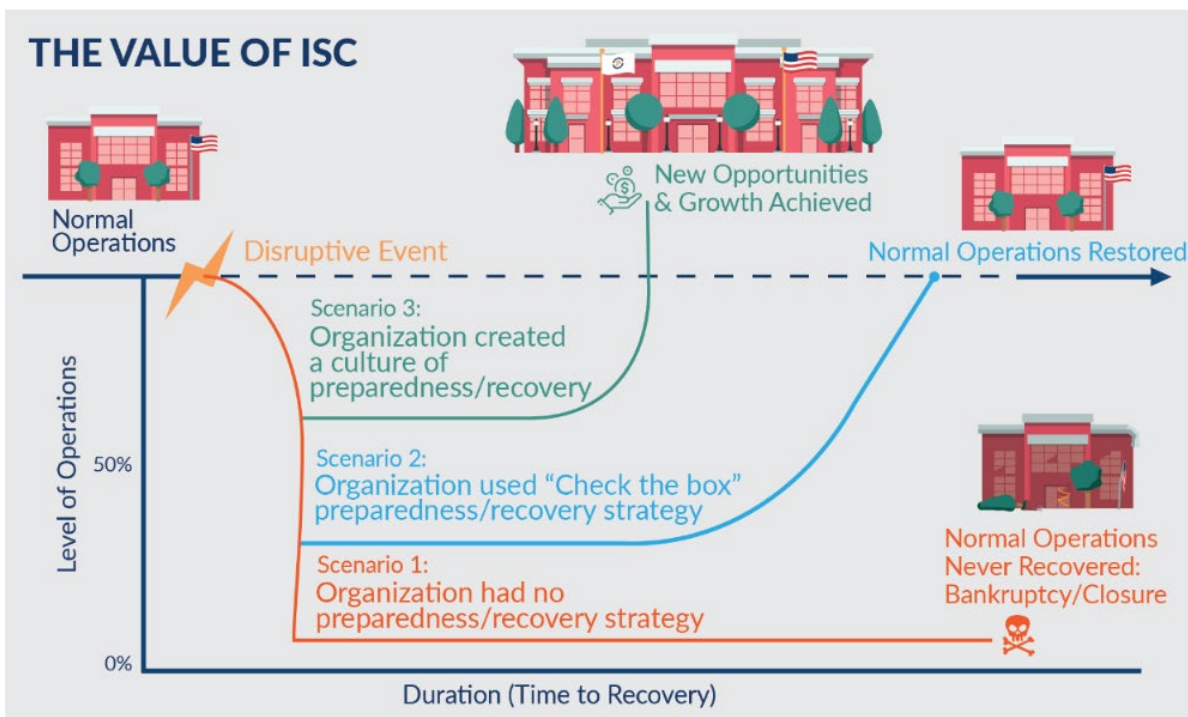
For almost two decades, ISC has been proud to have served hundreds of cities, counties, states, federal agencies, tribal nations, and special districts across the country in the development of various aspects of their community preparedness programs. From the creation of regional community vulnerability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

### Our Preparedness Services:



We believe that our diverse portfolio of preparedness projects, as well as the opportunity to provide service to such a diverse client base, is a testimony of our pursuit for excellence and exceptional client service with every project engagement. Our national client base allows our project team to develop a best practice perspective for preparedness programs that are comprehensive in focus, address all hazards, and that are inclusive and represent the whole community.

At ISC, we understand the value of a comprehensive preparedness program that is thorough, incorporates evidence-based knowledge, involves an inclusive engagement process, and serves as a cornerstone of community resiliency. **Our approach to preparedness has allowed our clients to expand their reach and more efficiently and cost-effectively build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.**



Our emergency management services include:

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

## ISC's APPROACH IS DIFFERENT

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

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

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

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

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

## Hazard Mitigation Planning Experience

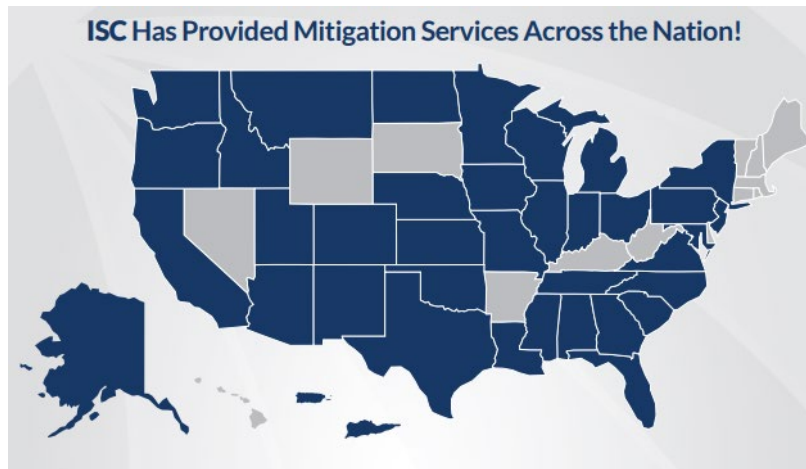
At ISC our success in hazard mitigation planning is more than a function of experience and expertise. Our success is driven by our dedication and passion for creating disaster-resilient communities that hold strong against adversity.

Since 2005, ISC has prepared, updated, and delivered HMPs, per the requirements of the Disaster Mitigation Act of 2000 (DMA 2000), Section 322 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), and Title 44 Code of Federal Regulations (CFR) §201.6.1, for communities, agencies, and jurisdictions of all sizes, scopes, and types, throughout the United States. Additionally, ISC has assisted counties and participating Community Rating System (CRS) communities in identifying repetitive loss structures and developing and integrating mitigation actions that will reduce future impacts from flooding or other natural disasters. Consistent with federal guidance, ISC incorporates the information into the community's National Flood Insurance Program (NFIP) application.

Following a disaster, ISC works with county and jurisdictional clients to implement their HMP per Section 404 and Section 406 of the Stafford Act. Our comprehensive HMP capabilities and proven subject matter expertise result in HMPs that are consistently accepted upon initial submission to the state and FEMA, successfully positioning our clients to secure funding for implementing future hazard mitigation projects.

Our unprecedented success in hazard mitigation planning is more than a function of experience and expertise; dedication and passion for creating more disaster-resilient communities drives our success. In each case identified below, ISC's support, services, expertise, and integrated approach resulted in developing hazard mitigation plans that were accepted by the state and FEMA, but also successfully positioned these communities to secure funding for implementing hazard mitigation projects.

-  Implemented hazard mitigation actions after 100's of disasters
-  Developed hazard mitigation plans for our nation's largest communities.
-  Almost 20 years of hazard mitigation experience
-  Experts in hazard risk assessments & modeling
-  Supported 1,200+ communities in developing FEMA approved hazard mitigation plans
-  Secured & managed billions in section 404 & 406 HMGP funding
-  Experts in FEMA National Flood Insurance program
-  100% approved FEMA plans



## Expertise in the Emergency Management Accreditation Program

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



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

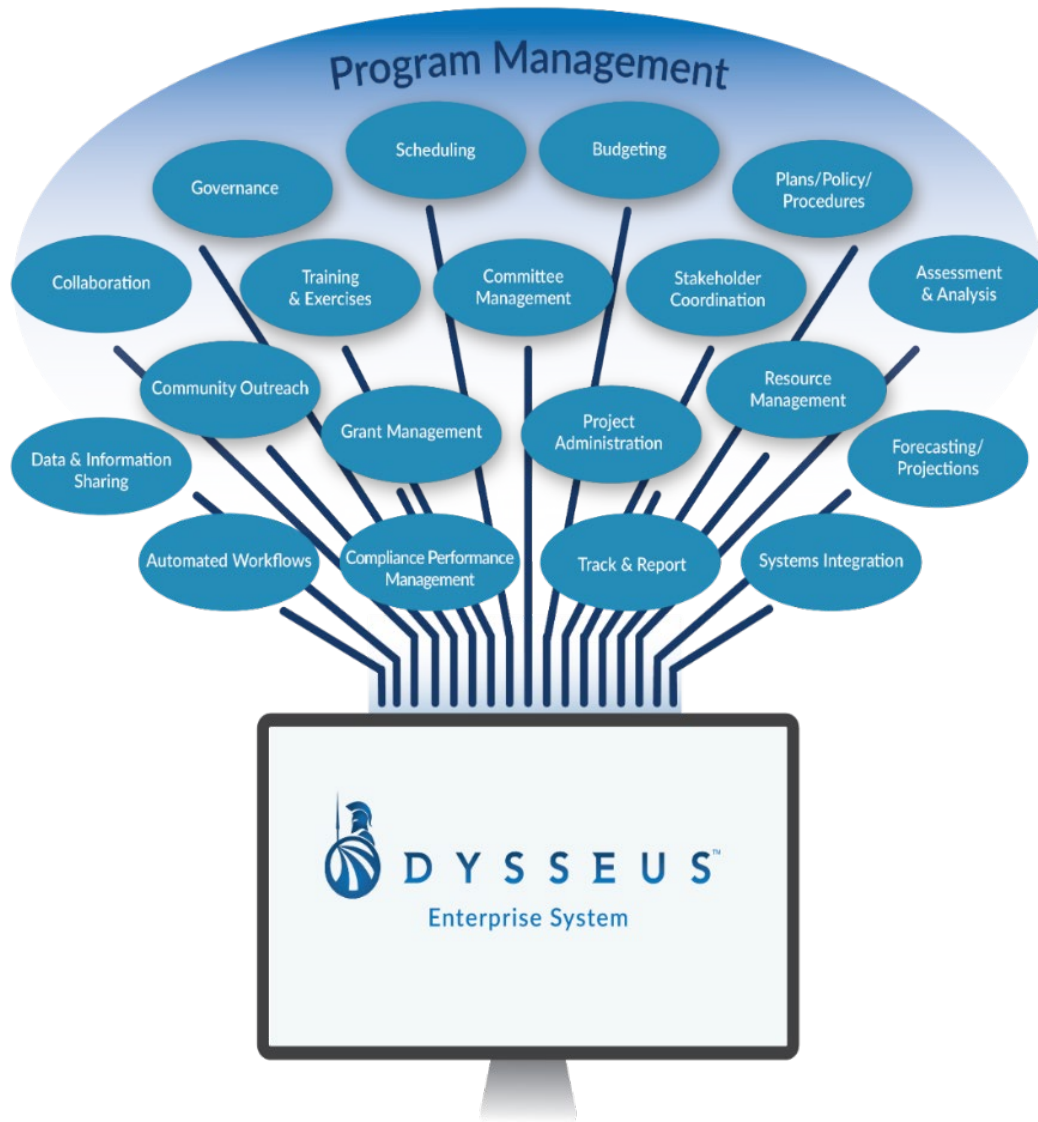
## Our Innovations: Odysseus™ EM365



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

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

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



## Odysseus™ in Work: Hazard Mitigation Planning

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. Odysseus™ features the unique characteristic of providing standardization and flexibility. This union of technological and programmatic features greatly increases the preparedness capabilities by efficiently and effectively enabling emergency preparedness organizations to design, develop, maintain, and continually improve programs and operations throughout the preparedness, response, recovery and mitigation/protection phases. Specifically, in regards to hazard mitigation plans and programs, Odysseus™ offers:





- **Track Plan Development and Update:** Odysseus™ provides a collaborative, cloud-based environment to validate and document the mitigation planning process and allow agency authorities real-time access to planning doctrine.
- **Plan Maintenance:** Many communities are challenged with the regular maintenance and update of their hazard mitigation plans. Odysseus™ provides users with scheduled reminders to convene planning committees, document committee participation, and track plan updates and project implementation.
- **Mitigation Committee Management Tools:** Odysseus™ documents the mitigation planning participation of committee members and stakeholders, providing usage logs that can be used to support a jurisdiction's in-kind match for FEMA grant funds.
- **Interactive Mapping and Hazard Modeling:** Odysseus™ web-based format allows for interactive community base maps and hazard modeling maps.
- **Mitigation Crosswalk Compliance Metrics:** Odysseus™ has a library of compliance metric tools that allow users to validate their plans against federal, state, and industry requirements, to include FEMA Mitigation Compliance Crosswalks.
- **Community Outreach Tools:** Odysseus™ offers a variety of outreach tools that are designed to engage plan participants by using adult learning techniques and accessible cutting-edge technologies.
- **Grant Management [NEW]:** Odysseus™ provides users with a ready-to-use or customized grant management system to allow your organization to track, administer, report, and maximize grant funding for a variety of FEMA and DHS programs, to include Hazard Mitigation, Building Resilient Infrastructure & Communities (BRIC), and other mitigation and emergency management grant funding programs.

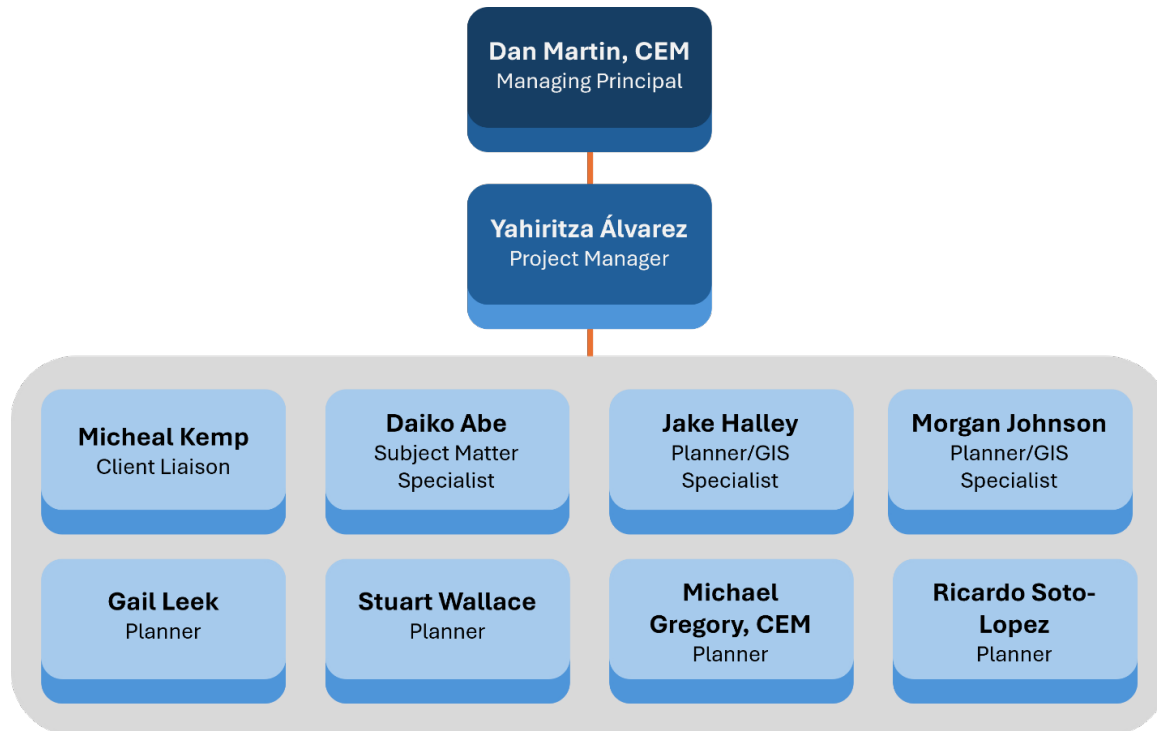
## Key Personnel

The ISC Team consists of 40+ full-time employees and maintains a cadre of **250+ emergency management professionals** with experience completing Hazard Mitigation Planning services. ISC has drawn from this extensive pool of highly experienced and qualified resources and specifically identified key personnel for this project. The ISC Team offers Certified Floodplain Managers, Community and Mitigation Planning Subject Matter Experts, and Certified HAZUS



Practitioners. All our proposed key personnel have consistent records of successful leadership, innovation, client service, and technical expertise.

## Organizational Chart



## License & Certifications

Our staff hold various professional licenses to include but not limited to:

- ✓ Certified Emergency Manager® (CEM)
- ✓ Master Exercise Practitioners (MEP)
- ✓ HSEEP Certified Instructors
- ✓ Completion of ICS 100, 200, 300, 400, 700, 800
- ✓ Emergency Management Institute (EMI) Certified Instructors
- ✓ Certified Floodplain Manager
- ✓ American Institute of Certified Planners (AICP)
- ✓ Licensed Professional Engineer

## Key Staff Bios

The table below summarizes the organization of our proposed team, as well as their roles, qualifications, and relevant experience. Please see **Appendix A** for our key personnel resumes.

Key Staff		
Staff & Role	Qualifications	Relevant Experience
<b>Daniel Martin,</b> <b>CEM, PhD</b> Managing Principal	<ul style="list-style-type: none"> <li>• PhD, Emergency Management</li> <li>• BS, Environmental Engineering</li> <li>• Certified Emergency Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Managed over 200 emergency management consulting engagements</li> <li>• Supported over 30 post-disaster community recovery operations</li> <li>• Multiple Presidential awards and recognition</li> </ul>
<b>Yahiritza Álvarez</b> Project Manager	<ul style="list-style-type: none"> <li>• Executive Master of Professional Studies in Emergency and Disaster Management</li> <li>• BS, Meteorology</li> </ul>	<ul style="list-style-type: none"> <li>• Contra Costa County MJ-HMP, project manager</li> <li>• Miami-Dade County Office Emergency Management, Emergency Management Planner</li> <li>• 5-year update of Miami-Dade County’s Local Mitigation Strategy</li> </ul>
<b>Micheal Kemp,</b> <b>PhD</b> Client Liaison	<ul style="list-style-type: none"> <li>• Academic and practical credentialed public safety professional with 30+ years of direct experience</li> <li>• PhD, Emergency Management</li> <li>• MS, Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>• Dawson County, MT, Mitigation planning, Senior Advisor</li> <li>• McCone County, MT, Mitigation planning, Senior Advisor</li> <li>• Wibaux County, MT, Mitigation planning, Senior Advisor</li> </ul>
<b>Daiko Abe</b> Subject Matter Specialist	<ul style="list-style-type: none"> <li>• MS, Emergency Management</li> <li>• Certified Floodplain Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Salt Lake County, UT, MJHMP</li> <li>• Cook County, IL MJHMP</li> <li>• Hamilton County, OH HMP</li> <li>• Project Manager for over 20 FEMA-approved hazard mitigation plans across the nation, in addition to providing subject matter and planning support to multiple other mitigation plans.</li> </ul>
<b>Jake Halley</b> Planner/GIS Specialist	<ul style="list-style-type: none"> <li>• Lead planner for multiple MJHMPs nation-wide</li> <li>• HAZUS-MH Professional</li> </ul>	<ul style="list-style-type: none"> <li>• City of Detroit HMP</li> <li>• City of Galveston, TX HMP</li> <li>• St Charles Parish, LA MJHMP</li> <li>• San Miguel County, NM MJHMP</li> <li>• UTMB Galveston.404 and 406 mitigation activities</li> </ul>

Key Staff		
Staff & Role	Qualifications	Relevant Experience
<b>Morgan Johnson</b> Planner/GIS Specialist	<ul style="list-style-type: none"> <li>• 20+ years of EM experience</li> <li>• HAZUS Professional</li> <li>• MPH, Health Behavior and Health Education</li> <li>• BS, Psychology</li> </ul>	<ul style="list-style-type: none"> <li>• Montgomery County TX HMP</li> <li>• California COVID Business Continuity Planning</li> <li>• FEMA Region 2 All Hazards Plans</li> </ul>
<b>Gail Leek</b> Planner	<ul style="list-style-type: none"> <li>• Mitigation planning specialist</li> <li>• BS, Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 18+ years of hazard mitigation planning experience</li> <li>• Colorado state hazard mitigation planning specialist</li> </ul>
<b>Stuart Wallace</b> Planner	<ul style="list-style-type: none"> <li>• 40+ years of experience</li> <li>• HSEEP certified</li> <li>• MS, Landscape Architecture</li> <li>• MS, Civil Engineering</li> <li>• BS, Landscape Architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple state-level HMPs</li> <li>• 15+ county MJHMPs</li> <li>• FEMA National Earthquake Incident Annex</li> <li>• All Hazards Recovery Plan</li> </ul>
<b>Michael Gregory,</b> <b>CEM</b> Planner	<ul style="list-style-type: none"> <li>• 40+ years of experience</li> <li>• Certified Emergency Manager</li> <li>• BS, Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>• City of Ontario Hazard Mitigation Plan</li> <li>• Los Angeles Hazard Mitigation Plan</li> <li>• Various disaster recovery deployments</li> </ul>
<b>Ricardo Soto-Lopez</b> Planner	<ul style="list-style-type: none"> <li>• MA, Intercultural Studies</li> <li>• MS, Nonprofit Management</li> <li>• BS, Urban and Regional Studies</li> </ul>	<ul style="list-style-type: none"> <li>• Hawaii State Hazard Mitigation Plan</li> <li>• Community Redevelopment Program Manager</li> <li>• HUD CDBG-DR and CDBG-Mit Planner</li> </ul>

## Availability

The ISC Team understands that availability of key staff for task assignments is critical to moving programs and projects forward. The ISC Team’s proposed staff is available immediately, upon award of the project. Moreover, we are prepared to commit our proposed key staff for the duration of the project and will not replace any key staff without prior consultation with, and approval.

For those circumstances beyond our control, the ISC Team will submit the replacement key staff’s qualifications for review. If any additional resources are required the ISC Team will provide approved additional staff, as necessary.

# Relevant Project Experience

## Recent HMP Projects

The projects below provide a representative list of projects, of a scale and complexity similar to this project engagement. In each case identified, ISC’s support, services, expertise, and integrated approach resulted in developing Hazard Mitigation Plans that were accepted by the state and FEMA, but also successfully positioned these communities to secure funding for implementing hazard mitigation projects.

Summary of Recent ISC HMP Projects			
Client	Date	Type of Contract	Description
Contra Costa, CA	2023-24	HMP	County Hazard Mitigation Plan Update
City of Chino, CA	2024	HMP	City Hazard Mitigation Plan Update
City of Santa Cruz	2024	PDRM	City Post Disaster Recovery & Mitigation
City of Downey, CA	2023	HMP	City Hazard Mitigation Plan
City of La Mirada, CA	2022	HMP	City Hazard Mitigation Plan Update
City of Santa Monica, CA	2018	HMP	City Hazard Mitigation Plan Update
State of California	2017	PDRM	Regional Post Disaster Recovery & Mitigation
City of Beverly Hills, CA	2017	HMP	City Hazard Mitigation Plan Update
Bonner County, ID	2024	HMP	County Hazard Mitigation Plan Update
Onondaga County, NY	2024	HMP	County Hazard Mitigation Plan Update
Oakland County, MI	2024	HMP	County Hazard Mitigation Plan Update
Cook County, IL	2024	HMP	County Hazard Mitigation Plan Update   136 participating jurisdictions   Plan initiated, approved, and adopted within a 5-month timeframe.
Grand County, UT	2023	HMP	County Hazard Mitigation Plan Update
Kane County, IL	2023	HMP	County Hazard Mitigation Plan Update
Kittitas County, WA	2023	HMP	County Hazard Mitigation Plan Update
Lower Elkhorn Region, NE	2023	HMP	11 County Hazard Mitigation Plan Update
Missoula County, MT	2023	HMP	County Hazard Mitigation Plan Update
Port of Houston	2023	HMP	Port Authority Hazard Mitigation Plan
TriMet, OR	2023	HMP	Regional Hazard Mitigation Plan Update
Uintah County, UT	2023	HMP	County Hazard Mitigation Plan Update
University of Utah	2023	HMP	University Hazard Mitigation Plan
Mississippi District 9	2023	HMP	5 County Regional Hazard Mitigation Plan Update
San Juan County UT	2023	HMP	County Hazard Mitigation Plan Update
Los Alamos, NM	2023	HMP	County Hazard Mitigation Plan Update

<b>Summary of Recent ISC HMP Projects</b>			
<b>Client</b>	<b>Date</b>	<b>Type of Contract</b>	<b>Description</b>
<b>DuPage County, IL</b>	2023	HMP	County Hazard Mitigation Plan Update
<b>New York University</b>	2022	HMP	University Hazard Mitigation Plan
<b>Lake County, IL</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>La Mirada, CA</b>	2022	HMP	City Hazard Mitigation Plan Update
<b>Detroit, MI</b>	2021	HMP	City Hazard Mitigation Plan Update
<b>Dawson County, MT</b>	2021	HMP	4-county Hazard Mitigation Plan Update
<b>Umatilla</b>	2022	HMP	Tribal Hazard Mitigation Plan Update
<b>Dawson County, MT</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>DuPage County, IL</b>	2023	HMP	County Hazard Mitigation Plan Update
<b>Fort Belknap</b>	2022	HMP	Tribal Hazard Mitigation Plan Update
<b>Snoqualmie Tribe</b>	2022	HMP	Tribal Hazard Mitigation Plan Update
<b>Teton County, WY</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>Waukesha County, WI</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>Yakima Valley, WA</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>Ysleta del Sur Pueblo</b>	2022	HMP	Tribal Hazard Mitigation Plan Update
<b>Jerome County, ID</b>	2022	HMP	County Hazard Mitigation Plan Update
<b>Lenowisco Planning District, VA</b>	2021	HMP	Regional Hazard Mitigation Plan Update
<b>Campbell County, TN</b>	2020	HMP	County Hazard Mitigation Plan Update
<b>Cook County, IL</b>	2020	HMP	County Hazard Mitigation Plan Update   136 participating jurisdictions   Plan initiated, approved, and adopted within a 5-month timeframe.
<b>Milwaukee County, WI</b>	2017	HMP	County Hazard Mitigation Plan Update
<b>Kootenai County, ID</b>	2020	HMP	County Hazard Mitigation Plan Update and Wildfire Mitigation Plan
<b>Salt Lake County, UT</b>	2019	HMP	County Hazard Mitigation Plan Update   Level 3 HAZUS
<b>Portage County, WI</b>	2019	HMP	County Hazard Mitigation Plan Update
<b>Madison County, ID</b>	2018	HMP	County Hazard Mitigation Plan Update
<b>Franklin County, OH</b>	2017	HMP	County Hazard Mitigation Plan Update
<b>Hamilton County, OH</b>	2017	HMP	County Hazard Mitigation Plan Update
<b>Royal Oak, MI</b>	2017	HMP	City Hazard Mitigation Plan Update
<b>Oakland County, MI</b>	2017	HMP	County Hazard Mitigation Plan Update
<b>Seminole Tribe of Florida</b>	2017	HMP	Tribal Hazard Mitigation Plan Update
<b>Montana NE Region</b>	2017	HMP	Multi-County Hazard Mitigation Plan Update

Summary of Recent ISC HMP Projects			
Client	Date	Type of Contract	Description
Carter County, TN	2016	HMP	County Hazard Mitigation Plan Update
Hardin County, IA	2016	HMP	County Hazard Mitigation Plan Update
Red River Valley (ND & MN)	2013-2016	HMP	Multi-County Hazard Mitigation Plan Updates for 16 County Region in Minnesota and North Dakota

## Project Qualifications

Since 2006, ISC has been a single-source provider of single and multi-jurisdiction hazard mitigation plans, for jurisdictions across the U.S. Over our fifteen-year history, ISC has conceptualized, designed, developed, planned, prepared, and delivered 50+ local and multi-jurisdiction hazard mitigation plans, similar in size, scope, and complexity to that requested in the RFP.



Provided below are some notable examples of hazard mitigation plans that ISC has previously delivered to other agencies and jurisdictions, of similar size and scope. We are happy to provide additional information, on any of the examples below, upon request.

