Cortland County Judiciary & Public Safety Committee

Committee Meeting

~ Minutes ~

60 Central Ave.
Cortland, NY 13045
www.cortlandcountyny.gov

Thursday, August 13, 2026 **9:00 AM** **Room 302**

Call to Order

The meeting was called to order at 09:00 AM by Committee Chair Price.

Roll Call

PRESENT:	Legislator Douglas Bentley, Legislator Cathy Bischoff, Legislator Mitchel Eccleston, Legislator Jason Prentice, Legislator Eugene Waldbauer, Minority Leader Sandra Price
ABSENT:	
EXCUSED:	Legislator Christopher Newell
OTHERS PRESENT:	
Savannah Hempstead	Clerk of the Legislature
Michael Ponticiello	County Administrator
Michael Cardinale	Assigned Counsel
Kevin Jones	Public Defender
Patrick Perfetti	District Attorney
Mark Helms	County Sheriff
Scott Roman	Director of Emergency Response & Communications
Courtney Metcalf	Deputy Director of Emergency Response & Communications
Matt Deno	Probation Director
Terra Adams	Deputy County Administrator
Ron Van Dee	Legislator
Terra Adams	Deputy County Administrator
Morgan Spaulding	Grants Administrator
Trish Hansen	TLC
David Butler	TLC
Reed Cleland	Legislator
Ashley Millard	Deputy Clerk of the Legislature (Remote)
Nicole Compton	County Attorney Executive Assistant (Remote)
Dan Considine	Cortland Standard Reporter
Donald Chu	Resident

Approval of Minutes

1. **June 11, 2026 - Judiciary and Public Safety Committee Minutes**

RESULT:	**APPROVED**

Resolutions

ON MOTION OF SANDRA PRICE **AGENDA ITEM NO. 1.**

Accept and Authorize FY2025 State Homeland Security Grant - Department of Emergency Response and Communications

WHEREAS, the New York State Department of Homeland Security and Emergency Services (NYS DHSES) has awarded the Cortland County Department of Emergency Response and Communications a grant in the amount of $32,149 resulting in no new county costs, in support of NYS State Homeland Security Grant Program; AND

WHEREAS, the fiscal period for this grant is September 1, 2025 to August 31, 2028; NOW THEREFORE BE IT

RESOLVED, that Cortland County Department of Emergency Response and Communications is hereby directed to expend the grant funds according to the stated grant guidance; AND BE IT FURTHER

RESOLVED, that the 2026 budget is amended as follows:

	Current	Change	Revised
A34105.44389.SHSP DHSES Grant	0	$32,149	$32,149
A34105.54048.SHSP PROGRAM SUPPLIES	0	$32,149	$32,149

; AND BE IT FURTHER

RESOLVED, that the County Administrator, upon review and approval by the County Attorney or designee and subject to appropriation of funding by the Legislature, be and hereby is authorized to sign the grant contract with the New York State Department of Homeland Security and Emergency Services at an amount not to exceed $32,149; AND BE IT FURTHER

RESOLVED, the Director of Finance shall carryover all unused grant funds to the subsequent year(s) budget covered by the grant, per the approved grant agreement.

RESULT:	**APPROVED (6 TO 0)**
MOVER:	Legislator Mitchel Eccleston
SECONDER:	Legislator Jason Prentice
AYES:	Douglas Bentley, Cathy Bischoff, Mitchel Eccleston, Jason Prentice, Eugene

	Waldbauer, Sandra Price
NAYS:	None
EXCUSED:	Christopher Newell
ABSENT:	

ON MOTION OF SANDRA PRICE **AGENDA ITEM NO. 2.**

Award Bid - Hazard Mitigation Plan Update Consultation Services - Department of Emergency Response & Communications

WHEREAS, a Request for Proposals (RFP) was issued on June 10, 2026 for Hazard Mitigation Plan Update Consultation Services for the county's Department of Emergency Response & Communications, and such bids were due and received by and opened in the Office of the Clerk of the Legislature on July 21, 2026; AND

