

CONTRACTUAL AGREEMENT

For

INVITATION TO NEGOTIATE (ITN) # 2022-16MCSA

ENTITLED: DISASTER RECOVERY OPERATIONS

Between

THE UNIVERSITY OF CENTRAL FLORIDA BOARD OF TRUSTEES AND INTEGRATED
SOLUTIONS CONSULTING, CORP.

This Agreement is entered into and effective as of the date of the last signature hereto, by and between The University of Central Florida Board of Trustees ("University" or "UCF") and Integrated Solutions Consulting, Corp. ("Contractor"). The parties agree as follows:

1. **ACKNOWLEDGMENT.** The Contractor acknowledges that:
 - A. The University is a public entity of the State of Florida;
 - B. The University is exempt from federal and Florida taxes;
 - C. Except for its employees acting within the course and scope of their employment, UCF shall not indemnify any entity or person and, then, such indemnification is limited to the express terms of §768.28, Florida Statutes. The University of Central Florida is self-insured to the extent of its liability under law, and any liability in excess of that specified in statute may be awarded only through special legislative action. Accordingly, UCF's liability and indemnification obligations in this Agreement shall be effective only to the extent expressly required by §768.28, Florida Statutes. Any provision requiring UCF to provide insurance coverage other than the State of Florida self-insurance shall not be effective.
2. **DESCRIPTION OF SERVICES.** The Contractor will provide **disaster management consulting services**. Goods/services shall be provided in accordance with UCF's Invitation to Negotiate (ITN) **Number** 2022-16MCSA and the Contractor's Offer in response thereto, both of which are incorporated by reference and the terms of this Agreement. The Contractor is an independent contractor pursuant to Florida law and assumes full responsibility for completion of the services/delivery of the goods, as described in detail in Attachment "B" to this Agreement, which is incorporated herein for all purposes. Such services/goods shall be rendered/delivered in accordance with the schedule and for the amounts set forth in Attachment "A".
3. **CONTRACT TERM.** The Contractor shall commence performance of the terms of this Agreement on or about November 1, 2023, and shall end his/her performance of this Agreement on June 30, 2028. The University may renew/extend this Agreement, as mutually agreed to by both parties. Total renewals shall not exceed 5 years or twice the length of the original term, whichever is longer. An extension may not exceed 12 months or until completion of the competitive solicitation and award or protest, whichever is longer.

4. PAYMENT.

- A.** The University shall have sufficient time (as determined by the University) after its actual receipt of ordered goods or services to inspect and approve/disapprove the goods and/or services. It is the policy of the University that invoices on goods and/or services that have been received, inspected and approved by the University will generally be paid within thirty (30) days of the University's receipt, inspection and approval thereof. Until the University receives a properly completed invoice, the payment process will not begin.
- B.** Advance payment for goods and services shall not be made except in accordance with applicable Florida law.
- C.** The University shall not be bound to any prepayment penalty clauses.
- D.** Bills for approved travel expenses shall be submitted in accordance with §112.061, Florida Statutes. The University may establish rates not to exceed the maximum allowed as provided in §112.061, Florida Statutes. The University reserves the right not to pay travel expenses unless the University approves such expenses in advance, in writing. The University has the right to make travel arrangements for the Contractor.
- E.** Bills for fees or other compensation for services or expenses shall be submitted in sufficient detail with supporting documentation sufficient for pre-audit and post-audit.

5. CONTRACTOR OMBUDSMAN STATEMENT. The University has established a Contractor Ombudsman who acts as an advocate for contractors who may be experiencing problems in obtaining timely payment(s). The Contractor Ombudsman may be contacted at (407) 882-1082.

6. ANNUAL APPROPRIATION. The University's performance and obligations under this Agreement are subject to and contingent upon annual appropriations by the Florida Legislature and other funding sources.

7. ASSIGNMENTS. Under no circumstances shall the Contractor assign to a third party any right or obligation of the Contractor pursuant to this Agreement without prior written consent of the University. If the Contractor is, or during the term of this Agreement becomes, an individual on the payroll of the State of Florida, the Contractor represents that he or she has complied with all applicable provisions in the Florida Statutes and Florida Administrative Code regarding outside or dual employment and compensation.

8. BILLING. The University shall only submit payment to the Contractor if the Contractor has provided the University with approved invoices. Mere statements in lieu of approved invoices will not be accepted by the University. All invoices must specifically describe the services and/or goods provided, the dates and hours that the services were rendered and/or goods delivered and the fee charged. The Contractor shall deliver the invoices to UCF's Division of Finance, unless the Contractor has been otherwise instructed by the University. The Contractor must display the applicable purchase order number on the face of each of

the Contractor's invoices to the University. The University will not be responsible for any goods or services delivered without a properly completed University purchase order or other order provided in writing by a duly authorized University signatory or designee. If the Contractor's invoice lists any freight or cartage charges, such invoice must attach all of the Contractor's receipted transportation bills.

9. **CANCELLATION/TERMINATION.** This Agreement may be unilaterally cancelled by UCF for refusal by the Contractor to allow public access to all documents, papers, letters, or other materials subject to the provisions of Chapter 119, Florida Statutes and made or received by the Contractor in conjunction with this Agreement. UCF also may terminate this Agreement without cause on thirty (30) days' advanced written notice to the Contractor. The parties to this Agreement may terminate the Agreement at any time by mutually consenting in writing. Either party may terminate this Agreement immediately for breach by the other that remains substantially uncured after thirty (30) days' advanced written notice to the breaching party, which notice describes the breach in detail sufficient to permit cure by the breaching party. The University shall be liable only for payment for services satisfactorily rendered/goods satisfactorily delivered and accepted from the date of commencement until the effective date of cancellation/termination.
10. **COMPLIANCE.** The parties shall at all times comply with all applicable ordinances, laws, rules and regulations of local, state and federal governments, or any political subdivision or agency, or authority or commission thereof, which may have jurisdiction to pass laws, ordinances, or make and enforce rules and regulations with respect to the parties.
11. **EXPORT CONTROL.** The parties shall comply with all applicable U.S. export control laws and regulations, including but not limited to the International Traffic in Arms Regulations (ITAR), 22 CFR Parts 120 through 130, the Export Administration Regulations (EAR), 15 CFR Parts 730 through 799 and/or other restrictions imposed by the Treasury Department's Office of Foreign Asset Controls (OFAC), in the performance of this Agreement. The parties agree that no technology, related data or information will be exchanged or disseminated under this Agreement nor any collaborations conducted pursuant to this Agreement that are export controlled pursuant to the export control laws of the United States, including the EAR, ITAR, and any other applicable regulations. The Parties agree that the Contractor will not provide the University with any ITAR or EAR restricted technology and/or related data, and that any ITAR or EAR restricted technologies and/or data produced in furtherance of this Agreement will be in the exclusive possession of the Contractor, and at no time will any export controlled technologies, related data, or information be intentionally or inadvertently transferred to the University, its facilities, labs, staff, researchers, employees, officers, agents, servants or students in the performance of this Agreement. If the Contractor wishes to disclose export-controlled technology or technical data to the University, the Contractor will, prior to disclosing any information, technical data or source code that is subject to export controls under federal law, notify the University in writing that the material is export controlled and shall identify the controls that apply. The University shall have the right to decline or limit (a) the receipt of such information and (b) any task requiring receipt of such information. In the event the Contractor sends any such technical data or product that is subject to export control without

notice of the applicability of such export control, the University has the right to immediately terminate this Agreement. The Contractor understands and agrees that to the extent the Contractor's personnel have access to work or materials subject to U.S. export controls while on University property, such personnel will meet all federal export control regulatory requirements or have the appropriate U. S. government approval.

12. **CONFLICTS OF INTEREST.** Acceptance of this Agreement shall certify that the Contractor is aware of the requirements of Chapter 112, Florida Statutes and in compliance with the requirements of Chapter 112, Florida Statutes and other laws and regulations concerning conflicts of interests in dealing with entities of the State of Florida. The Contractor certifies that its directors and/or principal officers are not employed and/or affiliated with the University unless a current Conflict of Interest (Report of Outside Activity/Employment) form has been completed, executed by such director or officer and approved in accordance with applicable University policies or rules. Violation of this section by Contractor shall be grounds for cancellation of this Agreement.
13. **DELIVERY.** Delivery is to be made to the "Ship To" location shown on the face of this purchase order. When delivery is specified to a location other than the University's Central Receiving Department, the Contractor shall direct its carrier to telephone the University's Central Receiving Department before unloading. Delivery of all shipments shall occur between 9:00 a.m. and 4:00 p.m., Mondays through Fridays only, except on State of Florida or U.S. holidays, or University holidays or closures. Indicated on the face of this purchase order is the "Delivery Desired By" date; failure to make delivery by or before "Delivery Desired By" constitutes cause for cancellation of this Agreement by the University. The University of Central Florida is committed to sustainable practices. Palletized shipments should not exceed 1500 pounds per pallet and when possible, should be shipped on a 40"x 48" pallet. The Contractor shall include a packing list showing contents of shipment (if shipment is made in two or more containers). No boxing, packing, installation, assembly, or similar charges (not included in the item price) will be allowed unless expressly and specifically authorized in writing by the University on the face of this purchase order.
14. **EMPLOYMENT OF ALIENS.** The Contractor's employment of unauthorized aliens, if any, shall be considered a violation of §§274(e) of the Immigration and Nationality Act. If the Contractor knowingly employs unauthorized aliens, such violation shall be cause for unilateral cancellation of the Agreement by the University.
15. **FORCE MAJEURE.** No default, delay or failure to perform on the part of UCF shall be considered a default, delay or failure to perform otherwise chargeable, hereunder, if such default, delay or failure to perform is due to causes beyond UCF's reasonable control including, but not limited to, strikes, lockouts, actions or inactions of governmental authorities, epidemics, pandemics, wars, embargoes, fire, earthquakes, acts of God, or default of common carrier. In the event of such default, delay or failure to perform due to causes beyond UCF's reasonable control, any dates or times by which UCF is otherwise scheduled to perform shall be extended automatically for a period of time equal in duration to the time lost by reason of the cause beyond the reasonable control of UCF.

16. **GOVERNING LAW AND VENUE.** This Agreement and any attachments and addenda hereto are subject to and governed by Florida law. Venue for any action arising hereunder shall be in Orange County, Florida. The University is entitled to the benefits of sovereign immunity, including immunities from taxation.
17. **HEADINGS.** Headings have been included in this Agreement for convenience only and shall not affect the interpretation of any terms found herein.
18. **INDEMNIFICATION.** The Contractor shall hold the University of Central Florida Board of Trustees and the University's officers, employees, agents and/or servants harmless and indemnify each of them against any and all liabilities, actions, damages, suits, proceedings, and judgments from claims arising or resulting from the acts or omissions of the Contractor, its employees, its agents or of others under the Contractor's control and supervision. If any part of a delivery to the University pursuant to this Agreement is protected by any patent, copyright, trademark, other intellectual property right or other right, the Contractor also shall indemnify and hold harmless the University of Central Florida Board of Trustees and the University's officers, employees, agents and/or servants from and against any and all liabilities, actions, damages, suits, proceedings and judgments from claims instituted or recovered against the University by any person or persons whomsoever on account of the University's use or sale of such article in violation of rights under such patent, copyright, trademark, other intellectual property right or other right.
19. **INDEPENDENT CONTRACTOR.** Each of the parties is an independent contractor and nothing contained herein shall constitute or designate any of the employees or agents of one party as employees or agents of the other party.
20. **NO JOINT VENTURE.** Nothing contained in this Agreement shall be construed to create a joint venture, partnership, or other like relationship between the parties.
21. **LEASED EQUIPMENT.** The risk of loss or damage to leased equipment, goods or property shall not transfer to the University except as provided in §680.219, Florida Statutes. Any security interest in the leased equipment, goods or property granted to the Contractor contrary to AGO 79-72 and AGO 80-9 is null and void. Limitations of remedies provisions, which are unconscionable under applicable Florida law, are void.
22. **MATERIAL SAFETY DATA SHEET (MSDS).** In compliance with Florida Statutes, Ch. 442, a Material Safety Data Sheet (MSDS) must accompany any applicable item delivered under this Agreement.
23. **NON-PERFORMANCE.** Neither party shall be required to perform under this Agreement or any attachments or addenda hereto executed by the University's duly authorized signatory when such performance is delayed or prevented by any cause beyond the party's or parties' control. This Agreement and any attachments and addenda hereto executed by

the University's duly authorized signatory may not be altered, amended or assigned without the prior written agreement of all the parties.

24. **NOTICES.** Any written notices between the parties shall be sent by certified mail to the following addresses, or other addresses of which the parties shall have notified each other.

For UCF: Procurement Services
12424 Research Pkwy
Suite 355
Orlando, FL, 32826
procurement@ucf.edu

For Contractor: Integrated Solutions Consulting
220 S. Buchanan St.
Edwardsville, IL 62065
Dan.Martin@i-s-consulting.com

25. **PARKING.** The Contractor shall ensure that all vehicles parked on campus for purposes relating to work resulting from this Agreement shall have proper parking permits. This applies to all personal vehicles and all marked and unmarked company vehicles that will be on any University campus for one (1) day or more or on a recurring basis. All such vehicles must be registered with University's Parking Services Department, and parking permits must be purchased by the Contractor. The Contractor's vehicle(s) shall observe all parking rules and regulations. Failure to obtain parking permits, properly display them, and otherwise comply with all of the University's parking rules and regulations could result in the issuance of a parking ticket and/or towing at the expense of Contractor or Contractor's employees. UCF's Parking Services Department can be contacted at (407) 823-5812 for additional information pertaining to parking and parking fees/rates.