### District 9 Hazard Mitigation Plan

Mississippi Emergency Management Agency (MEMA)


<b>Location</b>	Region 9 (Multiple Counties), MS
<b>Contract Length</b>	August 2022 – Present
<b>Highlights</b>	ISC was chosen by the Mississippi Emergency Management Agency (MEMA) to update the regional hazard mitigation plan for the district 9 Hazard Mitigation Council. The plan addresses mitigation of multiple natural hazards, including flood, hurricane, urban/wildfire, tornado, winter weather, dam failure, water supply/system failures, and earthquake hazards. The district 9 Regional Hazard Mitigation plan update will include the following Counties: Pearl River, Stone, George, Hancock, Harrison, and Jackson and communities. Click <a href="#">HERE</a> to see the plan.
<ul style="list-style-type: none"> <li>✓ Multi-county Plan for Pearl River, Stone, George, Hancock, Harrison and Jackson counties</li> <li>✓ Incorporated regional recovery strategies.</li> </ul>	

### Regional Multi-Jurisdictional Hazard Mitigation Plan

Virginia LENOWISCO Planning District Commission

<b>Location</b>	Norton, Virginia
<b>Contract Length</b>	6 months
<b>Highlights</b>	The LENOWISCO Planning District Commission (PDC) is Virginia’s Planning District One, serving Lee, Scott, and Wise Counties, the City of Norton, and fifteen incorporated towns in far southwestern Virginia. As the highest rated firm, Integrated Solutions Consulting (ISC) was selected by the PDC to update the region’s expired Multi-Jurisdictional Hazard Mitigation Plan (HMP).
<ul style="list-style-type: none"> <li>✓ Regional Multi-Jurisdiction Hazard Mitigation Plan</li> <li>– 3 Counties</li> </ul>	

## Regional Multi-Jurisdictional Hazard Mitigation Plan Virginia LENOWISCO Planning District Commission

<ul style="list-style-type: none"> <li>- 19 Municipalities</li> <li>✓ Coordinated with Board of Directors and all participating jurisdictions</li> <li>✓ 234 Mitigation Actions Identified</li> <li>✓ Complied with State and Federal Requirements</li> <li>✓ Formally Adopted</li> </ul>	<p>ISC worked with the Board of Directors and respective county and city staff on revising district-wide geospatial data analysis, as well as updating the PDC’s multi-hazard risk assessment, including hazard profiles, hazard history, hazard vulnerability analysis, and repetitive loss summary. ISC held multiple planning meetings with nineteen jurisdictions and several public meetings where residents were invited to participate in the hazard mitigation planning process. In addition, ISC conducted a public survey that provided insight into the community’s perception and behaviors to community resiliency and mitigation strategies. The final plan identified 234 mitigation actions across all the counties and municipalities that participated in the LOEWISCO Region Multi-Jurisdiction Hazard Mitigation Plan. The plan met the requirements of Section 322 of the Stafford Act (P.L. 106-390) and Virginia Law §44-146.18. The plan was approved by VDEM and FEMA Region III and formally adopted by the communities.</p>	
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## Multi-Jurisdictional Hazard Mitigation Plan Contra Costa County Office of Emergency Services (OES)

<b>Location</b>	Contra Costa County, California
<b>Contract Length</b>	December 2023 – July 2024
<p>ISC was selected by Contra Costa County to update its 2018 multi-jurisdictional hazard mitigation plan in accordance with the latest hazard mitigation plan requirements set forth by Cal OES and the Federal Disaster Mitigation Act of 2000. ISC worked closely with Contra Costa County Office of Emergency Services to facilitate the participation of 33 municipalities and unincorporated areas with a population of 1,049,925 in the countywide collaborative planning process. The objective of the hazard mitigation planning process was to identify the hazards that impact communities, identify actions to reduce losses from those hazards, and establish a unified process to implement the plan across jurisdictional boundaries.</p> <p>The Contra Costa County Multi-Jurisdictional Hazard Mitigation Plan is the first and only county-level plan to have been approved by FEMA and Cal OES and fully adopted by the county and all participating jurisdictions under the auspices of the new hazard mitigation planning requirements.</p>	

## Lower Elkhorn Region Multi-Jurisdictional Hazard Mitigation Plan Update Lower Elkhorn Natural Resources District, Nebraska

<b>Location</b>	Nebraska
<b>Contract Length</b>	2023 – 2024
<p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>✓ Encompasses 15 counties in Northeast Nebraska showcasing extensive reach</li> <li>✓ Participants included 92 Jurisdictions (8 counties,</li> </ul>	<p>The Lower Elkhorn Natural Resources District (LENRD) has selected ISC to conduct a comprehensive update of its Hazard Mitigation Plan. This effort includes revising the Cedar-Dixon Counties Multi-Jurisdictional All-Hazard Mitigation Plan, with the goal of merging the two existing plans into a single, cohesive framework that better addresses and manages potential hazards.</p> <p>In a significant expansion of this collaboration, LENRD is inviting the Lewis and Clark Natural Resources District, along with Cedar County and Dixon County, to participate in this important project. The primary objective is to streamline and</p>

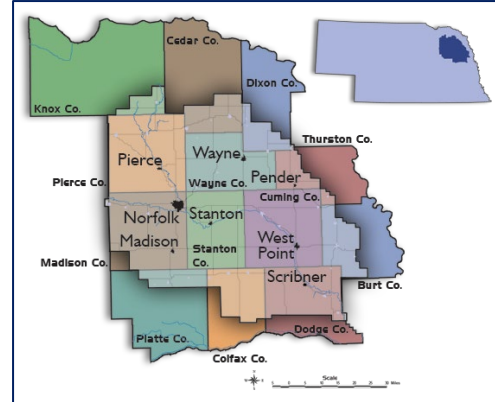
## Lower Elkhorn Region Multi-Jurisdictional Hazard Mitigation Plan Update

### Lower Elkhorn Natural Resources District, Nebraska

- 55 communities and 29 special districts)
- ✓ Engagement of a wide variety of stakeholders reflecting a community-centered approach.
- ✓ Over 400 community members participated in the survey
- ✓ Expansion of Plan to include Lewis & Clark NRD, Cedar County and Dixon County

enhance the existing hazard mitigation plans, making them more effective in protecting communities from various risks.

The project covers a wide area, encompassing 15 counties in northeast Nebraska. This includes several natural resources districts: Lower Elkhorn NRD, Lower Platte North NRD, Papio Missouri River NRD, Lewis and Clark NRD, and Upper Elkhorn NRD. The counties involved are diverse and include Antelope, Burt, Cedar, Colfax, Cuming, Dakota, Dixon, Dodge, Knox, Madison, Pierce, Platte, Thurston, Stanton, and Wayne.



A broad range of stakeholders are participating in this effort, reflecting the collaborative spirit essential for effective hazard mitigation. These stakeholders include municipalities such as cities and villages, educational institutions like school districts, as well as rural water districts, irrigation districts, airport authorities, public health districts, fire departments, sanitation improvement districts, and tribal organizations. Together, they aim to create a more resilient framework for addressing the challenges posed by natural disasters and other hazards within their jurisdictions.

## Multi-Jurisdiction Hazard Mitigation Plan Update

### San Mateo County, California

<b>Location</b>	San Mateo, California
<b>Contract Length</b>	2025 – 2026

Integrated Solutions Consulting (ISC) is leading the comprehensive update of San Mateo County's Multi-Jurisdictional Local Hazard Mitigation Plan (MJLHMP), a FEMA-compliant initiative under RFP No. 2025-RFP-00465, ensuring alignment with federal guidelines FP 206-21-0002 for plans approved after April 19, 2023. Serving a population of nearly 800,000 across 744 square miles, the project encompassed 20 incorporated cities—including Atherton, Belmont, and Redwood City—and special districts such as the San Mateo County Flood and Sea Level Rise Resiliency District and Menlo Park Fire Protection District. ISC will conduct a thorough Threat, Hazard Identification, and Risk/Vulnerability Assessment (THIRA), identifying natural hazards like earthquakes, floods, and wildfires, as well as human-caused risks, while integrating the latest GIS data, FEMA Flood Insurance Rate Maps, and historical event analyses to estimate potential losses exceeding \$1 billion in vulnerable infrastructure. Through collaborative efforts with the Local Hazard Mitigation Planning Team and Steering Committee, ISC facilitated broad stakeholder engagement, including public workshops and surveys that garnered input from a representative sample of San Mateo County residents, fostering a unified framework for risk reduction and eligibility for federal mitigation grant funding. ISC will prioritize actionable mitigation strategies using the STAPLEE method for prioritization, incorporating cost-benefit analyses for high-priority actions such as infrastructure retrofits and floodplain management enhancements.

ISC's expertise in multi-jurisdictional planning—demonstrated by completing three similar MJLHMP updates for populations over 500,000 in the last five years—enabled seamless integration of economic and land use impact analyses, reducing projected vulnerabilities through targeted strategies. The final FEMA-approved plan will position San Mateo County to access future mitigation funding, enhancing community resilience against evolving hazards.

## Multi-Jurisdictional Hazard Mitigation Plan Update

### Onondaga County Department of Planning

<b>Location</b>	Syracuse, NY
<b>Contract Length</b>	2023 – 2024

Integrated Solutions Consulting (ISC) was selected by the Onondaga County Board of County Commissioners to update the County’s Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). ISC worked closely with the Onondaga County Department of Planning and the County’s 35 municipalities and one (1) special district to update the Plan in accordance with the 2022 New York State Hazard Mitigation Planning Standards, FEMA’s Local Mitigation Planning Policy Guide (effective April 19, 2023), and the Disaster Mitigation Act of 2000, 44CFR Part 201-Mitigation Planning, interim Final rules, February 2002. ISC conducted a community survey and held a series of public workshops to engage a representative sample of Onondaga residents in updating the MJHMP. Many of the participating jurisdictions had very limited capabilities (e.g., staffing), necessitating individualized coordination. The Client was consistently responsive, attentive, and supportive throughout the process.

## Red River Valley Regional Hazard Mitigation Plan & CRS Analysis

### Multiple Red River Valley Counties in North Dakota and Minnesota

<b>Location</b>	North Dakota and Minnesota
<b>Contract Length</b>	3.5 years

<p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>✓ Bi-State Regional Multi-Jurisdictional Hazard Mitigation Plan Update             <ul style="list-style-type: none"> <li>– 13 Counties</li> <li>– 138 Municipalities</li> <li>– Minnesota and North Dakota</li> </ul> </li> <li>✓ Coordinated with MN HSEM, ND EMS, and FEMA Regions V and VIII</li> <li>✓ Identified repetitive loss structures and CRS compliance</li> </ul>	<p>For over the past several years, ISC has been working closely with FEMA Region VIII and Region V, North Dakota and Minnesota state mitigation officers, and county officials to update or develop nine county-level hazard mitigation plans in one of the most disaster-prone regions of the US – including the following:</p> <ul style="list-style-type: none"> <li>• Morton County, ND</li> <li>• Ramsey County, ND</li> <li>• Traill County, ND</li> <li>• Kittson County, MN</li> <li>• Clay County, MN</li> <li>• Cass County, MN</li> <li>• Kandiyohi Country MN</li> <li>• Marshall County, MN</li> <li>• Polk County, MN</li> <li>• Red Lake County, MN</li> <li>• Pennington County MN</li> <li>• Norman County MN</li> <li>• Becker County, MN</li> </ul> <p>ISC has successfully updated the hazard mitigation plans in accordance with the latest requirements of the Stafford Act and Title 44 CFR §201.6.1. In addition to these federal requirements, ISC worked closely with FEMA Region V mitigation officers to incorporate the latest standards directed by the Department of Homeland Security’s Community Planning Guide 201, Threat Hazard Identification &amp; Risk Analysis (THIRA) and guide an analysis of DHS-defined Core Capabilities. Additionally, ISC assisted each county and participating CRS communities in identifying repetitive loss structures and developing and/or integrating mitigation actions that will reduce future impacts from flooding or other natural disasters. This information was then incorporated into the community’s NFIP application. The result was a series of hazard mitigation plans that were not only accepted upon the initial submission to the state and FEMA, but also successfully positioned these counties to secure funding for implementing hazard mitigation projects.</p>
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## Multi-Jurisdictional Hazard Mitigation Plan

### Hamilton County Emergency Management & Homeland Security Agency (EMHSA)

<b>Location</b>	Hamilton County, OH
<b>Contract Length</b>	2018 – 2023

The Hamilton County Emergency Management Agency (EMHSA) requested ISC to develop the 2018 and 2023 MJ-HMP. In both instances, the ISC Team facilitated webinars to introduce the mitigation planning process to local officials, engaging the County’s 48 jurisdictions to participate in at least one webinar. Next, ISC planned and facilitated seven hazard mitigation planning workshops throughout the County to identify hazards and update and consider new mitigation strategies, gaining full participation from each of the County’s 48 jurisdictions. Our Team then designed and distributed a comprehensive public survey in more than 1,300 completed responses.

ISC leveraged survey data to inform the hazard risk prioritization process, ensuring the MJ-HMP addressed the public’s concerns and priorities. ISC also planned, advertised for, and executed two public forums sharing the MJ-HMP draft with County residents, providing all members of the community with an opportunity to provide input for review and comment. MJ-HMP participants assessed over 300 hazard mitigation strategies/actions, resulting in a prioritized list of more than 100 new strategies/actions, in addition to ongoing/updated mitigation strategies/actions from the 2013 and 2018 Plans. The County’s 2018 MJ-HMP received Ohio Emergency Management Agency (EMA) and FEMA approval.

## Multi-Jurisdiction All-Hazard Mitigation Plan

### Hardin County, IA

<b>Location</b>	Hardin County, IA
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ISC updated Hardin County’s Multi-Jurisdiction All Hazard Mitigation Plan. The plan effort achieved participation from 10 jurisdictions, and six school districts. The plan included a detailed profile of Hardin County, which covers location, demographics, housing, transportation, and economic information to provide a statistically detailed depiction of the planning area. Similar data is presented for each jurisdiction participating in the multi-jurisdictional hazard mitigation plan, including information on the local government, services provided by the jurisdiction, resources employed, and previous mitigation efforts taken at the jurisdictional level.

In addition to holding meetings and webinars, a countywide survey (over 100 responses) was utilized. Ice Storms, Terrorism: Armed Assault, and Cyber Attack were added to the 2017 Update, and a new risk ranking methodology (CVR2) was utilized to demonstrate social, physical and broader community impacts. As part of this effort, 49 new actions were identified, and over 160 mitigation actions were updated. The planning team utilized ISC’s Odysseus Knowledge Management System, which provided real-time access to the plan and the ability to provide comments and feedback.

## Multi-Jurisdictional Multi-Hazard Mitigation Plan Update

### Campbell County, TN

<b>Location</b>	Campbell County, TN
<b>Contract Length</b>	2020

Integrated Solutions Consulting developed an updated multi-jurisdictional multi-hazard mitigation plan consistent with current state and federal planning requirements for Campbell County, TN. The Campbell County plan was first developed in 2013. This was the 2020 revised version of the original plan. This plan contains information relative to the hazards and vulnerabilities facing Campbell County. Additionally, it interfaces with the 2018 State of Tennessee Hazard Mitigation Plan. The jurisdictions participating in this Plan include Campbell County, the City of LaFollette, City of Caryville, City of Jellico, and the Town of Jacksboro. The plan received state and FEMA approval.

## Approach & Methodology

Based on our prior experience developing HMPs, we have learned that success means more than gaining FEMA and state approval and local adoptions: *the client defines success*. Accordingly, ISC believes it is essential to establish a clear understanding of goals and objectives upon contract execution.

ISC's approach to developing the HMP is a five-task method consistent with the Scope of Work (SOW), and compliant with industry best practices, federal and state requirements, and lessons learned from across the homeland security enterprise. Our approach for preparing, and subsequent adoption of the HMP is detailed in the following pages. ISC is happy to provide additional information, upon request.

### Task 1: Project Management

#### Subtask 1.1: Project Initiation

Upon notification of contract award, the ISC Team Project Manager will immediately contact the designated Client Project Manager to set up a Project Initiation Meeting. The ISC Team will be prepared to schedule and conduct this meeting within seven days of contract award. Additionally, the ISC Project Manager will request contact information for additional participants and confirm with the designated Client Project Manager the desired format or location for this meeting (i.e., in-person, remote, preferred platform, etc.). Once these elements are confirmed, the ISC Team will schedule participants to the Project Initiation Meeting via MS Outlook Calendar Invitations.

**Best Practice #1**  
ISC offers a customized interactive mitigation planning participation module that 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.

During the initial 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. 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.

#### Subtask 1.2: Project Work Plan Development & Internal Controls







Central to ISC's project management approach is the development of the Project Work Plan (PWP). Simply put, the PWP is a formal, approved document used to guide both project execution and project control borne out of consultant and client collaboration.

The ISC Project Manager will utilize the PWP to guide 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.



### Subtask 1.3 Project Reporting & Meeting Planning

From our experience completing similar projects, ISC believes that, given the importance of project reporting, all associated activities must be clearly defined, precisely completed, and evaluated, and agreed upon by both our Team and the Client. Key **PWP** tasks are included below.

Team ISC's Project Management Approach	
 <b>1. Scope Management</b>	Identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures, and manages project risks and mitigation.
 <b>2. Resource Management</b>	To facilitate increased coordination and provide a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. <i>These changes would be implemented only with approval.</i>
 <b>3. Communications &amp; Information Management</b>	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.
 <b>4. Potential Risks &amp; Mitigation Strategy</b>	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.
 <b>5. Quality Assurance &amp; Control</b>	ISC's Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.
 <b>6. Project Status Reports</b>	The ISC Project Manager will provide a "Project Status Report" to the designated Client representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.

### Team ISC's Project Management Approach



#### 7. Invoices & Quarterly Grant Reporting.

The ISC Project Manager will provide invoices to the designated Client representative(s), which can be sent either by deliverable or monthly. To ensure the Client meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

## Subtask 1.4 Odysseus™ - Hazard Mitigation Planning

Utilizing our experience and expertise in the application of the Odysseus™ software for hazard mitigation planning, ISC will establish an Odysseus™ environment to collaborate with participating jurisdictions, document the planning process, analyze and assess hazard risks, manage hazard mitigation actions, and update the Hazard Mitigation Plan. The ISC team will provide as-needed support to participating jurisdictions in navigating the Odysseus™ environment, to include their respective shared instance, and ensure that their participation in the hazard mitigation planning update is thoroughly documented.

### Task 2: Organizing Resources

As earlier noted, by defining the Client's vision of success and expectations at the onset of the project, our Team will readily collaborate with the Client to ensure the complete realization of all objectives.

#### Subtask 2.1 Formation of Planning Team & Initial Meetings

At a minimum, there should ideally be at least one representative for each relevant Client department and each participating jurisdiction. However, given departmental overlap, a single representative with authority to represent multiple departments can be accommodated.

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 HMP. The plan will also include copies of all meeting invitations, a list of everyone invited to each meeting (along with their positions, the departments they represent, and if they attended), and meeting sign-in sheets (and minutes, if desired).

#### Best Practice #2

ISC provides analytical reports of each committee member's time in the system reviewing the plan, collaborating with committee members, and participating in the mitigation planning tools. This participation is shared and reported in a format that is consistent with FEMA's quarterly reporting requirement.

#### Subtask 2.2 Documentation of the Planning Process

As part of the overall planning process, ISC will coordinate, schedule, facilitate, and support all meetings and conferences with the Planning Team (both formal planning meetings, project status meetings, and any ad hoc meetings or briefings). ISC will:

- ✓ Coordinate the scheduling of meeting rooms with the designated the Client Project Manager and any designated facility representatives, and send/manage invitations, reminders, and registration (via MS Outlook Calendar appointments)

- ✓ Reserve, establish and ensure functionality of any conference lines and/or any web-based meeting platforms (i.e., webinars, GoToMeeting, RingCentral, Microsoft Teams, WebEx, etc.)
- ✓ Disseminate conference line and/or web-based meeting access information, such as call-in numbers, URLs, etc., and access instructions to remotely participating individuals
- ✓ Develop for each meeting an agenda, presentation slide deck, and appropriate read ahead or draft HMP content or materials
- ✓ Distribute, electronically, all written planning meeting materials to the Planning Team, including read ahead, meeting handouts, and/or draft materials, no later than seven days prior to the meeting
- ✓ Provide hard copies of all written planning meeting materials, in sufficient quantity, for each planning meeting
- ✓ Provide and affix all signage, as well as provide, set up, test for functionality, and operate any audio/visual equipment (i.e., projectors, public address, etc.), as needed or requested
- ✓ Facilitate all meetings, conferences, orientations, and/or briefings
- ✓ Record and publish meeting minutes to the participants and designated POCs, no later than one week following the meeting

### Subtask 2.3 Public & Stakeholder Outreach Strategy

A hallmark of ISC’s HMP process is robust public involvement, including advertisements in local newspapers, preparation of public service announcements, community surveys, distribution of brochures, newsletters, and fliers and posting information and announcements on local government websites and social media platforms. The outreach activities associated

ISC will work directly with Client stakeholders to ensure the identified mitigation actions are effective, efficient, scalable, and pragmatic.

with the hazard mitigation planning process provides an opportunity for communities to combine these efforts with broader community engagement activities that are already established or planned. Community outreach activities that engage the whole community establish a participation process that is inclusive of all groups and reflects a representative sample of a community. The benefits of effective public outreach and education should not be underestimated.

The ISC Team has successfully executed large, sophisticated public outreach strategies for planning efforts in multiple urban and regional settings. ISC and its team have documented success in implementing public outreach strategies that utilize mass media and public forums, build community consensus, enhance plan participation, and provide data analytics that can be utilized for a community’s comprehensive emergency management programs. These outreach efforts have required the development of public information materials and documents, such as press releases, fact sheets, manuals, and other education-related products. ISC will work closely with the client to develop a hazard mitigation public involvement strategy that not only meets the State’s and FEMA’s requirements but provides value beyond the hazard mitigation plan. Though this is inexhaustive, the engagement strategy 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 Hazard Mitigation: Integrating Best Practices into Planning, and the most current FEMA “how-to” planning guidance.
- ✓ Address state 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.
- ✓ Highlight the progress-to-date and the schedule for the remainder of the planning process.
- ✓ Solicit input from members throughout the planning process.
- ✓ Provide value beyond the hazard mitigation and help to inform comprehensive emergency management programs and community resilience

Some of the community engagement strategies that ISC has used to help inform the hazard mitigation planning process include:

- **Public Forums/Meetings:** ISC's process for conducting a public forum or meeting is based on the premises that format follows function. The objective for the public meeting for hazard mitigation planning is to inform the public of the hazard risk threats and gather their input in potential hazard mitigation actions. To ensure that optimal attendance for these meetings is achieved that is representative of the whole community, ISC will work with the client to ensure that the date and time of the meeting is shared through the most appropriate channels, and to leverage community networks that are pre-established.
- **Stakeholder Workshops:** Workshops are highly interactive meetings, usually designed for a pre-determined audience that represents different but similar groups. A Stakeholder Workshop includes representatives that can speak for their organizations that are assigned to complete specific tasks such as ranking the community's hazard risks or identifying mitigation actions. Workshops are a good forum to build consensus with influential groups and decision-makers.
- **Community Surveys:** In addition to providing quantitative measurements on the viewpoints and perspectives of the public, community surveys can also assist with providing reliable data analytics and scientific measurements to help inform community stakeholders, community leaders, and policymakers. ISC's proprietary methodology ensures that the survey is representative of the community, achieves a 95% confidence interval, and provides evidence-based results that not only inform the community's hazard mitigation plan, but also the community's comprehensive emergency management program. When completed over multiple hazard mitigation plan updates, the survey serves as an instrument to measure community resiliency and progress.
- **Social Media & Internet Campaigns:** Campaigns ran through social media and the internet provides a medium to share information with the public. Although these campaigns provide limited interactivity with the public, supporting data analytics can identify segments of the public that were reached.

ISC will work with the client to prepare a hazard mitigation plan engagement strategy that benefits not only the plan update but also considers other public outreach initiatives, program priorities, and desired outcomes. Ultimately, ISC recommends conducting a variety of community engagement strategies throughout the hazard mitigation planning process to include four to six virtual and on-site meetings. These public and steering committee meetings will occur as part of a documented project schedule presented to the Planning Team. Our Team will take all the necessary steps to engage participants, educating them on the importance of the HMP, and including interactive activities throughout the meetings.

## Task 3: Hazard Identification 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.



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:

- ✓ Ensures uniformity among 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 integrate the vulnerability assessments of critical assets accurately and systematically
- ✓ Provides consistency between the State’s approach as applicable while addressing the unique characteristics and attributes of the Client.

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; developing the hazard profiles, parameters, and characteristics; assessing possible vulnerabilities; determining probable scenarios, and modeling select hazards.

### Subtask 3.1 Hazard Identification and Profiles

The ISC Team will help the Planning Team 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. 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, the 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 Client is covering all the possible hazards, our team will collect and review plans and documents that may have information

#### Best Practice #3

ISC documents 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.

on hazard planning. 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.

3. **Inventory Assets:** Using GIS data management and analysis, an inventory of the Client's assets will be developed based on the 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 categories are:
  - a. Transportation Systems
  - b. Lifeline Utility Systems
  - c. High Potential Loss Facilities (financial institutions, government buildings, etc.)
  - d. Hazardous Waste/Materials Facilities
4. **Profile Hazards:** Per FEMA, each hazard profile will include a description of the hazard, previous occurrences, locations, and extents, and the probability of future occurrences.

In close coordination with the Planning Team, 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, drought, and extreme temperatures) will also consider how climate change may exacerbate the hazard, notably how it may impact vulnerability, frequency, or severity.

### Subtasks 3.2 and 3.3 Hazard Mapping & Vulnerability Assessment

Led by our GIS/HAZUS Analyst, our Team will work directly with the Planning Team to conduct a GIS-HAZUS Level 2 Analysis, modeling varying hazard scenarios depicted by the client.

For these tasks, an initial inventory of the Client assets will use the baseline data contained in HAZUS-MH and supplemented by GIS data provided by the Client. The effort includes developing and mapping a general inventory of assets in the applicable planning area. Using a base map, the ISC Team will identify the assets inside areas for each identified hazard that has a defined physical geographic boundary.

Selected sections of the Hazard Profile (at a minimum flooding, drought, and extreme temperatures) will also consider how climate change may exacerbate the hazard, notably how it may impact vulnerability, frequency, or severity.

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 Client are included in the mitigation planning process. Additionally, our team will conduct GIS-HAZUS Analysis Models of varying hazard scenarios.

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. The analysis 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, and may include the following:

- Key end users (Special population centers, such as daycare facilities, nursing homes/elderly housing, medical, and correctional facilities)
- Water and wastewater treatment plants and associate pumping stations;
- Power generation, transmission, and delivery facilities;
- Hazardous materials facilities;
- Repetitive loss properties;
- Population density; and,
- Structures delineated by use (residential, commercial, industrial, institutional, and others as appropriate).

As part of the vulnerability assessment, our team will look at future development trends and special considerations (i.e., historical property, environmentally sensitive areas, etc.) that 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.

#### **Best Practice #4**

ISC's proprietary CVR2 Model is a prioritized indication of planning risk considerations and dashboard analytics that can be incorporated into the community's preparedness efforts, that will increase programmatic efficiency, operational effectiveness, and a unified common operational picture.

#### **Best Practice #5**

Unlike our competitors, ISC offers FAA-licensed operators to conduct drone flights per 14 CFR part 107. Incorporating aerial analysis gives a new perspective on existing hazard risks & hazard mitigation actions. Aerial imagery analysis and modeling of high hazard areas, recovering communities, and vital infrastructure assets can be incorporated into your HMP.

With input from the Planning Team, our team will analyze the effect of any significant future development trends and special considerations identified by the Client to determine their positive or negative impacts on hazard profiles, inventoried assets, or projected losses.

### **Subtask 3.4 Capabilities Assessment**

ISC will conduct an in-depth and comprehensive review of the mitigation capabilities and tools currently available to the Client to implement the mitigation strategy. The assessment will include an inventory of existing plans, policies, and procedures that the Client has in place to mitigate the effect of hazards. Our team will also look at fiscal, staffing, and organizational capabilities.

## **Task 4: Developing a Mitigation Strategy**

Identifying and prioritizing mitigation actions are the fundamental components of an HMP. In the previous tasks, ISC redefined hazards, reassessed vulnerabilities, and the losses were estimated. Our Team will craft a prioritized list of mitigation actions that will reduce future risks and losses. This task will allow ISC to identify goals and objectives; identify and reevaluate mitigation actions, and 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 previous HMP or funding source. This progress update will provide context and ideas for new projects.

### **Subtask 4.1 Develop Hazard Mitigation Goals**

Based upon the hazard profiles, hazard loss, vulnerability, and risk assessment, the Planning Team will identify mitigation goals that articulate the Client'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 identified Mitigation Goals and Objectives, as identified by the Planning Team and schedule and conduct a meeting to review draft mitigation goals and objectives with the Planning Team and the public. ISC will solicit feedback to gain buy-in and consensus.

Information revealed in the hazard profiles, and loss estimation will be used to develop clear mitigation goals. ISC will host the planning meeting and review the 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 hazard events, as well as related economic information like business interruptions and revenue losses.

### **Subtask 4.2 Develop, Evaluate, & Prioritize Mitigation Actions**

ISC will reevaluate mitigation actions consistent with the goals and objectives that were previously defined and will evaluate the mitigation actions 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
- Maintenance needs
- Political support
- Legal authority

- Community acceptance
- Staffing and funding (Administrative)
- Historic projects of similar scope and magnitude

All mitigation actions, regardless of their criterion, will be assessed and discussed. Each mitigation action will include the following:

- Project Name and Number
- Goal and/or Objective being met
- Hazard to be mitigated
- Description of the Problem
- Project Description
- Estimated Timeline
- Whether or not the project is related to a Critical Facility (and if so, assurance that the facility will be protected to the 500-year event or greatest damage scenario).
- Lead Agency responsible for implementation
- Estimated Costs
- Estimated Benefits
- Potential Funding Sources

### Subtask 4.3 Mitigation Actions Implementation Strategy

The implementation strategy identifies how the Client proposes to achieve its mitigation goals and objectives. The Mitigation Actions Implementation Strategy will redefine, identify, and confirm mitigation actions, partners, resources, and schedules.

The implementation strategy will also cover potential funding sources. The sources will be described and include a website link for further information.

ISC will prepare a draft Mitigation Actions Implementation Strategy for review by the Planning Team. Once reviewed, ISC will incorporate changes to the newly created Mitigation Actions Implementation Strategy.

The strategies proposed by ISC will ensure compliance with DMA 2000 and will delineate between pre-disaster (FEMA's BRIC 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.

### Task 5: Assisting in Plan Adoption, Monitoring, and Evaluation

The ISC Team will write a complete final draft of the HMP for the Client. 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.

ISC will deliver final drafts to the Client officials and relevant stakeholders. These deliverables will integrate with the business flow and be compliant with federal, state, and local regulations.

#### Subtask 5.1 Maintenance Strategy

The Plan Maintenance section, included in the final plan, will ensure that the document continues to be viable and is compliant with federal directives, and that the plan moves toward implementation over the next five years. **ISC also commits to offering a one-year plan maintenance review.**

The maintenance strategy will detail how the Client will monitor, evaluate, implement, and update the Plan. Updates or changes to the plan will be made periodically to accommodate evolving needs

and to respond to actual disasters. ISC has developed multiple year-by-year implementation strategies, which ensures the plan remains viable and relevant.

