



INTEGRATED SOLUTIONS
CONSULTING

County of Charlotte

Florida

Request for Proposals (RFP) NO. 2024000566

Threat and Hazard Risk Assessment

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BUILDING A MORE RESILIENT FUTURE

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Cover Letter

County of Charlotte

March 17, 2025

Thank you for providing Integrated Solutions Consulting (ISC) with the opportunity to respond to the County of Charlotte's Request for Proposals (RFP) No. 2024000566 for *Threat and Hazard Risk Assessment*. ISC is pleased to provide our proposal response, which describes in detail our trusted team, extensive qualifications, and dedicated approach to effectively support the County of Charlotte.

We believe that our team offers the County of Charlotte a contractor who embodies all the elements critical to the success of this project. Specifically, ISC offers:

- ✓ **Field Experience:** ISC has conducted multiple THIRA/SPRs, including an SPR based on the new methodology. ISC recently conducted a THIRA/SPR for a bi-state region comprised of 9 counties, 119 cities, and two states.
- ✓ **Community Development Block Grants (CDBG-DR) Expertise**
- ✓ **Knowledgeable and Experienced Staff:** Our proposed staff for this solicitation have intimate knowledge of the region. Additionally, ISC staff includes both full-time consulting staff, and Subject Matter Experts (SMEs) in conducting threat and hazard risk assessments. *These staff will help ensure the THIRA/SPR is consistent with, and reflects, the current preparedness environment and real-world conditions in the region.*
- ✓ **Focused Expertise Supported by a Multi-Disciplinary Perspective:** Our primary business is to assist in the development and implementation of proactive solutions for emergency management agencies by delivering comprehensive, all-hazard, and multi-disciplinary services.
- ✓ **Seasoned Professionals with Technical Communication & Outreach Expertise:** Our Team combines technical excellence with seasoned risk communication, emergency planning, preparedness, and outreach specialists that can deliver national best-practices and lessons-learned.
- ✓ **One of the highest-rated Dun & Bradstreet Top Supplier Performance 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.



As the individual authorized to contractually obligate and negotiate for the ISC team, I am pleased to present our proposal response. We appreciate the opportunity to provide a response to this very important project, and we look forward to the possibility of working with the County of Charlotte on this project.

Sincerely,



Daniel Martin, PhD, CEM, Principal
Integrated Solutions Consulting, Corp.

Qualifications and Experience

Company Overview

Integrated Solutions Consulting (ISC), incorporated in 2005, is a professional services firm specializing in homeland security, emergency management, public safety, hazard mitigation, and disaster recovery consulting services. ISC has a proven track record of successfully evaluating, developing, and integrating complex disaster/emergency management planning doctrine that 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 disaster management and community resilience consulting 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 FEMA and State compliance demands.
- **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.

	Federal, State, and Local Governments
	Tribal Nations & Communities of Diversity & Inclusion
	Organizations & Corporations
	Hospitals & Healthcare
	Schools, Universities, & Education
	Critical Infrastructure
	Ports & Transportation
	Utilities
	Special Venues
	Churches & Community Civic Groups

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 plans 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. Our continued success has served to strengthen our belief that our team must be coordinated and versed in a wide array of fields that support emergency management operations, especially in the discipline of mitigation planning, public engagement, and risk assessment.

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

ISC's personnel include Recovery & Response Specialists, Certified Floodplain Managers, Certified Emergency Managers (CEMs), Mitigation Specialists, Technical Experts (engineers, architects, construction managers), and proven subject matter experts. Collectively, our staff has

responded to over several hundred disasters and contributed to hundreds of consulting engagements, including recovery, response, grant management, project management, hazard mitigation planning, risk assessment, community outreach, and comprehensive emergency planning.

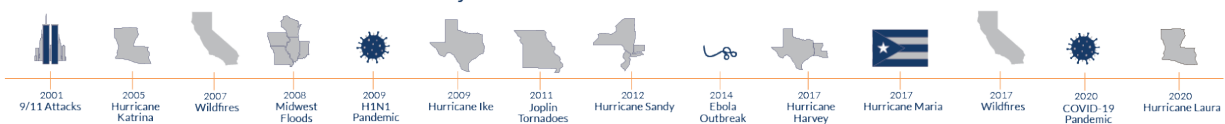
Our Capacity to respond to federal, State, and local governments and private entities alike, within a moment's notice, is possible through ISC's network of regional offices and strategically located staff. Our extensive reach and local availability connect ISC to its clients allowing for close oversight, direct communication, and expedient solutions to problems and requirements.

RECOVERY & PREPAREDNESS ACROSS THE NATION

Recovery & Preparedness Services
 Recovery Services (only)



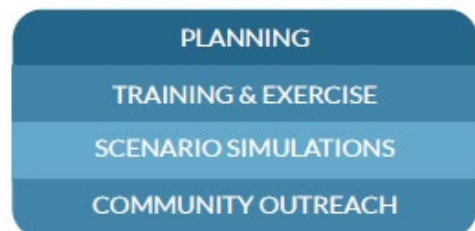
Major Event Involvement Timeline



Preparedness at Our Core

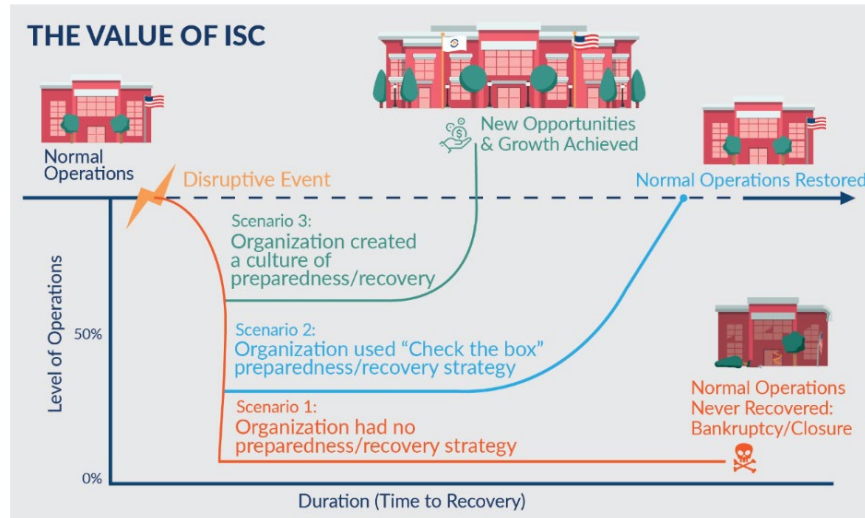
For almost two decades, ISC has been proud to have served hundreds of cities, counties, states, federal agencies, tribal nations, and special districts across the country in the development of various aspects of their community preparedness programs. From the creation of regional community vulnerability 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. Our plans have been highlighted as industry best-practices and have received significant client recognition.