WHEREAS, funding was received from the US Department of Homeland Security and Emergency Services Federal Emergency Management Agency (DHSES-FEMA), and approved by Resolution No. 93-26, in support of Multi-Jurisdictional Local Hazard Mitigation Planning in the amount of $150,000; AND

WHEREAS, the County received the following bids from the following for Cortland County Hazard Mitigation Plan Update Consultation Services:

Company	Address	Fee Schedule/Price
Integrated Solutions Consulting	220 S. Buchanan Street Edwardsville, IL 62025	$199,950.00
Highland Planning	820 South Clinton Avenue, #3 Rochester, NY 14620	$149,995.00
Tetra Tech	3475 East Foothill Boulevard Pasadena, CA 91107	$112,530.00
H2O Partners	1515 S Capital of Texas HWY, Suite 305 Austin, TX 78716	$112,450.00
The Resiliency Initiative	2055 Pine Street Redding, CA 96001	$99,152.00
Continuity Operations Group, LLC	174 Nassau St., Suite 318 Princeton, NJ 08542-7005	$98,800.00
Chloeta	701 Cedar Lake Boulevard, Suite 320 Oklahoma City, OK 73114	$94,532.00
MCM Consulting Group, Inc.	328 Innovation Boulevard, Suite 222 State College, PA 16803	$79,626.30

; AND

WHEREAS, the bids were evaluated to determine whether they met the specifications of the RFP and compared to identify the company that represents the lowest responsible bidder; AND

WHEREAS, it is the recommendation of the Judiciary and Public Safety Committee of the Cortland County Legislature to award the bid to The Resiliency Initiative, of 2055 Pine Street, Redding, CA 96001, as outlined in the RFP submission; NOW THEREFORE BE IT

RESOLVED, that the Cortland County Legislature be and hereby awards the bid for Hazard Mitigation Plan Update Consultation Services to The Resiliency Initiative, of 2055 Pine Street, Redding, CA 96001 as outlined in the RFP submission; AND BE IT FURTHER

RESOLVED, that the County Administrator, upon review and approval by the County Attorney or designee and subject to appropriation and funding by the Legislature, be and hereby is authorized to enter into an agreement with The Resiliency Initiative, of 2055 Pine Street, Redding, CA 96001 for the Hazard Mitigation Plan Update Consultation Services AND BE IT FURTHER

RESOLVED, that the Cortland County Finance Director is hereby authorized and directed to make payment from Account A34105.54048.26HMG for the Hazard Mitigation Plan Update Consultation Services as approved.

RESULT:	**APPROVED (6 TO 0)**
MOVER:	Legislator Cathy Bischoff
SECONDER:	Legislator Mitchel Eccleston
AYES:	Douglas Bentley, Cathy Bischoff, Mitchel Eccleston, Jason Prentice, Eugene Waldbauer, Sandra Price
NAYS:	None
EXCUSED:	Christopher Newell
ABSENT:	

ON MOTION OF SANDRA PRICE **AGENDA ITEM NO. 3.**

Authorize Software Support and Maintenance Contract - Motorola Flex - Department of Emergency Response & Communications

WHEREAS, the Cortland County Department of Emergency Response & Communications is operating Motorola's Flex Computer Aided Dispatch (CAD) software (formerly Spillman), Records Management System (RMS), mobile, and related public safety technologies; AND

WHEREAS, the Department of Emergency Response & Communications has previously entered into software and maintenance support contracts with Motorola (formerly Spillman); AND

WHEREAS, Motorola Solutions, Inc. has submitted a proposal for software maintenance and support dated July 29, 2026, for the provision of its Flex Subscription Plus solution, which includes CAD, Records Management, Mobile applications, interface maintenance, cloud-based enhancements, and associated support services for County public safety operations; AND

WHEREAS, the proposed agreement provides for a seven (7) year subscription term at a total cost not to exceed One Million, One Hundred Fifty-Two Thousand Dollars ($1,152,000.00), with annual payments as follows: Year 1 (2027) - $162,000; Years 2 through 7 (2028-2033) - $165,000 annually; AND