26. **WORK FOR HIRE.** Any work specifically created for the University under this Agreement by the Contractor or anyone working on behalf of the Contractor (the term Contractor shall encompass both) shall be considered a "work for hire." All designs, prints, paintings, artwork, sketches, etchings, drawings, writings, photographs, or any other work or material or property produced, developed or fabricated and any other property created hereunder, including all material incorporated therein and all preliminary or other copies thereof (the "Materials") shall become and remain the property of the University, and, unless otherwise specifically set forth herein, shall be considered specially ordered for the University as a "work made for hire," or, if for any reason held not to be a "work for hire," the Contractor who created, produced, developed or fabricated the Materials hereunder assigns all of his/her right, title and interest in the Materials to the University. The University shall own all right, title and interest in the Materials. The Contractor agrees upon request to execute any documents necessary to perfect the transfer of such title to the University. The Materials shall be to the University's satisfaction and are subject to the University's approval. The Contractor bears all risk of loss or damage to the Materials until the University has accepted delivery of the Materials. The University shall be entitled to return, at the Contractor's expense, any Materials which the University deems to be unsatisfactory. On or before completion of the Contractor's services hereunder, the Contractor must furnish the University with valid and adequate releases necessary for the unrestricted use of the Materials for advertising or trade purposes, including model and property releases relating to the Materials and releases from any persons whose names, voices or likenesses are incorporated or used in the Materials. The Contractor hereby represents and warrants that (a) all applicable laws, rules and regulations have been

complied with, (b) the Contractor is free and has full right to enter into this Agreement and perform all of its obligations hereunder, (c) the Materials may be used or reproduced for advertising or trade purposes or any commercial purposes without violating any laws or the rights of any third parties and (d) no third party has any rights in, to, or arising out of, or in connection with the Materials, including without limitation any claims for fees, royalties or other payments. The Contractor agrees to indemnify and hold harmless the University of Central Florida Board of Trustees and those acting for or on its behalf, the State of Florida and the Florida Board of Governors and their respective officers, agents, employees and servants from and against any and all losses, claims, damages, expenses or liabilities of any kind, including court costs and attorneys' fees, resulting from or in any way, directly or indirectly, connected with (a) the performance or non-performance of the University's order by the Contractor, (b) the use or reproduction in any manner, whatsoever, or (c) any breach or alleged breach of any of the Contractor's agreements or representations and warranties herein.

27. PUBLIC RECORDS, CONTRACT FOR SERVICES: COMPLIANCE WITH SECTION 119.0701, F.S.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: Office of the General Counsel, (407) 823-2482, gcounsel@ucf.edu, University of Central Florida, 4365 Andromeda Loop N., Millican Hall, Suite 360, Orlando, FL 32816-0015

PUBLIC RECORDS, CONTRACT FOR SERVICES

To the extent that the Contractor meets the definition of "contractor" under Section 119.0701, Florida Statutes, in addition to other contract requirements provided by law, the Contractor must comply with public records laws, including the following provisions of Section 119.0701, Florida Statutes:

1. Keep and maintain public records required by the public agency to perform the service.
2. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.
4. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records

disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

A request to inspect or copy public records relating to a public agency's contract for services must be made directly to the public agency. If the public agency does not possess the requested records, the public agency shall immediately notify the contractor of the request, and the contractor must provide the records to the public agency or allow the records to be inspected or copied within a reasonable time.

If a contractor does not comply with the public agency's request for records, the public agency shall enforce the contract provisions in accordance with the contract.

This Contractor and any subcontractors shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a), 60-741.5(a), and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender, identity, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sexual orientation, gender identity, national origin, protected veteran status, or physical or mental disability.

28. **RECORDS.** The Contractor agrees to keep and maintain separate and independent records, in accordance with generally accepted accounting principles, devoted exclusively to its obligations and activities pursuant to this Agreement. Such records (including books, ledgers, journals, and accounts) shall contain all entries reflecting the business operations under this Agreement. The University or its authorized agent shall have the right to audit and inspect such records from time to time during the term of this Agreement, upon reasonable notice to the Contractor.
29. **TAXES.** The University shall not pay any intangible taxes, property taxes or sales taxes.
30. **VIETNAM ERA VETERANS READJUSTMENT ACT OF 1974.** The University and the Contractor must comply with all applicable provisions of: (i) §402:60-250.4 of the Vietnam Era Veterans Readjustment Act of 1974; (ii) §503:60-741.4 of the Rehabilitation Act of 1973; (iii) Executive Order 11246, as amended; and (iv) the rules, regulations, and relevant orders of the U.S. Secretary of Labor.
31. **EQUAL OPPORTUNITY.** This Contractor and any subcontractors shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a), 60-741.5(a), and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting

requirements. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, or physical or mental disability.

32. **SEVERABILITY.** This Agreement is severable such that should any provision of this Agreement be or become invalid or unenforceable, the remaining provisions shall continue to be fully enforceable.
33. **WAIVER/REMEDIES.** No failure or delay by a party hereto to insist on the strict performance of any term of this Agreement, or to exercise any right or remedy consequent to a breach thereof, shall constitute a waiver of any breach or any subsequent breach of such term. No waiver of any breach hereunder shall affect or alter the remaining terms of this Agreement, but each and every term of this Agreement shall continue in full force and effect with respect to any other then existing or subsequent breach thereof. The remedies provided in this Agreement are cumulative and not exclusive of the remedies provided by law or in equity.
34. **CONTRACTOR INSURANCE.** All insurance shall be procured from companies authorized to do business in the State of Florida, with a minimum of A.M. Best rating of A, or equivalent. Proof of coverage shall be provided by submitting to the University's Risk Management Office a certificate or certificates, evidencing the existence thereof or insurance binders and shall be delivered within fifteen (15) days of the tentative award date of the Agreement. In the event a binder is delivered, it shall be replaced within thirty (30) days by a certificate in lieu thereto. A renewal certificate shall be delivered to the University's Risk Management Office at least thirty (30) days prior to the expiration date of each expiring policy.
 1. The University, at its sole discretion, has the right to deviate from any of the insurance requirements herein. If the University decides to deviate from the insurance requirements stated herein, the University will inform the Contractor in writing.
 2. **General Liability:** The Contractor shall provide a Certificate of Insurance evidencing Commercial General Liability insurance coverage in force with minimum limits of \$1,000,000 (ONE MILLION DOLLARS) per Occurrence and \$2,000,000 (TWO MILLION DOLLARS) Aggregate. Upon acceptance and confirmation of coverage by the University and before beginning work, and at all times during the term of this Agreement, Contractor will maintain said General Liability insurance in force and shall provide the University with a Certificate of Insurance and Additional Insured Endorsement listing the University of Central Florida Board of Trustees as

“Additional Insured.” The Certificate will provide a minimum 30 days advanced notice to in the event of cancellation.

3. **Auto Liability:** If the Contractor operates a vehicle on campus for commercial use in the performance of this Agreement (i.e. deliveries, transport of employees, etc.), the Contractor shall provide a Certificate of Insurance evidencing Auto Liability insurance with minimum \$1,000,000 (ONE MILLION DOLLARS) per Accident Combined Single Limit for Bodily Injury and Property Damage. Upon acceptance and confirmation of coverage by the University and before beginning work, and at all times during the term of this Agreement, the Contractor will maintain said Auto Liability insurance in force and provide University with a Certificate of Insurance listing the University of Central Florida Board of Trustees as “Additional Insured.” The Certificate will provide a minimum 30 days advanced notice to the University in the event of cancellation.
4. **Workers’ Compensation:** The Contractor shall provide a Certificate of Insurance evidencing Workers’ Compensation coverage consistent with Florida Statute and Employer’s liability no less than \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for Bodily Injury by accident, each accident, Bodily Injury by disease, each employee, and policy limit. Upon acceptance and confirmation of coverage by the University and before beginning work, and at all times during the term of this Agreement, the Contractor will maintain said Workers’ Compensation and Employer’s Liability insurance in force and provide the University with a current Certificate of Insurance. The Certificate will provide a minimum 30 days advanced notice to the University in the event of cancellation.
5. **Certificates of Insurance:** The University of Central Florida Board of Trustees is to be listed as Additional Insured on all Certificates issued. Contractor shall send a copy of his/her Certificate of Insurance along with accompanying Additional Insured Endorsements naming the University of Central Florida Board of Trustees to the following address:

Email: RiskManagement@ucf.edu

35. **AMENDMENTS.** No changes or amendments to this Agreement are binding on the University unless made in legible writing that is reviewed and approved by an attorney in the University’s General Counsel’s Office and an authorized UCF signatory. The Contractor shall return this Agreement to the University’s Procurement Services Department at once with a written explanation if it is not acceptable in its entirety.
36. **USE OF CONTRACT BY OTHER GOVERNMENT AGENCIES.** At the option of the Contractor, the use of the Agreement resulting from this solicitation may be extended to other governmental agencies, including the State of Florida, its agencies, political subdivisions, counties and cities. Each governmental agency allowed by the Contractor to use this Agreement shall do so independent of any other governmental entity. Each agency shall be responsible for its own purchases and shall be liable only for goods or services ordered, received and accepted. No agency receives any liability by virtue of this bid and

subsequent contract award.

37. **SECURE HANDLING OF UCF DATA.** The University requires Contractors and other third parties to review, accept, and integrate secure data handling requirements as part of any contract, agreement, or Service Level Agreement (“SLA”) that involves the storage, transmission, processing, or collection of UCF data, or access to UCF data, by the Contractor. Additional agreements may be required depending on the data involved. This Agreement is intended to ensure that UCF’s security and compliance requirements are outlined and followed by the Contractor. Visit <http://www.Infosec.ucf.edu/vrm> for additional information.
38. **SMOKE-FREE POLICY.** The University prohibits smoking on all university owned, operated, leased and/or controlled properties in order to maintain a healthy and safe environment for its faculty, staff, students, and visitors. Visit <http://www.ucf.edu/smokefree> for additional information.
39. **CONTACT WITH MINOR CHILDREN.** To the extent that the Contractor has or will have any contact with minor children, the Contractor hereby guarantees that the Contractor and/or anyone acting on the Contractor’s behalf (including, but not limited to the Contractor’s employees, agents, subcontractors, etc.) has undergone/passed a Level II (two) background check with the State of Florida and hereby certifies that none of the Contractor’s employees, agents, subcontractors and/or anyone else acting on the Contractor’s behalf has any disqualifying offenses, including, but not limited to those listed in Section 435.04, Florida Statutes.
40. **REPORTING OF CHILD ABUSE.** To the extent that the Contractor has or will have any contact with minor children, the Contractor hereby expressly agrees to instruct its employees, agents, subcontractors and/or anyone else acting on the Contractor’s behalf to report to the University of Central Florida police any instance of child abuse, abandonment, or neglect witnessed or learned about that occurred on University of Central Florida property or during an event or function sponsored by the University of Central Florida.
41. **REVISED QUANTITIES.** The University reserves the right to increase or decrease total quantities as necessary. The University may place additional orders for the same or modified scope of the commodities/services solicited under this ITB/ITN within 180 days after expiration of the contract resulting from this ITB/ITN. Total additional quantities/modified scope, if any, are unknown.
42. **E-VERIFY.** To the extent that Contractor meets the definition of “Contractor” or “Subcontractor” under Section 448.095, Florida Statutes, Contractor agrees that it and any Subcontractors it utilizes under this agreement are registered with and use the E-Verify system as required by Section 448.095, Florida Statutes.
43. **ATTACHMENTS AND ENTIRE AGREEMENT.** This Agreement and any attachments and/or addenda hereto that are executed by the University’s duly authorized signatory constitute the entire and exclusive agreement between the parties. Attachments

and/or addenda may include, but are not limited to, the University's ITB/ITN, if any, including all the University's ITB/ITN specifications, and the Contractor's ITB/ITN response, if applicable. In the event of any conflict or inconsistency between this Agreement and the provisions of attached documents, the order of priority is:

- A. This Agreement;
- B. The University's ITB/ITN and ITB/ITN specifications, if any;
- C. The Contractor's ITB/ITN response; and
- D. Any other attached documents signed by the University's official signatory at the time the Agreement is executed.

**UNIVERSITY OF CENTRAL FLORIDA BOARD
OF TRUSTEES**

Signature: Gerald L. Hector, CPA

Date: Signed: Friday, February 2, 2024

Printed: GERALD HECTOR

Title: SR. VP & CFO

INTEGRATED SOLUTIONS CONSULTING

Signature: 

Date: 11/30/23

Printed: Daniel Martin

Title: Principal

ATTACHMENT "A" PRICE SCHEDULE

In accordance with the University of Central Florida's ITN/ITB No.2022-16MCSA and the Contractor's response.

Employee Classification	# Available	Regular Hr. Rate	Overtime Hr. Rate
Principal	100%	163.68	163.68
Project Supervisor	100%	139.98	139.98
Project Coordinator	100%	113.28	113.28
Admin Support/Data Entry	100%	64.94	64.94

ATTACHMENT “B” SCOPE OF WORK

In accordance with ITN 2022-16MCSA and the Contractor’s response.

