



# **Charlotte County Threat and Hazard Risk Assessment**

**Bid Number 2024000566**

***March 18, 2025***



March 17, 2025

Brandon Watkins, Emergency Management Specialist, Emergency Management  
Ken Stetcher, Operations Manager, Utilities  
Anthony Pribble, Security Manager, Facilities Management  
Charlotte County Purchasing Division  
Charlotte County Administration Center  
18500 Murdock Circle, Suite 344  
Port Charlotte, Florida 33948-1094

Dear Messrs. Watkins, Stetcher, and Pribble:

The Olson Group, Ltd. ("OGL") is pleased to submit this proposal to the County of Charlotte in response to its inquiry regarding OGL's ability to provide a Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Report (SPR). OGL confidently believes our proposed team and services present Charlotte County and its stakeholders with best value from the perspectives of experience, price, innovation, quality, and responsiveness.

Our offer reflects OGL's experience in the preparation of THIRAs and other planning documents for cities, regions, and states across the nation. All our proposed personnel have been directly involved in the development of a THIRA/SPR for other jurisdictions, employing innovative tools and proven, cost-effective methods that minimize demands on the valuable time of County and stakeholder personnel.

We look forward to your review of our offer. As President of OGL, I am the person authorized to execute a contract on behalf of the firm. Should you have any questions or requests for clarification, please feel free to contact me directly.

Best Regards,

Kyle B. Olson  
President  
The Olson Group, Ltd.  
Phone: (703) 625-9387  
Email: [kbolson@olsongroupltd.com](mailto:kbolson@olsongroupltd.com)



## QUALIFICATIONS AND EXPERIENCE



The Olson Group, Ltd. (OGL) is one of the nation's leading homeland security and emergency management services firms, providing planning, training, and exercise services to public safety agencies across the nation. A small business headquartered in Alexandria, Virginia, we support our clients across the nation from there and satellite offices in Florida, Texas, and New York. Founded in September 2005 by its President,

Mr. Kyle Olson, OGL's unsurpassed team of experts is committed to providing flexible solutions for state and local governments dealing with the constantly changing homeland security environment. OGL has been in business for 20 years and has never operated under any other name nor been a subsidiary of another company.

OGL has been built around senior emergency management and response professionals to provide essential services to the nation's public safety community. OGL is a specialized firm dedicated to providing the best planning, training, exercise and real-time response services possible. Our staff is committed to consistently exceeding our clients' expectations.

OGL is an innovator in promoting wider participation in the development of preparedness products through information sharing, face-to-face and virtual meetings, and web-based development tools. This commitment to "Transparency By Design" means we work hand-in-hand with our agency partners, proactively collaborating at every step in the process. It also means we go above and beyond to fulfill and exceed customer expectations.

OGL's reputation is reflected in the lasting relationships we have established with our clients. We build partnerships based on our commitment to being responsive to stakeholder needs and creative in developing solutions. The Olson Group is proud to note that many of our state and local clients have chosen to work with us for more than a decade.

OGL is fully capable of meeting the needs of Charlotte County in the development of a Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Report (SPR). Our deep THIRA/SPR experience and our appreciation for the diverse character of the County will help ensure the delivery of products attuned to the nature of the county's constituent communities and their distinct preparedness challenges. Our combination of experienced staff, our proven methodologies, and our track record of successfully delivering similar services across the nation amply demonstrate our ability to support Charlotte County.

OGL possesses the understanding, innovative methodology, and highly qualified personnel to effectively provide all services and products contemplated in the county's scope of work. Olson Group staff are highly experienced in facilitating the THIRA and SPR process, possessing extensive knowledge of current FEMA guidance, and a long record of successfully promoting stakeholder engagement among diverse agencies and populations.

OGL's directly relevant experience includes THIRA/SPR development and updates for a number of cities, counties, and states across the nation, including the Seattle-Bellevue-King County UASI and the Dallas-Fort Worth-Arlington "Metroplex". Our data collection, analysis and reporting approach, which maximizes useful inputs while minimizing time demands on your agency personnel, generates project deliverables that have been consistently cited for their completeness and usability.



## THIRA and SPR Experience and Expertise

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The Olson Group has more than 15 years of corporate experience in the development and delivery of emergency management planning, including THIRAs and SPRs, and other threat, vulnerability, risk, capability and homeland security assessments and strategic plans.

OGI has supported THIRAs, preparedness reviews, and similar models and processes at all levels of government and for the private sector. OGI's project team members possess extensive experience working with the THIRA process, the SPR, and local, regional, state, and national-level implementation plans. Our key personnel are completely familiar with FEMA's updated Comprehensive Preparedness Guide (CPG) 201, 3<sup>rd</sup> Edition, and its now-streamlined THIRA and SPR process.

The Olson Group brings expertise from conducting dozens of THIRAs and other hazard assessments, as well as associated implementation plans and the reporting and monitoring of implementation progress, in support of emergency management planning projects in states and localities across the nation. Through this experience, we have gained valuable insight into streamlining the THIRA/SPR process and developing a simple tool to guide local subject matter experts and stakeholders into better understanding THIRA and SPR. This also assists in their application to support other planning efforts, build resiliency, and provide justification for future grant and budget requests. While THIRA and SPR development relies on the participation of local SMEs and stakeholders, OGI will do the heavy lifting in terms of aggregating information, performing analysis, and developing recommendations for the consideration of the working group and its members.

Examples of OGI THIRA/SPR-related projects include:

- Seattle/Bellevue/King County/Pierce County/Yakima County THIRA/SPR development in 2021
- North Central Texas Council of Governments (NCTCOG) – THIRA/SPR for the Dallas-Fort Worth-Arlington metropolitan area, encompassing 16 counties: 2017, 2018, 2020
- THIRA Updates (Supporting Emergency Operations Plans):
  - New Castle County, DE
  - New Kent County, VA
  - City of Sanibel, FL
  - City of Cape Coral, FL
  - City of Fairbanks, AK
  - Boston College
- State of Montana – THIRA Conduct, Preparedness Plan, and Implementation Strategy
- Rice University – THIRA in support of the university's Hazard Mitigation Plan
- Sussex County, DE – THIRA Conduct and Analysis for the development of the Multi-Jurisdictional All-Hazards Mitigation Plan
- State of Hawaii – Homeland Security Assessment and Strategy

OGI's proposed project team possesses the insights and experience to address the full spectrum of project needs, bringing with them a deep understanding of threat and hazard identification, risk assessment, gap analysis, and strategic planning, and extensive project and real-world experience. Our team includes subject matter experts in assessing threats, vulnerabilities and risk across the operational spectrum and at all levels of government and private sectors. That experience translates into an understanding of the "Why" and the "How" of THIRA, SPR and Strategic Plan development and delivery, and the skills to produce impactful results for the County and its partners.