WHEREAS, this seven (7) year maintenance contract provides system reliability, continuity of operations, and predictable budgetary costs; AND

WHEREAS, the Department of Emergency Response & Communications has determined that implementation of the Flex Subscription Plus solution will enhance operational efficiency, improve information sharing, and support the County's public safety and emergency communications mission; AND

WHEREAS, this software maintenance and support proposal for the Motorola Flex Subscription Plus public safety software suite is in the best interests of Cortland County, and it is a budgeted expense under the Department of Emergency Response and Communications using account A30205.54015; NOW THEREFORE BE IT

RESOLVED, that the Cortland County Legislature hereby authorizes the County Administrator, upon review and approval by the County Attorney or designee, to execute an agreement and any related documents with Motorola Solutions, Inc. for the Flex Subscription Plus public safety software suite substantially in accordance with the proposal entitled Cortland County, NY Flex Subscription Proposal 7 year REV 2, dated July 29, 2026.

RESULT:	**APPROVED (6 TO 0)**
MOVER:	Legislator Cathy Bischoff
SECONDER:	Legislator Eugene Waldbauer
AYES:	Douglas Bentley, Cathy Bischoff, Mitchel Eccleston, Jason Prentice, Eugene Waldbauer, Sandra Price
NAYS:	None
EXCUSED:	Christopher Newell
ABSENT:	

Action Items

Discussion Items

Monthly Reports

1. **Office of Assigned Counsel Monthly Report**

RESULT:	**COMPLETED**

2. **Office of the Public Defender Monthly Reports**

RESULT:	**COMPLETED**

3. **Office of the District Attorney Monthly Report**

RESULT:	**COMPLETED**

4. **Probation Department Monthly Report**

RESULT:	**COMPLETED**

5. **Department of Emergency Response and Communications Monthly Report (June)**

RESULT:	**COMPLETED**

6. **Department of Emergency Response & Communications Monthly Report (July)**

RESULT:	COMPLETED

Adjournment

The meeting was adjourned at 09:52 AM.

NEW YORK STATE | Homeland Security and Emergency Services

KATHY HOCHUL
Governor

TERENCE O'LEARY
Commissioner

June 8, 2026

The Honorable Kevin Fitch
Chair, Cortland County Legislature
County Office Building
60 Central Avenue, Room 316
Cortland, NY 13045

Dear Mr. Fitch:

I am pleased to inform you that Cortland County is awarded $32,149 under the FY2025 State Homeland Security Program (SHSP). Funding for this grant is provided by the U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA). The New York State Division of Homeland Security and Emergency Services (DHSES) will administer this funding on behalf of FEMA.

Please note that a minimum of **30%** of your projects ($9,645) must be spent in support of the five (5) National Priority Areas that FEMA is requiring this funding cycle, listed below.

FY2025 National Priority Areas:

- Enhancing Election Security **- 3% minimum spending requirement ($964)**
- Enhancing the Protection of Soft Targets/Crowded Places – No minimum spending requirement
- Supporting Homeland Security Task Forces and Fusion Centers – No minimum spending requirement
- Enhancing Cybersecurity – No minimum spending requirement
- Supporting Border Crisis Response and Enforcement – No minimum spending requirement

This funding cycle, all subrecipients are required to meet the overall minimum 30% spending requirement, to include the 3% minimum spending requirement for Enhancing Election Security, as identified above. The remaining 27% overall requirement may be spent across any of the National Priority Areas you wish to cover but we highly encourage you to consider as many as practical.

Please also keep in mind that the federal guidelines still require that you allocate a **minimum of 35%** of your total award amount to support law enforcement terrorism prevention activities. For this funding cycle, that total will be $11,252, representing your SLETPP award. These activities should be consistent with the efforts of your local Counter Terrorism Zone (CTZ).

The performance period for this grant is from September 1, 2025, through August 31, 2028. Grant extensions beyond this date are highly unlikely. DHSES grants management staff will

work with your designated SHSP grant program point of contact to provide additional administrative guidance in executing this award.