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.**



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

Our emergency management services include:

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

Hazards Analysis and Threat and Hazard Identification and Risk Assessment (THIRA)

ISC has recognized expertise in conducting risk assessments and vulnerability analyses. Using proven risk assessment methodologies supported by research and lessons learned, ISC assists clients in the development of reputable models and processes for collecting and analyzing information on individual risks to communities.

The THIRA Process

Developing a THIRA involves a series of self-assessments conducted by stakeholders and subject matter specialists that are presented in the following three-step process:



The direct delivery of customized emergency management assessments is our team's core competency. Specific to this solicitation, ISC has extensive experience supporting the facilitation, coordination, data gathering, assessment and analyses, and development of regionally focused **THIRA/SPR**, for jurisdictions across the United States. Some notable examples of this experience include the following:

ISC THIRA/SPR and Risk Assessment Experience



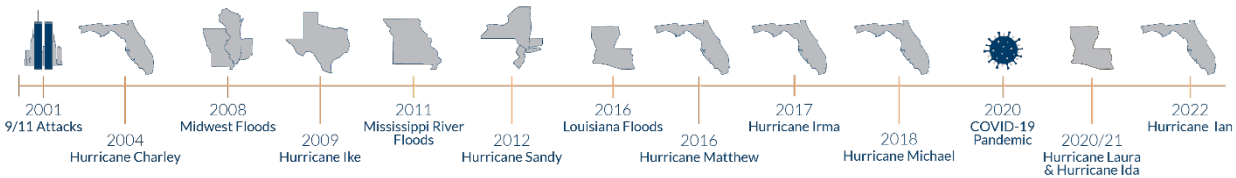
Community Development Block Grant Experience

Our large cadre of **grant management consulting professionals** offers clients a unique blend of dedicated professionals with a broad array expertise in disaster recovery, emergency management, public health, transportation, engineering, community development, planning, environmental services, finance, program management, and other disciplines. For nearly 20 years, our team has supported local governments, regional authorities, school districts, universities, tribal nations, and other government organizations across the nation. ISC has partnered, collaborated, and successfully delivered complex grant management projects at the local, state, and federal level.



For almost two decades, The ISC Team has supported thousands of communities and government clients to secure billions in federal and state grants. Our grant management experience expands across all federal programs. In addition, ISC has supported communities after a disaster in obtaining billions of dollars from the federal government. ISC has responded to hundreds of

natural hazards, man-made disasters, and incidents of national significance to provide technical support to the disaster's recovery operations. The **ISC Team's catastrophic response and recovery experience** includes the 2004/05 Florida Hurricanes as well as Hurricanes Katrina, Ike, Sandy, Harvey, Irma; pandemic outbreaks such as H1N1 and COVID-19, and countless number of floods, earthquakes, tornadoes, terrorist attacks, oil spills, and other natural and man-made disasters across the country.



ISC Major Disaster Timeline

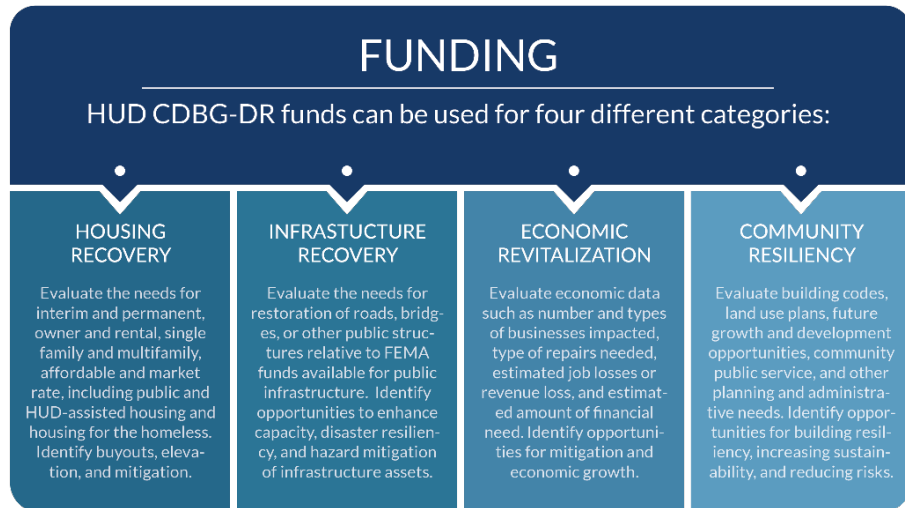
At ISC our business is defined by our dedication to creating strong, long-term partnerships by prioritizing the needs of our clients, and consistently delivering quality services that are just as much innovative as they are dependable. With **over 30,000 grants** representing **\$80+ billion in FEMA grant funding**, ISC has **Never Been De-obligated** or resulted in adverse audit findings by DHS Office of Inspector General. We achieve this standard by focusing on **creating cultures of preparedness, community resiliency, and expedited recovery** in the organizations that we serve and committing to long-standing partnerships with our clients.

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

ISC has extensive experience working with state and local jurisdictions to ensure that all HUD-funded program activities are CDBG eligible and meet a National Objective(s) in accordance with 24 CFR 570. As at least 51% of the CDBG funds must be disbursed for activities that meet the Low to Moderate Income (LMI) National Objective, the Recovery Team can assist with the development of reports and predictive analysis to track this requirement across programs. Based upon past CDBG experience, the team can provide you with innovative policy and procedural solutions to ensure that this requirement is met without making substantial changes or disrupting on-going programs.

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

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



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

THIRA/SPR Qualifications

The direct delivery of customized emergency management assessments is our team's core competency. Specific to this solicitation, ISC has extensive experience supporting the facilitation, coordination, data gathering, assessment and analyses, and development of regionally focused **THIRA/SPR**, for jurisdictions across the United States. ISC was proud to develop the Nation's first THIRA for Miami-Dade County in 2013. Since then, ISC has developed dozens of THIRA/SPRs across the Nation. Some notable examples of this experience include the following:

THIRA and SPR Update [2018]

Miami-Dade County, FL Office of Emergency Management

ISC conducted an update of Miami-Dade County's existing Threat and Hazard Identification and Risk Assessment (THIRA) to provide a solid baseline understanding of the risks faced throughout Miami-Dade County and an analysis of the capabilities and resource gaps. The ultimate purpose was to provide a holistic understanding of Miami-Dade County's readiness to respond and establish a baseline to guide preparedness activities and investments. The THIRA focused on the range of potential threats and hazards faced throughout the County. While the risk assessment was based on the analysis of the relative consequences of the various threats and hazards, the THIRA/SPR processes incorporated a multitude of self-assessments and planning workshops to provide an objective and holistic understanding of the County's threats, hazards, risks, capabilities, and gaps.