Integrated Solutions shall assist UCF with services designed to help maximize disaster recovery funding from all available sources including FEMA and the State of Florida, expedite recovery processes and serve as general consultant. Services shall include but not be limited to the following:

- Provide technical advisory services related to the recovery from disaster
- Develop and implement of strategies designed to maximize federal and state assistance
- Provide expert programmatic and policy advice on federal disaster relief programs
- Provide support for strategic planning and coordination of all recovery efforts
- Work with FEMA, other federal agencies and all State agencies to obtain appropriate assistance
- Prepare correspondence to federal and state agencies as required
- Review contracts and purchasing documentation to ensure cost recovery
- Review documentation prepared by departments
- Assist in capturing and summarizing eligible costs for departments
- Assist in the compilation and presentation of costs for presentation to FEMA and the State including all backup documentation necessary to process project worksheets
- Assist in the compilation and presentation of costs for filing insurance claims including through the State Risk Management Trust Fund Program
- Attend meetings on behalf of UCF to negotiate individual project worksheets
- Provide assistance and oversight to departments having difficulty with claims
- Work with officials to resolve disputes with FEMA and/or the State including the preparation of appeals to FEMA
- Work to maximize cost recovery from all available sources

B.5 Technical Specifications

Methodology

ISC understands that you are looking for a firm with expertise in disaster recovery management and infrastructure development. We have a long-standing history of providing consulting services and technical assistance to a variety of local, state, and federal clients. We believe that we are uniquely positioned to best serve you as we have a complete understanding of your history, your operations, and how they will affect your current needs. Additionally, we have thoroughly read your requirements and understand this current mission is to provide

you with an Emergency Management Professional Services Consultant to manage the cost recovery and reimbursement services that occur after a disaster. As the selected proposer, ISC, will assist the client in facilitating and conducting damage assessments, developing projects, and administering Federal and State disaster recovery grant programs related to a Federally Declared Disaster incident. This includes, but is not limited to:

- ✓ Public Assistance (PA) Grant Program
- ✓ Hazard Mitigation Grant Program (HMGP)
- ✓ Community Development Block Grant (CDBG)-Disaster Recovery & Mitigation
- ✓ Federal Highway Administration (FHWA)
- ✓ American Rescue Plan Act (ARPA)
- ✓ Infrastructure Investment and Jobs Act (IIJA)

Specifically, as outlined in the RFP, ISC, under your direction, will provide recipients and subrecipients with all requested deliverables as described below:

1. Strategic Planning
2. Program Design
3. Pre-Application and Application Process
4. Project Development and Management
5. Bidding and Pre-construction
6. Program Compliance
7. Payment Processing
8. Construction
9. Closeout

Most importantly, ISC provides **over 1,200 staff disaster recovery specialists** that cover a wide array of disciplinary skills that will be crucial after a disaster. The following table details our project management approach for recovery services.



ISC's Project Management Approach for Recovery Services

Phase 1: Project Startup



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 you with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. *These changes would be implemented only with the client approval.*



3. Communications & 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. Disaster Decision-Making & Problem Resolution Process

Disaster recovery can be a difficult and confusing process and is generally shaped by the decisions of various stakeholders and organizations before and after an event. Post-disaster decision-making is generally accompanied by a high stress environment and the need to make rapid decisions with incomplete information. The decisions made during this time can critically impact and affect the future of the community. ISC will help identify key stakeholders and organize and facilitate meetings to encourage discussion and foster understanding to render decisions and resolve problems.



5. Collaborative Recovery Strategy & Client Engagement

Based on our prior experience of executing similar disaster recovery contracts, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project. A collaborative approach will ensure that your recovery objectives are successfully realized, regularly tracked, and routinely reported. Our approach will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by ISC.



6. Knowledge Transfer Plan

ISC will execute our knowledge transfer plan to ensure that information and processes are transferred to ISC from the previous contractor. This will help fill gaps in knowledge that might exist after their departure. ISC will review and leverage this knowledge to recommend changes, discover new opportunities, or improve processes. After contract award, ISC will retain all information in their Knowledge Management System (KMS) to provide transparency to you, recipients and sub-recipients.

Phase 2: Project Execution & Customer Satisfaction



7. Comprehensive Disaster Cost Recovery Strategy

In coordination with you, ISC will develop a comprehensive recovery strategy to maximize funding and expedite the rebuilding of your assets while also adhering to appropriate federal and state policies and procedures. This strategy will provide a recommendation and be presented to you for approval. Once approved, ISC Team will work with various departments to implement your Disaster Cost Recovery Strategy and ensure that these processes and procedures are followed.



8. Thoroughly Document Damages & Eligible Costs

Many communities can expedite their community's recovery process by thoroughly and efficiently identifying disaster-related damages and quickly determine those expenditures that will be eligible for FEMA reimbursement. However, traditional methods and bureaucratic forms have caused unnecessary delays. For this reason, ISC invested in the development of a mobile damage assessment application as part of the Odysseus™ Enterprise System. The damage assessment application is designed to gather FEMA-

ISC's Project Management Approach for Recovery Services



9. Transparent Performance & Monitoring of Recovery Activities

required damage assessment information in the field and synch the inventory of damages with FEMA grant requirements, expediting the receipt of eligible disaster assistance funds.

Past disaster recovery operations have demonstrated the need for clients to manage disaster recovery funds and track the performance of their contractor easily and effectively. At ISC, our reputation of being a trusted, top performer is important to our future success. For this reason, ISC has developed a web-based grant management system to help drive workload, track performance, monitor funding queues, generate reports, monitor compliance, and examine audit requirements. The Odysseus™ Enterprise System (OES) provides a centralized location to collaborate, automates workflow, and increase efficiency by over 700%.



10. Maximize Recovery Funds & Mitigation Opportunities

ISC has served as a national leader in disaster resiliency, committed to maximizing vital community disaster assistance funds through hazard mitigation and new FEMA Public Assistance initiatives. ISC has supported over 7,000 communities in identifying hazard mitigation opportunities and securing billions in additional disaster assistance funding. ISC has also developed many of the Nation's largest FEMA Section 428 projects and prepared thousands of successful appeals, securing billions in additional eligible FEMA Public Assistance funds.



11. Audit & Financial Controls and Reporting

The fact that ISC's clients have not been subject to adverse findings from the Office of Inspector General (OIG) and have not had any funds de-obligated is not because of chance. At ISC we place a high degree of importance in establishing financial controls and standard reporting to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable. These controls and reporting mechanisms will be established early on and regularly updated throughout our engagement. These processes will also be utilized to track expenditures and process payments.



12. Internal Controls & Compliance Reporting

ISC will continuously audit and review projects for compliance with regulatory guidelines, including but not limited to NFIP, procurement and contracting, and environmental and historic preservation. ISC will align the various recovery programs around your internal financial management system and processes to assist in establishing streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated.



13. Cost Reconciliation, Appeals & Closeout

In recent years, FEMA and its state counterparts have placed greater burden on local government to reconcile disaster expenditures, file eligibility appeals, and perform project and programmatic disaster closeouts. In addition to our experience supporting thousands of successful FEMA appeals, ISC has also performed closeouts for some of our Nation's largest disasters. Our experience has even led to the development of innovative technology such as the Odysseus™ Closeout Validator that improves efficiency of the FEMA closeout process from months to days.



14. Disaster Recovery Training & Capacity Building

At ISC, we recognize that we should always be working ourselves out of a job by ensuring our clients develop the capability to manage their community recovery's success without us. Since our inception, ISC has not only developed curriculum but also delivered FEMA and state approved courses on a wide variety of topics to include disaster recovery. Furthermore, our Odysseus™ technologies provides a mechanism to deliver training with cost efficiency in mind. We are proud to have trained 15,000+ in various disaster recovery topics.

ISC's Project Management Approach for Recovery Services

Phase 3: Project Deliverables, Quality Assurance, & Reporting



15. Efficient Expenditure of the FEMA DAC

Unlike other companies that are driven to maximize profits for shareholders, ISC prides itself in working efficiently and investing in technologies and methods to reduce our burden on allocated Disaster Administrative Costs (DAC). ISC's costs account for only 3.34% of the allowed 5% allocated by FEMA for DAC, giving the community's extra financial resources to offset their administrative efforts. We feel that our efficient utilization of the FEMA DAC is a testimony of our commitment to the community we serve, a management strategy that is results driven, and technology that promotes accountability and transparency.



16. 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.



17. Potential Risks & Corrective Action 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.



18. Document Security

ISC will maintain security of all documentation used to support the reimbursement of federal funds. Additionally, ISC's OES platform is provided as a hosted service to ISC clients that is hosted on dedicated servers with Flexential and Amazon Web Services (AWS). All data and file attachments are encrypted to ensure privacy and confidentiality of the data.



19. Monthly Project Status Reports

The ISC Project Manager will provide a "Project Status Report" to your designated 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.



20. Invoices & Quarterly Grant Reporting

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



21. Disaster Recovery Training & Capacity Building

At ISC, we recognize that we should always be working ourselves out of a job by ensuring our clients develop the capability to manage their community recovery's success without us. Since our inception, ISC has not only developed curriculum but also delivered FEMA and State approved courses on a wide variety of topics to include disaster recovery. Furthermore, our Odyssey™ technologies provides a mechanism to deliver training with cost efficiency in mind. We are proud to have trained 15,000+ in various disaster recovery topics.

Reporting

The ISC Project Manager will submit regular reports on their activities to the Client.

- **Bi-Weekly Project Status Reports:** The Project Manager will provide a "Bi-Weekly Status Report" to the designated client representative(s) through the submission of a written report that details the current timeline, deliverables completed, dates of completion, and anticipated dates for completion of unfinished deliverables.
- **Weekly Status Update:** In addition to providing written bi-weekly status reports, the Project Manager or his designee will participate in weekly project status meetings and/or conference calls. The purpose of these meetings will be to ensure projects tasks are on schedule, within budget, and that any immediate issues or concerns can be mitigated and/or resolved. Additionally, per the RFP, the ISC team will participate in meetings and/or conference calls at the request of the client.
- **Monthly Project Reviews:** The designated Project Manager will provide a "Monthly Status of Accomplishments and Costs" report to the designated client representative. The monthly report will include a summary of accomplishments by task, an overall assessment of project progress, major accomplishments and deliverables for the reporting period, a summary of the tasks due during the next month, any current and foreseeable problems, and proposed corrective actions. Program risks will be identified in the report, along with actions to reduce project risks. Finally, a financial status will be provided of individual tasks as well as an overall project budget to date.

FEMA Public Assistance Approach

The delivery and implementation of the FEMA Public Assistance Program is often the largest disaster assistance funding source that is made available to a community, as well as the most complicated and intricate part of the recovery process. The public assistance aspect of this project requires a degree of finesse and knowledge of the FEMA PA program, policy and guidance. Over the years, ISC has worked directly with FEMA, states, counties, and local municipalities to coordinate the rapid mobilization of thousands of technical staff to support FEMA PA operations. ISC has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance to include Hurricanes Harvey, Irma, and Maria.



ISC's Approach to Grants Management

Phase 1: Establish a Unified Recovery Strategy



Based on our prior experience of executing similar disaster recovery contracts, it is essential that a clear understanding of the goals and objectives are established prior to initiating the project. A collaborative approach will ensure that your recovery objectives and priorities are successfully realized, regularly tracked, and routinely reported. Our approach will ensure that a clear understanding is achieved between both parties about the content and context of work initiated by ISC.

In coordination with the client, ISC will develop a comprehensive recovery strategy to maximize funding and expedite the rebuilding of G assets while also adhering to appropriate federal and state policies and procedures. This strategy will provide recommendations and be presented to you for approval. Once approved, ISC will work with various client departments and agencies to implement the Disaster Cost Recovery Strategy and ensure that these processes and procedures are followed.

Inform Client Administrators and Partners

An important element of any successful program is the ability to efficiently transfer knowledge and understanding. At ISC, we believe **consulting services should be value-added** and not be a burden to the client. When disaster recovery consulting services are implemented correctly, your knowledge and capability to implement the PA Program increases.

ISC will leverage our experience developing curriculum, designing virtual training programs, delivering training, and conducting exercises to offer you superior courses. ISC will collaborate with you to identify which disaster recovery courses will need to be developed and delivered. ISC will meet with you to define instructional goals and objectives of each course. If necessary, ISC will assist in the research and analysis required when no source material is available and provide subject matter specialists. ISC will deliver a needs assessment report which will deliver an overview of the tutorial, its purpose, target audience, training objectives, available resources, training format, tutorial timespan, development timeline, and assessment requirements.

At a minimum, ISC will develop training courses on the relevant federal grant programs and conduct annual training for all departments, municipalities, and partner agencies. Virtual training programs will include a method to document personnel attendance, training certificate, and other course tracking requirements.

Disaster Recovery Computer-Based Training

ISC developed the curriculum and web-based training on FEMA Public Assistance Program and other recovery topics for various Clients. These interactive courses actively engage participants using point-and-click media, quizzes, and interactive graphics. Media, such as videos, flash interactions, and audio, were added to display real-life scenarios and engage the audience.