**Matthew Marquis**  
**Senior Associate**  
*Proposed Role: Project Manager*

## SUMMARY

Matthew Marquis, CEM VaPEM is an experienced leader in providing training, management, leadership, and planning. While with the Fairfax County Department of Emergency Management and Security, he served as a Lead Planner, Regional Planner, and Community Engagement Specialist. He was a key leader in developing, implementing, reviewing, and revising multiple emergency plans, including emergency operations plans, hazard mitigation plans, and recovery plans. Matthew has effectively briefed these plans to senior policy officials, agency directors, and the public in and around the National Capital Region. Additionally, during the past three years, Matthew demonstrated his leadership as the program manager for the NCR Threats and Hazards Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Report (SPR) submitted to FEMA. Matthew has six years of experience as a Firefighter and EMT in Loudoun County, VA. He has spent the last three years as a dedicated volunteer and part-time instructor with the Loudoun County Combined Fire and Rescue System, teaching volunteer recruits' basic suppression skills and ICS. Matthew's commitment to public safety is further demonstrated through his volunteer roles as an engine driver and FF/EMT with the Sterling Volunteer Fire Company and as the training officer for a volunteer company of one hundred-plus volunteers.

## EDUCATION

B.S., Criminal Justice (Homeland Security and Emergency Management), Strayer University (2019)

## RELEVANT EXPERIENCE

### Senior Planning and Exercise Associate

#### The Olson Group, Ltd.

- Manages the day-to-day operations of the Planning Division
- Serves as Project Manager, SME, and Task Lead for the establishment and successful execution of planning projects
- Plans, develops/designs, and delivers uniquely tailored planning and HSEEP -compliant exercise products to clients
- Assisted in the development, management, facilitation, control, and evaluation of exercises to test compliance and readiness in accordance with the Client's published Emergency Operations Plans (EOPs) and annexes

### Lead Planner

#### Fairfax County Department of Emergency Management and Security, 2022 – 2024

- Oversee the planning process of the following documents:
  - The Fairfax County EOP (Planner POC for Fairfax County)
  - EOP Support Annexes, such as the Emergency Shelter Plan, Family Assistance Operations Plan, Flood Response Plans, and Commodities Point of Distribution (C-POD) Plan
  - The National Capital Region (NCR) THIRA and SPR (Planner POC for the NCR)
  - The Regional Emergency Communication Framework (RECF)
  - The Northern Virginia Hazard Mitigation Plan (on planning team)
  - The Resilient Fairfax Plan
  - The Fairfax County Pre-disaster Recovery Framework (Planner POC for Fairfax County)
  - The Extreme Heat Plan (Planner POC for Fairfax County)
  - Review, revise, and edit countywide emergency plans





- Other Responsibilities:
  - Serve as a member of the Planning and Logistics sections in multiple roles
  - Serve on multiple countywide projects
  - Craft vision for planning division to be inclusive of the whole community and address gaps in our preparedness, response, recovery, and mitigation
  - Direct multidisciplinary groups to assist in developing planning products
  - Serve as the Primary Point of Contact for the NCR to FEMA Region III's Risk Management Directorate
  - Develop multiple job aids and share with internal and external stakeholders
  - Instruct ICS Courses for personnel around the Washington Area
  - Brief out local, state, and federal partners on documents required by state and federal codes
  - Member of the Northern Virginia Emergency Response System (NVERS) High Threat Cadre

### **Fire Instructor**

#### **Loudoun County Fire and Rescue, August 2022 – Present**

- Prepare and deliver lectures to students on Fire Suppression and Emergency Medical Services
- Plan and evaluate curricula, course content, and methods of instruction
- Prepare course material and handouts
- Initiate, facilitate, and moderate classroom discussions
- Demonstrate and evaluate fire suppression, incident command management, and EMS skills
- Assist in instruction for career and volunteer fire schools

### **Regional Planner**

#### **Fairfax County Department of Emergency Management and Security, October 2019 – June 2022**

- Supported Emergency Operations Center response and recovery operations within the Planning and Logistics Sections
- Served as a Regional Preparedness Specialist with the Metropolitan Washington Council of Governments (MWCOG)
- Served as project manager on diverse, medium-sized county-level emergency management programs
- Regularly facilitated and convened meetings with county agencies; recommended appropriate courses of emergency action, established emergency planning guidelines, and ensured compliance with federal, state, and county emergency management guidance
- Conducted independent research; prepared, developed, and managed assigned projects/programs in a variety of complex emergency management areas
- Coordinated and worked directly with residential and business partners
- Developed new relationships, researched and identified available grant resources
- Assisted in the development and dissemination of plans and policies to include the Alert and Warning Annex, Emergency Operations Plan (EOP), Hazard Mitigation Plan (HMP), Office Annual Report, Telework Policy for office members, Volunteer Management Plan, and Donations Management Plan
- Managed the RESF:5 Emergency Management NCR THIRA project
- Developed, edited, and facilitated the submission for Fairfax County for the Commonwealth of Virginia and National Capital Region (NCR) Threat and Hazard Identification and Risk Assessment (THIRA)
- Provided annual update on active violence attacks nationally, and provided training on new techniques and technology for bleeding control measures
- Served as main POC for the delivery and distribution of Public Access Bleeding Control Kits to government facilities



- Liaised with county agencies and departments on ongoing emergency protection, prevention, mitigation, response, and recovery initiatives
- Supported field operations as a member of the Operations Section and/or the Planning Section
- Chaired the Northern Virginia (NoVA) Emergency Management Emergency Planners Subcommittee
- Chaired the RESF: 5 Regional Preparedness Specialists Emergency Planning Subcommittee