### **Subtask 5.2 Incorporation into Existing Planning Mechanisms**

ISC will work in concert with the Planning Team to incorporate the HMP into existing planning mechanisms. We will consider community development plans, local capital improvement budgets, floodplain management plans, emergency management doctrine, and other planning mechanisms that are relevant to each community's hazard mitigation strategy.

### **Subtask 5.3 Implementation Schedule**

Each mitigation project will include an implementation schedule per the "Implementation Plan."

### **Subtask 5.4 Continued Public Involvement**

In past engagements, we have developed robust and detailed public involvement campaigns and schedules to ensure continued public feedback. We also have the capability to encourage real-time and continuous feedback through virtual tools (i.e., surveys, social media, web sites, etc.)

The ISC Team will write a complete final draft of the HMP for the Client. 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.

ISC will deliver final drafts to the Client officials and relevant stakeholders. These deliverables will integrate with the business flow at the Client and be compliant with federal, state, and local regulations as applicable.

## **Task 6: Draft Plan**

The project team will prepare a draft of the Client's HMP that will document the mitigation planning process and address the elements required by 44 CFR 201.4 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.

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 distribute the copies to the Planning Team for review. A public review draft will be also released for public comment before the HMP is finalized.

The Planning Team will meet to review the HMP draft. ISC will incorporate all the Committee's final revisions and will submit the plan to the Client officials within two weeks after the receipt of final review comments (we can provide printed, electronic, or both formats).

#### **Best Practice #6**

ISC leverages our library of compliance metric tools to allow clients to validate their plans against federal, state, and industry requirements, include DMA 2000. Our data-driven assessment gives emergency management professionals the opportunity to evaluate compliance systematically & comprehensively.

## **Task 7: Final Plan & Submission to the State & FEMA**

ISC will complete the final draft of the plan and will develop the appropriate Plan Review Tool. The plan will be updated to reflect new programmatic changes to the mitigation program, which became effective April 2023.

ISC will submit copies of the final draft to the State and/or FEMA Region for approval. When approved by FEMA, the Client Project Lead will present the plan before the Client leadership for formal adoption.

After FEMA indicates the Client's HMP is approvable pending adoption (APA), ISC will assist in preparing the plan to be adopted, with copies of the adoption resolutions provided to the State and FEMA by the Client and ISC.

### **Subtask 7.1 Closeout**

Upon completion of this project and finalization of the proposed deliverable, the ISC 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 "Project Close-Out" report will be submitted as draft copies to the Client Project Lead within 45 days of completion of the Client's HMP.

## Schedule

The project timeline is executable immediately upon the notice-to-proceed. The timeline does not account for any unforeseen, uncontrollable delays to the project. ISC has developed this project timeline with the intention to foster full collaboration with the project’s key stakeholders and principals. This schedule will ensure the State and FEMA have adequate time to formally review and approve the plan.

*Our team is capable to initiate the project upon notice of contract award, but will be prepared to begin immediately. The below timeline is based on our standard 9-month schedule for HMPU’s, however we can accommodate any schedule to meet your needs.*

Month:	1	2	3	4	5	6	7	8	9
<b>Task 1: Project Management, Planning, Organizing Resources</b>									
Project Initiation	X								
PWP & Internal Controls	X								
Project Reporting	X	X	X	X	X	X	X	X	X
Planning Team & Meetings		X			X			X	
Documentation of Process		X			X		X	X	
Public Outreach		X			X			X	
<b>Task 2: Hazard Identification</b>									
Hazard Identification & Profiles		X	X	X					
Hazard Mapping			X	X					
<b>Task 3: Risk Assessment</b>									
Vulnerability Assessment				X	X				
Capabilities Assessment					X				
<b>Task 4: Developing a Mitigation Strategy</b>									
Develop Mitigation Goals					X				
Prioritize Mitigation Actions					X	X	X		
Implementation Plan							X		
<b>Task 5: Assisting in Plan Adoption, Monitoring, and Evaluation</b>									
Maintenance Strategy							X	X	
Incorporation into Existing Planning								X	
Implementation Schedule								X	
Continued Public Involvement								X	
<b>Task 6: Draft Plan</b>									
Draft Plan							X	X	
<b>Task 7: Final Plan &amp; Submission to the State &amp; FEMA</b>									
Final Plan								X	X
Submission & Adoption								X	X

# Appendix A. Odysseus™ EM365

## Odysseus™ Comprehensive Program Management Solution

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



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

**672%** INCREASE IN PROGRAM EFFICIENCY     **300x** STAKEHOLDER COLLABORATION     **99%** REGULATORY & PROGRAM COMPLIANCE     **54x** RETURN ON INVESTMENT     **188%** INCREASE IN FUNDING



### Comprehensive Program Management Software

- Preparedness Programs**
  - Planning Management
  - Training Management
  - Exercise Management
  - Community Outreach
  - Stakeholder Participation
  - Program Compliance
  - Program Assessments
  - Reporting & Tracking
  - Grant Management
- Response Programs**
  - Incident Action Planning
  - Situational Awareness Sharing
  - Operational & Incident Reporting
  - Information Management
  - Preliminary Damage Assessments
  - Debris Removal Tracking
  - Cost & Expenditure Tracking
  - After Action Review Analysis
- Disaster Recovery Programs**
  - Damage Assessments
  - Debris Monitoring
  - Recovery Planning
  - Recovery Monitoring
  - Grant Management
  - FEMA Public Assistance
  - Hazard Mitigation
  - HUD CDBG-DR
  - Regulatory Compliance
  - Program Reporting
  - Recovery Tracking
  - Closeout & Audits
- Mitigation & Resiliency Programs**
  - Mitigation Planning
  - Committee Management
  - Fed Cost Share Tracking
  - Risk Analysis
  - Program Compliance
  - Stakeholder Input
  - Project Evaluation
  - Grant Management
  - Project Tracking



**1,500+** CLIENTS     **15,000+** USERS     **\$10 Billion** IN GRANTS SECURED & ADMINISTERED     **30,000+** PLANS, PROJECTS, & PROGRAMS MANAGED     **97%** PERFORMANCE RATING

## Preparedness Program Management Functionalities

<u>Program Management Functionalities</u>	<u>Programs</u>
Planning	Emergency Planning
Training	Continuity of Operations
Exercises	Training & Exercise
Governance	Homeland Security Grant Program
Scheduling	DHS Threat Hazard Identification & Risk Assessments
Budgeting	Emergency Management Performance Grants
Committee Management	Public Health Emergency Preparedness Healthcare Coalitions
Stakeholder Coordination	Radiological Emergency Preparedness
Community Outreach	School Safety Programs
Program Assessments	Dam Safety Programs
Grant Management	Special Events Planning
Project Administration	Community Engagement
Performance Monitoring	Nonprofit Security Grant Program
Compliance	Port Security
Tracking & Reporting	Regional Catastrophic Preparedness

## Hazard Mitigation Program Management Functionalities

<u>Program Management Functionalities</u>	<u>Programs</u>
Planning	FEMA Hazard Mitigation Grant Program (Section 404 & 406)
Training	HUD Community Development Block Grant for Mitigation (CDBG-MIT)
Exercises	FEMA Flood Mitigation Assistance
Governance	FEMA Building Resilient Infrastructure & Communities
Scheduling	Hazard Mitigation Planning
Budgeting	Hazard Risk Assessments
Committee Management	GIS Hazard / HAZUS Modeling
Stakeholder Coordination	Community Outreach
Community Outreach	Stakeholder Coordination
Program Assessments	Mitigation Grant Management
Grant Management	In-Kind Grant Match Tracking
Project Administration	Program Reporting
Performance Monitoring	Mitigation Project Monitoring
Compliance	
Tracking & Reporting	

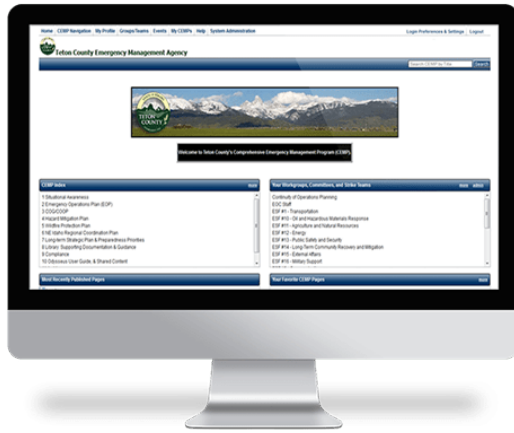
## Disaster Recovery Program Management Functionalities

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

## Emergency Response Program Management Functionalities

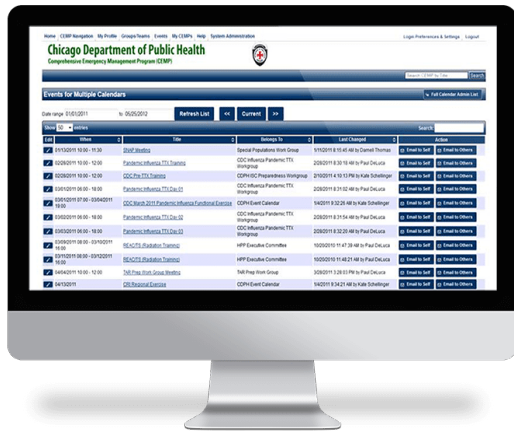
<u>Program Management Functionalities</u>	<u>Programs</u>
Incident Action Planning	Emergency Management
Incident Reporting	Public Safety & Security
Resource and Asset Management	Fire Fighting
Cost and Expenditure Tracking	Public Health
Coordination	Medical Services
Information Management	Public Works
Situational Awareness Sharing	Information and Planning
Preliminary Damage Assessments	Finance & Administration
Emergency Debris Removal Operations	Logistics
Geospatial Analysis	Operations
Just-in-Time Training	Command
Grant Management	Mass Care and Shelter
Compliance Monitoring	Housing
Tracking and Reporting	Infrastructure
Incident Management System Integration	Continuity of Operations/Government
Emergency Notification System Integration	
After-Action Reviews	

## Planning & Plan Maintenance



### Facilitate and Track the Planning Process

Odyssey™ documents the planning process and tracks planning collaboration among partners and committee members in a secured environment. Odyssey™ can even track the in-kind match of planning participation, offsetting the federal cost share of preparedness activities.



### Manage Program Planning Activities

Odyssey™ allows for the monitoring of planning partners, stakeholders, and committees. Assign tasks, schedule planning activities, and monitor the progress of work activities from the convenience of your desktop.



### Create Interactive Maps & Models in Plans

Odyssey™ allows for the integration of ESRI maps and interactive models, turning static doctrine into interactive plans and procedures that engage and allow for easy analysis. Public facing portal allows you to share selected content to common public platforms.

## Training & Exercise Management



### Track Training Activities and Certifications

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



### Cross Reference & Track Understanding of Planning Activities

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



### Generate Simulated Exercises and Custom Courses

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

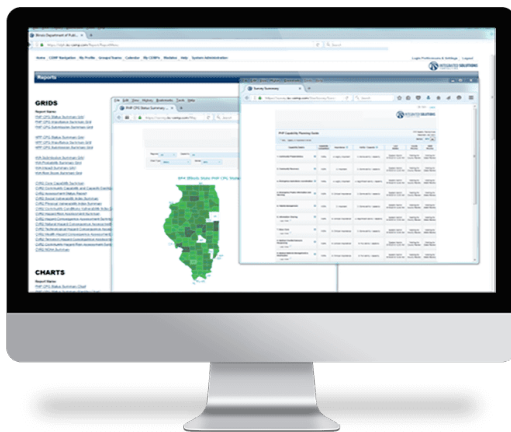
## Collaboration & Stakeholder Coordination



### Improve Collaboration, Quality and Efficiency

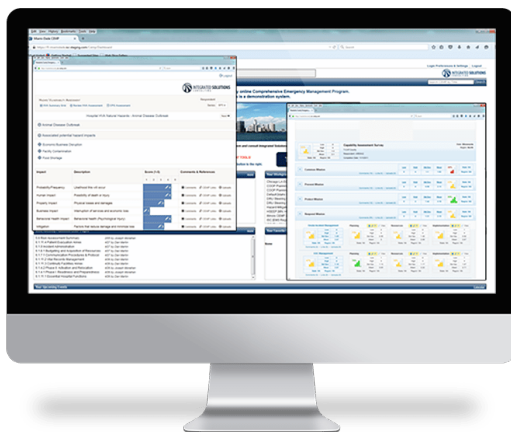
Our unique system-of-systems architecture allows for plans or portions of plans to be shared with other systems in a controlled environment. Odysseus™ features the unique characteristic of providing standardization and flexibility, while reducing redundancy and increasing version control with your organization’s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

## Program Compliance & Assessments



### Systematically Evaluate Program Compliance

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



### Create Customized Assessments

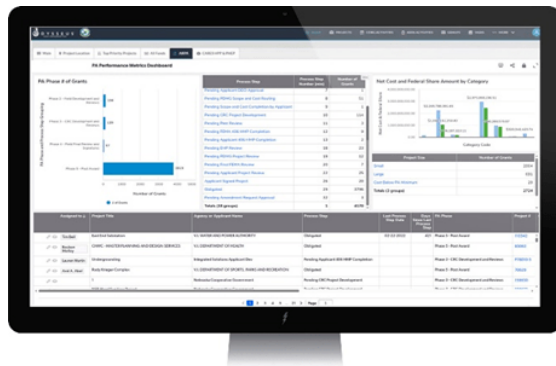
The Odysseus™ allows for the creation of customized assessment tools, enabling organization to set their own standards. Users can verify results by cross referencing documented accomplishments across the Odysseus™ enterprise.

## Grant Management



### Track and Administer Grants

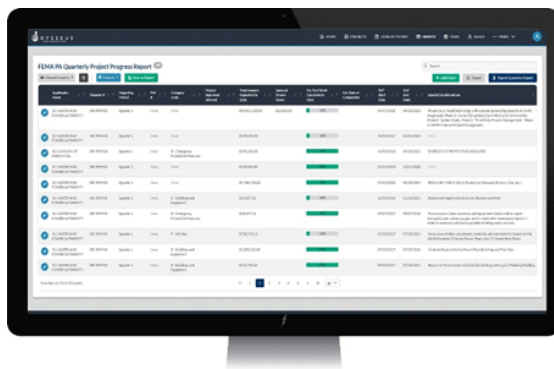
Odysseus™ offers organizations with real-time tracking and reporting of grant funding allocations. Track the status of preparedness grant funding and measure this investment.



### Project Tracking, Scheduling, and Management

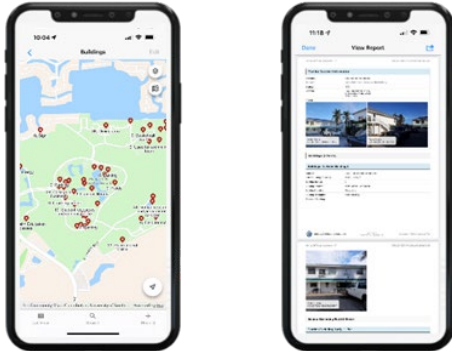
Odysseus™ allows users to track the projects associated with grant funds. Grant recipients and sub-recipients can use dashboard tracking reports to assure that projects stay on schedule and performance.

## Disaster Recovery



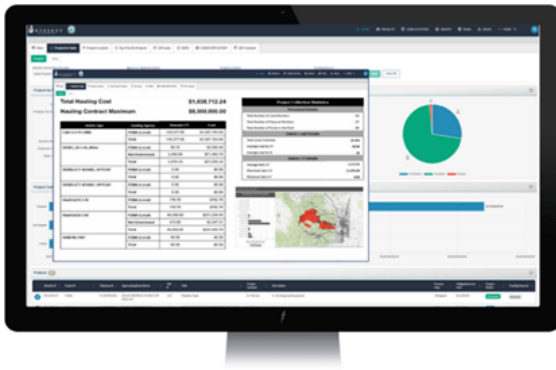
### Manage and Administer FEMA PA Requirements

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



### Conduct Quick and Thorough Damage Assessments

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



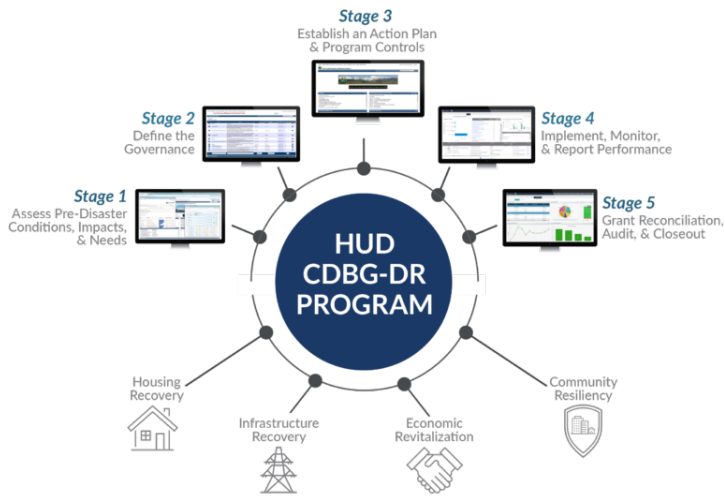
### Integrated Automated Debris Monitoring System

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



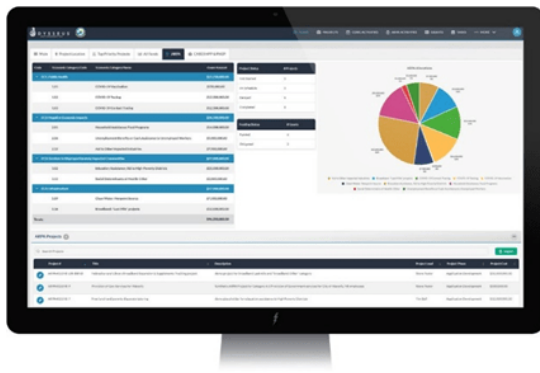
### Efficiently Validate FEMA PA Grants & Conduct Closeout

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



## Manage the Full HUD Community Development Block Grant Process

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



## Manage other Disaster Recovery Programs

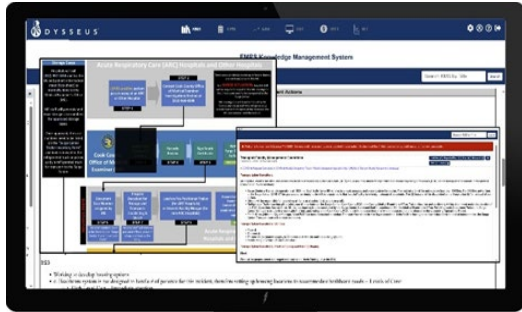
The Odysseus™ Enterprise System provides a flexible environment, giving organizations the ability to manage any number of disaster recovery programs. Odysseus™ has been used to manage FEMA Individual Assistance, Fire Management Assistance Programs, Housing Recovery Programs, Hazard Mitigation Grant Programs,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

## Response and Incident Management



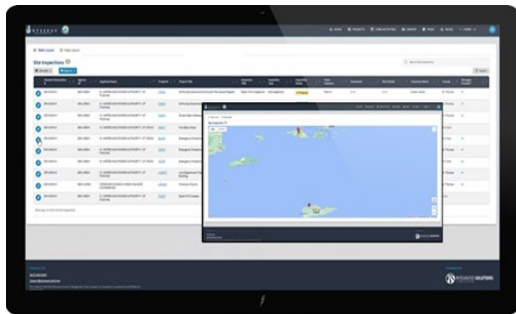
## Incident Action Planning

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



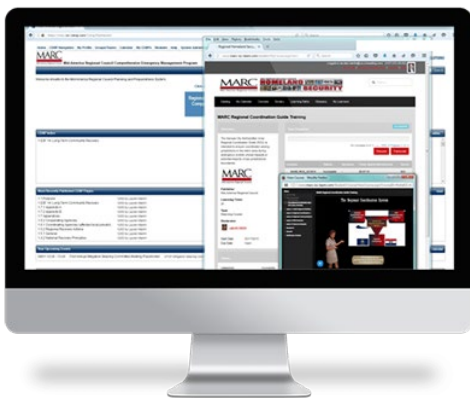
### Information Sharing & Coordination

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



### Situational Awareness Sharing

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



### Just-in-Time Training

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



### Integrate with Other Systems

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



INTEGRATED SOLUTIONS  
CONSULTING

### **Integrated Solutions Consulting, Inc. (ISC)**

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

**NOTICE OF INTENT TO AWARD**

April 28, 2026

**District 2 Hazard Mitigation Plans Update  
Invitation for Bids  
RFx# 3160007852**

The Office of Statewide Strategic Sourcing (OSSS) issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA) for the purpose of soliciting sealed bids from qualified providers for the District 2 Hazard Mitigation Plans Update. A bid opening was held on Thursday, March 25, 2026. MEMA received bids from five (5) vendors. All five (5) bids were evaluated in accordance with the criteria set forth in the IFB and deemed responsive and responsible.

The names and bid price of each vendor are listed below and ranked from lowest price to highest price submitted.

<b>Rank</b>	<b>Bidder</b>	<b>Price</b>
1	<b>Chloeta</b>	<b>\$59,580.00</b>
2	The Resiliency Initiative	\$64,575.00
3	Integrated Solutions Consulting	\$89,950.00
4	Louisiana State University obo SDMI	\$91,497.00
5	Witt O'Brien's LLC	\$99,596.00

MEMA announces its intent to award a contract to the lowest responsive and responsible bidder, **Chloeta** upon approval by the Public Procurement Review Board (PPRB).

Any vendor who responded to this solicitation may submit a written request to reconsider MEMA's decision in accordance with *OPSCR Rule 5.6.3 Request for Reconsideration of the Intent to Award* within three (3) business days of the issuance of the Notice of Intent to Award. A copy of the proposed contract and other documents related to this solicitation and Notice of Intent to Award may be found in the Agency Procurement File, posted in accordance with *PPRB OPSCR Rule 5.6.1.2 (Public Posting of the Agency Procurement File)*, on the MEMA's website at <https://www.msema.org/about/about-mema/response/procurement>.

MEMA and OSSS thank all vendors who participated in this solicitation for the time and effort put forth in submitting their bids. We appreciate your interest in providing services to the state of Mississippi and encourage you to respond to future opportunities.

**CONTRACT TO PROVIDE PROFESSIONAL SERVICES BETWEEN  
THE MISSISSIPPI EMERGENCY MANAGEMENT AGENCY AND CHLOETA  
HOLDINGS LLC**

**1.0 PARTIES**

The parties to this contract are the MISSISSIPPI EMERGENCY MANAGEMENT AGENCY, hereinafter referred to as “MEMA” and generally as “State” and CHLOETA HOLDINGS LLC hereinafter referred to as “CHLOETA” and generally as “Contractor.”

**2.0 SCOPE OF WORK**

**(A) Contract Goal**

The general objective of this project is to update the hazard mitigation plans for District 2.

**(B) Procurement Documents**

Contractor shall provide the services within RFX 3160007852. All services listed in this statement are to be performed by Contractor unless otherwise noted.

**(C) Services to be Provided**

All services listed in this statement are to be performed by Contractor unless otherwise noted. The District 2 Hazard Mitigation Plan, per FEMA planning regulations, is required to be UPDATED every five years. The plan addresses mitigation of multiple natural hazards, including flood, severe storms, hurricane, urban/wildfire, tornado, winter weather, drought, dam failure, water supply/system failures, and earthquake hazards. A contractor will be hired to update the plan with the assistance of the Mitigation Council. The District 2 Regional Hazard Mitigation plan update will include the following counties and college: Alcorn County, Benton County, Itawamba County, Itawamba Community College, Lafayette County, Lee County, Marshall County, Pontotoc County, Prentiss County, Tippah County, Tishomingo County, Union County and all communities within the noted counties.

**1. PLANNING PROCESS**

- a) The Contractor with assistance of the District 2 Hazard Mitigation Council will document the hazard mitigation planning update process, including but not limited to:
  - How the plan was prepared and updated
  - How the public was involved (i.e. workshops, community outreach)
  
- b) The Contractor with the Mitigation Council’s assistance will perform the following:

- Hold public hearings, meetings, and/or workshops during the plan update time frame. A minimum of four (4) meetings must be conducted. It is preferred that these meetings take place in person.
  - Solicit input from citizens and professionals with knowledge of applicable hazards.
  - Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects.
  - Review the final draft of the updated plan and the goals and proposed mitigation projects.
  - Be involved in the implementation and ongoing revision of goals and proposed mitigation projects.
- c) Organize Resources and Meeting schedules.
- d) Update Pre-Planning Activities and Analysis.

## 2. RISK ASSESSMENT (HAZARD IDENTIFICATION AND VULNERABILITY)

The purpose of this section is to provide a basis for the hazard mitigation plan update that should include the following:

- a) **Hazard Identification:** The Contractor will update any descriptions and prioritization of the natural hazards that have occurred within the Region. The risk assessment section will assess each of the Region's risks. The natural hazards categories, include but are not limited to:
- Flood-Related Hazards (river flooding, coastal flooding, erosion, dam failures as the result of coastal storms, winter storms and hurricanes) that include, at a minimum, flood hazard areas as defined by FEMA in the Flood Insurance Rate Maps (FIRMs) for the jurisdiction as well as local historical data and using data from the Repetitive Flood Loss Plan to identify and locate repetitive flood loss properties.
  - Wind-Related Hazards (hurricanes, coastal storms, winter storms, tornadoes) based on information provided by the National Weather Service and/or best available data.
  - Fire-Related Hazards (drought, wildfires) based on local historical data, the National Weather Service, and/or other applicable plans/sources.
  - Geologic Hazards (earthquakes, landslides, sink holes) based on local historical information, and/or other applicable plans/sources.
  - Other Hazards not listed above as determined by local history and experience. Consideration may also be given to man-made hazards (i.e. chemical spills and/or fires).
- b) **Hazard Mapping:** Using GIS technology and the best available existing data, the Contractor will update any base maps of the areas affected by multiple natural hazards. In conjunction with mapping, the Contractor will update any comprehensive inventory (database) for use in developing map data layers, of the following items relative to the multiple hazard area:
- i) Critical facilities, including, but not limited to the following:
- a) emergency operations center, police/fire stations

- b) hospitals and emergency shelters
  - c) water and wastewater treatment plants and associated pumping stations
  - d) power generation, transmission, and delivery facilities.
  - e) special population centers, such as day-care facilities, nursing homes/elderly housing, correctional facilities
  - f) hazardous material facilities
  - g) evacuation routes
  - ii) All repetitive flood loss and substantial damage structures, as defined by FEMA, if applicable.
  - iii) Maps that depict the location of structures, land use, and population.
  - iv) Structures will be delineated by use (e.g. residential, commercial, industrial, institutional, other)
- c) **Vulnerability Assessment**: The Contractor, based on the previous information, will provide an update of any new developments and an overview of the areas in the region that are vulnerable to specific hazards. This vulnerability assessment, if possible, will include:
- Types and numbers of buildings, infrastructure, and critical facilities located in the identified hazard areas.
  - All existing multiple hazard protection measures within the jurisdiction, including protective measures under the National Flood Insurance Program (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.
  - General description of land uses and development trends to incorporate future land use decisions.

### 3. MULTIPLE HAZARD MITIGATION STRATEGY

The Contractor will update any new mitigation strategies specific to each community's exposure and impacts by identified natural hazards. The strategies shall include:

- i) A list of mitigation goal statements that focus on reducing the risks from the identified natural hazards. The goal development and project prioritization will be conducted by the Hazard Mitigation Council (HMC) and Contractor.
- ii) A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard with particular emphasis on new and existing buildings and infrastructure. This section will include a list of prioritized hazard mitigation projects that best meet the region's needs for multiple hazard damage reduction.
  - a. These projects may be non-structural (e.g.: planning, regulatory measures, property acquisition, retrofitting, elevation) or structural (e.g.: seawalls, dams, dikes) solutions.

b. At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input, including:

i) An analysis of proposed mitigation projects focused on several key areas, including but not limited to: economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility. Selected options will best fit the community's needs and meet most or all aspects of the feasibility analysis.

ii. Coordination with relevant Federal and State agencies for input and technical assistance.

#### **4. HAZARD MITIGATION PLAN MAINTENANCE PROCESS UPDATES NEEDED**

- a) **Monitoring, Evaluating and Updating**: The Regional HMC and Contractor will be responsible for ensuring that the plan is monitored, evaluated yearly, and updated every five years.
- b) **Incorporation into Existing Planning Mechanisms**: The Regional HMC and Contractor will assist the communities in the implementation and incorporation of the plans' goals into other local planning processes, such as a Comprehensive Plan, local plans or other local by-laws and ordinances.
- c) **Continued Public Involvement**: The Regional HMC and Contractor will work with the communities for continued public involvement.

#### **5. HAZARD MITIGATION PLAN ADOPTION AND APPROVAL UPDATES NEEDED**

- a) **Local Jurisdiction Adoption**: The District 2 Hazard Mitigation Council and the Contractor will work with the local governments for the adoption of the plan update as required by FEMA regulations.
- b) **Plan Approval**: The adopted plan will be submitted to the Federal Emergency Management Agency on or before the termination date for review and approval.