Develop Cost Recovery Strategy

ISC will work with various client departments, municipalities, and partner agencies to develop/update the existing Cost Recovery Guide and other relevant plans and procedures. ISC will ensure that these plans and procedures are aligned with the appropriate federal and state policies and procedures.

ISC will review your existing policies and administrative procedures and provide recommendation on changes that will be needed to maximize potential federal reimbursement. ISC will develop tools and action plans for your departments/agencies to use to enhance their compliance and accountability while promoting efficiency in the cost recovery process. ISC will also develop a guide by department on their essential recovery activities and provide recommendations on what modifications should occur.



Disaster Cost Recovery Strategy

In 2014, ISC was selected by Miami-Dade County to develop a FEMA-compliant Expense Documentation and Cost Recovery Functional Operations Guide that clearly defined the roles, responsibilities, and procedures to prepare for, document correctly, apply for, and receive available expense reimbursement following a disaster. The procedures were compliant with the Emergency Management Accreditation Program, Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288), and the programmatic improvements to disaster assistance programs required under the Sandy Recovery Improvement Act of 2013 (PL 113-2).

Obtain Immediate Needs Funding

If necessary, ISC will work with you to request Immediate Needs Funding (INF) for critical needs. INF can be allocated for emergency work costs such as overtime payroll, equipment expenses, temporary employee payroll, materials purchased, equipment rented, and contractor payments.

Define & Implement Decision-Making & Problem Resolution Process

Disaster recovery can be a difficult and confusing process and is generally shaped by the decisions of various stakeholders and organizations before and after an event. Post-disaster decision-making is generally accompanied by a high-stress environment and the need to make rapid decisions with incomplete information. The decisions made during this time can critically impact and affect the future of the community. ISC will help identify key stakeholders and organize and facilitate meetings to encourage discussion and foster understanding to render decisions and resolve problems.

Identify Additional Funding Opportunities

Recovery projects can take extensive amounts of time, energy, and particularly funding. There are a variety of funding sources available to communities, private non-profit organizations, businesses, families, and individuals that have been affected by the disaster; however, it may take considerable effort to identify and obtain proper funding sources, coordinate these funding sources, and implement funded projects. Funding for disaster recovery can be generally secured from a variety of sources; however, the availability and accessibility of these sources of funding will vary based on the type and scale of the event.

Phase 2: Conduct Detailed Damage Assessments

At ISC, we feel that it is crucially important to document your disaster damage accurately and thoroughly. This is especially true with the implementation of FEMA's new PA delivery model, as well as Section 428, which puts the onus on local government and private non-profits to document their damages in return for receiving fixed-cost estimates. ISC will conduct a thorough Preliminary Damage Assessment (PDA) of infrastructure for both public and individual assistance. Hand-selected ISC support staff will work closely with the assigned Client personnel to make sure an accurate representation of the damages is depicted. A detailed and quantifiable damage description is essential in formulating a project worksheet that is eligible for FEMA funding.

ISC'S SITE INSPECTION TOOL

- ✓ Real-Time Reporting
- ✓ Mobile Compatible
- ✓ Integrates with GMT
- ✓ Increased Efficiency



Initiate Damage Assessment and Define Documentation Requirements

ISC will inform you to document all facility and content damages immediately following the event. These damages should be documented via written notes and photographs prior to removing debris or fixing damaged elements. ISC will provide a comprehensive list of documentation required to seek reimbursement from FEMA and other federal agencies, as appropriate.

Establish Damage Assessment Strategy and Schedule of Activities

Various methods can be utilized to assess damage and are often dependent on the type and scale of event and the resources available. Disasters that produce visible damage, such as fires, tornadoes, and hurricanes, can quickly be assessed using windshield assessments, flyovers, or geospatial analysis. Other disasters, such as flooding, may require door-to-door assessments, which can exhaust resources and time. ISC also recognizes the benefits of utilizing Unmanned Aerial Systems (UAVs or: drones) to augment damage assessments and therefore has invested in cutting-edge UAV technology and software to provide our clients with enhanced analysis and mapping.

ISC will work with you to establish an expedient and efficient damage assessment strategy, as well as a schedule of activities. This schedule will help to prioritize PDAs and high priority projects based on the amount of time required to conduct the inspection, the required attendees, and the timeline of deliverables.

Record Evidence of Extent of Damage

While conducting the damage assessment, it is important to document all relevant damage to residences, businesses, and/or damaged infrastructure. The location of all damaged sites should be documented using street addresses or GPS coordinates. For uniformity and to ensure all relevant information is collected, ISC will provide guidance and train staff on how to document damage, including dimensions, materials, and the size or capacity of the facility. In addition, it is important to capture the work necessary to perform temporary repairs or restore the damaged infrastructure, as well as the estimated or actual costs.

Phase 3: Formulate Project Grants



Our team of nationally recognized FEMA Public Assistance professionals will work closely with you to create a comprehensive and effective process that adheres to the requirements of the PA Program, as well as the administrative processes of the client that have been established prior to the disaster. Our intent is to leverage our intimate knowledge of the FEMA PA Program to identify all of your eligible FEMA PA funding, without burdening staff or creating unnecessary risk of de-obligation.

ISC will provide technical assistance as requested by the client and will proactively identify and resolve issues that may arise related to the funding of work to be completed. Activities associated with this effort include:

- ✓ Document Damages
- ✓ Develop Damage Descriptions
- ✓ Prepare Scopes of Work
- ✓ Evaluate Alternative and Improved Projects
- ✓ Identify Opportunities for Hazard Mitigation
- ✓ Implement Section 428
- ✓ Identify and Formulate Projects
- ✓ Develop Accurate Cost Estimates
- ✓ Address Special Consideration Concerns
- ✓ Establish Process for Quality Control
- ✓ Guidance and Training on FEMA PA

ISC will obtain, analyze, and gather all relevant documentation and records to extract pertinent information necessary for submittal, including timekeeping and staff assignment records as applicable. ISC will utilize their best practice quality control methods to review all projects and supporting documentation for clarity and completeness, as well as consistency and accuracy.

The Four Basic Elements of Eligibility:

COST	Must be tied to eligible work and be adequately documented, necessary, and reasonable.
WORK	Must be required as a result of the declared incident and located within the designated disaster area.
FACILITY	Must be a building, public works, system, equipment, or natural feature.
APPLICANT	Must be a state, territory, tribe local government, or private nonprofit organization.

Initial Briefing and Complete Request for Public Assistance

To receive funding under FEMA's PA program, sub-recipients must meet all eligibility requirements. FEMA provides assistance to four types of Applicants: state governments, local

governments, Indian Tribal governments, and certain critical and non-critical private non-profit organizations. **ISC will assist in completing RPAs as needed** and will help to assess and provide justification for those clients who provide a public service but may not identify as one of the four types of Applicants listed above.

Participate in Exploratory Call & Recovery Scoping Meeting (RSM)

Upon approval of the RPA, ISC will help coordinate, prepare for, and participate in the Exploratory Call with the FEMA Program Delivery Manager and the sub-recipient representative. To prepare for this meeting, ISC will assist in assembling the inventory of impacts from the disaster and any questions that may need further clarification from FEMA. Following the Exploratory Call, ISC will assist as needed in developing a list of disaster-related damages and agenda items to be discussed at the Recovery Scoping Meeting (RSM). Additionally, ISC will work with each sub-recipient to upload initial information, such as contracts, insurance policies, plans and procedures into FEMA's Grants Portal. During the RSM, a meeting schedule will be agreed upon between FEMA and the client to ensure progress in recovery and establish a timeline of deliverables.

RECOVERY SCOPING MEETING BEST PRACTICES

1. Map of jurisdiction & damaged facility information
2. Documentation to support legal responsibility
3. Previous disaster damage
4. Photographs of disaster related damage
5. Completed and to be completed work

Coordinate Site Inspections with the State and FEMA

Following COVID, FEMA has taken a hybrid approach to administering the FEMA PA Program. ISC will help plan, schedule, and coordinate site inspections between the sub-recipient, client and FEMA as required. By developing a strategy and course of action, we can ensure that priority projects are assessed first and **communicate to FEMA the urgency of reviewing and obligating these projects.**

Analyze Project for FEMA PA Eligibility

All identified damages will be analyzed for eligibility under the PA program. Projects funded under the PA program must be the legal responsibility of the eligible Applicant and damaged as a direct result of the disaster event. Substantial documentation is needed to support all eligibility claims, and therefore ISC will use their best practices and acquired knowledge in formulating detailed projects to ensure reimbursement and prevent future eligibility concerns.

Evaluate Relevance of Current FEMA PA Pilot Programs

FEMA is consistently reevaluating the delivery of the PA program and identifying areas of improvement. Before making drastic changes to its program delivery, administrative costs, or just the PA program in general, FEMA will conduct a Pilot Program to test and evaluate these changes. When these programs arise, ISC will educate you on how these changes will affect them and will make sure they don't adversely affect FEMA assistance.

Assist in completing the FEMA Grants Portal Essential Elements of Information (EEI)

ISC will assist you and the sub-recipients in the completion of the FEMA Grants Portal Essential Elements of Information (EEI), required to support the damage claims and ensuring eligibility of the PA Grant.

Provide Recommendations on Eligibility and Critical Issues

ISC is comprised of recovery specialists who are intimately familiar with Federal regulations, specifically the Robert T. Stafford Act, Post-Katrina Emergency Management Reform Act, and the Disaster Recovery Reform Act. We will work with you to navigate eligibility concerns and address critical issues to maximize funding and mitigate potential reimbursement concerns.

Prepare Detailed Damage Descriptions and Scopes of Work

ISC will assist in developing detailed damage description for each facility that was affected by the disaster event. Once the damage description has been agreed upon by FEMA, the client, and the sub-recipient, ISC's knowledgeable PA Specialists will assist in the development of the proposed scope of work (SOW), including the hazard mitigation proposal (HMP) for each of its projects. If the work is finished, ISC will document the completed SOW.

SOWs for emergency work projects address immediate threats and debris removal. For Permanent Work projects, the SOW includes a description of how the sub-recipient plans to repair, or has repaired, the damage, including repair dimensions and HMP description and dimensions. In instances where the SOW has a potential of impacting environmental or historic resources, ISC will coordinate with you and FEMA to review the SOW to determine if modifications could reduce potential impacts. Assess Special Considerations. Prior to removing debris, demolishing buildings, or beginning repair work, you must address any special considerations that may affect the eligibility of these projects. It is the responsibility of each sub-recipient and the client to ensure compliance with the Natural Historical Preservation Act and the National Environmental Protection Act, and therefore EHP reviews should be completed before beginning construction. ISC will educate all personnel on the risks associated with not adhering to policy and regulations and will make sure EHP reviews are completed prior to project start dates.

Analyze for Potential Insurance Proceeds

Many eligible applicants carry insurance that may or may not cover a portion of their damages. Understanding the available insurance coverage relative to the eligible scope of work to return the facility to its pre-disaster condition without jeopardizing potential funding due to duplication of benefits requires a thorough review and analysis of insurance policies, proof of loss, and other insurance documentation. Once we have reviewed the available supporting documentation, ISC's insurance specialist work to reconcile the amount of insurance proceeds received with the corresponding scope of work in the PWs.

Prepare Cost Estimate

FEMA may approve grant funds based on a forward pricing model to establish cost estimates for those projects that exceed the large project threshold. ISC staff are well versed in standard cost estimating programs to include RS Means and FEMA's Cost Estimating Format. ISC's experienced cost estimators can account for all possible costs based on the detailed scope of work,

ISC'S

DOCUMENTATION

BEST PRACTICES

- ✓ Drawings, sketches, or plans of pre-disaster design
- ✓ Drawings, sketches, or photos of damage
- ✓ Engineering/technical reports
- ✓ Job orders & permits
- ✓ Disbursements & accounting records
- ✓ Force account labor, equipment & materials
- ✓ Contracts or contractor bids
- ✓ Rental and lease agreements
- ✓ Invoices, warrants, checks
- ✓ Inspection/monitoring logs

After a declared disaster, eligible **FEMA Public Assistance Applicants can receive funding beyond what was damaged to rebuild facilities that incorporate measures that increase resiliency and hazard mitigation through Parts 404 and 406 of the Stafford Act.** These programs are a top priority for FEMA and can offer eligible Applicants up to 100% of the repair cost for some pre-approved hazard mitigation measures. ISC will assist you in identifying, developing, and evaluating opportunities for hazard mitigation programs to reduce or eliminate

risk from future events. Our team of hazard mitigation specialists have extensive experience with Section 404 and 406 hazard mitigation programs and leveraging these additional funds to best benefit the client and its facilities.

ISC will work with the designated representatives to review, assess, and archive back-up documentation, contracts, and other related documentation required to support federal, and other audits related to these funds and needed for compliance. Activities include, but are not limited to:

- A bi-annual complete review of HMGP projects to ensure compliance with HMGP programmatic and fiscal requirements.
- A review of project progress, project scopes, and regulatory compliance of each Subgrantee. ISC will work to proactively address any programmatic issues.
- Periodic fiscal reviews of each Subgrantee to ensure fiscal compliance as published by the FEMA HMGP Guidance.

In addition, ISC will work with you to ensure that annual financial and compliance audits are submitted for review. Additionally, ISC will provide technical assistance in preparation and development of hazard mitigation projects related to these funds.