Please note that DHS/FEMA has placed an administrative funding hold on projects needed to meet the 30% minimum spending requirement for National Priority Areas and projects needed to meet the 35% minimum allocation requirement for law enforcement terrorism prevention activities, pending review and approval of submitted projects. This hold will be outlined as a special condition in your SHSP/SLETPP contract. Once DHS/FEMA approves the projects and releases the hold, DHSES Grants Program Administration staff will process an amendment to release the hold in your SHSP/SLETPP contract.

Thank you for your continued support of New York State's homeland security efforts. DHSES remains committed to providing you with outstanding support in the administration of your homeland security programs. If you have any questions, please contact me at (518) 242-5000 or Eric Abramson, Director of Grants Program Administration at (518) 242-5108.

Sincerely,

Terence O'Leary
Commissioner

INTEGRATED SOLUTIONS CONSULTING

Cortland County

New York

Request for Proposals (RFP) No. 26-ERC-011

Hazard Mitigation Plan Update Consultation

847-737-5395 | www.i-s-consulting.com

BUILDING A MORE RESILIENT FUTURE

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Cover Letter

Cortland County Legislature
60 Central Avenues, Suite 306, Cortland, NY 13045
Attn: Clerk of the Legislature and
Courtney Metcalf, Deputy Director

July 18, 2026

Dear Cortland County Legislature,

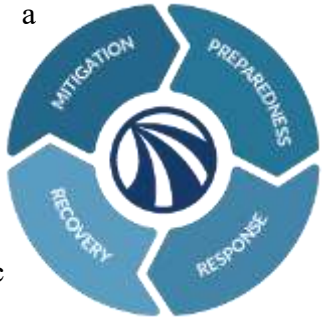
Thank you for providing **Integrated Solutions Consulting (ISC)** with the opportunity to provide Cortland County, NY with a proposal for Hazard Mitigation Plan Update Consultation services. As a leading provider of Hazard Mitigation Planning (HMP) services, we believe the proposed ISC Team offers a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

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

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

Company Overview

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



Throughout ***our 20+ years of service***, ISC has had the privilege of supporting diverse communities nationwide as a single-source provider of emergency planning services. Unlike our competitors, we are exclusively focused on providing emergency management and homeland security consulting services to the private and public sector. Our focus on these services provide our staff

a wealth of experience and lessons learned, granting Team ISC the ability to not just meet our clients' needs, but deliver services that go above and beyond.

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

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

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

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

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

Our People are a group of professionals whose expertise and skill sets are based on a mix of academic achievement, direct practice, and proven subject-matter experience. ISC recognizes that the successful management of any project is dependent upon our ability to effectively deliver exceptional professionals with a documented record of success. Our continued success has served to strengthen our belief that our team must be coordinated and versed in a wide array of fields that support emergency management operations, especially in the discipline of mitigation planning, public engagement, and risk assessment.

ISC's personnel include Certified Floodplain Managers, Certified Emergency Managers (CEMs), Mitigation Specialists, Recovery & Response Specialists, Technical Experts (engineers, architects, construction managers), and proven subject matter experts. Collectively, our staff has responded to over several hundred disasters and contributed to hundreds of consulting engagements, including hazard mitigation planning, risk assessments, community outreach, comprehensive emergency planning, recovery, response, grant management, and project management.

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

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

Benefits of this Proposal

As a leading provider of emergency management professional services, ISC is specifically qualified to perform the entire range of activities, as described in the Scope of Work. We are confident that no other firm can match our team's extensive experience and locally focused approach to this project.

To best encapsulate the benefits, we believe ISC brings this endeavor, we have provided the table below which highlights ISC's experience, expertise, and capacity to deliver a Hazard Mitigation Plan.