#### **6. FEMA REVIEW:**

Once the local governments (towns, cities, boards of supervisors) and MEMA have reviewed the plan update, it will be sent to FEMA for final review. Once FEMA has reviewed and approved the District 2 Regional Hazard Mitigation Plan, the review will be incorporated into the plan. The Contractor will assist with the adoption and distribution of the District 2 Regional Plan.

#### **7. SUBMIT FINAL UPDATED, ADOPTED REGIONAL PLAN TO FEMA**

Until each local Government formally adopts the District 2 Regional Hazard Mitigation Plan it is not approved. The plan will remain approvable pending adoption.

## 2.1 Period of Performance

The estimated period of performance for this contract may begin upon the execution of the contract by both parties and end one (1) year from contract execution. At the discretion of MEMA, this contract may be amended and renewed for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract.

## Change in Scope of Work

MEMA may order changes in the work consisting of additions, deletions, or other revisions within the general scope of the contract. No claims may be made by Contractor that the scope of the project or of Contractor's services has been changed, requiring changes to the amount of compensation to Contractor or other adjustments to the contract, unless such changes or adjustments have been made by written amendment to the contract signed by MEMA and Contractor. If Contractor believes that any particular work is not within the scope of the project, is a material change, or will otherwise require more compensation to Contractor, Contractor must immediately notify MEMA in writing of this belief. If MEMA believes that the particular work is within the scope of the contract as written, Contractor will be ordered to and shall continue with the work as changed and at the cost stated for the work within the contract.

## 3.0 CONSIDERATION AND PAYMENT

### 3.1 Amount

The total annual compensation under this agreement shall be \$59,580.00 per year, not to exceed this amount. Any increase in compensation must receive prior approval from the Public Procurement Review Board (PPRB) and must be agreed to in writing by both parties before taking effect.

### 3.2 Invoicing

Pursuant to Mississippi's Constitution, MEMA is barred from paying for unjustified costs. Meaning all invoices submitted by Contractor must provide detailed support for the benefit provided. For this contract, MEMA requires the invoices to be detailed as follows:

<b>Task Number</b>	<b>Description</b>	<b>Total</b>
1.1	Kickoff Meeting	\$1,220.00
1.2	4x Public Meetings	\$20,590.00
1.3	Stakeholder Engagement	\$3,950.00
2	THIRA	\$14,040.00
3	Mitigation Strategy	\$4,480.00

4	HMP Maintenance Process	\$300.00
5.1	Draft HMP	\$9,420.00
5.2	Draft Final HMP	\$4,710.00
6	Final HMP	\$870.00

Contractor will invoice MEMA by the 15<sup>th</sup> day of every month until all valid invoices are closed.

### **3.3 E-Payment**

Contractor agrees to accept all payments in United States currency via the State of Mississippi's electronic payment and remittance vehicle. The Agency agrees to make payment in accordance with Mississippi law on "Timely Payment for Purchases by Public Bodies," which generally provides for payment of undisputed amounts by the agency within 45 calendar days of receipt of invoice. Mississippi Code Annotated § 31-7-301 *et seq.*

### **3.4 Paymode**

Payments by MEMA using the state's accounting system shall be made, and remittance information provided electronically as directed by the state and deposited into the bank account of Contractor's choice. MEMA may, at its sole discretion, require Contractor to electronically submit invoices and supporting documentation at any time during the term of this Agreement. Contractor understands and agrees that the Agency is exempt from the payment of Mississippi taxes. All payments shall be in United States currency.

### **3.5 Overhead and Expenses**

MEMA will not reimburse Contractor for the purchase of office equipment or indirect costs, including administrative costs or costs related to the business operations of the Contractor. MEMA will only pay for the performance of the Scope of Work according to the payment schedule provided in Sections 3.1 and 3.2 of this contract.

### **3.6 Payments to Authorized Subcontractors**

No authorized subcontractor shall submit its invoices directly to MEMA. Contractor shall include these expenses in its request for payment submitted to MEMA. The time and resources spent on this project by any authorized subcontractor shall be reimbursed through Contractor and not MEMA.

### **3.7 Final Payment**

Upon satisfactory completion of the work performed under this contract, as a condition before final payment under this contract, or as a termination settlement under this contract, Contractor shall execute and deliver to the Agency a release of all claims against the State arising under, or by virtue of, the contract, except claims which are specifically exempted

by Contractor to be set forth therein. Unless otherwise provided in this contract, by state law, or otherwise expressly agreed to by the parties in this contract, final payment under the contract or settlement upon termination of this contract shall not constitute waiver of the State's claims against Contractor under this contract.

#### **4.0 PERSONNEL**

Contractor, and any assistance it employs, shall perform all the services required by this agreement. All personnel engaged in the work shall be fully qualified to the satisfaction of MEMA and shall be authorized as permitted under federal, state, and local law to perform such services.

#### **4.1 Internal Management**

Contractor shall have the right to internally manage its staffing. MEMA shall be informed of all staffing issues.

#### **4.2 Compliance with Laws**

Contractor shall comply with, and all activities under this agreement shall be subject to, all applicable federal, state, and local laws and regulations, as now existing and as may be amended or modified.

#### **4.3 Compliance with Equal Opportunity in Employment Policy**

Contractor understands that MEMA is an equal opportunity employer and, therefore, maintains a policy which prohibits unlawful discrimination based on race, color, creed, sex, age, national origin, physical handicap, disability, genetic information, or any other consideration made unlawful by federal, state, or local laws. All such discrimination is unlawful, and Contractor agrees during the term of the agreement that Contractor will strictly adhere to this policy in its employment practices and provision of services.

#### **4.3 E-Verification**

If applicable, Contractor represents and warrants that it will ensure its compliance with the *Mississippi Employment Protection Act* and will register and participate in the status verification system for all newly hired employees. Mississippi Code Annotated §§ 71-11-1 and 71-11-3. Contractor agrees to provide a copy of each verification upon request of MEMA subject to approval by any agencies of the United States Government. Contractor further represents and warrants that any person assigned to perform services hereafter meets the employment eligibility requirements of all immigration laws.

The breach of this agreement may subject Contractor to the following: (1) termination of this contract and exclusion pursuant to Chapter 15 of the *Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations*; (2) the loss of any license, permit, certification, or other document granted to the Contractor by an agency,

department, or governmental entity for the right to do business in Mississippi; or (3) both. In the event of such termination, Contractor would also be liable for any additional costs incurred by the Agency due to contract cancellation or loss of license or permit to do business in the state.

#### **4.4 Contractor Personnel**

MEMA shall, throughout the life of the contract, have the right of reasonable rejection and approval of staff or subcontractors assigned to the work by Contractor. If MEMA reasonably rejects staff or subcontractors, Contractor must provide replacement staff or subcontractors satisfactory to MEMA in a timely manner and at no additional cost to MEMA. The day-to-day supervision and control of Contractor's employees and subcontractors are the sole responsibility of Contractor.

#### **5.0 INSURANCE**

Contractor represents that it will maintain workers' compensation insurance in compliance with Mississippi law which shall insure to the benefit of all Contractor's personnel provided hereunder, comprehensive general liability or professional liability insurance with minimum limits of \$1,000,000.00 per occurrence. All general liability, professional liability, and fidelity bond insurance will provide coverage to MEMA as an additional insured. MEMA reserves the right to request from carriers, certificates of insurance regarding the required coverage. Insurance carriers shall be licensed or hold a Certificate of Authority from the Mississippi Department of Insurance.

#### **6.0 TERMS AND CONDITIONS APPLICABLE TO CONTRACTS WITH THE STATE OF MISSISSIPPI**

This contract is subject to and incorporates the following terms and conditions governing a contract between MEMA and Contractor for professional services.

##### **6.1 Applicable Law**

The contract shall be governed by and construed in accordance with the laws of the State of Mississippi, excluding its conflicts of laws, provisions, and any litigation with respect thereto shall be brought in the courts of the Mississippi.

##### **6.2 Approval**

It is understood that if this contract requires approval by the Public Procurement Review Board ("PPRB") and/or the Mississippi Department of Finance and Administration Office of Personal Service Contract Review ("OPSCR"), and this contract is not approved by the PPRB and/or OPSCR, it is void and no payment shall be made hereunder.

##### **6.3 Availability of Funds**

It is expressly understood and agreed that the obligation of MEMA to proceed under this agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt of the appropriated funds. If the funds anticipated for the continuing fulfillment of the agreement are, at any time, not forthcoming or insufficient, regardless of the source of funding, MEMA shall have the right upon ten (10) business days written notice to Contractor, to terminate this agreement without damage, penalty, cost, or expenses to MEMA of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination.

#### **6.4 Procurement Regulations**

This contract shall be governed by the applicable provisions of the *Mississippi Public Procurement Review Board Office of Personal Services Contract Review Rules and Regulations*, a copy of which is available on the Mississippi Department of Finance and Administration's website ([www.dfa.ms.gov](http://www.dfa.ms.gov)). Any bidder responding to a solicitation for personal and professional services and any contractor doing business with a state Agency is deemed to be on notice of all requirements therein.

#### **6.5 Trade Secrets, Commercial, and Financial Information**

It is expressly understood that Mississippi law requires that the provisions of this contract which contains the commodities purchased or the personal or professional services provided, the price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information and shall be available for examination, copying, or reproduction.

#### **6.6 Stop Work Order**

MEMA may, by written order to Contractor at any time, require Contractor to stop all or any part of the work called for by this contract. This order shall be for a period of time specified by MEMA. Upon receipt of such an order, Contractor shall forthwith comply with its terms and take all reasonable steps to minimize any further cost to MEMA. Upon expiration of the stop work order, Contractor shall resume providing the services which were subject to the stop work order, unless MEMA has terminated that part of the agreement or terminated the agreement in its entirety. MEMA is not liable for payment for services which were not rendered due to the stop work order.

#### **6.7 Required Public Records and Transparency**

Upon execution of a contract, the provisions of the contract which contain the personal or professional services provided, the unit prices, the overall price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information pursuant to Mississippi Code Annotated § 25- 61-9(7). The contract shall be posted publicly on [www.transparency.ms.gov](http://www.transparency.ms.gov) and shall be available at the Agency for examination, inspection, or reproduction by the public. The Contractor acknowledges and agrees that MEMA and this contract are subject to the *Mississippi Public Records Act of*

1983 codified at Mississippi Code Annotated §§ 25-61-1, et seq. and its exceptions, Mississippi Code Annotated § 79-23-1, and the *Mississippi Accountability and Transparency Act of 2008*, codified at Mississippi Code Annotated §§ 27-104-151, et seq

## **6.8 Claims Based on Chief Procurement Officer's Actions or Omissions**

### **(A) Notice of Claim**

If any action or omission on the part of the Chief Procurement Officer or designee of such officer requiring performance changes within the scope of the contract constitutes the basis for a claim by Contractor for additional compensation, damages, or an extension of time for completion, Contractor shall continue with performance of the contract in compliance with the directions or orders of such officials, but by so doing, Contractor shall not be deemed to have prejudiced any claim for additional compensation, damages, or an extension of time for completion; provided:

- i.** Contractor shall have given written notice to the Chief Procurement Officer or designee of such officer:
  - (i)** prior to the commencement of the work involved, if at that time Contractor knows of the occurrence of such action or omission.
  - (ii)** within thirty (30) days after Contractor knows of the occurrence of such action or omission, if Contractor did not have such knowledge prior to the commencement of the work; or
  - (iii)** within such further time as may be allowed by the Chief Procurement Officer in writing.

This notice shall state that Contractor regards the act or omission as a reason which may entitle Contractor to additional compensation, damages, or an extension of time. The Chief Procurement Officer or designee of such officer, upon receipt of such notice, may rescind such action, remedy such omission, or take such other steps as may be deemed advisable in the discretion of the Chief Procurement Officer or designee of such officer.

- ii.** the notice required by subparagraph (A) of this paragraph describes, as clearly as practicable at the time, the reasons why Contractor believes that additional compensation, damages, or an extension of time may be remedies to which Contractor is entitled; and,
- iii.** Contractor maintains and, upon request, makes available to the Chief Procurement Officer within a reasonable time, detailed records to the extent practicable, of the claimed additional costs or basis for an extension of time in connection with such changes.

## **(B) Limitation of Clause**

Nothing contained herein shall excuse Contractor from compliance with any rules of law precluding state officers and contractors from acting in collusion or bad faith in issuing or performing changed orders which are clearly not within the scope of the contract.

### **6.9 Confidentiality**

Notwithstanding any provision to the contrary contained herein, it is recognized that MEMA is a public agency of the State of Mississippi and is subject to the Mississippi Public Records Act (Miss. Code Ann. § 25-61-1 *et. seq.*). If a public records request is made for any information provided to MEMA pursuant to the agreement and designated by Contractor in writing as trade secrets or other proprietary confidential information, MEMA shall follow the provisions of the Mississippi Code Annotated § 25-61-9 and 79-23-1 before disclosing such information. MEMA shall not be liable to Contractor for disclosure of information required by court order or required by law.

### **6.10 Independent Contractor Status**

Contractor shall, at all times, be regarded as and shall be legally considered an independent contractor and shall at no time act as an agent for MEMA. Nothing contained herein shall be deemed or construed by MEMA, Contractor, or any third party as creating the relationship of principal and agent, master and servant, partners, joint ventures, employer, and employee, or any similar such relationship between MEMA and Contractor. Neither the method of computation of fees nor other charges, nor any other provision contained herein, nor any acts of MEMA or Contractor hereunder creates or shall be deemed to create a relationship other than the independent relationship of MEMA and Contractor. Contractor's personnel shall not be deemed in any way, directly or indirectly, expressly or by implication, to be employees of MEMA. Neither Contractor nor its employees shall, under any circumstances, be considered servants, agents, or employees of MEMA, and MEMA shall be at no time legally responsible for any negligence or other wrongdoing by Contractor, its servants, agents, or employees. MEMA shall not withhold from the contract payments to Contractor any federal or state unemployment taxes, federal or state income taxes, social security tax, or any other amounts for benefits to Contractor. Further, MEMA shall not provide to Contractor any insurance coverage or other benefits, including workers' compensation, normally provided by MEMA for its employees.

### **6.11 Oral Statements**

No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this contract. All modifications to the contract must be made in writing by MEMA and agreed to by Contractor.

## **6.12 Ownership of Documents and Work Papers**

MEMA shall own all documents, files, reports, work papers, and working documentation, electronic or otherwise, created in connection with the project which is the subject of this agreement, except for Contractor's internal administrative and quality assurance files and internal project correspondence. Contractor shall deliver such documents and work papers to MEMA upon termination or completion of the agreement. The foregoing notwithstanding, Contractor shall be entitled to retain a set of such work papers for its files. Contractor shall be entitled to use such work papers only after receiving written permission from MEMA and subject to any copyright protections.

## **6.13 Record Retention and Access to Records**

Provided Contractor is given reasonable advance written notice and such inspection is made during normal business hours of Contractor, the State, or any duly authorized representatives shall have unimpeded, prompt access to any of Contractor's books, documents, papers, and/or records which are maintained or produced as a result of the project for the purpose of making audits, examinations, excerpts, and transcriptions. All records related to this agreement shall be retained by Contractor for three (3) years after final payment is made under this agreement and all pending matters are closed. However, if any audit, litigation, or other action arising out of or related in any way to this project is commenced before the end of the three (3) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the three (3) year period, whichever is later.

## **6.14 Right to Audit**

Contractor shall maintain such financial records and other records as may be prescribed by MEMA or by applicable federal and state laws, rules, and regulations. Contractor shall retain these records for a period of three (3) years after final payment or until they are audited by MEMA, whichever event occurs first. These records shall be made available during the term of the contract and the subsequent three (3) year period for examination, transcription, and audit by the Mississippi State Auditor's Office, its designees or other authorized bodies.

## **6.15 Right to Inspect Facility**

The State may, at reasonable times, inspect the place of business of a contractor or any subcontractor who is related to the performance of any contract awarded by the State.

## **6.16 Quality Control**

Contractor shall institute and maintain throughout the contract period a properly documented quality control program designed to ensure that the services are provided at all times and in all respects in accordance with the contract. The program shall include

providing daily supervision and conducting frequent inspections of Contractor's staff and ensuring that accurate records are maintained describing the disposition of all complaints. The records so created shall be open to inspection by MEMA.

## **7.0 CONTRACTOR ASSURANCES**

To contract with the State of Mississippi providing professional services, Contractor makes the following assurances to MEMA.

### **7.1 Anti-Assignment/Subcontracting**

Contractor acknowledges that it was selected by the State to perform the services required hereunder based, in part, upon Contractor's special skills and expertise. Contractor shall not assign, subcontract, or otherwise transfer this agreement, in whole or in part, without the prior written consent of the State, which the State may, in its sole discretion, approve or deny without reason. Any attempted assignment or transfer of its obligations without such consent shall be null and void. No such approval by the State of any subcontract shall be deemed in any way to provide for the incurrence of any obligation of the State in addition to the total fixed price agreed upon in this agreement. Subcontracts shall be subject to the terms and conditions of this agreement and to any conditions of approval that the State may deem necessary. Subject to the foregoing, this agreement shall be binding upon the respective successors and assigns of the parties. Contractor and its successors, transferees, assignees, and subcontractors acknowledge and agree to comply with applicable provisions governing the Department of Homeland Security and FEMA access to records, accounts, documents, information, facilities, and staff.

### **7.2 Attorney's Fees and Expenses**

Subject to other terms and conditions of this agreement, in the event Contractor defaults in any obligations under this agreement, Contractor shall pay to the State all costs and expenses (including, without limitation, investigative fees, court costs, and attorney's fees) incurred by the State in enforcing this agreement or otherwise reasonably related thereto. Contractor agrees that under no circumstances shall the customer be obligated to pay any attorney's fees or costs of legal action to Contractor.

### **7.3 Authority to Contract**

Contractor warrants: (a) that it is a validly organized business with valid authority to enter into this agreement, (b) that it is qualified to do business and in good standing in the State of Mississippi, (c) that entry into and performance under this agreement is not restricted or prohibited by any loan, security, financing, contractual, or other agreement of any kind, (d) notwithstanding any other provision of this agreement to the contrary, that there are no existing legal proceedings or prospective legal proceedings, either voluntary or otherwise, which may adversely affect its ability to perform its obligations under this agreement, (e)

that Contractor is not banned from contracting with MEMA, and (f) that Contractor is at least eighteen (18) years old.

#### **7.4 Representation Regarding Contingent Fees**

By executing the contract, the contractor represents that it has not retained any person or agency on a percentage, commission or other contingent arrangement to secure this contract. If the contractor cannot make such a representation, a full and complete explanation shall be submitted in writing to the Agency prior to contract execution.

#### **7.5 Representation Regarding Gratuities**

Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.

#### **7.6 Debarment and Suspension**

Contractor certifies, to the best of its knowledge and belief, that it:

- (A) is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transaction by any federal department or agency or any political subdivision or agency of the State of Mississippi.
- (B) has not, within a three (3) year period preceding this proposal, been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction.
- (C) has not, within a three (3) year period preceding this proposal, been convicted of or had a civil judgment rendered against it for a violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property.
- (D) is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of these offenses enumerated in paragraphs (B) and (C) of this certification; and,

- (E) has not, within a three (3) year period preceding this proposal, had one or more public transactions (federal, state, or local) terminated for cause or default.

### **7.7 Disclosure of Confidential Information**

In the event that either party to this agreement receives notice that a third-party requests divulgence of confidential or otherwise protected information and/or has served upon it a subpoena or other validly issued administrative or judicial process ordering the divulgence of confidential or otherwise protected information, that party shall promptly inform the other party and thereafter respond in conformity with such subpoena to the extent mandated by law. This section shall survive the termination or completion of this agreement. The parties agree that this section is subject to and superseded by Mississippi Code Annotated, § 25-61-1 *et. seq.*

### **7.8 Exceptions to Confidential Information**

Contractor and the State shall not be obligated to treat as confidential and proprietary any information disclosed by the other party (“disclosing party”) which:

- (A) is rightfully known to the recipient prior to negotiations leading to this agreement, other than information obtained in confidence under prior engagements;
- (B) is generally known or easily ascertainable by nonparties of ordinary skill in the business of the customer;
- (C) is released by the disclosing party to any other person, firm, or entity (including governmental agencies or bureaus) without restriction;
- (D) is independently developed by the recipient without any reliance on confidential information;
- (E) is or later becomes part of the public domain or may be lawfully obtained by the State or Contractor from any nonparty; or,
- (F) is disclosed with the disclosing party’s prior written consent.

### **7.9 Information Designated by Contractor as Confidential**

Any disclosure of those materials, documents, data, and other information which Contractor has designated in writing as proprietary and confidential shall be subject to the provisions of Mississippi Code Annotated §§ 25-61-9 and 79-23-1. As provided in the contract, the personal or professional services to be provided, the price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information.

Any liability resulting from the wrongful disclosure of confidential information on the part of Contractor or its subcontractor shall rest with Contractor. Disclosure of any confidential information by Contractor or its subcontractor without the express written approval of MEMA shall result in the immediate termination of this agreement.

#### **7.10 Non-Solicitation of Employees**

Each party to this agreement agrees not to employ or to solicit for employment, directly or indirectly, any persons in the full-time or part-time employment of the other party until at least six (6) months after this agreement terminates unless mutually agreed to in writing by the State and Contractor.

#### **7.11 Antitrust**

By entering into a contract, Contractor conveys, sells, assigns, and transfers to MEMA all rights, titles, and interests it may now have, or hereafter acquire, under the antitrust laws of the United States and the State that relate to the particular goods or services purchased or acquired by MEMA under said contract.

#### **7.12 Patents and Royalties**

Contractor covenants to save, defend, keep harmless, and indemnify MEMA and all of its officers, departments, agencies, agents, and employees from and against all claims, loss, damage, injury, fines, penalties, and cost--including court costs and attorney's fees, charges, liability, and exposure, however caused--for or on account of any copyright or patented or unpatented invention, process, or article manufactured or used in the performance of the contract, including its use by MEMA. If Contractor uses any design, device, or material covered by patent or copyright, it is mutually agreed and understood without exception that the contract price includes all royalties or costs arising from the use of such design, device, or materials in any way in the work.

### **8.0 CONTRACT TERMINATION AND PARTY DISPUTES**

#### **8.1 Termination**

*Termination for Convenience.* MEMA may, when the interests of the Agency so require, terminate this contract in whole or in part, for the convenience of the Agency. MEMA shall give written notice of the termination to Contractor specifying the part of the contract terminated and when termination becomes effective. Contractor shall incur no further obligations in connection with the terminated work and on the date set in the notice of termination Contractor will stop work to the extent specified. Contractor shall complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.

*Termination for Default.* If MEMA gives the Contractor a notice that the personal or professional services are being provided in a manner that is deficient, the Contractor shall have 30 days to cure the deficiency. If the Contractor fails to cure the deficiency, MEMA may terminate the contract for default, and the Contractor will be liable for the additional cost to MEMA to procure the personal and professional services from another source. Termination under this paragraph could result in Contractor being excluded from future contract awards pursuant to Chapter 15 of the Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations. Any termination wrongly labelled termination for default shall be deemed a termination for convenience.

## **8.2 Contractor's Duties**

Notwithstanding termination of the contract and subject to any directions from the Chief Procurement Officer, Contractor shall take timely, reasonable, and necessary action to protect and preserve property in the possession of Contractor in which the State has an interest.

### **(A) Compensation**

Payment for completed services delivered and accepted by the State shall be at the contract price. The State may withhold from amounts due Contractor such sums as the agency head or designee deems to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders and to reimburse the State for the excess costs incurred in procuring similar goods and services.

### **(B) Excuse for Nonperformance or Delayed Performance**

Except with respect to defaults of subcontractors, Contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by Contractor to make progress in the prosecution of the work hereunder which endangers such performance) if Contractor has notified the agency head or designee within fifteen (15) days after the cause of the delay and the failure arises out of causes such as: acts of God, acts of the public enemy, acts of the State and any other governmental entity in its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes or other labor disputes, freight embargoes, or unusually severe weather. If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, Contractor shall not be deemed to be in default, unless the services to be furnished by the subcontractor were reasonably obtainable from other sources in sufficient time to permit Contractor to meet the contract requirements. Upon request of Contractor, the agency head or designee shall ascertain the facts and extent of such failure, and, if such officer determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, Contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly, subject to the rights of the State under the clause entitled in fixed-price contracts, "Termination for Convenience". (As

used in this paragraph of this clause, the term “Subcontractor” means subcontractor at any tier.)

### **(C) Liquidated Damages**

When Contractor is given notice of delay or nonperformance as specified in Paragraph 8.2(A) and fails to cure in the time specified, Contractor shall be liable for damages for the delay in the amount of \$100 per calendar day from the date set for cure until either MEMA reasonably obtains similar services if Contractor is terminated for default, or until Contractor provides the services if Contractor is not terminated for default. To the extent that Contractor’s delay or nonperformance is excused under Paragraph 8.2(B), liquidated damages shall not be due to MEMA. Contractor remains liable for damages caused other than by delay.

### **(D) Erroneous Termination for Default**

If, after notice of termination of Contractor’s right to proceed under the provisions of this clause, it is determined for any reason that Contractor was not in default under the provisions of this clause, or that the delay was excusable under the provisions of paragraph (B) (Excuse for Nonperformance or Delayed Performance) of this clause, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to a termination for convenience.

### **(E) Additional Rights and Remedies**

The rights and remedies provided in this clause are in addition to any other rights and remedies provided by law or under this contract.

## **8.3 Termination Upon Bankruptcy**

This contract may be terminated in whole or in part by MEMA upon written notice to Contractor, if Contractor should become the subject of bankruptcy or receivership proceedings, whether voluntary or involuntary, or upon the execution by Contractor of an assignment for the benefit of its creditors. In the event of such termination, Contractor shall be entitled to recover just and equitable compensation for satisfactory work performed under this contract, but in no case shall said compensation exceed the total contract price.

## **8.4 Unsatisfactory Work**

If, at any time during the contract term, the service performed or work done by Contractor is considered by MEMA to create a condition that threatens the health, safety, or welfare of the citizens and/or employees of the State of Mississippi, Contractor shall, on being notified by MEMA, immediately correct such deficient service or work. In the event Contractor fails, after notice, to correct the deficient service or work immediately, MEMA

shall have the right to order the correction of the deficiency by separate contract or with its own resources at the expense of Contractor.

### **8.5 Failure to Deliver**

In the event of failure of Contractor to deliver services in accordance with the contract terms and conditions, MEMA, after due oral or written notice, and ten (10) days opportunity to cure, may procure the services from other sources and hold Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies that MEMA may have.

### **8.6 Failure to Enforce**

Failure by MEMA at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of MEMA to enforce any provision at any time in accordance with its terms.

### **8.7 Force Majeure**

Each party shall be excused from performance for any period and to the extent that it is prevented from performing any obligation or service, in whole or in part, as a result of causes beyond reasonable control and without the fault or negligence of such party and/or its subcontractors. Such acts shall include, without limitation, acts of God, strikes, lockouts, riots, acts of war, epidemics, governmental regulations superimposed after the fact, fire, earthquakes, floods, or other natural disasters (“force majeure events”). When such a cause arises, Contractor shall notify the State immediately in writing of the cause of its inability to perform, how it affects its performance, and the anticipated duration of the inability to perform. Delays in delivery or in meeting completion dates due to force majeure events shall automatically extend such dates for a period equal to the duration of the delay caused by such events unless the State determines it to be in its best interest to terminate the agreement.

### **8.8 Indemnification**

To the fullest extent allowed by law, Contractor shall indemnify, defend, save and hold harmless, protect, and exonerate MEMA, its commissioners, board members, officers, employees, agents and representatives, and the State of Mississippi from and against all claims, demands, liabilities, suits, actions, damages, losses, and costs of every kind and nature whatsoever, including, without limitation, court costs, investigative fees and expenses and attorney’s fees, arising out of or caused by Contractor and/or its partners, principals, agents, employees and/or subcontractors in the performance of or failure to perform this agreement. In the State’s sole discretion, upon the approval of the Office of the Mississippi Attorney General, Contractor may be allowed to control the defense of any

such claim, suit, etc. In the event Contractor defends said claim, suit, etc, Contractor shall use legal counsel acceptable to the Office of the Mississippi Attorney General. Contractor shall be solely responsible for all costs and/or expenses associated with such defense, and the State shall be entitled to participate in said defense. Contractor shall not settle any claim, suit, etc., without the concurrence of the Office of the Mississippi Attorney General concurrence, which shall not be unreasonably withheld.

## **8.9 Infringement Indemnification**

Contractor warrants that the materials and deliverables provided to the customer under this agreement and their use by the customer, will not infringe or constitute an infringement of any copyright, patent, trademark, or other proprietary right. Should any such items become the subject of an infringement claim or suit, Contractor shall defend the infringement action and/or obtain for the customer the right to continue using such items. Should Contractor fail to obtain for the customer the right to use such items, Contractor shall suitably modify them to make them non-infringing or substitute equivalent software or other items at Contractor's expense. In the event the above remedial measures cannot possibly be accomplished, and only in that event, Contractor may require the customer to discontinue using such items, in which case Contractor will refund to the customer the fees previously paid by the customer for the items the customer may no longer use, and shall compensate the customer for the lost value of the infringing part to the phase in which it was used, up to and including the contract price for said phase. Said refund shall be paid within ten (10) working days of notice to the customer to discontinue said use.