Evaluate Potential Projects for Section 428 Funding Allocation

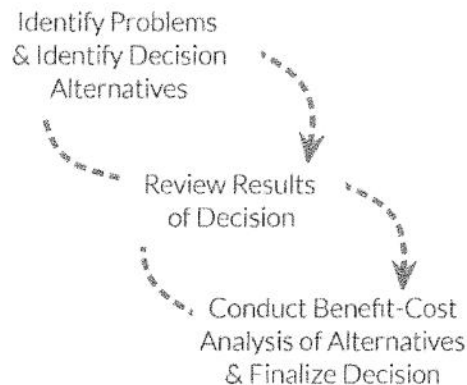
FEMA's Section 428 Alternative PA program was signed into law on January 29, 2013, as part of the Sandy Recovery Improvement Act of 2013. The purpose of the 428 program is to expedite funding, increase flexibility, and provide incentives for timely and cost-effective PA projects. ISC will leverage their intimate knowledge and experience to help you identify potential projects for section 428 funding and will assist in the development of the scope of work, the validation of costs and the management of the fixed capped grant. In addition, by aligning section 428 with Recovery Support Functions (RSF) objectives, ISC can help you prioritize funding in ways that best meet the recovery needs of impacted communities.

Evaluate Opportunities for Alternative and Improved Project Funding

Large projects are reimbursed based on actual costs needed to complete the eligible scope of work. Sometimes, it is in your best interest to make improvements to the facility while performing the work or to use the funding for an alternative project which will better serve the public. Changes to the scope of work that alters the pre-disaster design, function or capacity will result in a capped grant. ISC will evaluate the desired changes to the scope of work and will utilize their knowledge of policy, engineering and cost estimating to help you in identifying the best course of action to maximize funding.

Prepare PW Versions – Changes in Scope and Cost Overruns or Underruns

Under the PA program, FEMA will only reimburse for eligible scopes of work. If there is a change to the scope of work, ISC will work with you to review the revised scope and notify FEMA immediately. Changes in scope will have to be reviewed for eligibility and EHP compliance requirements prior to the commencement of work. If work associated with the SOW change begins



prior to FEMA review and approval, it will jeopardize funding. To minimize this risk, ISC will monitor the recovery progress and identify projects which may require PW versions to address changes in scope of work or costs prior to the start of the construction phase. Any change to scope or costs will require a written request to FEMA. ISC will help to assemble a complete request including a detailed justification and documentation to support the eligibility of the version.

B.5.1.2 Phase 5: Manage Grants & Performance



In addition to the formulation of projects, ISC will assist in administering the grants and identifying issues or gaps that may cause a problem during audits, jeopardizing federal funding. All PWs will be tracked and monitored from formulation through closeout. ISC will utilize specialized reporting tools to gauge the progress of the disaster and overall compliance with PA program regulations. As work progresses, ISC will help manage documentation requirements and the drawdown of funds, ensuring an efficient payment process.

Establish Audit and Financial Controls and Reporting

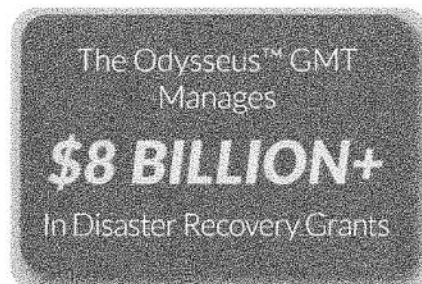
The Office of Inspector General (OIG) may perform audits on projects to ensure integrity and efficiency in government when carrying out essential programs and activities. Some frequent audit findings under FEMA's PA program are poor contracting practices, excessive equipment or labor charges, inaccurate accounting, and unrelated project charges. ISC will work with you to establish audit and financial controls that will reduce the burden of potential audits. This will include, but is not limited to, maintaining file records for each project to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable.

Provide Guidance and Recommendations on Mutual Aid Agreements/ Requests

Mutual aid agreements provide a means for jurisdictions to augment their resources when needed for high demand incidents. ISC will work with you to identify potential shortfalls and capability gaps through planning and exercises and make recommendations on establishing mutual aid agreements as part of your preparedness actions.

Perform Internal Controls Assessments and Support Compliance Monitoring Activities

ISC will continuously audit and review projects for compliance with regulatory guidelines, including but not limited to NFIP, procurement and contracting, and environmental and historic preservation. ISC will align the FEMA PA Program around the existing internal financial management system and processes to assist in establishing a streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated.



Conduct Site Inspections and Oversee Construction Projects

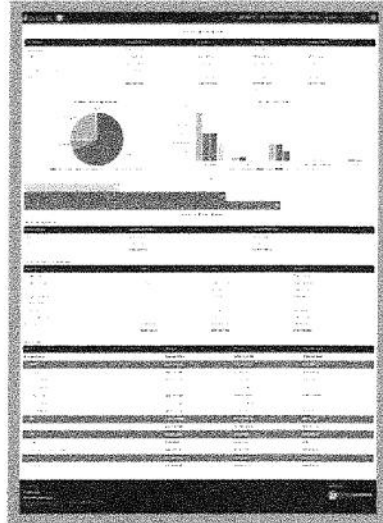
ISC will utilize experienced construction managers to oversee and ensure timely completion of projects. By utilizing staff that are not only familiar with construction best practices but also

programmatic guidelines, ISC can ensure that you recover every dollar spent. We can also mitigate any potential conflicts by accurately documenting necessary changes to the scope of work. Site inspections will be conducted throughout the engagement and tracked in the OES Site Inspection Tool which is integrated into the OES GMT. Real-time reporting will help to gauge timelines and identification of risks/issues that may impact the period of performance or other special considerations.

Project Tracking and Status Reports

Throughout the recovery process, the client will be expected to prepare quarterly reports for the FEMA. Our FEMA PA Program support specialist will assist the client in preparing the required quarterly reports. ISC will monitor and ensure compliance with all programmatic deadlines and assist in the development of time extension requests as necessary.

ISC's web-based recovery tool can be utilized to manage data and track the grant management process. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. A module within this tool allows for the tracking of documentation, correspondence, and requests to ensure a timely response from key stakeholders or Federal partners. Past disaster recovery operations have demonstrated the need for disaster grant management systems to manage and track the disaster recovery funds that a community receives easily and effectively. For this reason, The ISC Team has developed a web-based tool to manage data and track the grant management process. **ISC's Disaster Grant Management Tool** can be integrated into current client processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. Personalized dashboards highlight pending tasks and can help gauge the overall progress of the disaster and funding.



Management Costs

ISC uses the same technology for reporting labor hour, invoicing and tracking time-and-materials or task order engagements. ISC's timesheet and expense tracking system is integrated into our project management platform, allowing for ready access of real-time reporting of project budgets and expenditures. This platform also provides pre-built and custom reports and dashboards, empowering all levels of ISC and our clients with a 360-degree real-time information so that they can make immediate, date-driven decisions. ISC's has developed custom timesheet and expense reporting and dashboards that are consistent with FEMA DAC requirements and timely reporting of DAC and non-DAC eligible activities.



Process Appeals and Arbitration

The client has the right to appeal any FEMA determination related to the PA program. Through coordination and open communication with the sub-recipients and FEMA, ISC will mitigate potential project issues or eligibility concerns. In the event of an unfavorable determination, and after all options are exhausted, ISC will develop an appeal utilizing supporting documentation and PA policy to create a comprehensive argument for you within the regulatory timeframes.

To minimize the number of appeals, ISC believes that all PWs should be supported by policy and substantial documentation, including disaster-specific guidance and white papers that help to support eligibility determinations. Each of these documents are developed in coordination with FEMA. In the event of an unfavorable determination by FEMA, and after all options are exhausted, ISC will develop an appeal to create a comprehensive argument. **To date, ISC has a 97% success rate in achieving favorable responses on appeals.**

ISC has a
97%
Success Rate
on Appeals

Phase 6: Reconcile Funds and Closeout



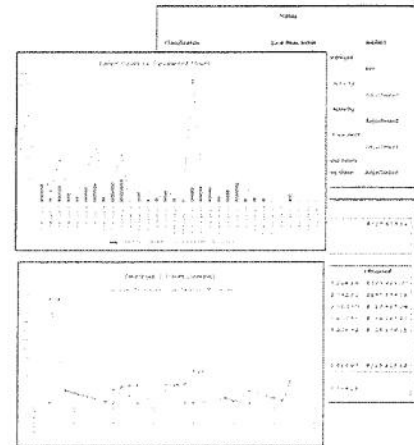
At the end, ISC will assist with the FEMA PA Program closeout process. Our strategy of aligning the FEMA PA Program around your internal financial management system and processes will assist in establishing streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated. ISC will assist you in preparing Final Inspection Reports as necessary.

Establish Closeout Procedures

Closeout is a process in which FEMA determines that all applicable administrative actions and required work have been completed by the client. Properly closing out projects completes the recovery process, and it is ISC's belief that closeout begins at the onset of project formulation. Efficient and effective closeout requires training applicants on procedures, timelines and required documentation.

Confirm Completion of Work and Reconcile Costs

To effectively closeout a project, the client must demonstrate that the approved scope of work was completed and that funds were expended in accordance with Federal, State, and local laws, regulations, and policies. ISC's closeout specialists will review all PWs, reconcile actual costs to complete the approved scope of work, and when applicable, identify any outstanding funds that are owed to you from FEMA. In addition, ISC will work to obtain documentation to support all eligible costs and approved scope of work. ISC will review the small projects and evaluate if the actual cost to complete all small projects exceeded the original estimate. If the costs to complete the scope of work exceed the original estimate, ISC, in coordination with the client, will request a Net Small Project Overrun appeal.



FEMA Individual Assistance

With over 20 years of corporate experience with FEMA's Individual Assistance and Small Business Administration's Disaster Loan programs, ISC is respected in the Emergency Management field as an expert in federal policies related to disaster response and recovery. ISC provides expert programmatic management services and policy guidance in support of post-disaster housing. Our strategic planning to support the affected communities, in coordination with the State and FEMA, has been recognized nationwide.

ISC has supported many post-disasters housing initiatives, including FEMA's Joint Housing Solutions Group, which works with FEMA's Individual Assistance Branch to analyze housing needs following a disaster, research available housing options and recommend effective solutions. Furthermore, ISC has worked with communities before and after a disaster to help promote and coordinate the US Small Business Administration (US SBA) Disaster Loans Program. This program provides low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery & equipment, inventory, and business assets that have been damaged or destroyed in a declared disaster.

ISC will leverage our expertise in FEMA Individual Assistance and the Small Business Administration to provide advisory support services as it relates to:

- ✓ Transitional Sheltering Assistance
- ✓ Sheltering and Temporary Power (STEP),
- ✓ HUD Disaster Housing Assistance Programs
- ✓ Mass Care and Emergency Assistance (MC/EA),
- ✓ Individuals and Households Program (IHP),
- ✓ Disaster Case Management (DCM),
- ✓ Crisis Counseling and Training Program (CCP),
- ✓ Disaster Unemployment Assistance (DUA),
- ✓ Disaster Legal Services (DLS), and

- ✓ Small Business Administration (SBA) loan programs available to businesses impacted by disasters.

Community Development Block Grant

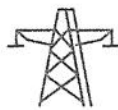
ISC offers a proven approach to administering HUD Community Disaster Block Grant – Disaster Recovery (CDBG-DR). Our approach is based on our partner's experience administering HUD CDBG-DR funds for some of our Nation's largest disasters to include Hurricanes Sandy, Katrina, and Maria as well as past catastrophic floods that affected the Midwest eight years ago. Our team understands the administrative and programmatic requirements of the CDBG and CDBG-DR Programs and have incorporated this into an effective method for designing and implementing programs in housing, infrastructure, economic revitalization, and community resilience.

Assess Pre-Disaster Community Conditions, Disaster Impacts and Unmet Needs

Thoroughly understanding the type and geographic location of the unmet needs of disaster affected communities will help to support the allocation of CDBG-DR funds. **At a minimum**, HUD recommends that communities should evaluate three core aspects of recovery:



Housing: Collect, analyze, and evaluate the needs for interim and permanent, owner and rental, single family and multifamily, affordable and market rate, including public and HUD-assisted housing and housing for the homeless



Infrastructure: Collect, analyze, and evaluate the needs for restoration of roads, bridges, or other public structures relative to FEMA funds available for public infrastructure.



Economic Revitalization: Collect, analyze, and evaluate economic data such as number and types of businesses impacted, type of repairs needed, estimated job losses or revenue loss, and estimated amount of financial need

Many will simply review existing housing, business and infrastructure data and obtain information from community partners and assess the direct effects of the flooding. However, ISC recommends a more thorough analysis to determine the unmet needs of the community. Recent research in this area has shown that effective CDBG-DR programs must look beyond the obvious disaster impacts and address the broader constructs of a community's hazard vulnerability. This fundamental finding of community disaster impacts, and hazard risk was described by Dr. Denis Mileti in 1999 and illustrated in the following diagram.

In fact, past scientific evidence has demonstrated that disasters are social constructs and that large-scale hazard events exacerbate the preexisting conditions of the community and as a result have a cascading impact on a community and its residents, essential services, and critical assets. This understanding can then be parlayed into a community's CDBG-DR strategy that is more meaningful, more accurately addresses the unique post-disaster conditions of the community, offers hazard-specific recovery considerations, and assists in the identification of key stakeholders and organizations that will be important players during disaster recovery.