### **Community Engagement Liaison**

#### **Fairfax County Department of Emergency Management and Security, April 2017 – October 2019**

- Served as Program Manager for resiliency programs such as the Fairfax County Citizen Corps Council, OEM Volunteer Corps, and the Fairfax County Community Resiliency Groups
- Served as the Vice-Chair for the Regional Emergency Support Function (RESF) 16 Volunteer and Donations Management Committee
- Managed UASI grant to volunteer groups, including Volunteer Fairfax, Community Emergency Response Teams (CERTs), Medical Reserve Corps (MRC), Faith Communities in Action, and the Fairfax County Chaplain Corps
- Liaised with Police, Fire & Rescue, Fairfax County Communities of Trust, volunteer organizations, houses of worship, and the Fairfax County Health Department to ensure delivery of preparedness initiatives
- Implemented, introduced, and determined goals of emergency preparedness and outreach programs
- Provided public educational content on disaster/emergency preparedness to community groups and associations, seniors, non-profits, childcare providers, government agencies, and houses of worship
- Worked to engage NGOs to join and engage with the Community Resiliency Groups to promote a culture of preparedness and resiliency
- Enhanced and built partnerships with community organizations, businesses, and government agencies and departments
- Collaborated with the Outreach and Disability Integration Liaison in preparedness activities involving the Access and Functional Needs Committee
- Assisted in the training and delivery of the Community Emergency Response Guide (CERG) to Fairfax County residents and organizations
- Proctored the LabX Extreme Event game to multiple internal and external organizations
- Liaised with the RESF: 16 Committee and provided program management support under the volunteer initiative UASI grant
- Developed and coordinated yearly UASI grant solution development sheet with NCR jurisdictions
- Ensured subgrantees' compliance with UASI guidelines for the Volunteer and Donations Management Grant
- Developed and sustained the emergency management and readyfairfax webpages on [fairfaxcounty.gov](http://fairfaxcounty.gov)
- Participated in emergency operations, exercises, and recovery efforts as a member of the Planning Section and Situation Unit

### **Intern**

#### **Fairfax County Department of Emergency Management and Security, February 2017 – April 2017**

- Received training necessary to be employed in the field of emergency management
- Assisted internal divisions with the development and sustainment of programs
- Researched innovation within the field of emergency management
- Developed a Type IV Incident Management Team (IMT)

### **CERTIFICATIONS, CREDENTIALS, QUALIFICATIONS, AND MEMBERSHIPS**

- **Firefighter I (NFPA 1001-13)**, October 2020



- Virginia Department of Fire Programs, Glen Allen, Virginia
- **Firefighter II (NFPA 1001-13)**, November 2020
  - Virginia Department of Fire Programs, Glen Allen, Virginia
- **Hazardous Materials – Awareness & Operations**, December 2020
  - Virginia Department of Fire Programs, Glen Allen, Virginia
- **Emergency Medical Technician – Basic**, Expires June 2027
  - Virginia Office of Emergency Medical Services
- **Emergency Vehicle Operators Course I, II, & III**, December 2021
  - Virginia Department of Fire Programs, Glen Allen, Virginia
- **Fire Instructor I**, October 2023
  - Virginia Department of Fire Programs, Glen Allen, Virginia
- **Fire Officer I**, October 2023
  - Virginia Department of Fire Programs, Glen Allen, Virginia
- **2020 National Association of Counties Achievement Award for Risk and Emergency Management**, 2021
  - National Association of Counties
- **AHA BLS CPR Instructor**, February 2024
  - American Heart Association
- **Virginia Professional Emergency Manager**, February 2024
  - Virginia Emergency Management Association
- **Associate Emergency Manager (AEM)**, June 2023
  - International Association of Emergency Managers

#### RELEVANT TRAINING

- FEMA Emergency Management Basic Academy
- National Incident Management System (NIMS): ICS 100, 200, 300, 400, 700, and 800
- Until Help Arrives Train-the-Trainer
- Fairfax County Basic EOC Certification





**The  
Olson  
Group,  
Ltd.**

**Meghan Geoffrion**  
Senior Associate

## **SUMMARY**

Meghan Geoffrion, CEM is an experienced emergency management and homeland security professional with over 22 years of experience in exercise design and conduct, as well as program and project management for public safety and emergency management covering the full life cycle from planning and preparedness to response and recovery. With a proven track record in both local and state-level emergency management, Ms. Geoffrion applies a comprehensive, all-hazards approach to developing, exercising and executing tactics, operational plans, and strategies that prioritize the resilience and safety of the whole community. Her significant experience in grant and recovery funding brings a unique perspective to many planning and preparedness projects to help clients leverage all potential resources available. Ms. Geoffrion leads a diverse portfolio of emergency management projects for OGL overseeing the planning, design, execution and evaluation of high-impact exercises, coordinating all aspects of project delivery from initial concept through after-action reviews and improvement planning.

## **EDUCATION**

M.S., Emergency Management; Massachusetts Maritime Academy, 2011  
B.S., Criminal Justice; Westfield State College, 2006

## **RELEVANT EXPERIENCE**

### **Senior Associate**

#### **The Olson Group, Ltd., July 2024 – Present**

- Served as exercise support for the Delaware Emergency Management Agency contract.

### **Independent Contractor**

#### **Prevent Advisors, September 2023-Present**

- Emergency plan review and exercise support for ports, live entertainment and dynamic public assembly facilities

### **Independent Contractor**

#### **Continuum Preparedness, August 2022-August 2023**

- Emergency plan review for sports, live entertainment and dynamic public assembly facilities

### **Emergency Management Coordinator**

#### **Manchester Fire Department, May 2020-July 2024**

- Public safety event planning for preplanned events
- Oversaw EOC activations and serve as liaison in the City's Command Post as needed
- Grant writing and management
- Designed the City's Initial Disaster Assessment
- Designed and implemented a Daily Situational Awareness report
- Oversaw and coordinated the City's FEMA Public Assistance requests, as well as customized training
- Coordinated the City's involvement in the State's Seabrook Nuclear Power Plant exercises and training
- Conducted active threat training and exercises for the City and its partners
- Served as liaison to the State, local, private and non-profit partners
- Coordinated the City's Alternate Care Site, test and vaccine sites during COVID-19



### **Program Specialist**

#### **N.H. Department of Safety, Grants Management Bureau, July 2021 – September 2022**

- Designed and developed web-based grant applications and subrecipient reporting forms for various Homeland Security Grant programs