*Scope of Indemnification:* Provided that the State promptly notifies Contractor in writing of any alleged infringement claim of which it has knowledge, Contractor shall defend, at its own expense, the State against, and pay all costs, damages, and attorney fees that a court finally awards for infringement based on the programs and deliverables provided under this agreement.

In MEMA's sole discretion, upon approval of the Office of the Mississippi Attorney General and MEMA, Contractor may be allowed to control the defense of any such claim, suit, etc. In the event Contractor defends said claim, suit, etc., Contractor shall use legal counsel acceptable to the Office of the Mississippi Attorney General and MEMA. Contractor shall be solely responsible for all costs and/or expenses associated with such defense, and the MEMA shall be entitled to participate in said defense. Contractor shall not settle any claim, suit, etc. without the concurrence of the Office of the Mississippi Attorney General and MEMA, which shall not be unreasonably withheld.

## **8.10 Integrated Agreement/Merger**

This agreement, including all contract documents, represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, irrespective of whether written or oral. This agreement may be altered, amended, or modified only by a written document executed by the State and Contractor. Contractor acknowledges that it has thoroughly read all contract documents and has had

the opportunity to receive competent advice and counsel necessary for it to form a full and complete understanding of all rights and obligations herein. Accordingly, this agreement shall not be construed or interpreted in favor of or against the State or Contractor on the basis of draftsmanship or preparation hereof.

#### **8.11 Modification or Renegotiation**

This agreement may be modified only by written agreement signed by the parties hereto and approval by the Public Procurement Review Board, if required. The parties agree to renegotiate the agreement if federal and/or state revision of any applicable laws or regulations make changes in this agreement necessary.

#### **8.12 No Limitation of Liability**

Nothing in this agreement shall be interpreted as excluding or limiting any liability of the Contractor for harm arising out of the Contractor's or its subcontractors' performance under this agreement.

#### **8.13 Notices**

All notices required or permitted to be given under this agreement must be in writing and personally delivered or sent by certified United States mail, postage prepaid, return receipt requested, to the party to whom the notice should be given at the address set forth below. Notice shall be deemed given when actually received or when refused. The parties agree to promptly notify each other in writing of any change of address.

For the contractor: Chet Dodrill, Vice President, Contract Administration  
701 Cedar Lake Boulevard, Suite 320  
Oklahoma City, OK 73114

For the agency: Morgan Middleton, General Counsel  
Mississippi Emergency Management Agency  
#1 MEMA Drive  
Pearl, MS 39208

#### **8.14 Priority**

The contract consists of this agreement, the Invitation for Bids RFX 3160007852 and the response submission by Contractor. Any ambiguities, conflicts, or questions of interpretation of this contract shall be resolved by first, reference to this agreement and, if still unresolved, by reference to the proposal. Omission of any term or obligation from this agreement shall not be deemed an omission from this contract if such term or obligation is provided for elsewhere in this contract. If there is a conflict between this agreement and the proposal, this agreement is controlling.

### **8.15 Severability**

If any part of this agreement is declared to be invalid or unenforceable, such invalidity or unenforceability shall not affect any other provision of the agreement that can be given effect without the invalid or unenforceable provision, and to this end, the provisions hereof are severable. In such event, the parties shall amend the agreement as necessary to reflect the original intent of the parties and to bring any invalid or unenforceable provisions in compliance with applicable law.

### **8.16 Third-Party Notification**

Contractor shall give MEMA prompt notice in writing of any action or suit filed and prompt notice of any claim made against Contractor by any entity that may result in litigation related in any way to this agreement.

### **8.17 Waiver**

No delay or omission by either party to this agreement in exercising any right, power, or remedy hereunder or otherwise afforded by contract, at law, or in equity shall constitute an acquiescence therein, impair any other right, power, or remedy hereunder or otherwise afforded by any means, or operate as a waiver of such right, power, or remedy. No waiver by either party to this agreement shall be valid unless set forth in writing by the party making said waiver. No waiver of or modification to any term or condition of this agreement will void, waive, or change any other term or condition. No waiver by one party to this agreement of a default by the other party will imply, be construed as, or require waiver of future or other defaults.

### **8.18 Sovereign Immunity**

By entering into this agreement with Contractor, MEMA does in no way waive its sovereign immunities or defenses as provided by law.

### **8.19 Recovery of Money**

Whenever, under the contract, any sum of money shall be recoverable from or payable by Contractor to MEMA, the same amount may be deducted from any sum due to Contractor under the contract or under any other contract between Contractor and MEMA. The rights of MEMA are in addition and without prejudice to any other right the Agency may have to claim the amount of any loss or damage suffered by MEMA on account of the acts or omissions of Contractor.

### **8.20 Property Rights**

Property rights do not inure to Contractor until such time as services have been provided under a legally executed contract. Contractor has no legitimate claim of entitlement to the

provision of work hereunder and acknowledges that MEMA may terminate this contract at any time for its own convenience.

## **9.0 APPLICABLE FEDERAL PROCUREMENT CLAUSES AS THIS CONTRACT MAY BE FUNDED BY FEDERAL FUNDS**

### **9.1 Byrd Anti-Lobbying Amendment**

Contractors shall file the required certification within Appendix A of this contract through which it certifies 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. Contractor and all authorized subcontractors 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 (MEMA).

### **9.2 Clean Air and Water Acts Compliance**

- (1)** Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et. seq. and the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et. seq.
- (2)** Contractor agrees to report each violation to MEMA and understands and agrees that MEMA will, in turn, report each violation as required to assure notification to the State of Mississippi, the applicable federal agency, and the appropriate Environmental Protection Agency Regional Office as applicable to this contract.
- (3)** Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance if applicable.

### **9.3 Procurement of Recovered Materials**

- (1)** In the performance of this contract, Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
  - i.** competitively within a timeframe providing for compliance with the contract performance schedule;
  - ii.** meeting contract performance requirement; or,
  - iii.** at a reasonable price.
- (2)** Information about this requirement, along with the list of EPA-designate items, is available at EPA's Comprehensive Procurement Guidelines website,

<http://www.epa.gov/smm/comprehensiveprocurement-guideline-cpg-program>.

- (3) Contractor also agrees to comply with all other applicable requirements for Section 6002 of the Solid Waste Disposal Act.

#### **9.4 Debarment and Suspension**

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

#### **9.5 No Obligation by Federal Government**

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

#### **9.6 Program Fraud and False or Fraudulent Statements or Related Acts**

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

#### **9.7 Socioeconomic Affirmative Steps**

If subcontracts are to be let, the prime contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, veteran-owned businesses, and labor surplus area firms are used when possible.

## 9.8 Compliance with the Copeland Anti-Kickback Act

- a. **Contractor.** Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
- b. **Subcontracts.** Contractor or Subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.
- c. **Breach.** A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

## 10.0 APPLICABLE FEDERAL PROCUREMENT CLAUSES IF THIS CONTRACT IS ELIGIBLE FOR REIMBURSEMENT SPECIFICALLY WITH FEMA FUNDING

### 10.1 Access to and Retention of Records

- 1) Contractor agrees to provide MEMA, the subgrantees (counties and communities), FEMA, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Contractor, which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- 2) Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- 3) Contractor agrees to provide the FEMA Administrator or his/her authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
- 4) In compliance with the Disaster Recovery Act of 2018, MEMA and Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.
- 5) Contractor agrees to retain all records associated with this contract for three (3) years after MEMA or the subgrantees (counties and communities) make final payment and all other pending matters are closed.

**10.2 DHS Seal, Logo, and Flags**

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

**10.3 Compliance with Federal Law, Regulations, and Executive Orders**

This is an acknowledgment that should FEMA financial assistance be used to fund all or a portion of the contract. Contractor will comply with all applicable federal laws, regulations, executive orders, FEMA policies, procedures, and directives.

This contract for District 2 Hazard Mitigation Plan represents the entire contract. It constitutes the final expression of the parties' agreement and is a complete and exclusive statement of the terms of that agreement.

\_\_\_\_\_  
STEPHEN C. McCRANEY, EXECUTIVE DIRECTOR      DATE  
MS EMERGENCY MANAGEMENT AGENCY

\_\_\_\_\_  
CONTRACTOR      DATE

**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:

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

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 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 such failure.

Contractor, \_\_\_\_\_, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, Contractor 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.

\_\_\_\_\_  
Contractor's Authorized Official's Signature

\_\_\_\_\_  
Date

---

**IFB RfX #3160007852 District 2 Hazard Mitigation Plans Update-Notice of Intent to Award (NOIA)**

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From OSSS <OSSS@dfa.ms.gov>

Date Tue 4/28/2026 1:11 PM

To OSSS <OSSS@dfa.ms.gov>; aspen.spears@chloeta.com <aspen.spears@chloeta.com>

Cc Jo Kephart <jo.kephart@chloeta.com>; Emily Cochran <ecochran@chloeta.com>; Lindsay Venters <Lindsay.venters@chloeta.com>

Congratulations. MEMA's Notice of Intent to Award for **IFB RfX #3160007852 - District 2 Hazard Mitigation Plans Update** is linked below.

[RfX 3160007852 - Notice of Intent to Award District 2 Mitigation](#)

The complete procurement file for IFB RfX #3160007852 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

Contract negotiations have been completed and are subject to approval by the Public Procurement Review Board (PPRB). Upon oral approval by PPRB, MEMA will contact you regarding next steps for contract execution. In the event MEMA is unable to execute the contract, it reserves the right to proceed with the next lowest responsive and responsible bidder.

Pursuant to Section 12.2.4 of IFB RfX #3160007852 – District 2 Hazard Mitigation Plans Update, **please submit your Certificate of Insurance (COI), including the required coverage, within ten (10) days of this NOIA.**

Please ensure all requirements are satisfied to facilitate timely contract execution.

Thank you,



**April S. Burns**  
*Deputy Director*  
**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201

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**IFB RFx #3160007852 District 2 Hazard Mitigation Plans Update-Notice of Intent to Award (NOIA)**

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From OSSS <OSSS@dfa.ms.gov>

Date Tue 4/28/2026 1:11 PM

To OSSS <OSSS@dfa.ms.gov>; Sophia.Delmar@i-s-consulting.com <sophia.delmar@i-s-consulting.com>

MEMA's Notice of Intent to Award for **IFB RFx #3160007852 – District 2 Hazard Mitigation Plans Update** is linked below.

[RFx 3160007852 - Notice of Intent to Award District 2 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFx #3160007852 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

MEMA and OSSS thank all vendors who participated in this solicitation for the time and effort invested in preparing and submitting their bids. We sincerely appreciate your interest in providing services to the State of Mississippi and encourage you to respond to future procurement opportunities.

Thank you,



**April S. Burns**  
*Deputy Director*  
**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201

---

**IFB RFX #3160007852 District 2 Hazard Mitigation Plans Update-Notice of Intent to Award (NOIA)**

---

**From** OSSS <OSSS@dfa.ms.gov>

**Date** Tue 4/28/2026 1:10 PM

**To** OSSS <OSSS@dfa.ms.gov>; andrea@theresiliencyinitiative.com <andrea@theresiliencyinitiative.com>

MEMA's Notice of Intent to Award for **IFB RFX #3160007852 - District 2 Hazard Mitigation Plans Update** is linked below.

[RFX 3160007852 - Notice of Intent to Award District 2 Mitigation](#)

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501 North West Street, Suite 1301-C  
Jackson, MS 39201

---

**IFB RfX #3160007852 District 2 Hazard Mitigation Plans Update-Notice of Intent to Award (NOIA)**

---

From OSSS <OSSS@dfa.ms.gov>

Date Tue 4/28/2026 1:10 PM

To OSSS <OSSS@dfa.ms.gov>; Goodman-Weinbaum, Halle <hgoodmanweinbaum@wittobriens.com>

Cc Brown, Linda <librown@wittobriens.com>

MEMA's Notice of Intent to Award for **IFB RfX #3160007852 – District 2 Hazard Mitigation Plans Update** is linked below.

[RfX 3160007852 - Notice of Intent to Award District 2 Mitigation](#)

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Thank you,



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**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201



---

**IFB RFX #3160007852 District 2 Hazard Mitigation Plans Update-Notice of Intent to Award (NOIA)**

---

**From** OSSS <OSSS@dfa.ms.gov>

**Date** Tue 4/28/2026 1:10 PM

**To** OSSS <OSSS@dfa.ms.gov>; crippe2@lsu.edu <crippe2@lsu.edu>

MEMA's Notice of Intent to Award for **IFB RFX #3160007852 – District 2 Hazard Mitigation Plans Update** is linked below.

[RFX 3160007852 - Notice of Intent to Award District 2 Mitigation](#)

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[Procurement | Mississippi Emergency Management Agency](#)

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Thank you,



**April S. Burns**  
*Deputy Director*  
**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201

- [RFx 3160007852 - District 2 Hazard Mitigation Plans](#)

[Update](#)

## Procurement

### Notice of Cancellation

#### WEBEOC

None at this time.

#### Recovery

### Notice of Award

None at this time.

#### Mitigation

### Notice of Intent

- [RFx 3160007784 - Notice of Intent to Award District 1 Mitigation](#)
- [RFx 3160007852 - Notice of Intent to Award District 2 Mitigation](#)
- [RFx 3160007732 - Emergency Standby Transportation Services Intent to Award](#)

#### Leadership

#### Contact



Set Google Chrome as your default browser and pin it to your taskbar

# SEARCH

Smart Number Rfx Number Description

MANAGEMENT AGENCY	<a href="#">1741-26-R-IFBD-00004-V01</a>	<a href="#">3160007852</a>	Major Procurement PERSONNEL SERVICES NON-IT This Invitation for Bids is to update Hazard Mitigation ... Attachment - District 2 Hazard Mitigation Solir Attachment - Notice of Intent to Award
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**Attachment A**

**BID COVER SHEET**

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CST, March 25, 2026. Do not include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

**Name of Company:** The Resiliency Initiative, Inc. (TRI)

**Quoted By:** Andrea Davis

**Signature:** *Andrea E. Davis*

**Address:** 1200 W. Walnut St., Suite 2309

**City/State/Zip:** Rogers, AR 72756

**Telephone:** 479-310-6475

**Fax Number:** N/A

**E-Mail Address:** Andrea@theresiliencyinitiative.com

**Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB:** Andrea Davis, cell: 818-239-2228

**In addition to providing the above contact information, please answer the following questions regarding your company:**

What year was your company started? 2019

How many years has the firm been in business of performing the services called for in this IFB?  
7 years

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. \_\_\_\_\_

Incorporation: 2055 Pine St. Redding, CA 96001

Physical Location: 1200 W. Walnut St., Suite 2309 Rogers, AR 72756

If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

TRI supplies the necessary personnel and equipment through a combination of on-site deployment and coordinated remote support.

TRI assigns a dedicated project team responsible for in-person engagement, data collection, and stakeholder coordination, supported by subject-matter experts located throughout the United States. TRI utilizes standardized project management systems, secure collaboration platforms, and a corporate quality management process to ensure seamless integration between on-site and distributed staff.

Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both on organizational and directional terms.

No

Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)?

Yes, TRI is a register business within the State of Mississippi.

TRI is a registered S Corporation | Federal Tax ID: 84-1761208

TRI is registered in both the MAGIC and PAYMODE systems.

List all licenses or permits your company possesses that are applicable to perform the services required in this IFB.

TRI is registered in both the MAGIC and PAYMODE systems required for Purchase Orders with MEMA.

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For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

In the past five years, TRI has supported 23 customers through hazard mitigation plan updates and related resilience planning projects, earning a strong reputation for delivering thoughtful, technically sound, and community-centered planning. Specific related examples include: Karuk Tribe Housing Authority FEMA-Approved Hazard Mitigation Plan, Lake County FEMA-Approved Multi-Jurisdiction Hazard Mitigation Plan, and Calaveras County EOP Base Plan and Annexes

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What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

TRI's largest hazard mitigation-related multi-jurisdictional public-sector client in the past five years is Siskiyou County, California. TRI is developing a countywide Emergency Evacuation Plan covering more than 6,200 square miles and 12 incorporated jurisdictions—Fort Jones, Happy Camp, Yreka, Mt. Shasta, Dorris, Tulelake, Dunsmuir, Montague, Etna, Lake Shastina, Weed, and McCloud—along with unincorporated areas.

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Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff.

TRI's boutique, white-glove approach ensures direct access to senior leadership throughout each project. Our team brings decades of experience from FEMA, Fortune 500 corporations, the military, local governments, and the nonprofit sector, and includes multiple Certified Emergency Managers (CEM), NEMEA graduates, ADAC certification, and advanced GIS education and enterprise-level geospatial expertise. TRI delivers specialized resilience and emergency management services to communities, including hazard mitigation, evacuation planning, continuity of operations, and practical training and exercises that build real-world readiness.

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**Attachment B**

**BID FORM**

<b>Company</b>	<b>Contact Person</b>	<b>Telephone Number</b>
The Resiliency Initiative, Inc. (TRI)	Andrea Davis	cell: 818- 239-2228

The maximum contract price for the update of District 1 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:**                    \$ 64,575 /YEAR

\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\*

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials to perform the work specified in the Invitation for Bids and Attachments thereto; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:
  - Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial

information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

**Company Name:** The Resiliency Initiative, Inc. (TRI)

**Printed Name of Representative:** Andrea Davis

**Date:** March 23, 2026

**Signature:** *Andrea E. Davis*

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** Lake County Sherriff's Office, Office of Emergnecy Services

**Dates of Service:** August 2024 - September 2025

**Contact Person:** Leah Sautelet

**Telephone Number:** \_\_\_\_\_

**Cell Number:** 707-413-8312

**E-mail:** leah.sautelet@lakecountyca.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 2**

**Name of Company:** City of Lakeport California

**Dates of Service:** August 2024 - September 2025

**Contact Person:** Ron Ladd

**Telephone Number:** \_\_\_\_\_

**Cell Number:** 707-263-5615

**E-mail:** rladd@cityoflakeport.com

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** City of Clearlake California

**Dates of Service:** August 2024 - September 2025

**Contact Person:** Adeline Leyba

**Telephone Number:** 707-994-8201 Ext 341

**Cell Number:** \_\_\_\_\_

**E-mail:** aleyba@clearlake.ca.us

**Alternative Contact Person (optional):** Mark Roberts

**Telephone Number:** 707-994-8201

**Cell Number:** \_\_\_\_\_

**E-mail:** mroberts@clearlake.ca.us

**REFERENCE 4**

**Name of Company:** Karuk Tribe Housing Authority, California

**Dates of Service:** September 2022 - June 2024

**Contact Person:** Sara Spence

**Telephone Number:** 530-493-1414 ext. 3117

**Cell Number:** \_\_\_\_\_

**E-mail:** sspence@karuk.us

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** Calveras County Sherrif's Office, Office of Emergency Services

**Dates of Service:** July 2023 - December 2024

**Contact Person:** Erik Holt

**Telephone Number:** \_\_\_\_\_

**Cell Number:** 719-675-0880

**E-mail:** erik.holt85@gmail.com

**Alternative Contact Person (optional):** Baljit Singh

**Telephone Number:** 209-754-6389

**Cell Number:** 209-419-6648

**E-mail:** BaljitSingh@calaverascounty.gov

---

**District 2 Hazard Mitigation Plan Update IFB RfX #3160007852-DIRECT SOLICITATION**

---

**From** OSSS <OSSS@dfa.ms.gov>

**Date** Tue 2/10/2026 11:16 AM

**To** ebuchanan@wittobriens.com <ebuchanan@wittobriens.com>; saskew@wittobriens.com  
<saskew@wittobriens.com>

**Cc** OSSS <OSSS@dfa.ms.gov>

Good morning,

The Office of Statewide Strategic Sourcing (OSSS) has issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA). MEMA is seeking bids from qualified and experienced contractors to update the hazard mitigation plan for District 2. The IFB can be found on MEMA's website by following the link below (hold ctrl and click the link).

[RfX 3160007852 - District 2 Hazard Mitigation Plans Update](#)

**Please download or print a copy of the attached file for your records**, as it may eventually be removed from the website.

If you experience any issues accessing the documents through the provided link, feel free to reach out to me directly. **Updates related to this solicitation will be posted on the website**, so I encourage you to **check it periodically to ensure you have the most current information**.

Thank you,



**April S. Burns**  
*Deputy Director*  
**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201



---

## District 2 Hazard Mitigation Plan Update IFB RfX #3160007852-DIRECT SOLICITATION

---

From OSSS <OSSS@dfa.ms.gov>

Date Tue 2/10/2026 11:16 AM

To bbillings@gocivix.com <bbillings@gocivix.com>; llapeyroterie@gocivix.com <llapeyroterie@gocivix.com>

Cc OSSS <OSSS@dfa.ms.gov>

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Thank you,



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**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201



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## District 2 Hazard Mitigation Plan Update IFB RfX #3160007852-DIRECT SOLICITATION

---

From OSSS <OSSS@dfa.ms.gov>

Date Tue 2/10/2026 11:16 AM

To katie.freeman@hagertyconsulting.com <katie.freeman@hagertyconsulting.com>;  
development@hagertyconsulting.com <development@hagertyconsulting.com>

Cc OSSS <OSSS@dfa.ms.gov>

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*Deputy Director*  
**Office of Statewide Strategic Sourcing (OSSS)**

501 North West Street, Suite 1301-C  
Jackson, MS 39201

Set Google Chrome as your default browser and pin it to your taskbar

Set as default

Government Bid Opportunities will be posted to this page as defined by State Law. Sole Source, Intent to Award, and Protective Order Request notifications are not bid opportunities, but are posted in accordance with State Law to provide transparency to the public.

3160007852

SEARCH

ADVANCED SEARCH OPTIONS

Agency	Smart Number	Rfx Number	Description	Status	Advertised
MS EMERGENCY MANAGEMENT AGENCY	<a href="#">1741-26-R-IFBD-00004</a>	<a href="#">3160007852</a>	Major Procurement PERSONNEL SERVICES NON-IT  This Invitation for Bids is to update the Hazard Mitigation ...  <a href="#">Attachment - District 2 Hazard Mitigation Solicitation</a>	Open	02/10/2026

msema.org/about/about-mema/response/procurement

Get Chrome as your default browser and pin it to your taskbar

Set as default

## Procurement

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- [RFX 3160007732 - Amendment 2 Transportation QA](#)
- [RFX 3160007784 - District 1 Hazard Mitigation Plans Update](#)
- [RFX 3160007852 - District 2 Hazard Mitigation Plans Update](#)

## WEBEOC

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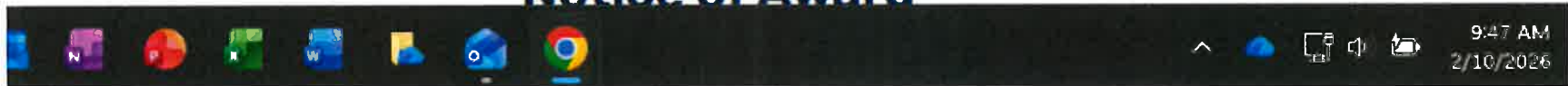
## Notice of Cancellation

## Recovery

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None at the time.

## Notice of Award



IFB #3160007852 | March 25, 2026

## A Proposal for the Mississippi Emergency Management Agency (MEMA)

# District 2 Hazard Mitigation Plan Update

**WITT O'BRIEN'S**  
PART OF THE **AMBIPAR** GROUP

**DUNS:**  
962763277

**UEI:**  
SYKHEKA6C9Q4

**CAGE CODE:**  
61RD3

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

## COVER PAGE

Proposal in Response to IFB RFx#3160007852  
District 2 Hazard Mitigation Plan Update

### Submitted to:

April Burns  
Bid Coordinator  
Phone: (601) 359-5286  
Email: [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov)

### Prime Vendor:

Witt O'Brien's, LLC  
818 Town & Country Blvd.  
Suite 200, Houston, TX 77024  
(281) 320-9796 | [www.wittobriens.com](http://www.wittobriens.com)

### Contact for Proposal Correspondence:

If you have any questions about our proposal or require additional information about our services or firm, please contact our proposed Project Executive—Erin Buchanan, CFM—at (615) 972-1414 or [ebuchanan@wittobriens.com](mailto:ebuchanan@wittobriens.com) with a copy to [contractrequests@wittobriens.com](mailto:contractrequests@wittobriens.com).

### Submittal Deadline:

March 25, 2026

Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final agreement and, if selected, will negotiate in good faith with the Mississippi Emergency Management Agency (MEMA) to enter into a mutually agreeable formal written agreement.

## **TABLE OF CONTENTS**

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## COVER LETTER

March 25, 2026

April Burns  
Bid Coordinator  
Phone: (601) 359-5286  
Email: [osss@dfa.ms.gov](mailto:osss@dfa.ms.gov)

### **RE: District 2 Hazard Mitigation Plan Update, IFB #3160007852**

Dear Ms. Burns and Members of the Selection Committee:

Witt O'Brien's, LLC is pleased to submit this proposal to the Mississippi Emergency Management Agency (MEMA) to update your current Hazard Mitigation Plan (HMP) for District 2. In partnership with MEMA and other jurisdictions, we will present a succinct, clear, and actionable HMP that will achieve the objectives defined by this IFB and fulfill Federal, state, and local requirements—thereby directly improving your community's resilience. As natural, technological, and human-caused emergencies become more extreme and destructive, governments, businesses, and citizens worldwide need to find ways to be more resilient in the face of increasing impacts. Witt O'Brien's offers MEMA the needed expertise which includes:

- Key staff with decades of natural and human-caused hazard planning, grants management, project management, and technical experience under the full suite of FEMA grant programs.
- A partnership, built on collaboration, to achieve your desired outcomes. We set communities up to succeed—from Day 1, our focus is on building your capabilities. We tailor our decades of experience and knowledge to effectively support your team.
- A collaborative team with deep institutional knowledge. Our team has worked with MEMA through multiple successful district plan updates.

Building on our successful history of supporting MEMA with multiple hazard mitigation plan updates, we are excited to once again apply our proven efficiencies and expertise to the update of the District 2 2027 plan update. We commit to dedicating our core team to work hand-in-hand with MEMA staff to provide a nuanced and comprehensive mitigation process, drawing on our seasoned planning experts to enhance the final product. To that end, we are well-positioned to provide MEMA with a plan that not only meets, but exceeds, regulatory requirements.

We appreciate your time and consideration of our proposal. Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final agreement and, if selected, will negotiate in good faith with MEMA to enter into a mutually agreeable formal written agreement.

If you have any questions about our proposal, please contact our proposed Project Executive—Erin Buchanan, CFM—at (615) 972-1414 or [ebuchanan@wittobriens.com](mailto:ebuchanan@wittobriens.com) with a copy to [contractrequests@wittobriens.com](mailto:contractrequests@wittobriens.com).

Respectfully,  
Witt O'Brien's, LLC

*Cheryl Joiner*

Cheryl Detillieu Joiner, CPCM  
Director of Contracts & Compliance

# 1. BID COVER SHEET (ATTACHMENT A)

DocuSign Envelope ID: 9B3D63B6-101A-415D-9CE3-55A04C1DF79A

## Attachment A

### BID COVER SHEET

Bids must be received via email at [OSSS@dfa.ms.gov](mailto:OSSS@dfa.ms.gov) as listed below on or before 1:00 PM CST, March 25, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, March 25, 2026 – IFB 3160007852 - [Bidding Company Name]

Name of Company: Witt O'Brien's, LLC

Quoted By: Cheryl Joiner

Signature: *Cheryl Joiner*

Address: 818 Town and Country Blvd., Suite 200

City/State/Zip: Houston, TX 77024

Telephone: 281-320-9796

Fax Number: 281-320-9700

E-Mail Address: contractrequests@wittobriens.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Cheryl Joiner 281-320-9796

In addition to providing the above contact information, please answer the following questions regarding your company:

What year was your company started? 2009 (Merger between Witt Associates (2001) and O'Brien's Response Management (1983))

How many years has the firm been in business of performing the services called for in this IFB?

25 Years

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. \_\_\_\_\_

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Home Office: 818 Town and Country Blvd., Suite 200, Houston, TX 77024

Place of Incorporation: Delaware (Kent County)

If your company is not physically located within the vicinity, how will you supply the necessary equipment and personnel to complete a hazard mitigation plan update for MEMA?

Our virtual work model allows us to hire the best, most experience staff nationwide. We have team members located through the region and can be present for any on-site meetings at MEMA's discretion. We are able to provide mitigation planning coordination through a virtual environment which allows for greater flexibility with meeting schedules. We utilize online document-sharing capabilities.

Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please discuss the impact both in organizational and directional terms. \_\_\_\_\_

Witt O'Brien's is not currently for sale or involved in any transaction to expand or become acquired by another business entity.

Is your company licensed and/or certified to update a hazard mitigation plan as required by any and all applicable Federal and State law(s)? Licenses and certifications are not required for this scope of work. Witt O'Brien's provides FEMA-compliant HMPs as required by 44 CFR Part 201. Our proposed team includes Certified Floodplain Managers (CFMs) and our proposed GIS specialists are GIS certified.

List all licenses or permits your company possesses that are applicable to performing the services required in this IFB. \_\_\_\_\_

Witt O'Brien's has all software licenses necessary for plan completion, including Hazus and GIS software. Permits are not necessary for this SOW.

For how many customers has your company provided hazard mitigation plan updates or related work in the past five years?

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In the past five years, we have provided hazard mitigation services to 32 clients. 26 of these engagements included writing a new jurisdictional Hazard Mitigation Plan, updating a previous HMP, or acting as the state-level reviewer providing HMP development and compliance guidance.