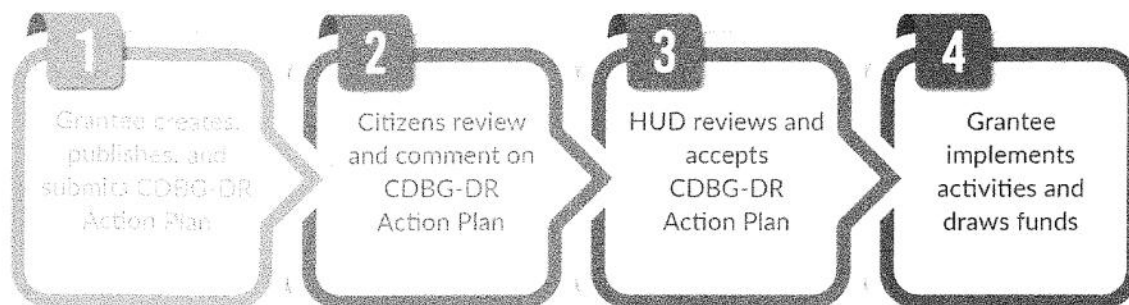
This analysis will help to determine the overall unmet need for the community relative to the resources available as well as those being pursued through various federal disaster assistance

programs. This will be incorporated into a CDBG-DR Action Plan that address unmet recovery needs through activities that:

- ✓ Are CDBG eligible (or received a waiver),
- ✓ Meet CDBG national objective, and
- ✓ Address direct or indirect impact of disaster.

Develop a Plan to Respond to the Most Critical Disaster Recovery Needs not Addressed by Other Resources

ISC will leverage its extensive HUD CDBG-DR experience to develop an action plan that addresses the most critical disaster recovery needs not addressed by other resources. The CDBG-DR Action Plan will describe the unmet needs analysis and the strategy to allocate available funding to a combination of housing, economic development, infrastructure, and services programs. The CDBG-DR Action Plan will be available for public comment and address public feedback. The Action Plan will serve as the blueprint for your CDBG-DR Program and as needs evolve you will draft amendments to the plan. Steps involved with the development of the CDBG-DR Action Plan include:



Establish a Governance Structure to Guide Decision-Making and Collaboration with Community Stakeholders

Establishing a governance structure is an important element for establishing long-term community recovery efforts that are goal-oriented and supported by public trust. When successfully designed, it will help to establish procedures to help guide efficient decision-making and build consensus on important CDBG issues. These governance structures must define the roles and responsibilities to design, implement, and monitor programs and adhere to the administrative and programmatic requirements of CDBG-DR.

Publicly sharing the processes and procedures of the governance structure, as well as the strategies and goals of the program, will ensure the ongoing trust of important community stakeholders and the public. Furthermore, being able to leverage established communication channels with key community partners will be critical in maximizing the effectiveness of the CDBG programs and expenditure of available funds.

The ISC team will work with the Client to establish and institute a governance structure to guide decision-making and promote collaboration with community stakeholders on important CDBG matters.

Implement the Plan, Monitor Progress, and Report Results

ISC will assist the client, if requested, in the implementation of the CDBG-DR Action Plan, monitoring progress of the CDBG-DR program, and reporting its results. As the sub-grantee, the client must:

- ✓ Establish internal controls to ensure performance and compliance.
- ✓ Provide technical assistance to subrecipients.
- ✓ Review project applications to ensure that all activities are eligible.
- ✓ Ensure that activities are compliant with all other requirements such as Section 3 and affirmatively furthering fair housing.
- ✓ Prepare an Environmental Review Record for each project
- ✓ Assist with preparation of bid documents and procurement
- ✓ Maintain documentation
- ✓ Monitor construction progress and address change orders
- ✓ Develop monitoring plans
- ✓ Track progress to ensure timely recovery.

ISC will utilize our past experience managing CDBG-DR program to develop customized controls and reporting for the client. Program oversight activities will include guidance and coordination of CDBG-DR requirements and the development of progress reports. Progress reports will include both executive level and project level needs to provide insight into the status of the CDBG-DR program. ISC is intimately familiar with HUD's reporting requirements and will provide a reporting structure that adheres to federal reporting requirements.

ISC will staff your CDBG-DR program as appropriate and based on the needs of the affected communities. If necessary, ISC will provide communities with the necessary training and technical assistance to ensure the program is implemented successfully.

Define a Systematic Process to Track Funds and Ensure Compliance

Communities are often overwhelmed with the administrative, reporting, and compliance requirements when millions of federal assistance funding are made available to communities. Developing a systematic process to track and monitor CDBG funds that aligns with your community's existing fiscal management procedures will help to establish efficiencies in managing your CDBG grant funds.

For this reason, ISC has developed a web-based tool to manage data and track the comprehensive CDBG grant management process. ISC's Grant Management Tool can be integrated into your current processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance, and audit requirements. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. Personalized dashboards highlight pending tasks and can help gauge the overall progress of the expenditure of CDBG funds in real-time.

Prepare Monthly & Quarterly Reports to Demonstrate Progress and Performance

Communities will be required to submit quarterly and annual Project and Expenditure reports through the end of the award period. Throughout the period of performance, ISC will assist the Client in preparing reports for the Department of Housing and Urban Development on behalf of

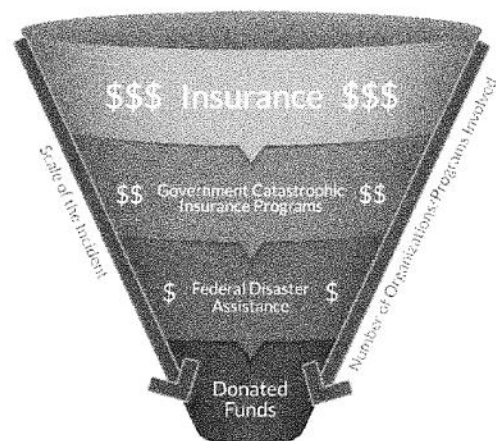
the Client. Our Team will monitor and ensure compliance with all programmatic deadlines and assist in the development of time extension requests, as necessary.

Step 4 – Program Closeout

Prior to closing out the CDBG-DR program, the ISC will perform a validation assessment of program files to ensure forms and documentation are properly recorded for all completed projects. ISC will conduct training of staff to ensure adequate knowledge transfer of CDBG-DR Program administration and reporting requirements, to include HUD DRGR, and have access to all CDBG-DR resources and systems.

Support for Additional Recovery Funding Opportunities

Recovery projects can take extensive amounts of time, energy, and particularly funding. There are a variety of funding sources available to communities, private non-profit organizations, businesses, families, and individuals that have been affected by the disaster; however, it may take considerable effort to identify and obtain proper funding sources, coordinate these funding sources, and implemented funded projects. Funding disaster recovery can be generally secured from a variety of sources; however, the availability and accessibility of these sources of funding will vary based on the type and scale of the event.



One of the greatest challenges for a community during post-disaster redevelopment is to navigate the bureaucratic buffet of federal disaster assistance programs, while identifying and pursuing non-federal funding mechanisms to fund those activities that may not be eligible in accordance to the programmatic guidelines of the ninety-three (93) disaster recovery assistance programs and our proprietary collection of over 500 private and non-profit disaster assistance funding sources. ISC will assist you in developing a disaster recovery funding strategy and provide technical support in securing and managing these additional funding opportunities.

Disaster Funding	
Funding Source	Description
Insurance	Insurance is the equitable transfer of the risk of a loss, from one entity to another in exchange for payment. It is a form of risk management primarily used to hedge against the risk of a contingent, uncertain loss. Property insurance provides protection against risks to property, such as fire, theft, or weather damage.
Government Catastrophic Insurance Programs	State Catastrophic Insurance Programs provide coverage to low-probability; high-cost events for select natural disaster such as hurricanes, earthquakes, and floods that are generally excluded from standard insurance policies. Catastrophe insurance is difficult to estimate the total potential cost of an insured loss and a catastrophic event results in an extremely large number of claims being filed at the same time. As a result, government programs such as the NFIP and state catastrophic programs are established to effectively manage hazard risk exposure.

Disaster Funding	
Funding Source	Description
Federal Funding	Presidential Disaster Declarations initiate specific kinds of grants, loans, and common FEMA funding programs. There are also numerous other agencies that provide various support through existing disaster related programs. It is important to note that these federal Disaster Assistance programs are <u>supplemental programs</u> to other funding sources such as insurance and <u>must not duplicate funding</u> provided by other organizations.

Project Schedule

Project Schedule												
Project Timeline by Phase	Deliverable	Month										
		1	2	3	4	5	6	7	8	9	10	11 12+
Phase 1: Established a Unified Recovery Strategy	✓ Recovery Strategy											
	✓ Document Maintenance Strategy	✓	✓									
	✓ Develop Action Plan											
Phase 2: Conduct Detailed Damage Assessments	✓ Conduct Damage Assessments											
	✓ Damage Inventory	✓	✓	✓								
	✓ Identify EHP Concerns											
Phase 3: Formulate Project Grants	✓ Develop detail											
	✓ led scopes of work and cost estimates		✓	✓	✓	✓	✓	✓	✓	✓	✓	
	✓ Coordinate with State/FEMA on RFIs											
Phase 4: Maximize Recovery Funds	✓ Identify mitigation opportunities					✓	✓	✓	✓	✓	✓	✓
	✓ Identify alternate/improved projects											
	✓ Identify additional funding											
Phase 5: Manage Grants and Performance	✓ Time extension requests											
	✓ Request changes in scope or costs											
	✓ Ensure adherence to policy and regulations							✓	✓	✓	✓	✓
	✓ Maintain documentation											
Phase 6: Reconcile Funds and Closeout	✓ Reconcile funds										✓	✓
	✓ Close out small and large projects											

Implementing Long Term Recovery Operations

Over the past 20 years, our team has supported local governments, states, and FEMA on a litany of disaster recovery operations, disaster recovery planning and special disaster recovery projects around the nation. This expertise is culminated into community recovery plans that are operationally relevant and effective.

Following catastrophic disasters, ISC provides technical programmatic support to Emergency Support Function (ESF) 14: Long-term Community Recovery. ESF 14, led by the Department of Homeland Security (DHS): Federal Emergency Management Agency (FEMA) augments and provides support to local and state catastrophic disaster recovery efforts. ESF 14 fulfills this

objective by cultivating the long-term vision of the community, facilitating in the development of key stakeholder long-term support, addressing local recovery needs, and by creating a mechanism that will guide the community's long-term recovery efforts. ISC works in concert with FEMA and a multitude of federal partner agencies to coordinate the federal response by identifying significant long-term impacts, addressing local recovery needs, and fostering resilient and sustainable community disaster recovery.

- **Program Management and Support:** ISC provides program support to long-term recovery operations and to 1) foster partnerships and convene meetings, 2) ensure appropriateness of participation, 3) empower communities and its leadership, 4) coordinate ESF 14 activities with interagency programs and other Federal partners, and 5) promote resilient and sustainable disaster recovery.
- **Disaster Recovery Technical Support:** ISC provides technical support in the development of Long-term Community Recovery Plans, which cross reference community needs with a common long-term recovery community vision. This process incorporates common planning principles into the recovery process, improving a community's ability to ensure sustainable, long-term disaster recovery.
- **Committee and Workgroup Governance Development:** Utilizing our expertise in disaster recovery, emergency planning, and steering committee management, ISC is able to provide critical technical support in the creation of and guidance to community recovery steering committees and workgroups.
- **Community Outreach and Preparedness Development:** Successful community recovery is contingent upon the timely engagement of the target community to foster "communitas" (the collective "we"), educating community leaders and key stakeholders, and engaging the public. ISC is able to incorporate its community outreach expertise to use proven methods that foster group collaboration through consensus building and mitigation of group conflict, ensuring a politically salient process that will promote community accord, minimize cost/delays, improve the decision-making process, maintain community credibility, and improve efficiency of recovery project implementation.
- **Grant Management and Procurement Support:** ISC assesses, evaluates, and identifies funding sources and opportunities for high priority projects identified in the project formulation process. This process engages State and Federal partners and programs including several FEMA, HUD, and SBA disaster recovery programs.

B.6 Organization Chart, Company Structure, and Staff

B.6.1 Organization Chart



B.6.2 Company Structure

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 the firm's mission, vision, and values. ISC's executive staff not only possess an unmatched track record of success on over 2,000 client engagements, but also deliver high-level of expertise and experience in emergency management.