THIRA/SPR

Portland Regional Disaster Preparedness Organization

ISC was selected by the Portland Regional Disaster Preparedness Organization (RDPO) to update and submit the 2020 Stakeholder Preparedness Review (SPR). We were subsequently selected to update the 2021 SPR and 2022 THIRA/SPR. The metropolitan region covered in this review and report spans Clackamas, Columbia, Multnomah, and Washington counties in Oregon and Clark County in Washington.

In developing the SPR, ISC leveraged local and regional AARs and integrated the most recent COVID-19 findings/capabilities into the SPR. Next, ISC staff facilitated data gathering with the RDPO standing work groups, as well as conducting surveys and interviews with stakeholders throughout the region. Once the necessary data was collected, and the SPR designed, ISC aligned the SPR with the State of Oregon. ISC staff then conducted data entry in the FEMA Unified Reporting Tool on Prep Toolkit.

Ultimately, ISC has provided the RDPO with THIRA/SPRs that are compliant with the new methodology (as of 2018). In doing so, we work closely with FEMA regional coordinators and participate in annual national technical assistance webinars to ensure new annual THIRA/SPR requirements and clearly executed.

THIRA/SPR

Summit County, CO Office of Emergency Management

ISC was selected by Summit County to develop a Threats and Hazards Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). ISC will help the County follow the planning process and ensure the finalized THIRA/SPR is in compliance with FEMA's Comprehensive Preparedness Guide (CPG) 201, 3rd Edition. Summit County does not have a THIRA so this will involve the entire planning process from the beginning.

Regional Comprehensive THIRAs

Minnesota Homeland Security

The objective of this project is to devise a method to systematically compare, assess, and evaluate the natural, technological, and political hazards that could potentially impact Region II and VI of the State of Minnesota. It is well recognized that the threat and hazard analysis and risk assessment forms the core foundation of a comprehensive emergency management program, as it defines a community's strategic common operational picture that establishes the basis for actions to mitigate, as well as prepare for, protect from, respond to, and recover from emergencies and disasters. The ISC team developed a consistent and scalable methodology, one that successfully analyzes the interaction between the unique characteristics of the community and its hazards and vulnerabilities. This approach will provide the Region with an enhanced understanding of the threats, hazards, and risks its faces, as well as a comprehensive common operational picture from which to address those risks. The overarching objective of this project is to also develop a region-specific strategic plan, which the THIRA will play a vital role.

Strategic Plan and THIRA/SPR Integration

Phoenix, AZ UASI

ISC was contracted to update the Phoenix UASI's Strategic Plan to better align with the current THIRA/SPR and federal guidance. As part of this process, the ISC team worked with the region to evaluate the newly updated THIRA, and to finalize the capability assessment and gap analysis based on survey results, interviews, and THIRA/SPR.

A needs-based formula and process was created to better utilize THIRA/SPR results and to ensure future investments are prioritized based need.

THIRA Integration

Mid-America Regional Council

ISC was selected by the Mid-America Regional Council to provide THIRA support for the bi-state Kansas City Region. ISC worked with MARC to establish a clear strategy and approach for the 2019 MARC THIRA, specifically the key focus areas for the region, which consists of 9 counties and 119 municipalities in the bi-state region. As part of this task, ISC established clear protocols and a mutually agreed upon understanding of how and what (from previous THIRA efforts) would be brought over to the 2019 THIRA. ISC worked with MARC leadership and the region's plans subcommittee.

Using the 2017 THIRA/SPR as a baseline, the ISC team helped to refine and improve scenarios, conduct data analysis, and fill key capability gaps. ISC assisted in the preparation and facilitation of a regional workshop to validate the THIRA/SPR and assisted in prioritizing and focusing the workshop on key priority/focus areas for the region. Each state had specific requirements for the THIRA/SPR process, and the process was adapted for both Kansas and Missouri.

All Hazard Identification & Risk Assessment Methodology

State of Indiana

This project offered a unique challenge that required ISC and a strategic academic partner to stretch the limits of our intuitiveness and creativity. The Indiana Department of Homeland Security (IDHS) was expanding the State's capabilities to effectively prepare for and respond to all-hazard incidents by developing and promoting a common Hazard Identification and Risk Assessment (HIRA) methodology. The common methodology provided a unified framework to classify, analyze and plan for vulnerabilities or threats that may have devastating physical, social, and financial impacts on Indiana communities.

The conceptual framework of this risk assessment tool incorporates over 180 variables of community vulnerability and hazard risk impacts that are organized into four categories: economic impacts, social impacts, physical asset impacts, and special community concerns. The robustness of the assessment parameters provides the foundation for a thorough and rigorous assessment that provides reliable planning considerations that can be incorporated into the community's comprehensive emergency management planning efforts.

Regional THIRA and CI/KR Analysis [2013]

Miami / Ft. Lauderdale UASI

ISC developed a regional and countywide, comprehensive and objective risk assessment and vulnerability analysis that incorporates the latest evidence-based knowledge. This project established a methodology and a baseline to outline and maintain a more objective and holistic understanding of the county's hazard threats and disaster impacts. To complement the detailed THIRA, ISC developed a comprehensive CI/KR Assessment Strategy to 1) provide an initial baseline inventory of CI/KR assets, associated vulnerabilities, and criticality throughout the South Florida Region, 2) develop a comprehensive and all-hazard methodology to evaluate and analyze the risk and impacts to vital CI/KR assets, 3) establish a regional strategy to integrate CI/KR information into response and recovery decision-making.

THIRA [2012]

Miami-Dade County, FL Office of Emergency Management

ISC completed a sophisticated, research-based Threat and Hazard Identification & Risk Assessment (THIRA) of Miami-Dade County. This assessment was supported by a rigorous methodological process that incorporates over

THIRA [2012]

Miami-Dade County, FL Office of Emergency Management

70 community indicators of community vulnerability and capability that are supported by a library of over 300 scientifically based measurements that are used to assess the County's risks reliably and accurately to natural, technological, and political hazards. ISC developed a regional THIRA for the South Florida UASI that incorporated the latest evidence-based knowledge. This project established a methodology and a baseline to outline and maintain a more objective and holistic understanding of the region's hazard threats and disaster impacts.