**What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five years?**

Our largest client has been our support for the US Virgin Islands with mitigation planning and project assistance totaling more than \$5 billion in mitigation awards. Our largest plans have been the Colorado Enhanced State Hazard Mitigation Plan, California State University System's inaugural Hazard Vulnerability and Risk Assessment, and the numerous Mississippi District plans we have completed over the last 5 years. By population, Montgomery County (MD), Fresno County (CA), and Northampton and Lehigh Counties (PA) have been the largest.

Describe any specific services that your company offers along with any specialized experience, certification, and/or education of your current staff. Our company can provide the full lifecycle of emergency management and grants support services. Our Mitigation team includes two Certified Floodplain Managers, a certified Geographic Information Systems Professional, a Certified Business Continuity Professional, a Certified Emergency Manager, a Master of Urban and Regional Planning, and experienced Mitigation Planners.

## 2. BID FORM (ATTACHMENT B)

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**Attachment B**

**BID FORM**

Company	Contact Person	Telephone Number
Witt O'Brien's, LLC	Erin Buchanan, CFM	615-972-1414

The maximum contract price for the update of District 2 Hazard Mitigation Plans shall be all inclusive. The "all-inclusive" price shall include all associated costs with no additional or hidden fees. Bidder shall also submit a **Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

The awarded Contractor will be required to submit detailed invoices describing services completed for the invoice period. Payment will be made in arrears (after the services have been provided) at the amount, and interval (i.e., monthly, quarterly, etc.) as agreed upon by the awarded contractor and MEMA prior to submission to PPRB for contract approval. At no time shall the contract exceed the Maximum Contract Price per year listed below.

**Total all-inclusive Maximum Contract Price:**      \$ 99,596 /YEAR

**\*\*Bidder must submit a price per year. The initial contract term will be one year. MEMA, at its sole discretion, may amend this contract and renew it for three (3) periods of twelve (12) months each under the same or amended terms and conditions as the original contract. \*\***

By signing below, the company Representative certifies that he/she has authority to bind the company, and further acknowledges and certifies on behalf of the company:

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;

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5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials; and,
7. **NON-DEBARMENT:** By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. **INDEPENDENT PRICE DETERMINATION:** By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. **OFFEROR'S REPRESENTATION REGARDING CONTINGENT FEES:** By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.
10. **REPRESENTATION REGARDING GRATUITIES:** Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. **Release if Bid as Public Record.** Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

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Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial information and/or trade secrets is redacted in black. Bidder acknowledges that it may be subject to exclusion pursuant to Chapter 15 of the PPRB OPSCR Rules and Regulations if MEMA or the Public Procurement Review Board determine redactions were made in bad faith in order to prohibit public access to portions of the bid which are not subject to Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. Bidder acknowledges and agrees that MEMA may release the redacted copy of the bid at any time as a public record without further notice to bidder. A bidder who selects this option but fails to submit a redacted copy of its bid may be deemed non-responsive.

Bidder hereby certifies that the complete unredacted copy of its bid may be released as a public record by MEMA at any time without notice to bidder. The bid contains no information bidder deems to be confidential commercial and financial information and/or trade secrets in accordance with Miss. Code Ann. §§ 25-61-9, 75-26-1 through 75-26-19, and/or 79-23-1. *Bidder explicitly waives any right to receive notice of a request to inspect, examine, copy, or reproduce its bid as provided in Miss. Code Ann. § 25-61-9(1)(a).* A bidder who selects this option but submits a redacted copy of its bid may be deemed non-responsive.

**Company Name:** Witt O'Brien's, LLC

**Printed Name of Representative:** Cheryl Joiner

**Date:** 3/20/2026

**Signature:** *Cheryl Joiner*

**Note:** Failure to sign the bid form may result in the bid being rejected as non-responsive. Modifications or additions to any portion of this bid document may be cause for rejection of the bid.

### 3. REFERENCES (ATTACHMENT C)

**Attachment C**

**REFERENCES**

Bidder may submit as many references as desired by submitting as many additional copies of Attachment C, References, as deemed necessary. References will be contacted in the order listed until two references have been interviewed and Reference Score Sheets completed for each of the two references. No further references will be contacted; however, bidders are encouraged to submit additional references to ensure that at least two references are available for interview. Agency staff must be able to contact two references within two (2) business days of bid opening or 48 hours of initial contact.

**REFERENCE 1**

**Name of Company:** University of Texas Medical Branch (UTMB) at Galveston

**Dates of Service:** 2008 - Present

**Contact Person:** Steven LeBlanc, PE, MBA, CHFM, VP Business Operations & Facilities

**Telephone Number:** 409-772-4040

**Cell Number:** \_\_\_\_\_

**E-mail:** sleblanc@utmb.edu

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 2**

**Name of Company:** Mississippi Emergency Management Association

**Dates of Service:** District 7: 2022 - 2024; Districts 2 and 6: 2021 - 2022; Districts 4 and 8: 2019 - 2000

**Contact Person:** Frank Hill, Mitigation Plans Bureau Director

**Telephone Number:** 601-933-6613

**Cell Number:** 769-777-8233

**E-mail:** fhill@mema.ms.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 3**

**Name of Company:** Northampton County, PA - Northampton County Emergency Management Services

**Dates of Service:** 2023 - 2024

**Contact Person:** Thomas Guth, Hazard Mitigation/Disaster Recovery Manager

**Telephone Number:** 610-746-3194 x3228

**Cell Number:** \_\_\_\_\_

**E-mail:** tguth@ncem-pa.org

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 4**

**Name of Company:** City of Carson, CA

**Dates of Service:** 2023 - Present

**Contact Person:** Nora A. Garcia, Emergency Services Manager

**Telephone Number:** 310-952-1786 x1603

**Cell Number:** \_\_\_\_\_

**E-mail:** ngarcia@carsonca.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**REFERENCE 5**

**Name of Company:** The County of Fresno, CA

**Dates of Service:** 2023 - 2025

**Contact Person:** Terri Mejorado, Emergency Manager

**Telephone Number:** 559-600-4065

**Cell Number:** \_\_\_\_\_

**E-mail:** tmejorado@fresnocountyca.gov

**Alternative Contact Person (optional):** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Cell Number:** \_\_\_\_\_

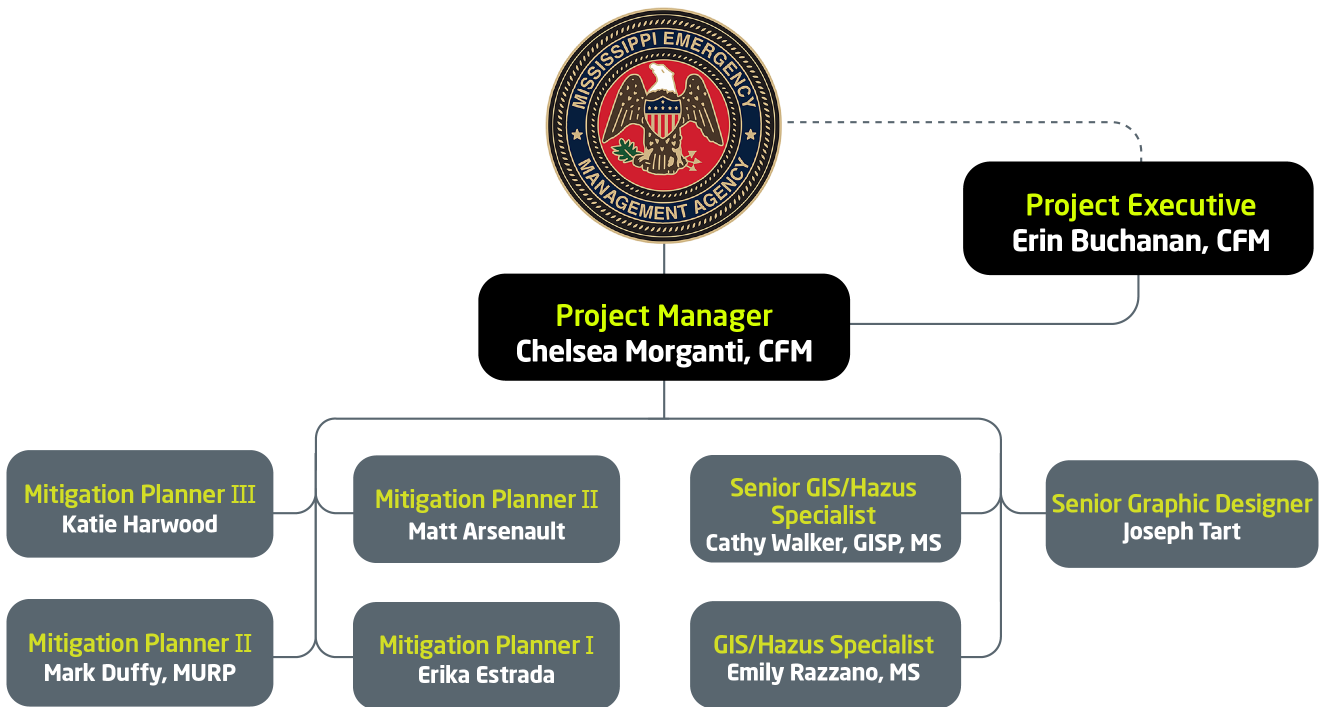
**E-mail:** \_\_\_\_\_

## 4. QUALIFICATIONS OF PROPOSED PERSONNEL

We are fully prepared to allocate the required personnel and provide detail-oriented project management support for all work required by MEMA. Our professionals will schedule and facilitate meetings; prepare and present agendas and other meeting materials; coordinate a public outreach strategy that targets your diverse population; and represent MEMA, as needed, at meetings with FEMA.

Our work will be guided by our proposed Project Manager—Chelsea Morganti, CFM. Her knowledge and understanding will ensure our work meets MEMA’s needs as well as state and Federal requirements. Our proposed Project Executive—Erin Buchanan, CFM—will ensure Chelsea receives all the support needed from her assigned staff, and, if needed, supplementary resources and support from across the Witt O’Brien’s team. Our organizational structure is presented in **Exhibit 1** below.

Exhibit 1: Organizational Chart



### Erin Buchanan, CFM – Project Executive



**Erin is a Certified Floodplain Manager (CFM) with 21 years of experience supporting hazard mitigation and resilience initiatives across a wide range of jurisdictions.**

Erin currently serves as the Managing Director for Witt O’Brien’s Mitigation Services portfolio, where she provides strategic leadership and oversight for state-level program management, project management, and mitigation planning efforts. Under Erin’s direction, the mitigation portfolio has delivered comprehensive program management and technical support for more than \$6 billion in mitigation funding nationwide. This work has supported states and territories including Louisiana, Alabama, Virginia, Nevada, New Mexico, and the U.S. Virgin

Islands, as well as numerous local jurisdictions. Her expertise includes mitigation grant strategy development, grant application support, and end-to-end grants management.

Erin specializes in supporting communities by effectively linking hazard mitigation planning with project identification, development, and application submission, helping ensure plans translate into actionable and fundable projects. She has played a key role in the development of nearly 60 state and local Hazard Mitigation Plans. In addition, Erin brings extensive proficiency in benefit-cost analysis, environmental and historic preservation compliance, mitigation policy and regulatory requirements, and complex client coordination across multiple stakeholders.

### **Chelsea Morganti, CFM – Project Manager**



On this project, Chelsea will be responsible for the quality of work, adherence to the budget and schedule, and management of staff. She is both a technical subject matter expert (SME) and an experienced staff manager. Chelsea will support in-person meeting delivery and be fully accessible to MEMA via email and phone. Chelsea will back-fill staff positions, as needed, for meeting facilitation and plan writing.

Chelsea has a BA in English with a Minor in Latin from the University of New Mexico. She is a Certified Floodplain Manager and member of the New Mexico chapter of the Association of State Floodplain Managers. She also has completed to certification more than 30 FEMA courses, including the FEMA Professional Development series. Additional training and certifications are included at the end of her resume including identification of her speaking engagements at local, regional, and national conferences.

Chelsea is a wholistic mitigation practitioner with 12 years of experience in mitigation grants management, community assistance, and program implementation. Chelsea joined Witt O'Brien's after six years with the New Mexico Department of Homeland Security and Emergency Management, where she served as the SHMO and Earthquake Program Manager. In this role Chelsea also oversaw the State Floodplain Coordinator and managed the state's National Flood Insurance Program compliance. In addition to her Hazard Mitigation Planning work, she has developed SOPs states and Witt O'Briens teams; completed numerous updates Administrative Plans; and provided individually tailored technical assistance to state agencies, local jurisdictions, tribal nations, universities, and special district/quasi-governmental applicants under the HMA program. She has led the development and overseen the completion of over 135 mitigation plans and projects for state, local, and tribal governments as well as large universities, quasi-governmental entities, and special districts through FEMA closeout. This includes two updates of the NM SHMP and supporting the 2024 CO ESHMP update as a consultant.

### **Katie Harwood – Mitigation Planner III**



Katie has 12 years of experience leading and developing state and multi-jurisdictional HMPs, disaster recovery programs, and grant funding initiatives. Prior to joining Witt O'Brien's, Katie led the South Carolina Emergency Management Division's over \$1.5 billion budget for disaster recovery and hazard mitigation and led the 2023 update of the State HMP. Throughout her career, she has coordinated the update and approval of more than 20 county and state HMPs. Additionally, Katie has extensive experience in policy analysis and guidance, helping secure over \$40 million in additional state funding.

## Mark Duffy, MURP – Mitigation Planner II



Mark will be responsible for data and file management, analysis, writing, coordination with planning team members, management of the public survey development, and completion of all documentation-related tasks. In addition, Mark has been cross-trained in GIS functions and will support in-person meeting delivery.

Mark received his Master of Urban and Regional Planning from the University of Denver, a BA in Political Science from Simpson College, and attended the International Studies program for Geography at the University of Adelaide in Australia. He has certificates of completion in 10 FEMA courses covering unified HMA, emergency management fundamentals, and hazard-specific practices (listed on his resume). Mark has five years of experience in developing and reviewing HMPs, grant applications, and compliance strategies for a diverse range of jurisdictions nationwide. Mark has also supported programs under the U.S. Treasury and the National Parks Service. Mark's expertise is further supported by an array of FEMA certifications covering unified hazard mitigation assistance, emergency management fundamentals, and hazard-specific practices.

## Matt Arsenault – Mitigation Planner II



Matt is an experienced Risk Assessment planner, cross-trained in THIRA/SPR and other EM planning efforts. Matt will be drafting sections of the plan and contribute to and support data and file management, analysis, writing, coordination with planning team members, and all documentation-related tasks.

Matt has a BS in Organizational Security and Management. He is a 20-year career veteran with emergency management, mitigation, and security expertise. While working for CO-DHSEM, as the Senior Hazard Mitigation Assistance (HMA) Program Manager, he led the HMGP, BRIC, FMA, and PDM programs. As an Anti-Terrorism Manager for the U.S. Air Force, his duties included conducting threat, risk, and vulnerability assessments for multiple organizations and recommending countermeasures to mitigate vulnerabilities and threats to assets. Matt coordinated with local, state, and Federal agencies in intelligence collecting, analyzing, and decision-making for daily/weekly threat assessments. Matt is also an experienced trainer, having led or supervised classes on anti-terrorism awareness, force protection, crime scene procedures, criminal investigations, contingency operations, emergency response and management, and active shooter response.

## Erika Estrada – Mitigation Planner I



Erika will support Mark with drafting the plan itself. She will contribute to and support data and file management, analysis, writing, coordination with planning team members, public survey development, and all documentation-related tasks. Depending on the schedule, Erika may be tasked to take on small support functions and is also available to back-fill Mark, if necessary.

Erika has a Bachelor's degree in Environmental Policy, and minor in Disaster Risk Reduction. With six years of experience as a mitigation planner and emergency management specialist, Erika is a thorough and detail-oriented planner. Prior to joining Witt O'Brien's, Erika worked for local emergency management in Ohio, as a hazard mitigation planning consultant updating FEMA flood risk maps, and more recently at the Washington State Department of Health Office of Resiliency supporting the COVID-19 pandemic response and their public health emergency preparedness programs. Erika supported her community preparedness and resilience programs, incorporating equity into public health emergency preparedness and planning. She also helped create a Public Health Disaster Risk Assessment Tool with the University of Washington. She has expertise in HMPs, EOPs, and economic impact analyses.

## **Cathy Walker, GISP, MS – Senior GIS/Hazus Specialist**



Cathy provides GIS data analytics and Hazus risk analysis for the majority of our HMPs. She will be responsible for data validation of assets, working hand-in-hand with Mark on the collection and analysis of local, regional, and national-level data sets. Cathy produces beautiful graphical representations of data, including base and hazard maps. Cathy's data will form the backbone of the quantitative data for the MJHMP. She typically works behind the scenes but is available to attend meetings for clarification and questions. She is also available to work directly with MEMA staff on your GIS data needs.

Cathy has an MS in Geographic Information Science from the University of Denver, a BS in Chemistry from the University of Puget Sound, and a Baccalaureate Certificate in Geographic Information Systems & Spatial Modeling from the University of Washington-Tacoma. She has credentials as a Certified GIS Professional (GISP), FEMA Professional Development Series, FEMA Hazus-MH Practitioner, and FEMA Hazus-MH Trained Professional. More information is included on her resume.

Cathy brings 18 years of extensive experience in GIS support services. Her work spans multiple jurisdictions and agencies where she has consistently delivered high-quality customized and standard maps, shapefiles, graphics, and tables tailored to each project's unique needs. Cathy has developed and maintained user-friendly, interactive web-based GIS applications and dashboards using ArcGIS Online, Web AppBuilder, ArcGIS Dashboards, and Experience Builder, enhancing transparency and stakeholder engagement. She has converted data from non-GIS systems into GIS formats using custom ETL (extract-transfer-load) methods and conducted spatial data analysis to identify trends and support decision-making. Her technical expertise includes advanced geocoding, database design, and automation using Python, making her a valuable asset in providing GIS-related technical assistance. She has provided GIS analysis and support for over 70 HMPs for state, local, tribal, and special-purpose districts.

## **Emily Razzano, MS – GIS/Hazus Specialist**



Emily provides GIS data analytics and supports data validation, collection, and analysis; she is available to work hand-in-hand with—or back-fill—Cathy, as needed. She typically works behind the scenes but is available to attend meetings for clarification and questions. She is also available to work directly with MEMA staff on GIS data needs.

Emily has an MS in Homeland Security with Intelligence and Geospatial Analysis, a Post-Baccalaureate Certificate in Geospatial Intelligence Applications, and a Post-Baccalaureate Certificate in GIS all from Pennsylvania State University. She also received her BS in Geospatial and Environmental Informatics from Auburn University.

Emily has four years of professional experience as a State-level GIS Manager and Analyst. Prior to joining Witt O'Brien's, Emily was the GIS Manager for the State of South Carolina Military Department, Emergency Management Division. She worked in the State Emergency Operations Center (EOC) providing GIS assistance during emergency activations and exercises. Emily also served as the Integrated Training Area Management (ITAM) and Environmental GIS Analyst supporting the Environmental Division and Sustainable Range Program for the South Carolina National Guard. She provided GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges.

## Joseph Tart – Senior Graphic Designer



With over 25 years in the publication, marketing, and advertising industries, Joseph is a consummate learner and creative thinker, striving to develop content using data and his knowledge of design and communications in order to truly connect with the reader, consumer, or user. His strong understanding of multiple production deliverables provides a foundation for shepherding projects, controlling quality, costs, timeliness, and client expectations. By engaging with leadership and SMEs in strategic solution sessions for opportunities, he develops and designs all visual graphics for HMPs, ARPA funding reports to the Treasury, training materials, and client branded deliverables.

## 5. APPROACH TO THE SCOPE OF WORK

Mitigation planning is a core practice area for Witt O'Brien's—we provide mitigation planning services for cities, counties, schools, special districts/quasi-governmental entities, and tribal nations throughout the country. Our team's approach to supporting MEMA's planning needs is a time-tested framework for producing compliant, actionable plans. Our planning process is consistent with the four core phases of hazard mitigation planning (see **Exhibit 2** below) as promoted by FEMA. We will ensure full compliance with all requirements and recommendations of the Disaster Mitigation Act of 2000 (DMA2K); 44 CFR 201.6; the new Local Mitigation Planning Policy Guide; as well as applicable state regulations, policies, and practices. Our approach will ensure rapid FEMA approval, allowing MEMA to focus on implementation of the plan, rather than defending it.

Exhibit 2: Witt O'Brien's Core Phases of Hazard Mitigation Planning



In accordance with the new Local Mitigation Planning Policy Guide (FP-206-21-0002), we support a local mitigation planning process that will accomplish the stated goals of:

- Creating a shared vocabulary to communicate information regarding risks and find opportunities to build community-wide resilience.
- Coordinate investments in mitigation to reduce risk.
- Make mitigation investment standard practice.



### **PHASE 1 – Establish Planning Processes & Resources**

The success of a plan update requires a clear and complete process and an aggressive initial engagement. To that end, we put a great deal of effort and forethought into the initial planning and management phase. This sets the stage for robust, transparent communication; mutually understood and agreed-to expectations; and a generally positive and personable relationship. We will also facilitate clear lines of communication and set reasonable expectations.

We will organize the required resources to ensure the final HMP is both responsive and tailored to MEMA's needs. Our methodology and project approach incorporates your feedback and other stakeholders while ensuring full regulatory compliance. The time we invest upfront—reviewing existing plans, standard operating procedures (SOPs or SOGs) and policies, your community's disaster history, and any applicable Statewide plans or regulations—enables us to develop a productive working strategy that maximizes the input of your staff while minimizing disruption to your day-to-day work. It also allows us to get to know the issues, vulnerabilities, and unique difficulties *you* face.

## Project Management

Upon execution of the contract, our proposed Project Manager—Chelsea Morganti, CFM—will schedule a virtual kick-off meeting with MEMA staff to validate all terms and requirements related to scope, schedule, and budget; validate a common understanding of expectations for personnel and deliverables; and set forth communications protocols and expectations between MEMA and Witt O'Brien's. This ensures your staff and ours have a clear and common understanding of the steps in the mitigation planning process, including what documentation and information are needed to meet MEMA and FEMA requirements.

Following this kick-off meeting, Chelsea will conduct an internal kick-off meeting with assigned Witt O'Brien's project staff to ensure their full understanding of their project roles, responsibilities, reporting protocols, and objectives.

The outcomes of the kick-off meetings will be documented in our Project Management Plan (PMP) which will serve as the roadmap for our management of the project. The PMP will identify high-level activities, deliverables, schedules, key milestones, and the staffing plan. The plan will provide the basis for monitoring, controlling, and reporting on the work including the comparison of planned vs. actual schedule and costs, work accomplishment, and product delivery.

We know getting the right participants involved in the planning process is crucial to its success. To that end, we will assist MEMA staff in developing an initial list of entities and representatives that should be a part of the planning process. The formation of an HMP Team (HMPT) that includes relevant stakeholders helps build whole-community support and buy-in. The HMPT should also include representative members from other community agencies or departments; any quasi-governmental entities; Floodplain Managers; GIS Specialists; Building and Zoning Officials; neighboring universities and school districts; and possibly other Federal, state, and regional partners as identified. Coordination with these partners on key decision points in the process—where MEMA's or the HMPT's actions and/or approval will be needed—will be important to the project's success.

We build flexibility into every project to ensure we have the capability to fully achieve your objectives. We regularly provide high-quality support to numerous clients at once—addressing requests for PA program support, grants management support, and hazard mitigation services. We successfully support multiple clients concurrently with structured project management, expert staff, and excellent working relationships.

## Develop Community Engagement Plan

We recognize the importance of soliciting public opinion and input, as well as educating the public on the planning process. In our experience, clear goals that are agreed upon by the HMPT, MEMA, and the public provide a strong foundation for establishing mitigation goals.

To support the development of an HMP that benefits the whole community, we focus on thoughtful planning from the start to ensure that this process incorporates input from all sectors of the community. We will tailor the outreach strategy to meet your community's needs, providing those who wish to contribute feedback an opportunity to do so.

### Key Elements of Establishing the Planning Process

- ✓ Project management kick-off meeting
- ✓ Establishing the timeline
- ✓ Establishing the HMPT
- ✓ Conducting stakeholder outreach
- ✓ Conducting the planning kick-off meeting
- ✓ Providing ongoing coordination
- ✓ Developing the Community Engagement Plan
- ✓ Collecting and reviewing data

Public engagements during the planning process may include meetings; webinars; press releases; or surveys that can be distributed electronically, handed out during community events, or collected during public meetings. Whether utilizing social media campaigns, radio and/or print advertisements, prize or compensation incentives, or in-person meetings, we will ensure these engagements set the groundwork to facilitate meaningful discussions and gain community consensus. Workshops can be held either in-person, virtually, or via a hybrid model to review the plan and collect feedback.

All public and stakeholder participation activities will be documented throughout the plan in accordance with 44 CFR §201.6(b). We will illustrate how the HMP is compliant through deliverables and in the Plan Review Tool (PRT).

### **Hazard Mitigation Planning Team Meetings**

Once the HMPT has been established, we will prepare for and conduct an initial kick-off meeting to discuss:

- Plan update overview – provide a clear understanding of the steps in the mitigation planning process.
- A draft work plan and project schedule, including the dates of all required meetings.
- Any additional resources and/or reference materials required for the process.
- Reporting and documentation requirements needed to meet FEMA Region 4 and MEMA requirements.
- Expectations for the team as a planning body and the required level of involvement from each team participant.

We will prepare all materials to facilitate plan development meetings—including agendas, sign-in sheets, meeting notes, and minutes—and any documents for discussion. We will establish review and distribution timeframes, so HMPT members and other interested parties will receive pre-reads prior to scheduled meetings. Attendees and other interested parties will also receive meeting notes following each meeting. These notes will be included in the final project plan. The plan development process will be thoroughly documented in accordance with 44 CFR §201.6(c)(1).

### **Data and Information Gathering**

Reliable and well-sourced data is essential to an accurate HMP. We will utilize a comprehensive approach in reviewing existing relevant documents; data; and information provided by national-, state-, and regional-level datasets, and data from neighboring counties. As appropriate, we will also review other relevant County and District-wide documents and datasets for incorporation—including general plans, capital improvement plans, the EOP, land-use plans, historic structures and asset registries, Floodplain Management Plans (FMPs), ordinances, SOPs and policies, as well as your area's disaster history and any other relevant documents or studies identified by the HMPT.



**“A successful planning effort includes active participation and buy-in from community leaders, stakeholders and the public”.**

– FEMA's Local Mitigation Planning Policy Guide, 4.1 Element A

We take a community-based approach to hazard mitigation planning. It is our goal to help integrate mitigation into the full spectrum of community planning, so that jurisdictions are able to assess other planning efforts and align them with mitigation concepts and principles. This methodology stems from our involvement in mitigation planning, from the inception of the HMP program through pilot programs and implementation. Although *we tailor our planning and research approach* to match each client's needs, our processes match FEMA's recommendations for how communities should both conceptualize and implement hazard mitigation planning.

Throughout the process of meeting with the HMPT, collecting data and gathering information, reviewing existing plans and policies, and soliciting feedback and ideas from the public, we will document the actions taken and how the plan was developed. This will include incorporating meeting materials (e.g., agendas, notes, minutes, sign-in sheets), stakeholder comments, and public comments into the final HMP.

### Participant and Stakeholder Coordination

In alignment with the Local Mitigation Planning Policy Guide Element A2-a and 44 CFR §201.6(b)(2), we will make recommendations for stakeholder outreach to entities that support FEMA's Community Lifelines (see **Exhibit 3**) including representatives of local and regional agencies involved in hazard mitigation activities; agencies that have the authority to regulate development; neighboring communities; businesses, academia, and other private institutions; and nonprofit organizations that work directly with and/or provide support to underserved communities and socially vulnerable populations.

Exhibit 3: FEMA's Community Lifelines



As part of the new guidance from the Local Mitigation Planning Policy Guide Element A2-a, it may be helpful to reach out to private companies operating in your area for inclusion in the HMPT or as stakeholders, although not every entity that has data to contribute to the planning effort will want or need to be a fully participating entity. Stakeholder outreach is essential to collecting input, sharing resources, and establishing ties while respecting the needs and time of these contributors.

An integrated and holistic HMP that addresses issues faced by the whole community, while identifying differences where needed, creates a more actionable and easier-to-maintain document.

Throughout the planning, research, and draft phases of the project, we will meet consistently with stakeholders, technical experts, and department/organizational working groups. We will work in collaboration with MEMA to ensure proper documentation of this outreach and situational awareness of

their participation is maintained at all times. We will also ensure the narrative of plan development and stakeholder inclusion is in accordance with 44 CFR §201.6(c)(1).

### Capability Assessment

We will develop data and information collection tools and worksheets needed to gather appropriate information from plan stakeholders to complete a thorough assessment of each entity and its participating jurisdictions' mitigation capabilities. Based on this input, we will assess the jurisdictions' capacity for pre- and post-disaster hazard mitigation programs. This process will include:

- Consideration of policies, any pre-existing programs related to hazard mitigation, and development in hazard-prone areas.
- A discussion of the entity's funding capabilities and staffing levels for hazard mitigation projects and programs.
- Evaluation of adopted and/or implemented ordinances that reduce risk and/or increase resilience.
- Any other criteria identified by the HMPT as relevant and necessary to this discussion, such as any infrastructure in place that positively or negatively impacts vulnerability to disasters and MEMA's floodplain management programs.