Executive Staff/Owners		
Name & Role	Qualification	Relevant Experience
Daniel Martin, CEM, PhD Managing Principal <i>Ownership: 82%</i>	<ul style="list-style-type: none"> PhD, Emergency Management BS, Environmental Engineering Certified Emergency Manager 	<ul style="list-style-type: none"> Managed over 200 emergency management consulting engagements. Supported over 30 post-disaster community recovery operations. Multiple Presidential awards and recognition
Daiko Abe Director of Operations <i>Ownership: 9%</i>	<ul style="list-style-type: none"> MS, Emergency Management Certified Floodplain Manager 	<ul style="list-style-type: none"> Salt Lake County, UT, MJHMP Cook County, IL MJHMP Hamilton County, OH HMP Project Manager for over 20 FEMA-approved hazard mitigation plans across the nation, in addition to providing subject matter and planning support to multiple other mitigation plans.
Lauren Martin Director of Controls <i>Ownership: 9%</i>	<ul style="list-style-type: none"> Master of Public Administration 	<ul style="list-style-type: none"> Budget and performance management on over 100 ISC engagements

Executive Staff/Owners		
Name & Role	Qualification	Relevant Experience
	<ul style="list-style-type: none"> Public Health & Business Management Graduate Studies 	<ul style="list-style-type: none"> Subject Matter Specialist in Disaster Recovery & Implementation of Post-Disaster Mitigation Responded to Over 20 Disaster Operations

B.7 Office Locations

B.7.1 Corporate Office/Headquarters

Company Headquarters

220 S. Buchanan Street Edwardsville, IL 62025

B.7.2 Responding Office(s)

ISC has a number of office locations in Florida and in close proximity to the University of Central Florida, as seen in the map below. Team ISC has over 500+ support staff & resources available and ready to deploy within 72 hours. Our local presence and the proximity of our project offices will allow ready access to Team ISC resources, quick deployment if the need arises, and accessible modes of transportation. Our team of recognized specialists in a diverse array of disciplines that support emergency management and technical services activities provides the Client with the needed diversity to manage daily needs and surge capacity to augment the Client's resources during an emergency. Specifically, Team ISC will participate in response and recovery conference calls to provide additional expertise and staffing as required to support the recovery efforts.



B.7.3 Florida and FDEM Experience

Team ISC has long-standing relationships, local experience, and local presence with similar communities throughout Florida; however, we are NOT currently engaged with these county clients for Hurricane Ian services.

In addition to our long history supporting communities in the State of Florida, members of the ISC Team live and work within the State as responders, planners, and managers within the emergency management community. Over the past 20 years, our Team of emergency management professionals have supported communities throughout the State of Florida in disaster recovery and preparedness projects, including Martin, St. Lucie, Palm Beach, Miami-Dade, Orange, Pinellas, Polk, and Monroe counties. These are past clients and ISC is not currently engaged with these county customers. Our attention will be 100% focused on UCF.

As a Florida-based Team, Team ISC understands the singular challenges that communities face during and after major hurricanes. This unique perspective and firsthand experience facing the same issues your jurisdiction positions us to successfully to meet all your requirements.

Team ISC Florida Experience

- 20+ Years of Service
- 19 Florida Office Locations
- 3 Offices within 50 Miles of Wauchula
- 97.1% Performance Rating
- 150+ Disaster Consulting Engagements
- 200+ Florida-Based Disaster Recovery Experts

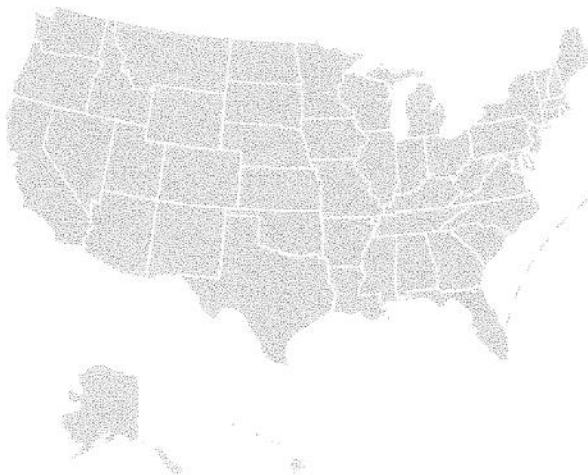


National Rankings

- Top 50 Program Management Firms
- Top Ranked Southeast Firms
- Top Supplier Performance Rating
- Top Performance Recognition



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Specializations of our Disaster Recovery Staff



- Project/Program Manager ... 31
- Grant Management Specialist ... 29
- FEMA Policy Specialists ... 27
- Construction Manager ... 25
- Financial Analyst ... 23
- Civil Engineer ... 16
- General Planner ... 12
- Insurance Adjuster ... 11
- Architect ... 9
- Environmental Specialist ... 8
- Electrical Engineer ... 5
- Mechanical Engineer ... 5
- Computer Specialist ... 2
- Geologist ... 2
- Health Scientist ... 1

B.7.4 Personnel

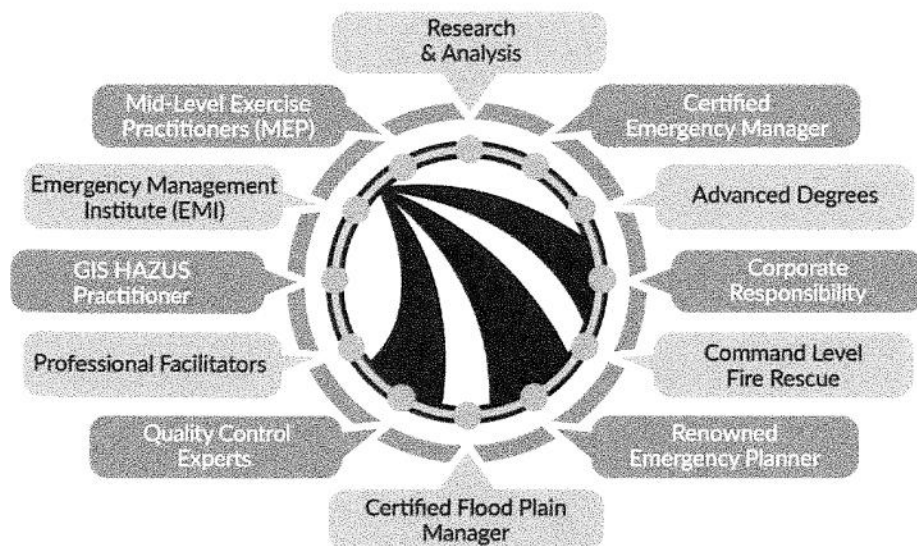
ISC has identified several key personnel for this project – all of whom have a consistent record of successful leadership and project management and technical experience. All key personnel assigned to this project have backgrounds in emergency management, disaster recovery and various federal disaster assistance programs, and other skillsets that are related to the project.

We believe the proposed ISC Team will offer you a unique, dedicated, and valuable contractor to assist with emergency project management and disaster recovery services. The ISC Team's experience is comprised of a broad array of similar and complementary projects that are supported by a record of accomplishment of successful project and program execution. An essential element of this achievement is attributed to our ability to utilize our Team's cooperative strengths to provide our clients with multi-disciplinary solutions to their disaster recovery and emergency management projects. ISC has obtained the recognition of providing exceptional, client-focused services and has been celebrated for its integrated "best-practices" approach to disaster recovery and comprehensive emergency management. This recognition is attributed to ISC's strive for excellence for every project initiated, regardless of client or project size. As needed, additional personnel can be added to supplement and support the project.

We have structured our team to provide you with the most experience and qualified staff in the industry. Unlike some firms that rely solely on the qualifications of their executive management team, we realize that successful project execution of a recovery project this large requires not only seasoned project executives, but also a project manager that offers decades of disaster recovery and project management experience that is supported by seasoned and industry recognized subject matter experts.



200+ Florida Recovery Resources



B.7.5 Key Personnel Qualifications

The table below shows our key personnel for this project, their roles, and a summary of each person's capabilities and qualifications. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with your approval.

ISC has *1,000+ personnel on our cadre*. Each personnel will be hand selected to support task orders awarded. ISC will also make a conscientious attempt to hire local staff to support long-term engagements. Full resumes can be found in **Appendix II**.

Key Personnel Overview	
Name & Role	Personnel Qualifications
Dan Martin <i>Project Executive</i> ISC	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.
Glen LaFond <i>Project Manager</i> ISC	Glen LaFond has more than 25 years combined Emergency, Construction, Project, and Financial Management experience in both the public and private sector. For the past 15 years, Glen has worked on 16 disasters, including flood, wind, and earthquake hazards. Due to his commitment to the emergency management discipline, Glen achieved FEMA's highly coveted Advanced Professional Series Certificate in Emergency Management and completed the National Fire Academy's Type 3 All Hazard IMT Technical Assistance Program. Mr. LaFond has the knowledge, skills, and abilities to manage a disaster at any level, including Federal, State, County, local jurisdiction, and private sectors. His experience in responding to and working multiple disasters, coupled with his background in the construction industry, give him a unique insight into the Emergency Management field that has proven invaluable to his applicants and clients. Glen is a FEMA policy and procedural expert with strong technical writing skills that he uses to write project worksheets as well as appeals to ensure maximum grant awards for his applicants.
Lauren Martin <i>Project Controls / Recovery SME</i> ISC	Lauren Martin serves as the Director of Controls for ISC. In her tenure with ISC, Lauren has responded to over 20 U.S. Nationally declared disasters and has helped to manage over \$20 billion in recovery dollars. Her disaster experience includes but is not limited to the 2008 Midwest Floods, Hurricanes Sandy, Harvey, Irma, Maria, and Laura, the 2011, 2013, 2017 Midwest Tornadoes and COVID-19 pandemic. Lauren served in various roles during the response and recovery operations and was integral in the development of key performance metrics as well as project management tools used to help gauge the progress of recovery operations.
Daiko Abe <i>Operations</i> ISC	As an experienced consultant and Director of Operations for 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.

Key Personnel Overview

Name & Role	Personnel Qualifications
Matt Stanley <i>Hazard Mitigation Specialist</i> ISC	<p>Matt Stanley is ISC's Managing Director over planning and preparedness programs. Mr. Stanley's focus areas include crisis and risk communication, threat and risk assessments, emergency operations, continuity, and mitigation planning. He has been developing and revising emergency plans since 1997 when he began working for a local fire and emergency management agency. As a fire and emergency management practitioner, Mr. Stanley supervised response teams and organizations and assigned qualified personnel to various incident command, EOC management, and emergency support functions. His work ranged from small, localized emergencies to Presidential Disaster Declarations. As a consultant, he has provided support, advisory, and technical assistance services to local, state, tribal, federal, and international government organizations. His accomplishments in improving preparedness and response capabilities spans from Hawaii to Saudi Arabia.</p>
Yahiritzza Alvarez <i>Disaster Management Specialist</i> ISC	<p>10+ years of experience. Innovative, dedicated, and experienced emergency management professional fluent in English and Spanish with demonstrated experience in supporting, developing and managing programs from inception through implementation. Exhibits effective communication and collaborative skills to reach a common goal with colleagues and stakeholders.</p>
Elyzabeth Estrada <i>Disaster Management Specialist</i> ISC	<p>9+ years of experience. Charismatic, dedicated, and experienced emergency management professional fluent in Spanish with demonstrated success in supporting, developing, and managing programs from inception through implementation.</p>
Eric Zabukovec <i>Assistant Project Manager</i> ISC	<p>Mr. Eric Zabukovec is highly skilled in supervisory and managerial techniques with an emphasis on Emergency Management and Recovery. He has a vast experience in Public Assistance (PA), PA grants, PA policies and guidelines and interpretation and analyzation of grants and the PA Process. He is experienced in project worksheet development, appeals, time extension and final inspections, having worked in PA and disaster recovery for over 13 years. He excels in the ability to design systems logic and process information logically; to prepare technical program specifications for complex applications; to analyze and interpret data within an application system; to communicate business information effectively and in writing to users to determine work priorities, assign work and ensure accurate complete of work assignments; to establish and maintain effective working relationships with others. Along with Mr. Zabukovec's 13 years in PA and grant management, he also has over 8 years' experience managing IT for various companies, including the State of Florida's Division of Emergency Management.</p>
Garret Kuchenbecker <i>Senior Engineer</i> ISC	<p>Mr. Garret Kuchenbecker is a highly educated and experienced Licensed Professional Civil Engineer, Project Manager and FEMA PA Subject Matter Expert. Since 2006, he has deployed to numerous disasters, and served as a Project Officer, Public Assistance Coordinator (PAC), a technical specialist (structural, buildings, bridges, alternate and improved projects, a Cost Estimator using Cost Estimating Format (CEF) and RS Means, QA / QC Reviewer (CEF and bridges), and a PA Policy Advisor and Reviewer for FEMA's 9500 Series for FEMA Headquarters (HQ). He has prepared and overseen preparation of project worksheets (PWs/SAs) and CEF in all categories of work and has proficiencies in NEMIS, EMMIE, Recovery Tracker, and Grants Manager. He has worked with local, county and state governments including school boards, fire departments, police departments, hospitals, road departments, utilities, and emergency responders (local police, fire departments, and the National Guard), private non-profits (PNPs), and the United States' Army Corps of Engineers (USACE). He has prepared hundreds of PWs and is an expert in building codes and standards along with FEMA's "50% Rule". He has served as a structural/building specialist on six disasters and as a bridge specialist/reviewer on two disasters. Garret assisted in completion of the PA for the Joplin</p>