Key Personnel

The ISC Team consists of 40+ full-time employees and maintains a cadre of **250+ emergency management professionals** with experience completing services similar in size and scope. ISC has drawn from this extensive pool of highly experienced and qualified resources and specifically identified key personnel for this project.

With every project engagement, ISC's executive staff will be intimately involved to help guide the engagement and ensure that our consulting services comply with applicable professional standards, consistent with our standards of excellence, and conform with our mission, vision, and values. ISC's executive staff not only possesses an unmatched track record of success on over 2,000 client engagements but also deliver high-level of expertise and experience in emergency management.



The table below lists the qualifications and relevant experience of our proposed key staff. **Resumes can be found included in Appendix B.**

Key Staff		
Staff & Role	Qualifications	Relevant Experience
Daniel Martin, CEM, PhD <i>Managing Principal</i>	<ul style="list-style-type: none"> PhD, Emergency Management BS, Environmental Engineering Certified Emergency Manager 	<ul style="list-style-type: none"> Miami/Ft. Lauderdale UASI THIRA Miami-Dade County THIRA/SPR St. Paul, MN THIRA Managed 70+ EM consulting engagements throughout S. Florida
Daiko Abe <i>Project Manager/Subject Matter Expert</i>	<ul style="list-style-type: none"> MS, Emergency Management Certified Floodplain Manager 	<ul style="list-style-type: none"> Mid-America Regional Council THIRA/SPR Miami-Dade County THIRA Phoenix UASI THIRA/SPR Integration City of Chicago HIRA
Bryan Stoll, MEP Planner	<ul style="list-style-type: none"> MS, Community & Regional Planning 	<ul style="list-style-type: none"> Summit County, CO THIRA/SPR Portland, OR RDPO THIRA/SPR San Antonio Office of Emergency Management, Organizational Assessment

Key Staff		
Staff & Role	Qualifications	Relevant Experience
Yahiritza Alvarez <i>Planner</i>	<ul style="list-style-type: none">• MA, Emergency & Disaster Management	<ul style="list-style-type: none">• Miami-Dade County Emergency Management• Miami-Dade County THIRA/SPR

ISC's proposed team is available immediately upon award. ISC understands that availability of key staff is critical to moving programs and projects forward. 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 of, the County of Charlotte. For those circumstances beyond our control, ISC will submit the replacement key staff's qualifications to the County of Charlotte for review

References

Threat & Hazard Risk Assessments

Miami-Dade County, Office of Emergency Management (OEM)

Location	Miami-Dade County, FL
Contract Length	2017
Reference	Charles Cyrille, Division Director 9300 NW 41st Street, Doral, Florida 33178 305-468-5406 charles.cyrille@miamidade.gov

ISC provides emergency management and homeland security professional service in support of Miami-Dade County and the South Florida Region through a multi-year contract. These services include, but are not limited to, security consultant services, planning, training, exercise support and scope of service development. ISC was selected as a pre-qualified vendor because of our knowledge and hands on experience of comprehensive emergency management, as well as our familiarity with Federal, State, and Local ordinances, statutes, laws, and regulations.

Miami-Dade Threat & Hazard Risk Assessments: ISC completed a sophisticated, research-based Threat and Hazard Identification & Risk Assessment (THIRA) of Miami-Dade County. This assessment was supported by a rigorous methodological process that incorporates over 70 community indicators of community vulnerability and capability that are supported by a library of over 300 scientifically based measurements that are used to reliably and accurately assess the County's risks to natural, technological, and political hazards. The consequence that each hazard might have on the County is assessed according to a set of categories, such as capabilities, vulnerabilities, and existing conditions within the County. These categories allow for a comprehensive, yet more focused, view of Miami-Dade's risks and are supported by indicators and sub-indicators, such as socio-economic status, age, medical capacity, residential displacement, critical infrastructure, etc. To ensure a consistent framework, the County's THIRA is all hazards. Differences in the hazard's impact area, amount and severity of damage, duration of the event, and direct and indirect economic impacts make it difficult to develop empirical values that can be universally applied to each hazard category. Therefore, the risk methodology developed considered not only the probability of the event occurring but also the potential physical, economic and social impact to the community. The result of the County's THIRA and this dynamic planning tool is to establish an accurate and scalable situational awareness of the County's all hazard risks, establish a consistent common operational picture of Miami-Dade's pre- and post-disaster conditions, and identify effective methods to elevate the County's preparedness, response, recovery, and mitigation program efforts.

Similarly, ISC developed a regional THIRA for the South Florida UASI that incorporated the latest evidence-based knowledge. This project established a methodology and a baseline to outline and maintain a more objective and holistic understanding of the region's hazard threats and disaster impacts.

To complement the detailed Threat Hazard Identification and Risk Assessment (THIRA), ISC was requested by the client to develop a comprehensive CI/KR Assessment Strategy in order to: 1) provide an initial baseline inventory of CI/KR assets, associated vulnerabilities, and criticality throughout the South Florida Region, 2) develop a comprehensive and all-hazard methodology to evaluate and analyze the risk and impacts to vital CI/KR assets, 3) establish a regional strategy to integrate CI/KR information into response and recovery decision-making.

Project Accolades:

Recognized Best Practice: The THIRA comprehensive risk analysis was recognized by the Emergency Management Accreditation Program as an industry best practice.

Hazard Identification and Risk Assessment

City of Chicago Office of Emergency Management (OEM)

Location	City of Chicago, IL
Contract Length	2019 – 2020
Reference	Matthew Doughtie, Senior Emergency Management Coordinator 1411 W Madison St # 4, Chicago, IL 60607 312-746-9462 Matthew.Doughtie@cityofchicago.org

ISC was engaged by the City of Chicago Office of Emergency Management and Communications (OEMC) to conduct a Hazard Identification and Risk Assessment (HIRA) for the City.