Integrated Solutions Consulting – Overall Benefits	
Our Experience	✓ ISC has *completed over 50+ Hazard Mitigation Plans*, of similar size and scope, for government entities nationwide.
Performance and Capacity to Perform	✓ Our intent is to provide our clients with an HMP that is aligned with the State, while meeting: ✓ *National Flood Insurance Program (NFIP),* ✓ *Community Rating System (CRS)* ✓ *Floodplain Management Planning requirements (Activity 510)* ✓ *Code of Federal Regulations for Local Mitigation Plans (44 CFR 201.6)* ✓ ISC's has a superior record of developing mitigation plans that are not only *accepted upon the initial submission to the state/FEMA* but also *positioned communities to secure funding for implementing hazard mitigation projects*.
References and Recommendations	✓ *Repeat business is the best complement for a consulting firm.* We encourage you to contact our references, who are all repeat customers, to ensure a comprehensive picture of our team's experience and solutions.
Qualifications of Staff	✓ ISC consists of 40+ full-time employees and *maintains a cadre of 250+ emergency management professionals* with experience completing services similar in size and scope. ✓ ISC's proposed team is *available immediately* upon award of the project.
Accuracy of Cost Estimates	✓ Team ISC is dedicated to providing our clients with accurate project pricing. ✓ We have never pursued a change order on a past project. We cannot provide data regarding bid versus final costs estimate, as we have not altered prices provided in our proposals. ✓ The proposed compensation for this project is a firm, fixed price, inclusive of all labor, materials, travel expenses, and all other costs, direct and indirect, necessary for each task identified in the Scope of Work.

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

Respectfully Submitted,

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

Point of Contact

Daniel Martin, Principal
Phone: 847-737-5395
Email: dan.martin@i-s-consulting.com

Project Understanding and Approach

The Client's goals are ISC's goals. Based on our prior experience developing HMPs, we have learned that success means more than gaining FEMA and state approval and municipal adoptions: *The Client defines success*. Accordingly, ISC believes it is essential to establish a clear understanding of goals and objectives upon contract execution. As such, our proposal provides not only an approach and methodology to meet the required services, as per the Scope of Work, as defined in the RFP, but also summarizes background information on our range of experience developing Hazard Mitigation Plans, introduces our proposed key staff, and their qualifications, provides professional references, and detailed pricing.

ISC's approach to developing the Hazard Mitigation Plan is a seven-task method, consistent with the Scope of Work (SOW), compliant with industry best practices, federal and state requirements, and lessons learned from our past engagements. The seven tasks are:

- Task 1: Project Management, Planning, Organizing Resource
- Task 2: Hazard Identification
- Task 3: Risk Assessment
- Task 4: Developing a Mitigation Strategy
- Task 5: Assisting in Plan Adoption, Monitoring, and Evaluation
- Task 6: Draft Plan
- Task 7: Final Plan & Submission to the State & FEMA

It is important to note that while the narrative in this proposal summarizes our recommended approach, our methodology is flexible to meet all needs the project engagement requires to be completed successfully. ISC anticipates that changes will be made during the interview and scope development process, however the project approach below will provide a baseline understanding of ISC's Hazard Mitigation Plan development methodology.

Project Approach

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

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

Task 1: Project Management

Subtask 1.1: Project Initiation

Upon notification of contract award, the ISC Team Project Manager will immediately contact the designated Client Project Manager to set up a Project Initiation Meeting. The ISC Team will be prepared to schedule and conduct this meeting within seven days of contract award. Additionally, the ISC Project Manager will request contact information for additional participants and confirm

with the designated the Client Project Manager the desired format or location for this meeting (i.e., in-person, remote, preferred platform, etc.). Once these elements are confirmed, the ISC Team will schedule participants to the Project Initiation Meeting via MS Outlook Calendar Invitations.

During the initial meeting, we will introduce the proposed ISC Team, present the Project Work Plan (PWP), identify initial data requests, and establish processes for collecting data, the designation of control, points of contact, and quantity of and schedule for project deliverables. Additionally, we will discuss and define administrative requirements for the project, including correspondence, invoicing, and other related project issues. This project kick-off meeting will outline expectations and responsibilities.

Best Practice #1
ISC offers a customized interactive mitigation planning participation module that allows committee members and stakeholders to learn about the mitigation process and provide real-time feedback and input in the plan development. Data analytics track and document your team's participation in the planning process.