Key Personnel Overview

Name & Role	Personnel Qualifications
Wesley Wengren <i>Senior Engineer</i> ISC	<p>tornadoes and was the sole project officer moved from Joplin to FEMA Region VII office for project completion and closeouts. Due to his unique expertise in both Structural Systems / Codes and PA Policy, he was also contracted by FEMA HQ to review, evaluate, and update three structural policies within FEMA's PA 9500 Series Policy which included 9524.1 - Welded Steel Moment Frames, 9525.5 - ADA, and 9527.1 - Seismic. Most recently, Garret has aided in project development for agencies in and around New York City.</p> <p>Mr. Wengren has 23 years of project management and 24 years of engineering experience in industries that include emergency management and disaster recovery, power generation, US Space Program, and US Navy. Have taken projects from cradle-to-grave or assume others in process, quickly adapting to maintain flow or reduce timeline. Proven ability to adapt to new and challenging circumstances. Always well versed in policies and procedures to create a plan of action enabling an exceptional product or output based on economy and ethics. Foster professional relationships by being dependable and results oriented. Excellent organizational skills in handling numerous projects simultaneously in various stages of development and tracking progress. Educate clients and coworkers to circumvent misinterpretations. Communicate to internal and external customers clearly and concisely.</p>
Thomas Riddle <i>Cost Estimator</i> ISC	<p>Mr. Thomas J. Riddle is a polished Construction Manager with 20 years' combined experience in the construction industry with a strong emphasis on public infrastructure as a Chief Executive Officer, Project Manager, Construction Manager and Construction Inspector; seven years' experience as a Construction Technology Adjunct Instructor, and 14 years' experience as a Senior Commercial Insurance Adjuster handling large loss commercial, residential, public infrastructure along with FEMA NFIP claims.</p>
Earl Henrikson <i>Senior Grants Specialist</i> ISC	<p>Mr. Earl Henrikson has over 40 years of experience in Construction, Construction Estimating and Construction Management. He is skilled at the process of consultation to resolve issues in group settings through adherence to facts and clear goals. His diplomatic and professional attitude enables him to work cooperatively with a wide range of personalities, equally effective working as a team lead, as a member of a team or alone. He is experienced in CEF, RS Means Costworks, MS Project, Excel, and various other spreadsheet-based estimating programs. He has over 15 years of FEMA PA experience and is knowledgeable of FEMA policies and regulations including 428.</p>
Phil Ganezer <i>Senior Grants Specialist</i> ISC	<p>Mr. Phil (Arthur) Ganezer has 30+ years of professional work experience in Business, Economics and Accounting. He has more than 15 years in the FEMA Public Assistance Program in which he served as Program Delivery Manager, Project Specialist, Financial Analyst / Accountant, and Cost Estimator. He has assisted both public and private-non-profit organizations, preparing Category A -G projects as well as analyzing financial statements, compiling Community Disaster Loan Documentation, and formulating regional housing and economic development projects for long-term community recovery. Phil has worked on ten FEMA disasters preparing grants totaling more than \$2 billion for housing, hospitals, schools, libraries, roads, bridges, tunnels, levees, and a variety of other facilities. While in New York he created the Facility Cost Estimator (FCC), which is still in use today, to capture construction cost estimates for all New York City Office of Management and Budget projects. Using his economics and accounting background Phil assisted his applicants by creating detailed analyses of their financial statements tracking recovery dollars and project status resulting in the approval of more than \$100 million in FEMA loans. He has exceptional computer skills and written and oral communication skills. He has trained as a PDMG and in Grants Manager and is experienced with CEF and RS Means.</p>
David Sayers <i>Senior Grants Specialist</i> ISC	<p>Mr. David Sayers is an educated and qualified Financial Analyst with over 25 years of experience in the finance industry. As an accountant, he has served as Interim Chief Financial Officer's, helping mostly non-profit organizations, and has previous experience as a Business Professor, College CFO, CDO and COO. David is an energetic and motivated leader with remarkable skills</p>

Key Personnel Overview

Name & Role	Personnel Qualifications
Carl "Ray" Bark <i>Grants Specialist</i> ISC	<p>in dealing with financials, profitability & margin analysis, reconciliations, fraud analysis & prevention, internal audits, external audit prep, ratio creation & analysis, policy & procedure development & implementation, segment assessment, staffing planning, troubleshooting chart of accounts and reporting set up, business valuation and more.</p> <p>Mr. Carl Ray Bark has 15 years' experience in Emergency and Recovery work with FEMA. He has written project worksheets for Categories A-G. Mr. Bark has served as a PDMG on 4424-OH, worked numerous disasters for Debris Sector, as well as having been a Project Specialist in numerous states. In the State of Iowa, he was a Debris PAC. Mr. Bark is able to work with a team and independently. He is experienced with facilitating and coordinating the grant funding of a project, multi-tasking numerous projects, identifying eligibility and special consideration concerns and working in Grants Manager and with the Applicant throughout the entire process in a timely and professional manner. Carl is skilled and knowledgeable with FEMA PA Policies and regulations. He has excellent verbal, written and computer skills, including proficiency in Microsoft Office Suite, dominantly with Excel.</p>
Daniel Galan-Kercado <i>EHP Specialist</i> ISC	<p>Mr. Daniel Galan-Kercado is a top- notch environmental professional with a wide range of experience in the environmental and management field, covering environmental permits, project development and environmental consulting. He has been an active team member in disaster response for 14 years as an Environmental Consultant. He assisted Harris County (DR-4332) by providing consulting services to clients both in public and private sectors on planning related to commercial and residential development, farmlands, permits, reforestation, and social responsibility, preparation of environmental assessments and environmental impact statements, mitigation plans, planting and reforestation, schools, and municipal ordinances. Mr. Galan-Kercado can ensure regulatory compliance while maintaining FEMA's primary role, which is to provide funding to public agencies for response and recovery, by finding common sense solutions and sensible compromises. He works well with regulatory agencies, applicants, and FEMA Public Assistance staff to ensure funding is approved as quickly as possible while remaining compliant.</p>
Jon Carroll <i>Damage/Safety Inspector</i> ISC	<p>Jon Carroll is a licensed general contractor in both California and Oregon. His 30 years of professional and project management experience, coupled with superior problem-solving skills, has allowed him to excel in damage assessment/ estimating in the construction field. He has worked with an assortment of municipalities to assess and repair damaged facilities which have been affected by floods and earthquakes. He has managed several large projects, while supervising a team of employees, and subcontractors. As a licensed drone pilot, Mr. Carroll has helped with wildfire management and assessing critical infrastructure to provide an aerial view when managing a crisis. His application of drones allows personnel to avoid potentially dangerous situation and compliments the gathering of documentation to support preparedness, response and recovery activities.</p>
Caleb Griffin <i>Engineer</i> ISC	<p>Caleb Griffin is a Texas Tech Graduate with a BS in Civil Engineering. Mr. Griffin has experience in project coordination, structural engineering, mitigation planning, and disaster relief closeouts. Mr. Griffin has worked in FEMA PA, assisting TAC management with staffing support of deployed Technical Specialist as a TAC Coordinator for AECOM Recovery for Hurricane Harvey (DR-4332-TX) and worked as a Closeout specialist for NEMA task order (DR-4420-NE) where he worked and completed Project closeout packages for the state of Nebraska. He also helped assist the City of Corpus Christi, TX in reviewing and finalizing eligible costs for submission into TDEM's Grants Management System for reimbursement (DR-4485-TX).</p>
Terry Willis <i>Subject Matter Expert</i> ISC	<p>Terry graduated from the University of Kentucky with a bachelor's degree in Civil Engineering with an emphasis in Highways. Upon graduation, he began his career with the Kentucky Department of Highways in Lexington, KY as a Design Engineer. Terry accepted a position with FEMA as Reservist in 1989 where he was responsible for determining eligibility, assessing damages, and generating estimates for natural disasters throughout the USA and its territories. He</p>

Key Personnel Overview

Name & Role	Personnel Qualifications
	<p>is qualified in estimating damages in categories A-G. He was assigned to eighteen Hurricanes, four Ice Storms, four Snowstorms, twenty-eight Floods, and five Tornadoes during his twenty-two-year tenure including holding prominent roles with Hurricanes Hugo, Andrew, and Ivan. With Hurricane Hugo, Terry was responsible for all damage assessments in all categories for the Isle of Palms, Sullivan Island, and the Citadel and was the lead engineer responsible for the close-out activities for North Carolina. With Hurricane Andrew, Terry was the lead reviewer of a team of eighteen, responsible for all project worksheets. He was the PAC for the City of Pensacola and Escambia County following Hurricane Ivan where he managed twenty-four inexperienced contract engineers in assessing damages of over twenty-five schools, the Port Authority, and all other county and city government buildings. He and his team were recognized by the lead FEMA reviewers for the quality of their PWs.</p>
George DeTella EOC Support ISC	<p>George DeTella is a Managing Director with ISC and currently extensively engaged in COVID-19 Operations and projects primarily within the Public Health and Medical Sector. Prior to joining ISC Mr. DeTella served as a criminal justice professional for 30 years. He has worked successfully within the government sector at the State and County level as well as within the private sector. During his career he has compiled an extensive background in directing operations and implementing complex initiatives. Mr. DeTella served as the Chief, Office of Risk and Emergency Management, for the DuPage County Health Department.</p>
Cassandra Wolff GIS Specialist ISC	<p>Cassandra Wolff is a graduate of the University of Tennessee, Knoxville where she received a Bachelor of Arts degree in Geography and Cartography with an emphasis in emergency management. She earned her Master of Science degree in Executive Leadership at Champlain College. Her career in emergency management started as a geospatial intelligence analyst and intern for an all-hazards resiliency team supporting the Department of Defense out of the Pentagon. It was during this time that Ms. Wolff decided to broaden the focus of her career from GIS and Cartography to include emergency and crisis management. Ms. Wolff has developed Hazard Mitigation Plans (HMPs), Continuity of Operations (COOP) Plans, Emergency Operations Plans (EOPs) and Business Continuity Plans (BCPs) for government and private sector agencies and organizations across the United States.</p>
Dina Burrell Admin Assistant ISC	<p>Dina Burrell is a Recovery Resource Coordinator with ISC and assists in managing, obtaining, and providing resources for ISC's federal and state / local recovery projects as well as managing the deployments and personnel. In her past experiences, she has deployed on-site to various disasters and filled in a variety of roles including as a Project Specialist. Primarily Dina has deployed as a TAC Coordinator. She excels in her abilities to coordinate with team members, oversee personnel, HR issues and incidents, ensure that the client and her Prime company receive daily and weekly deliverables as well as progress reports and staff re-organization. Ms. Burrell is proficient in generating general and technical reports, correspondence, and compliance documentation. She develops and utilizes tracking systems to manage team members, data, time, expenses and deployment information more efficiently.</p>
Juliann K. Bertone Senior Grant Manager Metric	<p>Ms. Bertone has extensive experience in CDBG-DR, cross-cutting federal compliance requirements and with the development and execution of federally funded programs. She is a quality improvement project leader who plans and organizes multiple projects, meetings and presentations, creatively collaborates with partners in government, non-profit, for profit, and academic settings to enhance project skill sets, conducts data collection and specializes in data driven reports, and easily manages goals, details and scheduling. Ms. Bertone is well-versed in training and technical assistance, subrecipient management, program design, and compliance requirements including CDBG-DR and APRA. With demonstrated subject matter expertise in public health and comprehensive disaster recovery, Ms. Bertone is well equipped to manage a broad range of disasters.</p>

Key Personnel Overview

Name & Role	Personnel Qualifications
John Lopez <i>Consultant</i> Metric	<p>Mr. Lopez has over 20 years of experience providing direction and guidance in the review of all aspects of disaster recovery operations and corresponding expenses, including management oversight for team members performing site visits, damaged facilities inspections, debris removal and emergency protective costs, FEMA Public Assistance Program eligibility and Federal Highway Administration Emergency Repair Programs, and insurance reviews. His extensive experience includes an array of emergency operations for pre-and post- hurricanes, ice storms, flooding, and health pandemics such as COVID-19 and the Iowa Bird Flu. Mr. Lopez also has extensive experience serving as a Project Manager for multiple Parishes in Louisiana and Texas during Hurricanes Katrina, Rita, Ike, and Isaac. During that period, he was responsible for staffing and training over 1,000 monitors, as well as determining debris eligibility, scheduling field operations, truck certifications, determining Debris Management Site locations, and overseeing mulching operations and final disposal. After the destruction that occurred during Hurricane Katrina, he worked with the U.S. Army Corps of Engineers to develop a plan to clear debris from strategic roads and businesses in Jefferson Parish, which helped stimulate the return of citizens and businesses to the community.</p>
Justin Cauley <i>Consultant</i> Metric	<p>Mr. Cauley has more than eight years of emergency management and disaster recovery experience. Mr. Cauley has supported disaster recovery projects in the states of Colorado, South Carolina, Texas, and Puerto Rico. His responsibilities have included disaster case management, debris management, grant management, and compliance monitoring and implementation. Mr. Cauley has provided FEMA PA grant management services to Larimer County, Colorado and was deployed to South Carolina following the February 2014 Severe Ice Storm where he assisted in field inspection and verification ensuring all contractors complied with FEMA requirements. He served as a Disaster Case Manager Supervisor, providing comprehensive mobility counseling and disaster case management services to eligible homeowners under the U.S. Department of Housing and Urban Development's (HUDs) Community Development Block Grant Disaster Recovery Program (CDBG-DR) within the Deep East Texas Council of Governments (DETCOG) (67 Applicants) and Liberty County, Texas (116 Applicants). In that role, he worked with low to moderate income homeowners, the Texas General Land Office (TxGLO), real estate agents, subrecipients and their legal team, insurance agencies, title companies, gas/electric companies, builders, and inspectors in order to ensure all parties worked together in a timely manner to successfully assist applicants, as well as to comply with the program guidelines set forth by HUD and TxGLO.</p>