### **Training & Exercise Supervisor**

#### **N.H. Division of Homeland Security & Emergency Management, June 2019-May 2020**

- Oversaw the State's all-hazards training and exercise program including:
- Oversight of \$500,000 Homeland Security Grant funds annually
- Liaison to the New Hampshire Tactical Officers' Association
- Developed and implemented:
- Multiple discussion and operations-based exercises
- Web-based subrecipient grant processes, including forms and guidance documents
- Multi-Year Training & Exercise survey to assess statewide training and exercise needs; and
- Recruitment and vetting processes for instructor cadres

### **WebEOC Coordinator / Exercise & Training Officer**

#### **N.H. Division of Homeland Security & Emergency Management, December 2017-June 2019**

- Administration of the State's WebEOC platform, design and development of boards, account maintenance, development and execution of training, and system maintenance.
- Liaison to the New Hampshire Tactical Officers' Association
- Designed and conducted HSEEP compliant all-hazards exercises

### **State Exercise & Training Officer**

#### **N.H. Division of Homeland Security & Emergency Management, April 2017-December 2017**

- Designed and conducted HSEEP compliant all-hazards exercises for state and local agencies.

### **Program Assistant II**

#### **N.H. Division of Homeland Security & Emergency Management, November 2016-April 2017**

- Assigned to the Training & Exercise Unit for administrative support, grant reimbursements, scheduling and documentation for exercise conduct.

### **Communications Specialist**

#### **Bedford Police Department, February 2013-May 2018**

- Emergency dispatcher for police, fire, emergency medical service, animal control and highway department. Responsibilities included training new hires, cross training police officers, database management, developing call taking procedures. Requested as an annual speaker at the Citizens' Police Academy

## **CERTIFICATIONS AND MEMBERSHIPS**

- Certified Emergency Manager (CEM)
- Member, International Association of Emergency Managers (IAEM)

## **RELEVANT TRAINING**

- Homeland Security Exercise and Evaluation Program (HSEEP) Training
- Incident Command System 100, 200, 300, and 400 levels
- National Incident Management System (NIMS), IS 700, IS 800
- G-191 - ICS/EOC Interface
- IS-775 - EOC Management & Operations
- IS-2200 - Basic Emergency Operations Center Functions
- G-2300 - Intermediate Emergency Operations Center Functions




- IS-2901 - Introduction to Community Lifelines
- K-2302 - EOC Leaders Skillset
- K-2304 - EOC Planning Support Skillset
- FEMA Professional Development Series




## REFERENCES

OGI is proud to submit six diverse references for contracts with similar services to those identified in the RFP:

	<b>Seattle, Washington, Urban Areas Security Initiative (UASI) 2021 Threat and Hazard Identification and Risk Assessment (THIRA)/State Preparedness Report (SPR)</b>
<b>Contact/Reference:</b>	Darvan Cosby, Planning Coordinator 1 Pierce County, Washington, Emergency Management Phone: (253) 993-0167 Email: darvan.cosby@piercecountywa.gov
<b>Project Overview:</b>	OGI was selected to develop the Seattle UASI 2021 THIRA/SPR. The participating jurisdictions were Seattle City, King County, Pierce County, Snohomish County, and the City of Bellevue. In addition to the UASI Regional THIRA/SPR, OGI also assisted each jurisdiction in producing a local-level THIRA by defining local impacts and current capabilities to address gaps. OGI worked with the UASI's Emergency Management Subcommittee to identify the threats and hazards that affected both the region and each individual jurisdiction. We assisted in developing scenarios, defining contexts, and estimating the impacts for each category. OGI downloaded all data into FEMA's Unified Reporting Tool (URT), which produced detailed reports and an Executive Summary.


  

	<b>New Kent County, Virginia Threat and Hazard Identification and Risk Assessment (THIRA)</b>
<b>Contact/Reference:</b>	Rick Opett, Fire Chief/Emergency Manager New Kent County Fire and Rescue Phone: (804) 966-9618   Email: raopett@newkent-va.us
<b>Project Overview:</b>	OGI assisted New Kent County with its Threat and Hazard Identification and Risk Assessment through a series of workshops designed to walk local stakeholders through the four-step process of identifying local threats and hazards of concern, giving those threats and hazards the context in which they will most likely occur locally, establishing local capability targets for each of the 32 National Preparedness Goal (NPG) core capabilities based on local threats and hazards, and applying the results of the assessment to identify local resource requirements driven by the assessment to identify needs gaps to drive further strategic and fiscal planning. The first workshop focused on identifying local threats and hazards of concern to New Kent County, putting those threats and hazards into context, and identifying the impacts those threats and hazards will have as measured against each of the 32 NPG core capabilities. The second workshop focused on using the impacts identified




	<p>in the first workshop to identify New Kent County desired outcomes. The identification of impacts and desired outcomes informed the creation of local capability targets for each of the 32 NPG core capabilities that are based on local threats and hazards of concern. A final workshop was conducted to identify the resources New Kent County needs to reach each capability target, which helped identify needs gaps that will be used to complete further strategic and fiscal planning to fill the gaps.</p>
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 <b>RICE</b>	<b>Rice University Institutional Crisis Management Emergency Operations Plan, Continuity of Operations Plan, and Hazard Mitigation Plan</b>
<b>Contact/Reference:</b>	<p>Jerusha Kasch, Director of Institutional Crisis Management Rice University Houston, Texas 77005 Phone: (713) 348-6088   Email: JKasch@rice.edu</p>
<b>Project Overview:</b>	<p>OGL worked with Rice University Institutional Crisis Management to develop their Emergency Operations Plan (EOP), Hazard Mitigation Plan (HMP), and Continuity of Operations Plan (COOP). In addition to updating the University's EOP, OGL created new Mitigation, Preparedness, Response, and Recovery Annexes. The project involved working with each University Department with plan responsibilities to determine plan goals, objectives, and capabilities and resources of each stakeholder, determine alternate COOP sites and footprint, lines of authority and succession, and ordinance language to ensure continuity of government.</p> <p>The Hazard Mitigation Plan was developed by developing a modified THIRA to identify all potential hazards, gathering historical data regarding each hazard's impact to campus, ranking the hazards by frequency and severity, identifying mitigation projects to prevent or lessen the impacts of specific hazards, and assigning a priority level to each mitigation project.</p>