Subtask 1.2: Project Work Plan Development & Internal Controls

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

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

Subtask 1.3 Project Reporting & Meeting Planning

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

Team ISC's Project Management Approach	
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 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,

Team ISC's Project Management Approach	
	ISC has identified support staff and potential candidates that would be available to fill in. *These changes would be implemented only with 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. Potential Risks & Mitigation Strategy	At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.
5. Quality Assurance & Control	ISC's Quality Assurance Plan (QAP) defines the organization, and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.
6. Project Status Reports	The ISC Project Manager will provide a "Project Status Report" to the designated Client representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.
7. Invoices & Quarterly Grant Reporting.	The ISC Project Manager will provide invoices to the designated Client representative(s), which can be sent either by deliverable or monthly. To ensure the Client meets all compliance and reporting requirements, the ISC Team will maintain detailed records of work and expenditures and submit financial and contract performance reports following the grant reporting schedule.

Subtask 1.4 Odysseus™ - Hazard Mitigation Planning

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

Task 2: Organizing Resources

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

Subtask 2.1 Formation of Planning Team & Initial Meetings

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

Best Practice #2
ISC provides analytical reports of each committee member's time in the system reviewing the plan, collaborating with committee members, and participating in the mitigation planning tools. This participation is shared and reported in a format that is consistent with FEMA's quarterly reporting requirement.

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

Subtask 2.2 Documentation of the Planning Process

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

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

Subtask 2.3 Public & Stakeholder Outreach Strategy

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

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

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

The ISC Team has successfully executed large, sophisticated public outreach strategies for planning efforts in multiple urban and regional settings. ISC and its team have documented success in implementing public outreach strategies that utilize mass media and public forums, build community consensus, enhance plan participation, and provide data analytics that can be utilized for a community's comprehensive emergency management programs. These outreach efforts have required the development of public information materials and documents, such as press releases, fact sheets, manuals, and other education-related products. ISC will work closely with the client to develop a hazard mitigation public involvement strategy that not only meets the State's and FEMA's requirements but provides value beyond the hazard mitigation plan. Though this is inexhaustive, the engagement strategy will address the following key points:

- ✓ Address FEMA's requirements for mitigation plans, as identified in the DMA 2000, CFR Part 201.6, the American Planning Association's Hazard Mitigation: Integrating Best Practices into Planning, and the most current FEMA "how-to" planning guidance.
- ✓ Address state requirements for mitigation plans
- ✓ Identify members' contribution to the planning process.
- ✓ Address preliminary goals and objectives.
- ✓ Identify (and debrief) meetings with key community stakeholders and any other bodies that may seem appropriate.
- ✓ Distribute questionnaires that will assist in identifying resources that will be needed for successful completion of the project.
- ✓ Highlight the progress-to-date and the schedule for the remainder of the planning process.
- ✓ Solicit input from members throughout the planning process.
- ✓ Provide value beyond the hazard mitigation and help to inform comprehensive emergency management programs and community resilience

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

- **Public Forums/Meetings:** ISC's process for conducting a public forum or meeting is based on the premises that format follows function. The objective for the public meeting for hazard mitigation planning is to inform the public of the hazard risk threats and gather their input in potential hazard mitigation actions. To ensure that optimal attendance for these meetings is achieved that is representative of the whole community, ISC will work with the client to ensure that the date and time of the meeting is shared through the most appropriate channels, and to leverage community networks that are pre-established.
- **Stakeholder Workshops:** Workshops are highly interactive meetings, usually designed for a pre-determined audience that represents different but similar groups. A Stakeholder Workshop includes representatives that can speak for their organizations that are assigned to complete specific tasks such as ranking the community's hazard risks or identifying

mitigation actions. Workshops are a good forum to build consensus with influential groups and decision-makers.

- **Community Surveys:** In addition to providing quantitative measurements on the viewpoints and perspectives of the public, community surveys can also assist with providing reliable data analytics and scientific measurements to help inform community stakeholders, community leaders, and policymakers. ISC's proprietary methodology ensures that the survey is representative of the community, achieves a 95% confidence interval, and provides evidence-based results that not only inform the community's hazard mitigation plan, but also the community's comprehensive emergency management program. When completed over multiple hazard mitigation plan updates, the survey serves as an instrument to measure community resiliency and progress.
- **Social Media & Internet Campaigns:** Campaigns ran through social media and the internet provides a medium to share information with the public. Although these campaigns provide limited interactivity with the public, supporting data analytics can identify segments of the public that were reached.