### Asset Inventory

We will use existing data sources validated by the HMPT to inventory assets exposed or vulnerable to the hazards identified and profiled in the preceding task. District-owned or operated assets and buildings, critical facilities, infrastructure, cultural resources, and historic assets will be included, as will Repetitive Loss (RL) and Severe Repetitive Loss (SRL) properties (as applicable). The National Flood Insurance Program (NFIP) Community facilitation is required to request access to this data under the Federal Insurance and Mitigation Administration. We will gather and organize geospatial data for each asset—including location, structural data, and valuation.

We will produce a database as an appendix to the HMP that will outline the structure's details, categorization of the facility, and potential losses. We use ArcGIS software to produce cartographic products of these assets in the plan, which will include their location overlaid onto areas of hazard vulnerability. Identifying areas of potential losses will also show the community's development trends to help identify needs for future consideration.



### PHASE 2 – Assess Risks & Vulnerabilities

We will conduct all necessary research on hazards; hazard risks; capabilities and gaps; community assets; funding resources; and mitigation best practices to create a data-driven Hazard, Risk and Vulnerability Assessment (HVRA) that meets FEMA and MEMA requirements. We will investigate the impact, historical occurrences, and probability of future occurrences of each of the profiled hazards, using a wide variety of sources.

### Hazard Identification and Profiles

We will develop comprehensive, current, and accurate profiles of the hazards that could impact your community. Beginning with a review of the Mississippi Enhanced State HMP, other publicly available plans from surrounding jurisdictions, and other existing planning mechanisms and tools, we will collect information on each identified natural hazard for consideration by the HMPT. We will consult with the HMPT and the public to create an inclusive list of hazards that might affect the assets and resources. Any hazard that is *excluded* from the plan will be omitted based on documented rationale and confirmed by the team.

We will then create detailed profiles that clearly define these hazards, identify the locations within the District where those hazards are possible, discuss their potential magnitude, and profile past occurrences—including any relevant Federally declared disasters.

This will include a thorough discussion of RL and SRL properties as part of the Flooding profile. The profiles will also discuss the probability of future occurrences, incorporating current climate change data wherever relevant, and discussing these hazards' potential environmental impacts.

Incorporating the vulnerability analysis tools, asset data, vulnerable population data, and impacts due to climate change, the updated hazard profiles will provide an enhanced overview of potential losses and vulnerabilities and will help inform mitigation strategies that enhance resiliency.

### Hazard Mapping

We will work closely with the HMPT to generate Geographic Information System (GIS) products to visually represent hazard risk and ensure the locations of hazardous areas within the District are identified. Many natural hazards have geographic boundaries, including hazards identified in your last plan. Using FEMA's Risk MAP, ArcGIS software, and all available authoritative sources of geospatial data, these mappable hazards can be visualized with levels of probability for events of a specific magnitude or frequency. Updated data and maps are fundamental to ensure they are accessible and useful for implementing mitigation strategies and to determine the need for new or revised policies that regulate land-use and development.

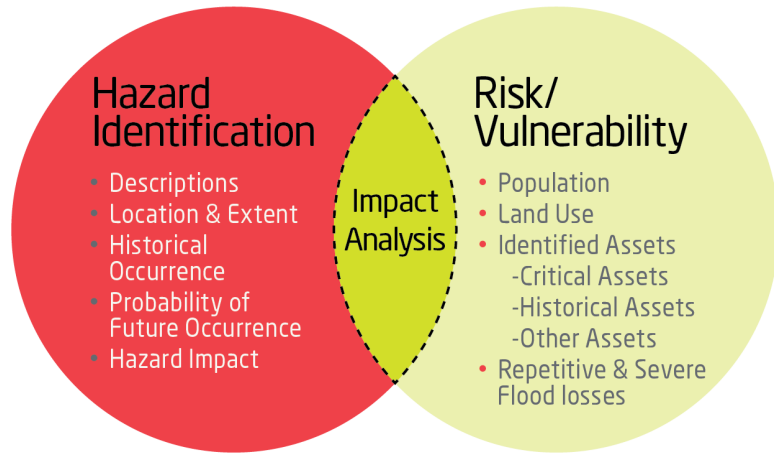
### Vulnerability and Loss Estimation

Using the vulnerability analysis tools, asset data, vulnerable population data, and impacts due to climate change, the updated assessment will provide an overview and analysis of potential losses and vulnerabilities, which will be useful to help inform mitigation strategies that enhance resiliency.

The output will include data visualizations and calculations that show vulnerable structures and populations. Using ArcGIS, asset inventory data and population data will be overlaid onto areas of identified hazard vulnerability that will then identify the potential exposure. Identifying areas of vulnerability and potential losses will also show development trends and help identify needs for future land-use considerations.

There are many applications and toolkits we use to gather and synthesize data to assess the jurisdictions most threatened and most vulnerable to damage and loss associated with hazard events.

Exhibit 4: Components for Hazard Identification and Risk/Vulnerability Assessment



These include:

- **The National Risk Index** tool will assist with the identification of potential risks of natural hazards and gather data on annual losses, social vulnerability, and community resilience. We will use the geospatial data to identify the hazard vulnerability for each jurisdiction and help inform the mitigation strategy.
- **FEMA's Risk MAP** will identify flood risk vulnerability for the participating communities and help guide effective land-use mitigation strategies. We will utilize FEMA Risk MAPs, Digital Flood Insurance Rate Maps, Digital Elevation Model data, and spatial analysis utilizing GIS desktop software to determine flood risks throughout the region.
- **The U.S. Climate Resilience Toolkit** is used to explore hazard vulnerability and allows for interactive mapping of past and future conditions. The toolkit also includes case studies that will help guide mitigation strategies.
- **Hazus-MH** was designed, developed, and is managed by FEMA's Natural Hazards Risk Assessment Program to estimate building and infrastructure loss in the event of a disaster. As described in detail above, we will calculate exposure for the area; characterize the level or intensity; and calculate the potential economic losses and structural damage due to hurricanes, floods, or earthquakes.
- **ESRI's ArcGIS software and tools** will be used to develop maps and other visualizations to depict hazard information, assess these hazards in respect to population and jurisdictional assets, and to depict geographic boundaries. We will provide an overview and analysis of each participating jurisdiction's vulnerability level to the identified hazards.

## Risk Assessment

Next, we will describe the impact each hazard would have on the assets identified by MEMA and the HMPT, also taking into consideration population growth in hazard areas and changes in risk profile due to factors such as climate change. The assessment of vulnerability will include the most threatened or vulnerable areas. Using FEMA's National Risk Index tool and U.S. Census data, the assessment will also include an overview of potential exposure to the District's most vulnerable populations.

This section will include land-use maps and discussions on development trends, which will assist with advisement on future land-use decisions. NFIP-insured structures that have been repetitively damaged by floods will be identified and analyzed, but property addresses will be redacted in keeping with the Privacy Act of 1974. We will develop a hazard mapping geodatabase to help inform mitigation strategies. Any data limitations will be noted and identified as part of the mitigation strategy.



### PHASE 3 – Develop Mitigation Strategy

We take a community-based approach to hazard mitigation planning. It is our goal to help you integrate mitigation into the full spectrum of community planning. Once the foundations of the Hazard Identification, Risk Assessment, Vulnerabilities, and Capabilities sections are complete, the team will have the tools to update MEMA's mitigation strategies. This will form the basis for the development of the updated HMP.

### Develop Hazard Mitigation Goals and Strategy

Based on input from the HMPT, and in consideration of the results of our risk assessment, we will work with the team to update and/or develop new mitigation goals and prepare a draft listing for review and validation. The HMPT—and the public, if identified in the outreach strategy—will have the opportunity to provide input on and approve the goals outlined in the updated HMP. These goals will guide the

selection of activities to mitigate and reduce potential losses to MEMA. In our experience, clear goals that are agreed upon by the HMPT and the public provide a strong foundation for prioritizing mitigation actions and developing a long-term HMP. This “buy-in” also makes prioritizing mitigation actions simpler. We will use the following procedures to validate and develop mitigation goals:

- **Outreach findings.** Evaluate themes that emerged during planning meetings and/or outreach activities. These themes might include the need for improved public awareness regarding hazards or the need for a better public notification system during emergencies. For every theme identified, a corresponding ability or authority to expand and/or improve MEMA’s capability will also be identified.
- **Jurisdictional consistency.** Correlate existing plans and other policy documents to ensure hazard mitigation goals are consistent with the goals of surrounding community plans and objectives. Mitigation goals should complement and leverage existing plans and policies to enhance positive outcomes.

In addition, we will work with the individual participating agencies during HMPT meetings to identify and address issues of importance to their communities, by setting goals and—if appropriate—mitigation measures. This includes identifying opportunities to improve upon existing capabilities for pre- and post-disaster mitigation management.

### **Develop Actions**

We will conduct public workshops, surveys, and other outreach efforts as identified in the Community Outreach Plan to solicit the public’s input on the mitigation strategy, including identifying potential actions. Our team will then prepare an updated mitigation strategy and action matrix that includes a comprehensive range of community-identified and community-endorsed mitigation actions that can reduce the potential impacts of all profiled hazards. We will then work with the HMPT to identify the mitigation measures that best achieve each entity’s goals. To support the HMPT in selecting mitigation actions, we will consider the traditional “STAPLEE” criteria (evaluating a potential action’s Social, Technical, Administrative, Political, Legal, Economic, and Environmental impacts), but also the actions’ cost-reasonableness, alignment with other community goals, and level of support.

Based on the results of the risk assessment and additional evaluation criteria, we will identify mitigation actions and ensure each is properly prioritized. Each activity in the strategy will include an explanation for how the activity contributes to the overall mitigation strategy (i.e., how risk or vulnerability is reduced or eliminated). We will then strengthen the linkage of mitigation actions to funding opportunities and include an implementation plan/timeframe to help keep the plan actionable.

It is important to establish a schedule for implementing the mitigation actions prescribed in the HMP. The plan deliverable will include a method for measuring implementation. This includes a recommended timeline for implementing each mitigation measure over the next five years, a summarization of each action, its level of priority, which party or agency is responsible for the action, how the action will be funded, a benefit-cost analysis (BCA), and the action’s level of feasibility.

### **Develop Monitoring and Maintenance Plan**

The HMP will include a clear and detailed written description of the planning process, including any data limitations we encountered during the plan update. The final steps are the mechanisms to keep the HMP actionable throughout the five-year planning cycle. It is important to consider how the community will engage with and maintain the HMP over time. This encourages progress toward implementation of the established mitigation strategies. We will develop a maintenance process that identifies how; when; and by whom the HMP will be monitored, evaluated, and updated.

It is also important to establish a process for how the HMP will be integrated into other planning mechanisms and vice versa. We will help validate this section with input from the HMPT, based on best practices and lessons learned since the last plan update.



## **PHASE 4 – Adopt & Implement the Plan**

We will support MEMA through the process of State and FEMA approval and formal plan adoption, making required changes as needed.

### **Draft Assembly**

Once all plan sections have been drafted, we will compile a single plan document with consistent and accessible branding and formatting, inclusive of all chapters, annexes, and graphics. We will ensure that all community and stakeholder input received throughout the planning process is incorporated into this final document, which will include a completed FEMA PRT validating that all requirements have been met. We will provide an editable digital copy of this document to the HMPT.

### **Review and Finalization**

We will submit a preliminary draft for review by the HMPT. We will also complete the Region 4 Local Mitigation PRT to illustrate how the HMP is compliant with 44 CFR § 201.6. Any comments received during the HMPT's review will be consolidated and edits will be tracked noting how the revisions were addressed.

After initial edits, we will work with the participating jurisdictions to make the plan available for public comment. Feedback received during the public comment period will be reviewed and consolidated. Edits made by our planners will be tracked and we will note how the comments were addressed in the final version of the plan. When the draft is finalized, we will submit the plan for State review.

### **State and FEMA Review**

State review of the HMP must be completed before the plan can be submitted for FEMA review. Once the State is satisfied and has approved the plan, they will submit the draft for FEMA Region 4 review. We will incorporate any changes recommended by FEMA in a timely manner until FEMA deems the plan to have Approval Pending Adoption (APA) status.

### **Preparation of Final Drafts and Plan Adoption**

Once MEMA receives confirmation of APA status from FEMA, we will assist with any questions during the adoption process. The FEMA APA draft will receive a final "cleanup" where redlines, highlights, and final documents are incorporated. Once the plan is adopted by the jurisdictions, proof of adoption will be forwarded to MEMA and FEMA Region 4. We will retain all data, records, and documentation for the preparation of the required items.

### **Closeout**

Final documents, including a Word and PDF version of the completed HMP—along with all materials used to complete the update and copies of all feedback and survey results—will be submitted to MEMA along with the final invoice for reconciliation.

## **6. ACKNOWLEDGEMENT OF AMENDMENT**

Not Applicable - No amendments were issued for this solicitation.



# **Appendix A:** **Resumes of Proposed Personnel**



**WITT O'BRIEN'S**  
PART OF THE **AMBIPAR** GROUP

The following resumes are included in this section:

- Erin Buchanan, CFM – Project Executive
- Chelsea Morganti, CFM – Project Manager
- Katie Harwood – Mitigation Planner III
- Mark Duffy, MURP – Mitigation Planner II
- Matt Arsenault - Mitigation Planner II
- Erika Estrada – Mitigation Planner I
- Cathy Walker, GISP, MS – Senior GIS/Hazus Specialist
- Emily Razzano, MS – GIS/Hazus Specialist
- Joseph Tart – Senior Graphic Designer

**Erin has 21 years of experience in hazard mitigation planning, project and application development, grants management, and financial data management.**

An Associate Managing Director at Witt O'Brien's, Erin joined a predecessor company to Witt O'Brien's in 2010 as a mitigation specialist providing technical assistance for the mitigation programs of the State of Louisiana's Governor's Office of Homeland Security and Emergency Preparedness in the State's recovery from Hurricane Katrina.

Since that time, Erin has led the development of mitigation plans and Hazard Mitigation Assistance (HMA) grants program applications for higher education institutions and state and local governments and has a FEMA approval rate of one hundred percent. As part of her role, Erin supports communities by connecting hazard mitigation planning to project and application development. She has 21 years of experience supporting more than 50 state and local Hazard Mitigation Plans (HMPs) and has managed over \$5.5 billion in mitigation funding strategies. Erin's use of effective Benefit-Cost Analyses (BCAs) to achieve acceptable Benefit-Cost Ratios (BCRs) has been instrumental in the obtainment of HMA funding. She is proficient in project planning, client coordination, and timeline management.

**ERIN BUCHANAN, CFM**  
PROJECT EXECUTIVE



**YEARS OF EXPERIENCE**

21 Years

**EDUCATION**

BA, International Relations and Affairs, Minor – French, Marshall University

**CERTIFICATIONS / TRAINING**

National Certified Floodplain Manager (CFM), #US-07-02519, Association of State Floodplain Managers, first earned in 2007

**Project Manager, Nevada Department of Emergency Management, Carson City, NV (2024 – Present)**

Erin provides support and staff augmentation services for multiple HMA funding opportunities.

**SME, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2023 – Present)**

Erin provides support and staff augmentation services for multiple HMA funding opportunities.

**Project Manager/Senior Advisor, Charlotte County, FL (2023 – Present)**

Erin serves as Project Manager/Senior Advisor. Charlotte County has received \$166 million in HMGP allocations from Hurricanes Ian and Idalia. Erin leads a team providing project scoping and application development services for the County.

**Project Manager, Alabama Emergency Management Agency (AEMA) (2022 – Present)**

Erin provides support and staff augmentation services to AEMA for multiple HMA funding opportunities. Our mitigation team supports application reviews, application rankings, technical assistance, and staff augmentation services.

**Project Manager, Gloucester County, VA (2022 – 2024)**

Gloucester County received residential flood mitigation grant funding through HMGP and Flood Mitigation Assistance (FMA). We provided project implementation services to include property owner coordination, engineering coordination, procurement assistance, financial allocation, and reimbursement assistance, and overall grants management services.

**Project Executive, Montgomery County, MD (2022 – 2024)**

Erin served as Project Executive for updating the County's HMP while another team from Witt O'Brien's updated the County's Emergency Operations Plan. This allowed for enhanced collaboration and plan integration. Montgomery County includes 20 jurisdictions. The plan is pending FEMA review.

**Project Executive, Mississippi Emergency Management Agency (MEMA) District 7 (2022 – 2023)**

Erin served as Project Executive for updating the regional HMP for MEMA District 7, which consists of nine counties: Jefferson, Adams, Franklin, Lincoln, Lawrence, Wilkinson, Amite, Pike, and Walthall. The area of the participating counties includes 4,781 square miles and a population of 174,795 citizens.

**Lead Mitigation Specialist, USVI Office of Disaster Recovery (lead agency), St. Croix, USVI (2021 – Present)**

Erin is providing support to the Territory Hazard Mitigation Officer and other sub-applicants for mitigation program support in response to back-to-back Category 5 Hurricanes (Irma and Maria) in 2017. Our team supported HMGP application development, including BCAs for an HMGP ceiling lock-in of ~\$1.2 billion. In addition, we continue to provide grant management and implementation support for over 135 approved HMGP projects.

**Project Manager/Senior Mitigation Planner, MEMA District 2 (2021 – 2022)**

Erin served as Project Manager/Senior Mitigation Planner for updating District 2's regional HMP consisting of 11 counties and 48 underlying jurisdictions. The areas of the participating counties range from 401 square miles to 710 square miles. This mitigation plan was approved in 2022.

**Project Manager/Senior Mitigation Planner, MEMA District 6 (2021 – 2022)**

Erin served as Project Manager/Senior Mitigation Planner for updating District 6's regional HMP consisting of nine counties and 30 incorporated municipalities. This district had eight recorded dam failures and there are 37 high-hazard dams. The areas of the participating counties range from 572 square miles to 767 square miles. This HMP was approved in 2022.

**Mitigation Specialist, Town of Morehead City, NC (2021)**

Erin provided application development and technical assistance to the Town for their HMA application, which they were submitting to FEMA as part of their recovery efforts related to the impacts of Hurricane Florence (2018).

**Project Manager/Senior Mitigation Planner, MEMA District 4 (2019 – 2020)**

Erin served as Project Manager/Senior Mitigation Planner for updating District 4's regional HMP consisting of 10 counties and 36 underlying jurisdictions. The areas of the participating counties range from 416 square miles to 772 square miles. This HMP was approved in 2020.

**Project Manager/Senior Mitigation Planner, MEMA District 8 (2019 – 2020)**

Erin served as Project Manager/Senior Mitigation Planner for updating District 8's regional HMP consisting of seven counties and 17 incorporated municipalities. The areas of the participating counties range from 415 square miles to 814 square miles. This HMP was approved in 2020.

**Hazard Mitigation Specialist/Project Manager, Sienna Parks & Levee Improvement District, Sugar Land, TX (2018 – 2019)**

Erin served as Hazard Mitigation Specialist/Project Manager tasked with identifying and developing hazard mitigation projects. She has submitted multiple grant applications to TDEM totaling approximately \$70 million. Erin was also Project Manager/Senior Mitigation Planner assisting the Sienna Parks & Levee Improvement District with the development of its inaugural HMP.

**Project Manager/Mitigation Planner, MEMA (2018)**

Erin served as Project Manager/Mitigation Planner who led updates to the State of Mississippi's HMP, which included an extensive file conversion and updates to include climate change.

**Project Manager/Hazard Mitigation Specialist, University of Texas, Medical Branch (UTMB), Galveston, TX (2016 – Present)**

Erin is responsible for updates to UTMB's HMP and mitigation grants management, as well as advising UTMB leadership, staff, and contractors. She is responsible for identifying and developing mitigation projects as funding becomes available. She has submitted multiple grant applications to the Texas Division of Emergency Management totaling approximately \$75 million.

**Multi-Jurisdictional Hazard Mitigation Planning, Multiple Clients, VA (2016 – 2017)**

As Senior Mitigation Planner, Erin worked with the Northern Virginia counties of Arlington, Fairfax, Loudoun, and Prince William; the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park; and the towns of Clifton, Dumfries, Haymarket, Herndon, Leesburg, Lovettsville, Middleburg, Purcellville, Occoquan, Round Hill, and Vienna to update the Hazard Identification and Risk Assessment (HIRA) for the Northern Virginia HMP. Erin provided technical assistance, document and data management, research, and quality assurance/quality control (QA/QC).

**Deputy Project Manager/Senior Mitigation Planner, the University of Minnesota, MN (2015 – 2016)**

As Deputy Project Manager/Senior Mitigation Planner, Erin worked closely with the five campuses of the University of Minnesota to collect data and documents necessary to create the university's inaugural HMP and update their existing threat/hazard identification and risk assessment (THIRA). Erin was responsible for documenting the development process for the plans, managing data and documents provided by the participating campuses and departments, researching information for the plans, and formatting and updating the plan documents. She worked closely with both the university and its representatives involved in the plan development/update process, providing technical assistance at each stage of the plan and document development/updates, including in the development of the mitigation strategy for each campus and the public participation process.

**Hazard Mitigation Specialist, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), LA (2007 – 2016)**

Erin served as Hazard Mitigation Specialist supporting GOHSEP during the rebuilding efforts from Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and several other unnamed disasters. She assisted in the development and implementation of strategic plans for mitigation programs. Erin provided expert guidance regarding mitigation, assisted in identifying and developing HMGP projects and applications, ensured guidance and legislative criteria were met, performed QA/QC reviews, assisted with problem resolution, developed BCAs, assisted in training GOHSEP staff and local subrecipients, and developed funding strategies and financial management tracking tools to manage over \$2.7 billion.

**Chelsea is a Certified Floodplain Manager (CFM) with 12 years of experience in mitigation grants management, community assistance, and program management and implementation.**

Chelsea joined Witt O'Brien's after six years with the New Mexico Department of Homeland Security and Emergency Management, where she served as the State Hazard Mitigation Officer (SHMO) for three years. Chelsea has led the development and overseen the completion of nearly 120 HMPs and projects for state, local, and tribal governments as well as large universities, quasi-governmental entities, and special districts through FEMA closeout. She is proficient in project planning, coordination, and timeline management.

**Project Manager, City of Bell, CA (2025 – Present)**

Chelsea is leading the development of the City's first Hazard Mitigation Plan.

**Floodplain SME, North Carolina League of Municipalities (2025 – Present)**

Chelsea is providing advisory services related to interpretation of FEMA flood maps, the 44 CFR, and other NFIP and insurance related questions related to the impacts of Hurricane Helene.

**FEMA Mitigation SME, City of Newberry, SC (2025 – Present)**

Chelsea is providing Mitigation technical support to the City as they work through recovery from the impacts of Hurricane Helene, which included damage to electrical and fiber infrastructure.

**BRIC Project Manager, City of Bend, OR (2025)**

Chelsea managed the development and wrote two of the City's BRIC sub-grant applications for the 2024 cycle, totaling \$50 million.

**FEMA Mitigation SME, City of Tampa, FL (2024 – Present)**

Chelsea is providing Mitigation technical support to the City following Hurricanes Ian, Idalia, Helene, and Milton, including project development and formulation, development of notices of intent (NOIs), and coordination across multiple City departments.

**Deputy Project Manager, Nevada Department of Emergency Management, NV (2024 – Present)**

Chelsea provides technical assistance on hazard mitigation project application development to jurisdictions across the State of Nevada. She assists in the review and development of HMPs and Sub-grant applications for annual and disaster-related mitigation grants, including HMGP post-fire grants. She is also developing and delivering statewide training for state staff and Sub-grantees to increase capabilities at all levels.

**CHELSEA MORGANTI, CFM**

PROJECT MANAGER



**YEARS OF EXPERIENCE**

12 Years

**EDUCATION**

BA, English, Minor - Latin, University of New Mexico

**CERTIFICATION**

CFM since 2019, Association of State Floodplain Managers – New Mexico Chapter

**TRAINING**

**FEMA:** L-273, G-318, G-557, IS-100, IS-120, IS-200, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-276, IS-280, IS-319, IS-321, IS-329, IS-922, IS-546, IS-547, IS-700, IS-702, IS-703, IS-706, IS-800, IS-1100, IS-1102, IS-1103, IS-1113, IS-2900

### **Project Manager, Fresno County, CA (2023 – 2025)**

Chelsea is providing administrative support in the development of the multi-jurisdictional HMP through a community-informed, bilingual public outreach process, and facilitating activity support and compliance with the National Flood Insurance Program's (NFIP) Community Rating System (CRS). Fresno County includes 17 jurisdictions.

### **Project Manager, City of Carson, CA (2023 – 2025)**

Chelsea led the city's first HMP update since 2013. Originally profiling only three hazards – Earthquake, Flood, and Windstorm – the plan included significant updates and received FEMA APA in January 2025.

### **Project Manager, Union, Dickinson, and Polk Counties, IA (2023 – 2024)**

Chelsea provided administrative support in the development of the three separate multi-jurisdictional HMPs, one that included NFIP CRS Activity 510 compliance. The counties include Union County (12 jurisdictions), Dickinson County (10 jurisdictions), and Polk County (34 jurisdictions). Two of these counties – Dickinson and Union – are highly rural in character, while Polk is more urban and home to Des Moines, the capital of the State of Iowa. Each of the plans were approved by FEMA.

### **Plan Update Project Manager, Counties of Lehigh Valley and Northampton, PA (2023 – 2024)**

Chelsea serves as Project Manager for this HMP Update covering 67 jurisdictions - two counties, three regional authorities, and 62 municipalities. Multi-jurisdictional collaboration was of utmost importance. In total, Chelsea delivered two virtual kickoffs, four hybrid capability workshops, two in-person Threat and Hazard Identification and Risk Assessment (THIRA) /Stakeholder Preparedness Review workshops, two four-hour in-person participation "office hours," two in-person THIRA meetings, a hybrid Mitigation Strategy meeting, three 2-hour Action Development workshops, 12 one-on-one coaching sessions, and a virtual town-hall. This plan has been approved by FEMA.

### **Subject Matter Expert, National League of Cities (NLC) (2022 – 2025)**

Chelsea leads the development and delivery of content and provides one-on-one municipal technical assistance through the NLC's Local Infrastructure Hub. She has presented FEMA's Building Resilient Infrastructure & Communities (BRIC) and Flood Mitigation Assistance grant programs, Clean Buildings, and the U.S. Environmental Protection Agency's Climate Pollution Reduction Grant. She provided support to FEMA Region VI in Denton, TX and additional cities throughout Texas.

### **Plan Update Project Manager, Montgomery County, MD (2022 – 2024)**

Chelsea serves as Project Manager for the Local HMP update, while other staff from Witt O'Brien's update the County's Emergency Operations Plan. This allows for enhanced collaboration and plan integration. This HMP will be Emergency Management Accreditation Program-compliant. Montgomery County includes 20 jurisdictions. This plan has been approved by FEMA and the project is complete.

### **Plan Update Project Manager, District 7, Mississippi Emergency Management Agency (2022 – 2024)**

Chelsea served as Project Manager/Mitigation Planner updating the Mississippi Regional HMP, which included an extensive file conversion and updates to include climate change. District 7 includes nine counties and 32 total jurisdictions. This plan was approved in January 2024.

**Deputy Planner, Colorado Department of Homeland Security and Emergency Management, Denver, CO (2022 – 2023)**

Chelsea served as Deputy Planner updating the Colorado Enhanced State HMP. She facilitated meetings with all 28 state agencies, presented access and functional needs and underserved population considerations, and profiled state agency mitigation activities. Witt O'Brien's was a subconsultant on this project.

**Project Manager / Lead Planner, City of Carnation, King County, WA (2022 – 2023)**

Chelsea served as Project Manager and Lead Planner in the development of the city's inaugural annex to the County's HMP. Witt O'Brien's was tasked with supporting the utilization of expiring grants funds and facilitating plan development after another jurisdiction declined to fulfill their agreement.

**Grants Development Specialist, Cochise County, AZ (2022)**

Chelsea wrote the County's BRIC sub-grant application for the 2022 cycle. The project was ranked #2 and awarded under the State of Arizona's allocation.

**Hazard Mitigation Subject Matter Expert (SME), Alabama Emergency Management Agency (2022)**

As a Hazard Mitigation SME, Chelsea was tasked with providing technical assistance on hazard mitigation project applications to jurisdictions across the State of Alabama. She assisted in the review and development of 528 sub-grant applications across four disaster grants, totaling \$147 million in project funds. Chelsea also delivered Benefit-Cost Analysis training to state staff to increase their capabilities.

**SHMO, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2019 – 2022)**

As SHMO, Chelsea managed 17 disasters and non-disaster Hazard Mitigation Assistance (HMA) grants and facilitated 113 mitigation plans and projects through all sub-grant stages, from application through closeout. She supervised the Mitigation Unit, which included three Mitigation Specialists and the State Floodplain Coordinator who oversaw the state's NFIP compliance. She contributed to the 2018 NM SHMP and overhauled the state's Administrative Plan in 2017 and 2021, updating the Mitigation Standard Operating Guidelines, Sub-Grant Orientation Packet, and funding methodology. During the 2021 funding application cycle she processed 48 project Notices of Interest totaling more than \$100 million in requested funds. She regularly represented the agency at local, state, and national conferences.