 <b>North Central Texas Council of Governments</b>	<b>North Central Texas Council of Governments Threat and Hazard Identification and Risk Assessment</b>
<b>Contact/Reference:</b>	<p>Justin Cox, THIRA Program Chair North Central Texas Council of Governments Phone: (817) 392-2877   Email: justin.cox@fortworthtexas.gov</p>
<b>Project Overview:</b>	<p>The Olson Group, Ltd. (OGL) led three separate THIRA and SPR conducts: 2017, 2018, and 2020 North Central Texas Council of Governments Threat and Hazard Identification and Risk Assessment (THIRA). OGL led 16 counties and 240 jurisdictions ("the region") through the THIRA and SPR process. To begin the THIRA process, OGL conducted a risk assessment to the region's susceptibility to over 30 threats and hazards. Through this process, OGL was able to identify ten (10) hazards that are most likely to impact the North Central Texas Region. Following the risk assessment process, OGL crafted ten (10) context descriptions for flooding, severe thunderstorms, tornadoes, wildland fire,</p>






 North Central Texas Council of Governments	<b>North Central Texas Council of Governments Threat and Hazard Identification and Risk Assessment</b>
	<p>gas pipeline explosion, dam/levee breach, biological attack and a complex coordinated terrorist attack.</p> <p>Through a series of meetings and conference calls with regional partners and working groups, OGL developed impacts and desired outcomes for each scenario. Follow-up meetings were used to validate the impacts and desired outcomes to develop capability targets. Regional meetings with stakeholders and working groups were held to develop the capability estimation to agreed-upon capability targets. Based on the results of these meetings OGL developed the Stakeholder Preparedness Review (SPR) identifying recent advancements in capability targets and regional gaps to be addressed in the upcoming year. Final deliverables for the project included an executive summary, THIRA final report, State Preparedness Report, and Regional Implementation Plan, then uploaded through the Unified Reporting Tool (URT) to FEMA.</p>

	<b>Sussex County, Delaware Sussex County Emergency Operations Center Multi-Jurisdictional Hazard Mitigation Plan Update</b>
<b>Contact/Reference:</b>	Joe Thomas Director, Sussex County Emergency Operations Phone: (302) 855-7801   Email : jthomas@sussexcountype.gov
<b>Project Overview:</b>	<p>OGL led the development of the 2016 update to the Sussex County Multi-Jurisdictional Hazard Mitigation Plan, incorporating the thirteen municipalities within the County in the process and the Plan. OGL and its project team are employing the same methodology and work plan described above to carry out this project. Through “whole community” engagement and public involvement, OGL developed a 1,500-page comprehensive HMP, which received FEMA approval and adoption by the County and all thirteen jurisdictions.</p> <p>OGL conducted a Hazard Identification and Risk Assessment for the 13 jurisdictions participating in the plan. The work involved a review and update of Hazard Identification section of the HMP and included:</p> <ul style="list-style-type: none"><li>• Update of Hazard Analysis for incidents since 2003.</li><li>• Update of Hazard Vulnerability, utilizing HAZUS-MH, statistical analysis, and statistical data from incident reports and an updated description of the jurisdiction's vulnerability to the hazards identified as well as: a) the types and numbers of existing and future buildings, infrastructure, and critical facilities located in the identified hazards; and b) an estimate of the potential dollar losses to vulnerable structures identified and a description of the methodology used to prepare for the estimate.</li><li>• Land uses and development trends and identification of any areas that may be proposed for intense development that are located in high hazard areas.</li></ul>



	<ul style="list-style-type: none"> <li>• Alignment with FEMA Core capabilities.</li> <li>• Development of appropriate mitigation strategies.</li> </ul>
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	<b>Threat and Hazard Identification and Risk Assessment, Security Assessment, Comprehensive Emergency Management Plan and Active Shooter Training and Tabletop Exercise</b>
<b>Contact/Reference:</b>	Mario Bignotti, Director of Security George Washington's Mount Vernon Phone: 703-799-8681   Email: mbignotto@mountvernon.org
<b>Project Overview:</b>	<p>As part of an ongoing project, the Olson Group, Ltd. was contracted to perform a comprehensive THIRA and Security Assessment; develop comprehensive emergency plans; and develop and conduct active shooter training and exercises. The project was divided into three main phases:</p> <ul style="list-style-type: none"> <li>• Phase I addressed the basic Threat and Hazard Identification Risk Assessment as they relate to the security concerns of the Mansion and Core Buildings (Servants Hall Kitchen) and surrounding grounds.</li> <li>• Phase II examined the broader scope of Threat and Hazard Identification and Risk Analysis (THIRA) for the remaining facilities and property.</li> <li>• Phase III focused on the development of a Comprehensive Emergency Management Plan (CEMP) for George Washington's Mount Vernon focused on the most likely threats and vulnerabilities identified in Phases I and II of the project. As part of this phase, staff and volunteers received training on the new plans and procedures, culminating with a Tabletop Exercise (TTX) to reinforce the training and use of the CEMP. OGL also developed customized active shooter training and an exercise to reinforce the training.</li> </ul>

## APPROACH AND METHODOLOGY

### Purpose and Understanding of the THIRA and SPR

Hazard identification and the assessment of the risks those hazards pose are not novel in and of themselves and are a well-established practice in Charlotte County. The THIRA/SPR process, embodied in CPG 201, 3<sup>rd</sup> Edition, is the latest attempt to provide communities with the answers to five key questions:

- What do we need to prepare for?
- What level of capability do we need to be prepared?
- What are our current capabilities?
- What gaps exist between the capabilities we need and those we currently have?
- How can we address our capability gaps?

Jurisdictions across the country have long recognized the need for collaboration and whole-community



involvement in preparedness through the creation of discipline, and capability-based working groups.

Through OGL's involvement in the development of numerous programs, trainings, assessments, plans and exercises for similar projects, we have witnessed firsthand how the outputs of the THIRA/SPR have provided other cities and regions with a strong foundation to prioritize decisions, close gaps in capability, support continuous improvement and drive coordination among cities and counties across the nation.

We are excited about this opportunity to apply the interconnected THIRA/SPR process. The THIRA framework provides a standardized approach for collecting specific and quantitative information, while also providing important context to the threats, hazards, and vulnerabilities facing the jurisdiction. Through the updated SPR process, Charlotte County will be able to collect more detailed and actionable data on its current capabilities and identified capability gaps. Through the engagement of local SMEs through workshops, meetings, interviews, and other appropriate methods, OGL will assist in better documenting Charlotte County's strategies for addressing those gaps and assessing the impact of relevant funding sources to build and sustain capabilities.