In 2019, the Chicago-Naperville-Elgin IL-IN-WI Metropolitan Statistical Area was assigned the designation of Threat Level 1 by the U.S. Department of Homeland Security and remains a high-profile potential target for terrorist organizations. Additionally, the City of Chicago has the potential to be impacted by other natural, technological, and human-caused hazards that have been identified in previous Hazard Identification and Risk Assessments (HIRAs). The most recent HIRA for the City of Chicago was conducted in 2006 as part of the City of Chicago's 2006 All-Hazard Mitigation Plan. Due to evolving threats and changing landscapes, Chicago OEMC and their stakeholder partners require an up-to-date HIRA that properly analyzes potential hazards and their impacts to the City of Chicago. The results of the HIRA will be used to:

- Guide Strategic Emergency Planning for the City of Chicago;
- Inform other Planning Initiatives, such as the annual Chicago Urban Area Threat and Hazard Identification and Risk Assessment (THIRA); and
- Justify Investment Strategies.

2019 Bi-State Regional THIRA for the Kansas City Region

Mid-America Regional Council (MARC)

Location	Bi-State Kansas City Region
Contract Length	2019
Reference	Erin Lynch, Emergency Services Director 600 Broadway Blvd, Suite #200, Kansas City, MO 64105 816-701-8390 elych@marc.org

Integrated Solutions Consulting (ISC) was selected by the Mid-America Regional Council to provide THIRA support for the bi-state Kansas City Region. The project included completion of the following tasks:

ISC worked with MARC to establish a clear strategy and approach for the 2019 MARC THIRA, specifically the key focus areas for the region. As part of this task, ISC established clear protocols and a mutually agreed upon understanding of how and what (from previous THIRA efforts) would be brought over to the 2019 THIRA. ISC worked with MARC leadership and the region's plans subcommittee.

ISC played an integral part in updating the 2019 THIRA/SPR. Using the 2017 THIRA/SPR as a baseline, the ISC team helped to refine and improve scenarios, conduct data analysis, and fill key capability gaps.

ISC assisted in the preparation and facilitation of a regional workshop. The workshop provided an opportunity to validate the THIRA/SPR. ISC assisted MARC in prioritizing and focusing the workshop on key priority/focus areas for the region.

ISC worked with MARC to complete the 2019 Whole Community Input Form. The MARC region consists of 9 counties and 119 municipalities in the bi-state region. Because the region resides in two states, and each state had specific requirements for the THIRA/SPR process. The process was adapted for both the State of Kansas and the State of Missouri.

Approach and Methodology

Upon notification of contract award, the ISC Team Project Manager will immediately contact the designated OEM 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 OEM 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.

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.

The narrative below explains our basic project methodology and deliverables for a SPR. Specific tasks and our approach to them are detailed in the Technical Proposal section.

Project Work Plan Development & Internal Controls

Central to ISC's project management approach is the development of the Project Work Plan. 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.



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 project reporting tasks are included below.

Team ISC's Project Management Approach	
 1. Scope Management	Identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures, and manages project risks and mitigation.
 2. Resource Management	To facilitate increased coordination and provide the County of Charlotte with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. <i>These changes would be implemented only with the approval of the County.</i>
 3. Communications and Information Management	ISC and its team have invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication.
 4. Potential Risks & Mitigation Strategy	At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.
 5. Quality Assurance & Control	ISC's Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.
 6. Project Status Report	The ISC Project Manager will provide a "Project Status Report" to the designated County representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.
 7. Invoices & Quarterly Grant Reporting	The ISC Project Manager will provide invoices to the designated County representative(s), which can be sent either by deliverable or monthly. To ensure the County of Charlotte 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.

Our Approach to SPRs and THIRAs

The County of Charlotte's goals are ISC's goals. ISC's approach to developing the County of Charlotte's THIRA/SPR is consistent with the Scope of Work (SOW) and compliant with industry best practices, federal and state requirements, and lessons learned from our past engagements. Our approach for preparing the County of Charlotte's SPR is detailed below. ISC is happy to provide additional information upon the County's request.

The ISC Program 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.

SPR Steps 1-3

- The SPR is an annual three-step assessment of a community's capability based on the targets set in THIRA Step 3



Graphic Source: FEMA THIRA/SPR Beyond the Basics Webinar, Virtual Technical Assistance (TA)

Task 1. Assess Capabilities

Sub-Task 1.1 Organize Resources: ISC will work with the County of Charlotte's assessment team. We recognize that the assessment team will be comprised of the following:

- Participating jurisdictions,
- Local elected officials,
- Local and regional agencies involved in hazard mitigation activities,
- Agencies that have the authority to regulate development,
- Neighboring communities, and
- Other public, private, and non-profit interests.

Should in-person meetings not be achievable due to COVID-19 or other circumstances, ISC will work with the OEM Project Manager to provide a virtual meeting platform using Microsoft Teams. ISC will also document each jurisdiction's participation in the assessment process and detail how they met FEMA's participation requirements, if any.

Additionally, and if needed, ISC will develop a simple suite of stakeholder engagement tools that explain the "who, what, where, when and why" of the SPR update. We envision that these tools will be tailored to subject matter experts from the County of Charlotte, and may include, though may not be limited to:

- PowerPoint Presentations/Briefings
- Single Page Flyers
- Introduction Webinars
- Key Stakeholder Virtual Workshops (WS), with accompanying materials
- Surveys & Fillable Forms

In design of these tools, ISC will look across the homeland security enterprise, and may draw upon tools developed by FEMA, by our team in prior/similar projects, and/or from other stakeholders. In developing these materials, ISC will put emphasis on clearly articulating the utility of these

tools, their role and/or function within the process, and will ensure that the tools rapidly enhance the capability of stakeholders and subject matter experts from the Urban Area to contribute to the SPR data collection efforts effectively and efficiently.

All engagement tools will be presented to the OEM Project Manager and assessment team, as appropriate, with the final determination on design and use of these during the SPR project.

Deliverable:

- Conduct 4-6 meetings with the Assessment Team. As part of these meetings, plan and host at least four comment sessions with stakeholders on the SPR including a brief presentation time for questions. Additional meetings with participating jurisdictions may be needed, as outlined in Task 3.

Sub-Task 1.2: ISC will conduct a document review and analysis of existing documents relevant to the SPR update, including but not limited to: local comprehensive plans, local ordinances, Capital Improvement Plans (CIPs), warning systems, Emergency Operations Plan, Continuity of Government Plan, Wastewater Standard Operating Procedure, Parks and Recreation Property Acquisition Plan, Training and Exercise Plan, public education initiatives, local building codes and zoning ordinances, Floodplain Management Plans, and others.

In support of this task, the ISC team will develop a bibliography, or tracking form, cataloging all documents, guidance, references, and/or studies reviewed and consulted, with a synthesis of key findings, aligned to each reference or document. A findings report, outlining outcomes and conclusions from the review, will be prepared, and provided to the assessment team. This findings report will function as a detailed outline for the SPR, showing the context and capabilities and/or data in need of update, additional information, data collection, and/or revision.