**Mitigation Specialist, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2016 – 2019)**

As a Mitigation Specialist, Chelsea provided individually tailored technical assistance to state agencies, local jurisdictions, tribal nations, and special district/quasi-governmental applicants under the HMA program. She reviewed and approved all procurement, contracts, and invoicing associated with sub-grant agreements. She drafted Scopes of Work, budgets, and schedules for New Mexico HMA grants and sub-grants. She has firsthand experience preparing wildfire applications for award under the HMGP, HMGP Post Fire, BRIC, and Pre-Disaster Mitigation and managing and monitoring all awarded projects through to closeout, ensuring completion occurred in compliance with all Federal, state, and local requirements.

**Mark has five years of experience in disaster recovery grants program planning, design, management, and implementation.**

Since joining the firm, Mark has supported the development of FEMA HMPs for local governments in Nevada, California, Iowa, Maryland, and Pennsylvania. He also assisted clients in Nevada, Maryland, Alabama, Kansas, Texas, and Minnesota in managing grants funded under various programs including FEMA's Public Assistance (PA) grant program; Hazard Mitigation Grant Program (HMGP); the National Park Service's Historic Preservation Fund; and the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

**Mitigation Specialist, State of Nevada (2025)**

Mark conducted the state-level review of LHMPs in support of the State of Nevada's Enhanced Status. During this work, Mark assessed whether the draft LHMPs were consistent with guidance from NDEM, FEMA Region 9, and the requirements of FEMA's Local Mitigation Planning Policy Guide. Mark returned detailed notes to local communities regarding the review of their draft LHMP; these notes included descriptions of any elements which were found to be insufficient, as well as recommendations for refining the LHMP to ensure it meets all established requirements from NDEM and FEMA in order to be approved.

During his work for the State of Nevada, Mark also supported the development of five HMGP-PF applications for Nevada entities totaling more than \$5 million. These applications were developed on behalf of communities, special districts, and a university in Nevada, and the projects connected to these applications included slope stabilization work, culvert and bridge remediation, wildfire monitoring technology, emergency generators for critical infrastructure, and wildfire fuel reduction efforts.

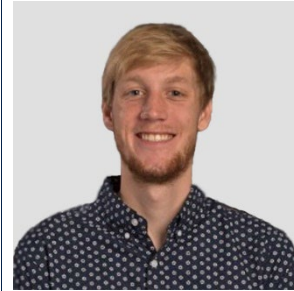
**Compliance Specialist, Montgomery County, MD (2024 – 2025)**

Mark helped facilitate FEMA PA recovery efforts for Montgomery County, MD, to support reimbursement for costs incurred by the County in response to the COVID-19 emergency. He reviewed and organized the proper documentation for complete, audit-ready submissions to support funding determinations. His careful consideration of eligibility policies, cost-reasonableness, and procurement standards helped Montgomery County avoid deobligation risks.

**Mitigation Planner, City of Carson, CA (2023 – 2025)**

Mark formulated a robust understanding of the existing hazard and capability conditions for the City of Carson. This included reviewing relevant planning documents, hazards, and resources which shaped the LHMP. Mark also reviewed the

**MARK DUFFY, MURP**  
MITIGATION PLANNER I



**YEARS OF EXPERIENCE**

5 Years

**EDUCATION**

Master of Urban and Regional Planning, University of Denver

BA, Political Science, Simpson College

International Studies, Geography, University of Adelaide

**TRAINING**

FEMA IS-393.B: Introduction to Hazard Mitigation

FEMA IS-328: Plan Review for Local Hazard Mitigation Plans

FEMA IS-0230.d: Fundamentals of Emergency Management

FEMA IS-00042: Social Media in Emergency Management

FEMA IS-00005.a: An Introduction to Hazardous Materials

FEMA IS 212B: Introduction to Unified Hazard Mitigation Assistance

FEMA IS 319A: Tornado Mitigation Basics for Mitigation Staff

FEMA IS 320: Wildfire Mitigation Basics for Mitigation Staff

FEMA IS 321: Hurricane Mitigation Basics for Mitigation Staff

National Disaster Preparedness Training Center: Community Planning and Community Resilience AWR-228

political structures of Los Angeles County to strengthen his understanding of the City of Carson's unique position within one of the largest U.S. metropolitan areas.

### **Mitigation Planner, Counties of Lehigh and Northampton, PA (2023 – 2024)**

Mark supported the development of a multi-jurisdictional HMP for the Lehigh Valley area by reviewing the various plans, hazards, capabilities, and resources present across Northampton and Lehigh Counties. These two counties are also unique as they represent two of the seven counties in Pennsylvania that have adopted home rule charters. Mark provided succinct community profiles detailing the impact on the communities' future development for the multi-jurisdictional HMP.

### **Mitigation Planner, Counties of Dickinson, Polk, and Union, IA (2023 – 2024)**

Mark developed LHMPs for the three Iowa counties of Dickinson, Polk, and Union. This included reviewing relevant planning documents, hazards, capabilities, and resources which shaped the LHMPs. Two of these counties – Dickinson and Union – are highly rural in character, while Polk is more urban and home to Des Moines, the capital of the State of Iowa. In supporting the simultaneous development of LHMPs for these counties, Mark demonstrated an ability to maintain a clear understanding of the nuances of each county and create final products that were appropriately tailored to each county's circumstances.

### **Mitigation Planner, Historic Preservation Grant, City of Opelika, AL (2023)**

Mark assisted with the development of a historic preservation grant application to preserve the historic G.W. Carver Hall. Erected in 1912, G.W. Carver Hall was the town's first Black public school. Development of the grant application required a review of historical documentation and formation of a narrative which adequately conveyed the historic value of the structure. Additionally, it was also important to properly explain why funding was necessary to preserve the historic structure.

### **Mitigation Planner, Montgomery County, MD (2023)**

Mark contributed to the development of the latest Hazard Mitigation Plan for Montgomery County, MD. This effort included profiling the multiple communities within Montgomery County, assessing the hazards that could impact the County and its communities, assisting with the establishment of mitigation strategies, goals, and actions, and ensuring the final plan was compliant with the requirements of Maryland Department of Emergency Management and FEMA Region III.

### **Associate Consultant, RentHelpMinnesota Emergency Rental Assistance Program, St. Paul, MN (2022)**

Mark assisted by leading the program's recoupment team. This team tracked ineligible payments as required by the U.S. Treasury, conducted outreach to payees who received ineligible funds, and documented resolutions in recovering approximately \$1 million in ineligible funds. Mark's work enabled RentHelpMinnesota to recover funds that been distributed to ineligible recipients and ensure that the recovered funds were then used to support those with legitimate housing assistance needs due to the impact of COVID-19.

### **Associate Consultant, Texas Emergency Rental Assistance Program, Houston, TX (2021)**

Mark supported the review of applications for emergency rental assistance provided through the Texas ERA Program in Harris County. Mark reviewed applications to determine eligibility of the applicant, the recipient, and the reasonableness of the funding requested. Through his work, Mark assisted the program with distributing millions of dollars to eligible applicants and helped ensure that funds were used to support those in legitimate need of housing assistance due to the impact of COVID-19.

**Erika has six years of experience as a mitigation planner and emergency management specialist.**

Her background includes working for FEMA as a hazard mitigation planner. In this role, Erika updated Flood Risk Maps for communities across the United States, led regional studies for a number of FEMA regions, analyzed engineering data, created GIS maps and layers, and conducted community outreach.

Prior to joining Witt O'Brien's, Erika was supporting the Washington State Department of Health's Executive Office of Resiliency and Health Security through public health community preparedness and community resilience programs. Erika incorporated equity into public health emergency preparedness and planning. She also helped create a Public Health Disaster Risk Assessment Tool with the University of Washington.

**Mitigation Planner, Fresno County, CA (2023 – Present)**

Erika is serving as a Mitigation Planner, writing the majority of the multi-jurisdictional HMP through a community-informed, bilingual public outreach process, and compliance with the National Flood Insurance Program's Community Rating System. Erika conducted the national, regional, and local data gathering research to develop a thorough, accurate, and detailed Hazard Identification and Risk Assessment.

**Mitigation Planner, City of Carson, CA (2023 – 2025)**

Erika is serving as a Mitigation Planner, writing the majority of the City of Carson's 2024 local Hazard Mitigation Plan (HMP) update. She formulated a robust understanding of the hazard conditions for the City of Carson, including reviewing relevant planning documents, capabilities, and resources from neighboring jurisdictions. Erika conducted the national, regional, and local data gathering research to develop a thorough, accurate, and detailed Hazard Identification and Risk Assessment. She also prepared the City's Plan Review Tool in anticipation of submission to the state for review, confirming every aspect of the Local Mitigation Planning Policy Guide requirements had been met. This plan has been approved by FEMA.

**Mitigation Planner, Northampton and Lehigh Counties, PA (2023 – 2024)**

Erika serves as a Mitigation Planner in support of the multi-jurisdictional HMP Update for Northampton and Lehigh Counties. Erika created and updated all 65 annexes for each of the townships, boroughs, cities, and associations, covering every aspect of the Local Mitigation Planning Policy Guide requirements.

**Mitigation Planner, Montgomery County, MD (2022 – 2024)**

Erika serves as a Mitigation Planner in support of the local HMP Update for the Montgomery County Office of Emergency Management & Homeland Security. Erika's role included final formatting, technical review, and editing before submission to the state. The plan is approved by FEMA and the project is complete.

**Equity and Social Justice Manager, Washington State Department of Health, Tumwater, WA (2022 – 2023)**

Erika supported the Washington State Department of Health's Office of Resiliency and Health Security to incorporate equity within the Office's programs and at the agency level. She identified and led

**ERIKA ESTRADA**  
MITIGATION PLANNER I



**YEARS OF EXPERIENCE**

6 Years

**EDUCATION**

BA, Environmental Science, Western Washington University

policy, system, environmental, planning, and process changes within the Office to advance equity and social justice. She supported the agency's mission by ensuring that equity, diversity, inclusion, and social justice were integrated into policies, processes, programs, plans, and decisions that protect and improve the health of the people in Washington State—especially those disproportionately impacted and historically marginalized. Key projects Erika worked on included education and training, conducting equity reviews, support in improving the hiring process at the agency level and providing technical assistance to public health emergency planners to engage with disproportionately impacted communities to inform their decision-making and planning processes.

### **Community Preparedness and Recovery Coordinator, Washington State Department of Health, Tumwater, WA (2021 – 2022)**

Erika supported the Washington State Department of Health's Office of Resiliency and Health Security's public health community preparedness and community resilience programs at the state and local level to equitably prepare the state for public health emergencies and disasters. She coordinated and collaborated with various internal and external stakeholders and partners including state emergency management, local public health agencies, the Federal government, tribal governments and organizations, and community-based organizations to support public health emergency preparedness and planning. She also incorporated equity into the public health emergency management program, community engagement, grant reporting, contract management, hazard risk assessment and analysis, presentations and public speaking, conference planning, leading public health capabilities, climate change impacts and planning, supported the development or updates of emergency plans, and provided technical assistance to local public health agencies and other partners.

Erika worked on a key project with the University of Washington to develop a Public Health Disaster Risk Assessment Tool. She was part of the emergency response team activated for public health emergencies and served as a Duty Officer on a rotating basis to respond to public health emergencies. During the COVID-19 pandemic, Erika supported the COVID-19 vaccine response by using data-driven strategies to improve the equitable distribution and allocation of COVID-19 vaccines to disproportionately impacted communities.

### **Hazard Mitigation Planner, FEMA, Columbus, OH (2020)**

Erika supported hazard mitigation planning, emergency planning, GIS, FEMA Floodplain Insurance Map Program, and community outreach. To support FEMA in updating Flood Risk Maps for communities across the United States, Erika led regional studies for several FEMA regions, analyzed engineering data, created GIS maps and layers, as well as conducted community outreach. Community outreach consisted of communicating updates on the flood risk maps through workshops, meetings, and outreach materials. Additionally, Erika supported jurisdictions in updating their HMPs to reduce the risk of hazards and increase resilience in their communities using tools such as Hazus.

### **Emergency Management Specialist, Franklin County Emergency Management and Homeland Security, Columbus, OH (2019 – 2020)**

Erika supported the agency and its partners in preparing for, responding to, and recovering from hazards, emergencies, and disasters. She supported emergency response planning; facilitated training; participated in exercises; and improved GIS functionality through the updating of maps, hazard layers, and applications to increase situational awareness of hazards and threats within the jurisdiction.

**Cathy is a GIS expert with 18 years of experience using GIS systems and tools (including Hazus and ArcGIS).**

Cathy provides GIS analysis, mapping, and risk analysis products for emergency management and performs Enhanced (Level 2) Hazus modeling for earthquakes, floods, and hurricanes. She has worked for state and local governments and has experience in managing projects including grant-funded projects.

**GIS Specialist, Washington State Department of Health and Human Services, Research and Data Analysis Division (2023 – Present)**

Serve as a SME in geospatial data and geospatial services. Provides customer support for enterprise GIS services, special project requests, and service delivery points-of-access for users. Applies specialized knowledge and experience in geospatial database design and geospatial data management for the acquisition, storage, and delivery of enterprise geospatial data and geospatial services.

**GIS Data Specialist, City of Carson, CA (2023 – 2024)**

As a GIS Data Specialist, Cathy is mapped all of the county features, critical facilities, hazards, and overlays. This data includes everything visually required for a Hazard Mitigation Plan (HMP) and the supporting data tables that form the analysis needs for the City of Carson's local HMP update.

**GIS Data Specialist, Montgomery County, MD (2023 – 2024)**

As a GIS Data Specialist Cathy is mapping and providing analysis needs for Montgomery County to update their Local HMP. This plan has been approved by FEMA and the project is complete.

**GIS Data Specialist, Northampton and Lehigh Counties, PA (2023 – 2024)**

Cathy served as a GIS Data Specialist for the Multi-Jurisdictional HMP Update. She provided mapping and analysis to Northampton and Lehigh Counties.

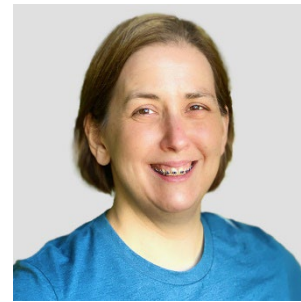
**GIS Data Specialist, Colorado Department of Homeland Security and Emergency Management (2022 – Present)**

Cathy is serving as a GIS Data Specialist for the Enhanced State HMP Update. She provides mapping and analysis to the State of Colorado. Witt O'Brien's is a subconsultant to E.L. Robinson.

**GIS Data Specialist, City of Carnation, King County, WA (2022)**

Cathy provided mapping and analysis to the City of Carnation for their HMP Annex.

**CATHY WALKER, GISP, MS**  
SENIOR GIS/HAZUS SPECIALIST



**YEARS OF EXPERIENCE**

18 Years

**EDUCATION**

MS, Geographic Information Science, University of Denver

BS, Chemistry, University of Puget Sound

Baccalaureate Certificate, Geographic Information Systems & Spatial Modelling, University of Washington-Tacoma

**CERTIFICATIONS**

GIS Professional (GISP) Certification, GIS Certification Institute; Cert #60523 (Issued 2012)

FEMA Professional Development Series Certificate

FEMA Hazus-MH Practitioner Certificate

FEMA Hazus-MH Trained Professional Certificate

**TRAINING**

FEMA Emergency Management Institute: IS -139; IS-200.FW; ICS-200; IS -230; IS -235; IS -240; IS -241; IS -242; IS -244; IS -340; IS -700; IS -701; IS -702; IS -800.A; IS -800.B; E172; E174; E296; E313; E317

### **GIS Data Specialist, Washington State Department of Revenue, WA (2021 – 2023)**

Cathy maintains and configures GIS-related databases, data models, applications, and software within the agency and provides escalated system support to both internal users and the public. She works within other state agencies, city, county, and tribal partners to collaborate on data quality and integration. She creates and maintains custom scripts, web applications, spatial data and layers using COTS, multiple development languages and scripting languages, providing graphics, maps and other property-related information to both internal customers and the public. She provides technical advice and expert interpretations in relation to data quality and integrity for high-level data sets utilized by the agency and for state projects.

### **GIS Manager, City of Maple Valley, WA (2018 – 2021)**

Cathy was responsible for creating and maintaining all geospatial data for the city including parcels, addresses, storm water system, zoning, land-use, etc. Cathy completed mapping and analysis needs for the city's inclusion in King County's 2020 HMP. She provided new maps for the city's Critical Facilities & Infrastructure, Flood Hazard Areas, Landslide Hazard Areas, Liquefaction Susceptibility, Wildfire Susceptibility, and NEHRP Soils. She collected all new features installed and maintained by the city using Trimble GPS/TerraSync and Pathfinder Office. Maintained ArcSDE/SQL Server databases for both day-to-day mapping and analysis needs & for mapping applications & services that relied on ArcGIS Enterprise/Portal for ArcGIS services. Served as the Project Manager and GIS Lead on the implementation of the City's new asset management system, Cityworks and SeeClickFix.

### **GIS Analyst / Planner, Pickens County, SC (2017)**

Cathy was contracted by All Clear Management to provide GIS support in the completion of the Hazard Mitigation Plan for Pickens County, South Carolina.

### **GIS Analyst / Planner, City of Greer, SC (2016)**

Cathy was contracted by All Clear Management to provide GIS support in the completion of the Hazard Mitigation Plan for the City of Greer, South Carolina.

### **GIS Analyst / Planner, Washington State, Tumwater, WA (2012 – Present)**

Cathy provides GIS analysis, mapping, and risk analysis products to engineering, emergency management, and legal professionals as an independent contractor. She utilizes commercial, private, and open-source sources of geospatial data for inclusion in GIS analysis, reports, and cartographic products. Cathy performs data analysis/data mining of client data to produce spatial analysis products and results and provides QA/QC support for client provided data to validate accuracy prior to inclusion in overall analysis products. She has performed Enhanced (Level 2) Hazus-MH modeling for earthquakes, floods, and hurricanes. Cathy has made CDMS updates of local data for inclusion in hazard modeling using Hazus-MH. She has advanced-level geocoding skills and knows how to clean of large quantities of data used in analysis. Her past projects include:

- HMPs for Local, County, Tribal, and State jurisdictions.
- Comprehensive Wildfire Protection Plan update for a local county.
- Demographic and Population analysis to determine suitability for future development of a community-based center.
- Farmland and Zoning analysis
- Database template design and python scripts for the automation of county jurisdiction data for use in mitigation planning and analysis.
- Hot Spot Analysis of Student Population within a School District

- Student Generation Analysis for school districts within Pierce County to determine which students resided in newly constructed residences within the district.
- Geocoding Student Addresses Analysis to determine students that reside within & outside Pierce County's Urban Growth Area
- New attendance boundaries maps for elementary, middle, and high schools in support of student transportation planning.
- Student Population Analysis to Determine Population of Students Affected by local wildfire.
- Wildfire support to school district in Pierce County to determine those students living within the evacuation area of the fire so further support could be given to these students and their families.

**GIS Data Services Manager / Analyst, Washington State Office of the Superintendent of Public Instruction (OSPI), Olympia, WA (2010 – 2018)**

Responsible for the development of geospatial data and geodatabases for use in the development of GIS based solutions for internal and external OSPI customers. Served as the primary GIS personnel for all GIS products and solutions within this state agency.

**GIS/Risk Analyst, State of Washington, Olympia, WA (2010)**

Cathy served as the sole GIS/Risk Analyst on this project, which involved the development of risk maps for each of Washington's hazards, the completion of a risk and vulnerability analysis of state-owned and leased facilities, and a loss avoidance study to determine the effectiveness of past mitigation-funded projects within the State.

**GIS Analyst, Washington State Military Department, Camp Murray, WA (2007 – 2010)**

Cathy provided GIS products and solutions to the Military Department's Emergency Management Division and was responsible for coordinating with local, county, and Federal GIS professionals to acquire GIS data to maintain data currency for the Department. She provided geospatial analysis of the impacts of high potential dams within a specific discharge area.

**Lead GIS Analyst, State Emergency Operations Center, WA (2007 – 2010)**

Cathy served as the Lead GIS Analyst during activations and exercises, including 3 Federal disaster declarations for flooding. This required working independently and as a team to provide maps and analysis products for use in determining the course of action needed with respect to response activities.

**Project Manager, State of Washington, Olympia, WA (2007 – 2010)**

Served as Project Manager and Technical Advisor on this \$150K FEMA Federal grant project to enhance statewide essential facilities data within Hazus-MH MR4. Worked with and supervised contractors, designed the project SOW and budget, approved work invoices, and solved technical issues presented during the project.

**Emily has four years of professional experience as a state-level GIS Manager and Analyst.**

Prior to joining Witt O'Brien's, Emily was the GIS Manager for the State of South Carolina Military Department, Emergency Management Division. She worked in the State Emergency Operation Center providing GIS assistance during emergency activations and exercises. Emily also served as the ITAM and Environmental GIS Analyst supporting the Environmental Division and Sustainable Range Program for the South Carolina National Guard. She provided GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges.

**GIS Specialist, Counties of Dickinson and Union, IA (2024)**

Emily developed all the mapping products for the two Iowa counties of Dickinson and Union to include reviewing relevant hazards, resources, and impacts which will shape the LHMPs. Dickinson and Union – are highly rural in character.

**GIS Manager, South Carolina Emergency Management Division (SCEMD), Columbia, SC (2021 – 2024)**

Emily updated current data and maintained a comprehensive geodatabase/SDE composed of emergency management-related areas such as infrastructure, demographics, hydrology, etc. She provided imagery products to the Division. She managed SCEMD's ArcGIS Online account. She developed and maintained GIS applications using the ESRI product suite.

Emily served as SCEMD's technical lead for geographic information and cartographic visualizations for new projects and contractual agreements. During emergency responses, she coordinated the acquisition of new imagery, managed imagery analysis, and the production of imagery products. She served in the State Emergency Operations Center during emergencies and disasters as assigned. She managed GIS Augmentees, contractors, and Federal GIS support to ensure data is captured, analyzed, and distributed as required. Emily provided GIS assistance to the ESFs during emergency activations and exercises.

**Environmental and ITAM GIS Analyst, South Carolina Military Department, Columbia, SC (2021)**

Emily supported the Environmental Division and Sustainable Range Program for the South Carolina National Guard, providing GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges. She met with military and other personnel to discuss mapping and database needs. Creates specialized products including environmental review (NEPA) maps, spill plan maps, asbestos maps, military training maps, and other products as determined by the Environmental GIS Manager. She operated and maintained GIS system hardware, software, and peripherals, including GPS equipment.

**EMILY RAZZANO, MS**  
GIS/HAZUS SPECIALIST I



**YEARS OF EXPERIENCE**

4 Years

**EDUCATION**

MS, Homeland Security with Intelligence and Geospatial Analysis, Pennsylvania State University

Post-Baccalaureate Certificate, Geospatial Intelligence Applications, Pennsylvania State University

Post-Baccalaureate Certificate, GIS, Pennsylvania State University

BS, Geospatial and Environmental Informatics, Auburn University

**CERTIFICATIONS**

GEOINT Collegiate Certificate, USGIF (Issued 2023)

**GIS Manager and Land Steward, Georgia-Alabama Land Trust, Inc., Columbus, GA (2020)**

Emily was responsible for maintaining the master database for ArcMap, reviewing existing boundary files, creating boundary files for new projects, and any GIS needs for the Land trust. In addition to monitoring protected property easements by aerial or ground, create reports of the properties.

**With over 36 years in the publication, marketing and advertising industry, Joseph is a consummate learner and creative thinker striving to develop content using data coupled with his knowledge of design and communication in order to connect with the reader, consumer, or user on a true level.**

His strong understanding of multiple production deliverables provides a foundation for shepherding projects, controlling quality, costs, timeliness and client expectations. By engaging with leadership and SMEs in strategic solution sessions for opportunities, he develops, designs all visual graphics for proposals, marketing materials, and client project deliverables.

**Senior Graphic Designer, Witt O'Brien's (2022 – Present)**

Joseph's primary role is to support and create all branded graphics for Witt O'Brien's proposal responses to government entities. He provides graphic support to the Marketing team as well as covers, templates, complex diagrams for client deliverables. Additionally, he provides project support for final deliverables, reports, and plans to state, municipal, and local clients.

**Select Relevant Projects:**

- Sonoma County, CA – Drought Resilience Plan (December 2025)
- Louisville Metro Government, KY – Recovery Plan Performance Report [RPPR] (May 2023, 2024, & 2025)
- City of San José, CA – Multi-Year Training & Exercise Plan 2024 – 2027 (December 2023-2025)
- Union County, IA – Hazard Mitigation Plan (2024)
- Dickinson County, IA – Hazard Mitigation Plan (2024)
- Polk County, IA – Hazard Mitigation Plan (2024)
- Carson, CA – Hazard Mitigation Plan (2024)
- Lehigh and Northampton Counties, PA – Lehigh Valley Hazard Mitigation (2024)
- Mississippi Department of Emergency Management (MEMA) Hazard Mitigation Plan for Districts 2 & 7 (2023-2024)
- San Francisco State University, CA – Integrated Preparedness Plan (June 2024)
- San Francisco State University, CA – Emergency Operations Plan (April 2024)
- Montgomery County, MD – Hazard Mitigation Plan (2023)
- Montgomery County, MD – Emergency Operations Plan (July 2023)
- State of Indiana, IN – Organizational Change Management Documentation (March 2023)
- Sonoma County, CA – Subrecipient Monitoring Risk Assessment Report (March 2023)
- City of San José, CA – Debris Management Workshop PowerPoint Presentation (December 2022)

**JOSEPH TART**

SENIOR GRAPHIC DESIGNER



**YEARS OF EXPERIENCE**

36 Years

**EDUCATION**

BFA, Memphis College of Art  
Memphis, TN  
Advertising, Design and Illustration

BA, Furman University  
Greenville, SC

**AWARDS**

2010 GreenGov Presidential Award  
*A Human Health Perspective on  
Climate Change* published by NIEHS  
and *EHP* in the April, 2010 issue

2011 NIH Bronze Plain  
Language Award  
*What's in a Color? The Unique Human  
Health Effects of Blue Light* published  
by *EHP*

2006 Triangle Advertising Collateral  
Material Silver Award  
"Earth Day Poster"

**CERTIFICATIONS**

Federal Section 508 Accessibility  
Compliance

- Amtrak – Incident Response Team Exercise: Controller, Evaluator, and Simulator Briefing (September 2022)
- Amtrak – Incident Response Team Exercise: Player Briefing (September 2022)
- Amtrak – Incident Response Team Training & Exercise: Logistics (September 2022)
- Amtrak – Consolidated National Operations Center Concept Paper (September 2022)
- Amtrak – Transportation Managers Exercise Quick-Look Report (July 2022)
- Amtrak – Transportation Managers Exercise Read-Ahead Document (July 2022)
- Amtrak – Station Incident Preparedness Quick-Look Report (July 2022)
- Amtrak – Station Incident Preparedness Functional Exercise Player Guide (July 2022)
- Amtrak – Joint Reunification Services Exercise Quick-Look Report (July 2022)

**Senior Proposal Designer, Innovative Emergency Management (IEM), Morrisville, NC, SC (2018 – 2022)**

- Managed proposal design team (3 Designers), assign work, and evaluate performance
- Engaged with leadership and SMEs in strategic solution sessions for Level A opportunities
- Developed, designs and directs all visual graphics of Levels A, B, and C opportunities
- Maintained graphics library of photography, infographics, and examples of showcase designs
- Trained all team members on Adobe CC apps (primarily InDesign) including Acrobat for electronic and hardcopy production

**Independent Contractor, Chapel Hill, NC (2017 – 2018)**

Accounts Supported: Henry Ford Health System, Consumers Energy, and Frankenmuth Insurance

- Provide ongoing support for agencies and institutions developing on brand materials for a wide range of clients
- End-to-end design services from initial concepts through final production

**Brogan & Partners, Morrisville, NC and Birmingham, MI (2001 – 2017)**

Supervised every aspect of the teams supporting the NIEHS publication contract including peer review specialists, freelance writers, copyeditors, designers, photographers, illustrators, printers and marketing outreach of the highly ranked public health journal published by the NIEHS. Provide ongoing support for agencies and institutions developing on-brand materials for a wide range of clients.

GOVERNMENT ACCOUNTS

National Institute of Environmental Health Sciences; National Toxicology Program; Michigan Office of Highway Safety and Planning; Michigan Department of Health and Human Services

- Recruited, trained, and directed the creative and production team responsible for content in all publications, websites, collateral marketing (100% adherence to deadlines)
- Generated multiple cover concepts for EHP monthly issues and special issues (>300 covers). Presented concepts to editorial committee for selection
- Established the EHP brand standards and shaped the journal brand leading to a 7-point increase in the citation index
- Defined design production standards, identified process improvements, and lead changes to increase team efficiency and effectiveness thus decreasing time to publication from 6–9 months to 3–4 months, a 50% decrease

- Collaborated with marketing team to increase the number of individual, group, and institutional subscriptions from 3,500 to 8,200
- Art directed photo shoots and coordinated all details for production with photographer.
- Ensured adherence to quality standards; tracked and reported metrics weekly to ensure compliance of 99% accuracy
- Counseled client on best practices, workflow strategies, and technological advances

#### CORPORATE ACCOUNTS

Consumers Energy; Henry Ford Health System; Covenant HealthCare; Informed DNA

- Designed 100–120 website pages in adherence with the Consumers Energy brand guidelines in 6 months
- Designed print, exhibit, digital and social content for key clients to amplify their message and brand across multiple channels engaging target audiences
- Generated agency proposal in collaboration with the Brogan president, creative director, and copywriters that led to winning the Henry Ford Health System account



# WITT Ó'BRIEN'S

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