### Technical Approach

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The Olson Group is proposing to fully support the THIRA/SPR project for Charlotte County while substantially mitigating demands on stakeholder time over the life of the project. OGL has developed a number of techniques designed to streamline the data collection and document review process, eliminating unnecessary meetings and other timewasters using innovative, user-friendly tools to promote engagement. OGL's methodology fully adheres to FEMA's current THIRA and SPR CPG201, 3<sup>rd</sup> Edition, as well as the most recent FEMA THIRA/SPR development guidance.

In the following pages, we describe our approach to fulfilling the tasks and deliverables identified in the RFP, as shown in Figure 1. Our recommended approach creates efficiencies and enhances the effectiveness of Work Groups.

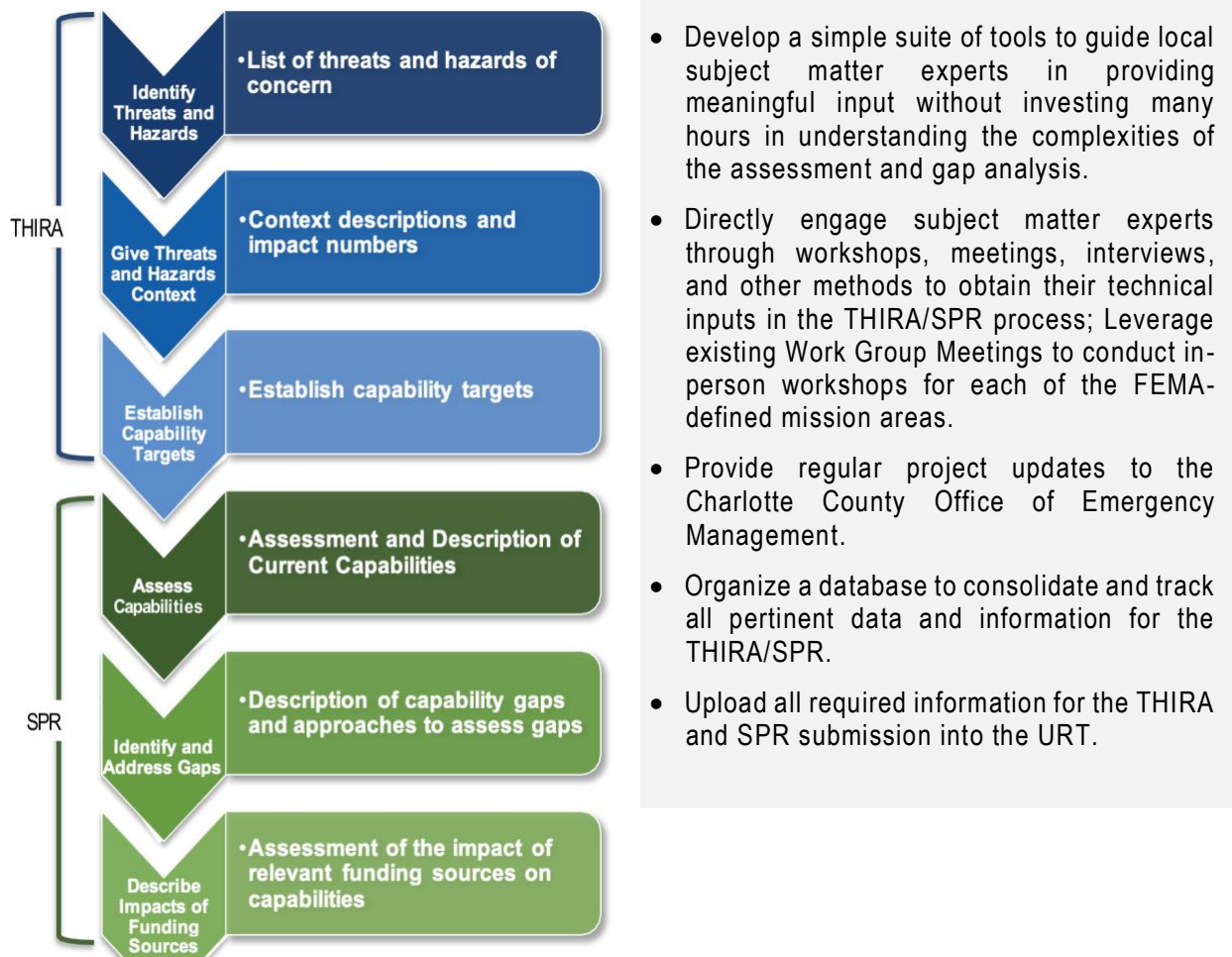


Figure 1. Major Project Deliverables Aligned with FEMA's THIRA and SPR Process Guidance

OGL Project Manager Matthew Marquis will work closely with the Charlotte County THIRA/SPR lead to further refine a detailed project plan tailored to the County's requirements and timetable. The notional project timeline with associated deliverables is provided in the table below.

#### THIRA/SPR Development Timeline

Component/Phase	Timeframe (All dates 2025)	Tasks/Deliverables
Kickoff Meeting	Within 10 Days of Contract Start (assumed June 1, 2025)	<ul style="list-style-type: none"><li>• Conduct project kickoff meeting; complete meeting minutes</li><li>• Refine schedule in concert with County lead and stakeholder representatives</li></ul>
Research	June – August 2025	<ul style="list-style-type: none"><li>• Review and analysis of existing documents relevant to the THIRA/SPR updates, including<ul style="list-style-type: none"><li>○ Previous THIRA/SPR submissions and FEMA feedback</li><li>○ Other relevant data</li></ul></li></ul>