Deliverable:

- A findings report, outlining outcomes and conclusions from the review, will be prepared, and provided to the assessment team.

Task 2. Review Existing Studies and Reports

Throughout the course of the data gathering process and designated workshops, ISC will gather, analyze, and compile data required for the SPR.

ISC will conduct a desk review of existing documents relevant to the SPR updates including but not limited to: prior THIRA and SPR, FEMA feedback on the previous THIRA/SPR submissions to identify areas for improvement in 2022; recent exercise and incident After-Action Reports. ISC will carefully review FEMA 2022 guidance and Technical Assistance workshop materials to understand nuances of specific update details for this annual cycle.

Task 3. SPR Stakeholder Engagement Tools

ISC will develop a suite of tools (i.e. PowerPoint, one-pagers, webinar, etc.) to guide local subject matter experts engaged in the process which outlines the who, what, where, when and why of the 2022 SPR.

Task 4. Facilitate SPR Surveys, Meetings, and Interviews

In order to complete the SPR and related analyses in a systematic and efficient manner, the ISC team proposes to host a series of virtual workshops with all participating jurisdictions during which the ISC team would facilitate the review of the pertinent data and information assembled, accurate interpretation and analysis of this information, and the evaluation of key variables and measurements of the THIRA/SPR.

Prior to each workshop, the ISC team will prepare a short briefing that reviews the THIRA, the assessment process, discuss the relevancy and importance of each metric, and other important elements of the assessment. This informative priming of the participants will help to ensure the accurate interpretation of the information, the reliable assessment of community vulnerability and hazard risks, and the inclusion of supporting documents, comments and information that can be incorporated into community-specific planning considerations. During each workshop, ISC will answer any questions pertaining to the methodology or THIRA/SPR measurements, as well as facilitate the timely completion of each assessment and foster a collaborative environment for sharing information and intelligence. Understanding the THIRA will be key to ensuring the SPR process is accurate and reliable.

ISC will leverage these workshops with the County of Charlotte to finalize the SPR. The SPR is an annual three-step self-assessment of a community's capability levels based on the capability targets identified in the THIRA. The SPR will provide the following:

- What are the County of Charlotte's current capability levels and how have they changed over the last year?
- What gaps exist between the capabilities
- What does the County of Charlotte need to do to close the capability gaps or sustain the capabilities?
- What impact did different funding sources—including grants—have on building or sustaining the capabilities assessed by the capability targets over the last year?

ISC will leverage and/or develop assessment/survey tool(s) to determine and assess the following:

- **Beginning Capability:** How much capability did the community have at the start of the year being assessed?
- **Capability Lost:** How much capability did the community lose over the course of the year?
- **Capability Sustained:** How much of the capability that the community started the year with still remains?
- **Capability Built:** How much capability did the community add during the year?
- **Current Capability:** How much capability does the community have now?

Task 5. Data Management and Entry

ISC will manage and update the SPR process via FEMA's designated tools and will use tools like the Whole Community Input Form to collect and organize the data.

ISC will upload all required information for the County of Charlotte's SPR submission into the URT. This will include all details including the post-assessment, and the Comprehensive Preparedness Guide 101 compliance form.

Additionally, ISC will provide the County of Charlotte a written "Project Status Report," either by a document or with a PPT Presentation, at the agreed-upon interval (at least 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. Because our approach includes the use of detailed Project Work Plans and Progress Trackers, written reports can be developed easily for both the regularly scheduled reporting periods, as well as for any ad hoc requests.

THIRA/SPR UPDATE PROJECT WORK PLAN											
Completed	TASK	Responsible	Dec. 7-11	Dec. 14-18	Dec. 21-25	Dec. 28-1	Jan. 4-8	Jan. 11-15	Jan. 18-22	Jan. 25-29	Feb. 1-5
<input type="checkbox"/>	PHASE 1: Project Start-up, Management, and Reporting										
<input type="checkbox"/>	1. Project Management										
<input checked="" type="checkbox"/>	1.1. Project Management Plan	Matt									
<input type="checkbox"/>	1.2. Weekly Check-In Meetings	ALL									
<input type="checkbox"/>	1.3. Monthly Invoicing	Matt									
<input type="checkbox"/>	PHASE 2: Project Execution										
<input checked="" type="checkbox"/>	2. Review existing studies and reports										
<input type="checkbox"/>	3. THIRA/SPR Stakeholder Engagement Tools										
<input type="checkbox"/>	3.1. Review State and previous RDPO tools	Leah									
<input type="checkbox"/>	3.2. Draft stakeholder/SME survey	Leah									
<input type="checkbox"/>	3.3. Draft work group presentation agendas	ALL									
<input type="checkbox"/>	3.4. Develop recorded webinar on process/data collection	Leah									
<input type="checkbox"/>	4. THIRA/SPR Survey, Meetings, and Interviews										
<input type="checkbox"/>	4.1. Outreach to working groups, confirm process for each	Laura/Eva									
<input type="checkbox"/>	4.2. Distribute final survey + reminders	Laura									
<input type="checkbox"/>	4.3. Organize data shared from OEM	Leah									
<input type="checkbox"/>	4.4. Host Work Group Meetings	ALL									
<input type="checkbox"/>	4.5. Identify individuals for follow-up interviews	ALL									
<input type="checkbox"/>	4.6. Conduct interviews and stakeholder follow-up	Matt/Leah									
<input type="checkbox"/>	5. Data Management & Data Entry										
<input type="checkbox"/>	5.1. First Draft of 2020 THIRA/SPR	Leah									
<input type="checkbox"/>	5.2. Review of Draft Capabilities - Wave 1	Laura/Matt									
<input type="checkbox"/>	5.3. Review of Draft Capabilities - Wave 2	Laura/Matt									
<input type="checkbox"/>	5.4. Review of Draft Capabilities - Wave 3	Laura/Matt									
<input type="checkbox"/>	5.5. Finalize Capabilities and Input to URT	Leah									
<input type="checkbox"/>	5.5. Submission of THIRA/SPR to Region X	Laura									
<input type="checkbox"/>	PHASE 3: Project Closeout										
<input type="checkbox"/>	6. Project Closeout										

Graphic Source: ISC THIRA/SPR Sample Project Work Plan and Progress Tracker

Lastly, upon completion of this project, and finalization of the THIRA/SPR, ISC will provide the County of Charlotte with a written "Project Close-Out" report. This report will incorporate the final "Monthly Project Status" report information, summarize the overall project effort, and recommend improved methodologies for future initiatives of a similar nature. The report will be submitted as draft copies to the County of Charlotte within 30 days of completion of the project.

Proposed Fee Schedule and Cost

Based on the scope of work, the estimated cost for this project will be **\$79,000**. 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.

Appendix A. Required Forms

Please see the following pages for our completed required forms.

PART IV - SUBMITTAL FORMS

PROPOSAL SUBMITTAL SIGNATURE FORM

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. 1 Dated 3/4/2025 Addendum No. 3 Dated 3/13/2025 Addendum No. Dated
Addendum No. 2 Dated 3/11/2025 Addendum No. Dated Addendum No. Dated

Type of Organization (please check one):

INDIVIDUAL	<input type="checkbox"/>	PARTNERSHIP	<input type="checkbox"/>
CORPORATION	<input checked="" type="checkbox"/>	JOINT VENTURE	<input type="checkbox"/>

Integrated Solutions Consulting, Corp.

Firm Name

N/A

Fictitious or d/b/a Name

220 S. Buchanan Street

Home Office Address

Edwardsville, IL 62025

City, State, Zip

N/A

Address: Office Servicing Charlotte County, other than above

Daiko Abe

Name/Title of your Charlotte County Rep.

Daniel Martin, PhD, CEM, Principal

Name/Title of Individual Binding Firm (Please Print)

Daniel Webster

Signature of Individual Binding Firm

Dan.Martin@i-s-consulting.com

Email Address

847-737-5395

Telephone

20-5265704

Federal Employer Identification Number (FEIN)

20

Number of Years in Business

847-737-5395

Telephone

03/17/2025

Date _____

(This form must be completed & returned)

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Integrated Solutions Consulting, Corp.
_____ does: (name of business)

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

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Proposer's Signature

03/17/2025

Date

(This form must be completed & returned)

**HUMAN TRAFFICKING AFFIDAVIT
for Nongovernmental Entities Pursuant To FS. §787.06**

Charlotte County Contract #2024000566

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.
3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant sayeth naught.



Signature

Daniel Martin, PhD, CEM

Printed Name

Principal

Title

Integrated Solutions Consulting, Corp.

Nongovernmental Entity

03/17/2025

Date

END OF PART IV

(This form must be completed & returned)

Appendix B. Resumes

Please see the following pages for our Key Personnel Resumes.

Daniel Martin, PhD, CEM | Managing Principal



Expertise & Certifications

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

Years of Experience

- 30+ years of experience

Education

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

Recognition

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

Profile

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

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

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

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

Relevant Project Experience

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

Expertise & Certifications

- Comprehensive Emergency Management Planning
- Hazard Mitigation Planning
- Hazard Risk & Vulnerability Assessments
- Emergency Management Research Methods
- Computer-Based Training
- Long-term Recovery
- Stakeholder Engagement
- Certified Floodplain Manager

Years of Experience

- 15+ years of experience

Education

- MS, Emergency Management
- BA, Communications

Profile

As an experienced consultant and Director of Operations for Integrated Solutions Consulting (ISC), Daiko Abe has excelled in providing comprehensive all-hazard services in all phases of emergency management. As a thought leader and innovator, Mr. Abe brings expertise in the following areas: program management, technological/innovative solutions, organizational leadership, risk and vulnerability analysis, emergency planning, and public health preparedness. His disaster experience includes supporting COVID-19 response operations for the second largest county in the U.S.; supporting major flooding incidents in FEMA Regions VIII and V; recovery support for Hurricane Sandy (New York City); recovery support for Hurricane Maria (Puerto Rico); various tornadoes across the Midwest; and H1N1 response operations. Additionally, Mr. Abe personally and professionally experienced first-hand the devastating impacts of the 2011 earthquake and tsunami in Japan.

Mr. Abe is a leader in emergency management with a successful track record of supporting clients to prevent, protect against, mitigate, respond to, and recover from the multiple threats and hazards facing our nation. Mr. Abe has managed and supported over 100 consulting engagements, and currently oversees operations for all preparedness and recovery engagements for ISC. Clients have continuously recognized Mr. Abe for his professionalism, dedication, and work ethic. His aptitude and expertise have resulted in developing regional disaster response, recovery and administrative strategies; hazard mitigation plans; evacuation strategies; and a wide variety of other emergency management projects that have been recognized by the client, respective states, FEMA region and FEMA HQ. Mr. Abe received a master's degree in Emergency Management.

Relevant Project Experience

- Lead Planner Hamilton County, OH COVID-19 Reopening Strategy; Lead Planner and Project Manager; Ohio; ISC, 2020
- Cook County, IL COVID-19 Response Operations; Mass Fatality Team; Illinois; ISC, 2020
- Salt Lake County, UT Hazard Mitigation Plan; Project Manager; ISC, 2020
- Cook County, IL Hazard Mitigation Plan; Project Manager; IL; ISC, 2019
- Phoenix Region, AZ Phoenix UASI Strategic Plan; Project Manager and Planner; Arizona; ISC, 2018
- Franklin County, OH Hazard Mitigation Plan; Lead Planner and Project Manager; Ohio; ISC, 2017 – 2018
- Hamilton County, OH Hazard Mitigation Plan; Lead Planner and Project Manager; Ohio; ISC, 2017 – 2018
- FEMA HQ Catastrophic Emergent Behavior Planning; Planner; Washington, D.C.; ISC, 2016 – 2017