		○ FEMA 2020/2021 THIRA/SPR guidance
Stakeholder Engagement Tools	June 16 – 30 June 30	<ul style="list-style-type: none"><li>• Tailor tools based on prior THIRA/SPR data baseline</li><li>• Presentation to stakeholders</li><li>• Distribution of data collection/analysis tools</li><li>• Password access</li></ul>
Mission-Area Workshops	July 15 – August 30	<ul style="list-style-type: none"><li>• Face-to-face meetings</li><li>• Augmented with Web-based meetings</li><li>• Facilitated data collection tools</li></ul>
Data Collection and Analysis	June – September	<ul style="list-style-type: none"><li>• Excel Data Platform populated</li><li>• Consolidate and track data</li><li>• Password-protected access to site for stakeholders</li></ul>
Executive Summary	September 15 October 1	<ul style="list-style-type: none"><li>• Draft to DEM</li><li>• Feedback and review</li><li>• Incorporate comments</li><li>• DEM approval</li></ul>
Draft SPIRA/SPR	October 1 October 15 November 1	<ul style="list-style-type: none"><li>• Draft under development</li><li>• Draft to DEM</li><li>• DEM Leadership Review</li></ul>
Final Draft SPIRA/SPR	November 1 – 15 November 30	<ul style="list-style-type: none"><li>• Incorporate DEM feedback</li><li>• Prepare Final Draft Charlotte County Office of Emergency Management Review</li></ul>
EM Review	December 1 December 15 December 15 – 30	<ul style="list-style-type: none"><li>• Review</li><li>• Charlotte County Presentation</li><li>• Incorporate Charlotte County EM Feedback</li><li>• Entry into URT</li></ul>
Project Closeout	December 30	

Throughout the project, OGL will conduct “touch base” calls with the Charlotte County project lead and key stakeholders as appropriate to provide updates on the status of deliverables. We will also produce a monthly status report, detailing the previous period’s activities, issues and recommended resolutions, and anticipated activities for the next period. At a minimum, OGL will organize and facilitate three formal planning meetings with Charlotte County stakeholders as described in greater detail below.

### ***Step 1: Project Initiation and Discovery***

May 2025

**Project Kickoff Meeting:** Upon contract award, OGL will schedule a Project Kickoff Meeting (virtual, face-to-face, or combination) with the Charlotte County Office of Emergency Management and other stakeholders. The meeting will allow participants to review and confirm the project plan and timeline. OGL staff will work with stakeholders to formalize the schedule for major project meetings, including

- EM Subcommittee (Core Planning Team) Initial Planning Meeting (IPM),
- Work Group Mission Area meetings,
- Core Planning Team Mid-Term Planning Meeting (MPM) to review project progress and discuss and resolve any challenges, and





- Final Planning Meeting (FPM) to consider and approve key findings for the THIRA/SPR submittal

At this time, OGL will also provide an overview of our user-friendly Data Collection Tool (described below in Stakeholder Engagement Tools).

**Research:** Following the Project Kickoff Meeting, OGL will conduct a review and analysis of existing documents relevant to the THIRA/SPR, including recent AARs for both exercises and real-world incidents, updated mitigation and response plans, public safety and emergency management budgets, and other relevant data. We will thoroughly review FEMA's most current THIRA/SPR guidance, Technical Assistance workshop materials, and any state guidance.

**Stakeholder Engagement Tools:** We understand the THIRA and SPR process can be a dauntingly time-consuming task for stakeholders with other responsibilities. As a consequence, some jurisdictions driven primarily by grant eligibility default to rough estimates of impacts and capabilities. OGL believes such an approach does their citizens and themselves a disservice. A fully developed THIRA/SPR can provide a practical roadmap for enhancing the region's capability to prevent, protect, mitigate, respond, and recover in the event of disasters large and small. OGL is committed to helping Charlotte County to create assessments and strategies of enduring utility.

OGL proposes to use a straightforward suite of user-friendly THIRA/SPR tools to collect real data from stakeholders with the least possible impact on their time. OGL will tailor our suite of tools to help local subject matter experts provide meaningful input efficiently. Tools will be provided to stakeholders for review and approval prior to distribution for use.

OGL will create an easy-to-use Data Collection Tool to facilitate the capture of information on threats, capabilities, and gaps. The tool will be built on data submitted in past THIRAs, structured to ease review, edits, and adjustments, and to minimize "blank page" paralysis. This tool will also better enable newer staff to make meaningful contributions to the THIRA process.

**Data Collection and Analysis (throughout the project):** At its core, the THIRA/SPR is about collecting, analyzing and assembling data on risks and preparations to meet those risks. The Olson Group believes that the data collected during this effort has significant utility for planning purposes beyond THIRA and SPR,

OGL's **Transparency By Design** embodies our emphasis on communication with stakeholders throughout the THIRA/SPR process. OGL uses web-based tools and resources to enhance project visibility, collaboration and accountability at each step.

Features of OGL's approach include:

**Access Throughout the Planning Process** – All authorized stakeholders can be provided access to OGL's online document management system so they can gauge real time progress and provide critical feedback throughout the data collection and assessment process without waiting for the next formal planning meeting. Draft materials are available on-line in a dedicated, password-protected folder.

**Stakeholder Participation and Collaboration** – The combination of 24/7 access to project materials in progress and an ongoing email dialogue apprising stakeholders of updates to documents and requests for input translates into easy, on-going participation built around local participants' schedules.

**Enhanced Data Sharing** – The system's secure document library provides a simple way to contribute, collect, and organize information needed during the THIRA/SPR process.

Our approach allows real-time tracking of all aspects of the project and encourages remote collaboration. This significantly improves stakeholder participation while minimizing direct and indirect costs of additional meetings.



including hazard mitigation, response management, training and exercise, and, of course, budget planning. OGL will collect, organize, and track all pertinent hazard, risk, and mitigation data in an easy-to-use, searchable, and sortable Microsoft Excel workbook database, which will export easily and provide a valuable legacy resource for Charlotte County.

### ***Step 2: THIRA and SPR Conduct***

Late May 2025

**Initial Planning Meeting of the Stakeholders Working Group:** In coordination with key stakeholders, OGL will conduct a minimum of three formal planning meetings to update the Stakeholders Working Group on the project's status and obtain their concurrence and approval on various elements of the submission. The Initial Planning Meeting (IPM) will focus on providing an overview of the project and outlining OGL's approach to data collection. We will also distribute the data collection toolkit for review and approval. Once validated, OGL will facilitate a discussion of the THIRA scenarios. At the conclusion of this meeting, OGL will have an updated list of community threats and hazards of concern, as well as stakeholder feedback regarding the THIRA scenarios. Following the meeting, OGL will update the THIRA scenarios as appropriate. OGL will also engage Charlotte County's GIS community to help visualize the scope, footprint, and impacts of the identified threats and hazards.

June - July 2025

**Collaboration with Local Subject Matter Experts:** The engagement of local subject matter experts (SMEs) is critical to the THIRA and SPR processes. The SMEs help provide context to the threats and hazards, can best identify current capabilities against capability targets, and determine realistic strategies to address any gaps.