- Active Shooter/Assailant Interactive Course and Storyboard Development; Developer/Planner; Oakland County, MI; ISC, 2015
- Threat and Hazard Identification & Risk Assessment Update; Planner; Miami-Dade County, FL; ISC, 2014 – 2015
- Regional Emergency Support Function (ESF 8) and Regional Healthcare Coordination Plan; Project Manager; Kansas City Region; ISC, 2014
- Miami-Dade County Emergency Preparedness Study; Project Manager; Miami, FL; ISC, 2014
- Navajo Nation – Charley Day Dam BIA Emergency Action Plan; Lead Planner; Arizona; ISC, 2013 – 2014
- Santa Monica All Hazard Mitigation Plan; Project Manager; Santa Monica, CA; ISC, 2013
- Kansas City Regional Coordination Plan; Project Manager; Kansas City Region; ISC, 2013
- Kansas City Regional Recovery Strategy; Planner; Kansas City Region; ISC, 2013
- Tribal Hazard Response Plan; Project Manager; NW United States; ISC, 2012 – 2013
- Kansas City Regional Evacuation Plan; Senior Consultant and Project Manager; Kansas City Region; ISC, 2012
- Minnesota Region Hazard Identification & Risk Assessment and CIKR Assessment; Planner; South Florida; ISC, 2012
- South Florida Threat and Hazard Identification & Risk Assessment and CIKR Assessment; Planner; South Florida; ISC, 2012
- THIRA; Senior Consultant and Lead Planner; Miami-Dade County, FL; ISC, 2011 – 2012
- Bonneville County Emergency Operations Plan (EOP) Update; Project Manager; Bonneville County, ID; ISC, 2012
- NE Idaho EOC Go-Kit Development; Project Manager; Eight (8) counties in NE Idaho; ISC, 2011
- Kansas City Emergency Pet Services Plan; Lead Planner; Kansas City, MO, ISC, 2011
- NE Idaho Regional Coordination Plan - Evacuation & Mass Care Annexes; Project Manager, ISC, 2010
- MN Region 2 Critical Infrastructure & Key Resources; Senior Consultant; Minnesota, ISC, 2009 – 2010
- DuPage County EOC Management Plan; Senior Consultant; DuPage County, IL, ISC, February 2010 – April 2010
- DuPage County Emergency Public Information Plan Development; Senior Consultant and Lead Planner & Architect; DuPage County, IL, ISC, May 2009 – August 2009
- Chicago Pandemic Influenza Planning & Response; Senior Consultant; Chicago, IL; ISC, May 2008 – July 2008

Expertise & Certifications

- Master Exercise Practitioner
- HSEEP Train the Trainer, US DOH Security
- ICS Curricula Train the Trainer (L449): FEMA
- ICS Curricula Train the Trainer (L449): Center for Domestic Preparedness
- Emergency Preparedness and Public Health, Plan Review/Audit for Compliance
- Project Management
- Exercise Design, Development, Conduct, and Evaluation
- Stakeholder Coordination and Engagement
- Trained to the ICS-300/400 level in Incident Command
- All-Hazards Planning Section Chief course (IFSI)
- Strategic National Stockpile (SNS) Receive, Stage and Store (RSS) Operations Course
- Completed all required FEMA/ICS courses, including the Professional Development Series
- Senior Officials Workshop for All-Hazards Preparedness
- EOC Operations and Planning for All-Hazards

Years of Experience

- 20+ years of experience

Education

- MS, Human Service Administration
- BA, Psychology/Human Services

Profile

Bryan Stoll is a seasoned professional with more than 20 years of experience gained in not-for-profit, consulting, and government organizations to include both public health and emergency management. He aims to provide support to organizations to increase resiliency and overall response capability. Mr. Stoll has experience in leading cross-functional teams using sound judgment, flexibility, initiative, and commitment while working in environments which may have ambiguity and experience rapid change.

Currently, Mr. Stoll serves as a Senior Consultant with Integrated Solutions Consulting, assisting several organizations with the development of preparedness exercises, After-Action Reports and the implementation of Improvement plans. Prior to re-joining ISC in 2022, Mr. Stoll held training and exercise positions in the arenas of higher education and public health, and was directly responsible for the design, development, conduct, and evaluation of preparedness exercises to validate each organization's planning efforts.

Relevant Project Experience

- Cyber-Terrorism Tabletop Exercise, Miami-Dade County Office of Emergency Management, Project Manager/Exercise Director/Lead Planner, Integrated Solutions Consulting, 2022
- Statewide Virtual Tabletop Exercise, Ohio Department of Health, After-Action Report Author, Integrated Solutions Consulting, 2022
- Statewide Cybersecurity Webinar Ohio Department of Health, Co-Presenter/Authored Project Summary, ISC, 2022
- Integrated Preparedness Planning Workshop, Cook County Department of Public Health, Lead Planner, Integrated Solutions Consulting, 2022
- Integrated Preparedness Plan, Cook County Department of Public Health, Author, Integrated Solutions Consulting, 2022
- Ohio Department of Health Statewide Infectious Disease Tabletop Exercise; Evaluator – March 2022
- Cook County Department of Public Health Mass Vaccination Exercise (South Holland); Co-Planner –October 2018
- Cook County Department of Public Health Communicable Disease Tabletop Exercise; Facilitator, Co-Planner – November 2017
- Cook County Department of Public Health Mass Vaccination Exercise; Exercise Director – October 2017
- Village of Schaumburg/Cook County Department of Public Health Public Health Department “Operation Mad Hatter Revisited” Functional Exercise; Exercise Co-Director, Planner – July 2017
- Cook County Department of Public Health Mass Vaccination Exercise; Exercise Director – October 2016
- Miami-Dade County Office of Emergency Management; Exercise Director, Lead Planner, Facilitator, After-Action Report Author - May 2022

Bryan Stoll, MEP | Planner



- University of Illinois Chicago Student Suicide Tabletop Exercise (Policy Group); Exercise Co-Planner – December 2021
- University of Illinois Chicago Family Reunification and Assistance Center Tabletop Exercise; Exercise Co-Planner, Facilitator, and Evaluator – November 2019
- University of Illinois Chicago “Operation: Enter the Dragon” Active Shooter Full-Scale Exercise; Exercise Co-Planner, Evaluator – December 2018
- Chicago Healthcare System Coalition for Preparedness & Response Mass Casualty Incident Response Full-Scale Exercise; Planning Section Chief – June 2017
- University of Illinois Chicago Spark 2021 (concert); Campus Emergency Operations Center Director – October 2021
- University of Illinois Chicago Novel Coronavirus Response; Campus Emergency Operations Center Director – January 2020 to August 2020
- University of Illinois Chicago 2020 Presidential Election; Campus Emergency Operations Center Director – November 2020
- University of Illinois Chicago Spark 2019 (concert); Campus Emergency Operations Center Director – September 2020
- University of Illinois Chicago Planned Power Outage (Restoration); Campus Emergency Operations Center Director – June 2019
- University of Illinois Chicago “Active Threat Readiness” Seminars (20 colleges, 2,600 trained); Co-Facilitator – 2019
- University of Illinois Chicago Multi-Year Training and Exercise Plan (MYTEP); Author - November 2018

Expertise & Certifications

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

Years of Experience

- 10+ years of experience

Education

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

Profile

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

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

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

Relevant Project Experience

Integrated Solutions Consulting, Senior Consultant, 2022 – Present

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

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

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

Yahiritza Álvarez, MPS, FPEM | Planner



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

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



INTEGRATED SOLUTIONS
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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.