The focus for the first set of meetings is to take the findings from the Core Planning Team IPM consolidated information from the Data Collection Tool to review the current estimated impacts and enhance where needed, review the capability targets, including the maximum requirement found in FEMA guidance. OGL will conduct additional meetings or interviews as necessary to complete our analysis.

In the next set of meetings, OGL will facilitate the steps in the SPR process to identify the current capabilities against the target capabilities, identify any gaps and collaboratively develop strategies and approaches, and implementation steps to address the gaps between the current and target capabilities, and assess the impact of funding sources on the capabilities. Following the workshops, OGL will update the estimated impacts, capability targets, and document SPR findings as appropriate. Additional meetings will be scheduled as necessary to ensure all mission areas are addressed.

### ***Step 3: Project Update Briefing, Data, and Executive Summary Preparation***

July 2025

**Mid-Term Planning Meeting of the Stakeholders Working Group:** OGL will conduct a Mid-Term Planning Meeting (MPM). The purpose of this meeting is to brief the Core Planning Team on the project's progress and any identified challenges. OGL will also use the meeting as an opportunity to adjudicate any conflicting findings and recommendations.

July - September 2025

**Draft and Final Executive Summary:** With the THIRA and SPR data collected and analyzed and feedback from the Stakeholders Working Group in hand, OGL will work with the Charlotte County Office of Emergency Management to develop a draft summary and present it for review by the Office of Emergency Management by August 15, 2025. Following a 15-day review period, OGL will incorporate any changes and feedback provided into a final draft, which will be delivered to the Office of Emergency Management no later than September 30, 2025.



***Step 4: Final Review, URT Upload, and Project Closeout***

October 1-15, 2025

**Final Planning Meeting of Stakeholders Working Group:** OGL will conduct a Final Planning Meeting (FPM) with the Stakeholders Working Group to present the final documentation for review. The stakeholders will have until October 15, 2025 to review and provide any final changes NLT October 30, 2025.

**Submittal of THIRA, SPR, and Supporting Forms:** OGL will work with the Charlotte County Office of Emergency Management to upload the THIRA, SPR, Post-assessment, CPG 201 compliance form, and UAWG form into FEMA's online URT portal.

Upon submission, OGL will conduct a Project Closeout Debriefing with the Charlotte County Office of Emergency Management.



## PROPOSED FEE SCHEDULE AND COST

The Olson Group proposes a firm-fixed price for this project \$61,500.00.

The bid cost reflects our most competitive rates for state and local government services. Our firm-fixed-price is inclusive of all labor, travel, materials and other direct costs. OGL proposes to submit invoices to the County on a monthly basis, broken into seven (7) equal payments of \$8,785.70, as shown below. Each invoice will be accompanied by a report detailing work performed during the previous month. Payment terms will be Net 30.

OGL is prepared to negotiate the final scope of work and price with Charlotte County.

INVOICE DATE	INVOICE AMOUNT
July 1, 2025	\$8,785.70
August 1, 2025	\$8,785.70
September 1, 2025	\$8,785.70
October 1, 2025	\$8,785.70
November 1, 2025	\$8,785.70
December 1, 2025	\$8,785.70
January 1, 2026	\$8,785.70
<b>TOTAL:</b>	<b>\$61,500.00</b>

Should you have any questions or require clarification regarding this proposal, please contact:

Kyle B. Olson  
President  
The Olson Group, Ltd.  
209 Madison Street, Suite 410  
Alexandria, Virginia 22314  
Office: (703) 518-9982 (Main) | (703) 625-9387 (Cell)  
Email: [kbolson@olsongroupltd.com](mailto:kbolson@olsongroupltd.com)



Proposal in Response to Charlotte County's RFP No. 2024000566  
Charlotte County Threat and Hazard Risk Assessment



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/31/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Welch, Graham & Ogden Ins., Inc. 7723 Ashton Avenue Manassas VA 20109		<b>CONTACT NAME:</b> Jennifer Bennett <b>PHONE (A/C, No, Ext):</b> (703) 530-1300 <b>FAX (A/C, No):</b> (703) 530-9994 <b>E-MAIL ADDRESS:</b> certificates@wgoins.com	
<b>INSURED</b> The Olson Group Ltd 44 Canal Center Plaza Suite 103 Alexandria VA 22314		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> CSU Producer Resources, Inc. <b>NAIC #</b> 13037 <b>INSURER B:</b> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	

COVERAGES CERTIFICATE NUMBER: 24-25 Master Liab REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CSU0045016	02/13/2024	02/13/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 1,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			CSU0045016	02/13/2024	02/13/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$			CSU0068161	02/13/2024	02/13/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Insurance Verification	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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ACORD 25 (2016/03)

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## 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 3/4/25      Addendum No. 2 Dated 3/11/25      Addendum No. 3 Dated 3/13/25  
Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_      Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_      Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_

Type of Organization (please check one):      INDIVIDUAL      ( )      PARTNERSHIP      ( )  
CORPORATION      (X)      JOINT VENTURE      ( )

The Olson Group, Ltd.      (703) 518-9982  
Firm Name      Telephone

Not Applicable      20-3551189  
Fictitious or d/b/a Name      Federal Employer Identification Number (FEIN)

209 Madison Street, Suite 410  
Home Office Address

Alexandria, Virginia 22314      19.5 (Since September 2005)  
City, State, Zip      Number of Years in Business

5110 Dandelion Street, Apollo Beach, Florida 33572  
Address: Office Servicing Charlotte County, other than above

Kyle B. Olson, President      (703) 625-9387  
Name/Title of your Charlotte County Rep.      Telephone

Kyle B. Olson, President  
Name/Title of Individual Binding Firm (Please Print)

      March 14, 2025  
Signature of Individual Binding Firm      Date

kboison@olsongroupltd.com  
Email Address

(This form must be completed & returned)



Proposal in Response to Charlotte County's RFP No. 2024000566  
Charlotte County Threat and Hazard Risk Assessment

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Type of Organization (please check one):      INDIVIDUAL      (☐)      PARTNERSHIP      (☐)  
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Type of Organization (please check one):      INDIVIDUAL      ( ) PARTNERSHIP      ( )  
CORPORATION      (X) JOINT VENTURE      ( )

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      March 14, 2025  
Signature of Individual Binding Firm      Date

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