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

Task 3: Hazard Identification and Risk Assessment

A community's hazard risk assessment is a critical document that defines a community's strategic common operational picture to mitigate, as well as prepare, protect, respond, and recover to emergencies and disasters.

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

Our team's proven methodology ensures:

- ✓ Ensures uniformity among hazard categories
- ✓ Utilizes empirical values applicable to all communities, facilities, and systems
- ✓ Employs complex GIS modeling and analysis of probable scenarios to provide planning considerations of social, political, and physical impacts
- ✓ Grants the flexibility needed to integrate the vulnerability assessments of critical assets accurately and systematically

- ✓ Provides consistency between the State's approach as applicable while addressing the unique characteristics and attributes of the Client.

As part of the community's overall risk assessment, the ISC Team will provide an analysis of the natural, technological, and political hazard categories by elaborating upon and defining the specific types of hazards; identifying recent events that have occurred locally and/or regionally; developing the hazard profiles, parameters, and characteristics; assessing possible vulnerabilities; determining probable scenarios, and modeling select hazards.

Subtask 3.1 Hazard Identification and Profiles

The ISC Team will help the Planning Team identify and review all the hazards that might affect the community and will narrow the list to the hazards that most likely will impact the community. Our team will obtain this information through various avenues, including, but not limited to:

Best Practice #3
ISC documents the planning process, provide a method of on-going committee collaboration, offer an archival repository of planning meeting minutes and information, and ensure the active participation of committee members and key stakeholders throughout the life cycle of the Hazard Mitigation planning process.

1. **Research of historical documents and data:** By accessing newspapers, historical societies, database searches, etc., the ISC Team will gather records that may contain dates, the magnitude of the events, damage, and further evidence of the past natural disasters in the community.
2. **Review of existing plans and reports:** To ensure the Client is covering all the possible hazards, our team will collect and review plans and documents that may have information on hazard planning. These documents will be reviewed to identify a list of disasters and potential issues that have occurred in the past. Also, local comprehensive plans, land use plans, capital improvement plans, as well as building codes, land development regulations, and flood ordinances will be reviewed to identify hazard provisions that indicate the presence of local hazards.
3. **Inventory Assets:** Using GIS data management and analysis, an inventory of the Client's assets will be developed based on the categories defined in the DHS/FEMA protocol. This inventory of assets will assist in identifying areas that are subject to the various natural hazards in the subject area. These categories are:
    a. Transportation Systems
    b. Lifeline Utility Systems
    c. High Potential Loss Facilities (financial institutions, government buildings, etc.)
    d. Hazardous Waste/Materials Facilities
4. **Profile Hazards:** Per FEMA, each hazard profile will include a description of the hazard, previous occurrences, locations, and extents, and the probability of future occurrences.

In close coordination with the Planning Team, the ISC Team will reach out to local, state, and federal governments to obtain hazard information, development trends, known vulnerabilities, and past experiences mitigating, responding, and recovering from disasters. These efforts may include (as appropriate):

- ✓ Interviewing pre-identified local officials and FEMA officials; and,

- ✓ Contacting other resources such as Natural Hazards Center, Hazard Disaster Center, National Weather Service, Association of State Floodplain Managers, International Association of Emergency Managers, etc.

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

Subtasks 3.2 and 3.3 Hazard Mapping & Vulnerability Assessment

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

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

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

Our team will review the inventory to ensure that all facilities, infrastructures, and sectors critical to the continuity of government, operations, and services provided by the Client are included in the mitigation planning process. Additionally, our team will conduct GIS-HAZUS Analysis Models of varying hazard scenarios.

The loss estimation process will utilize HAZUS-MH modeling (or other modeling program), GIS analysis, historical disaster data and information, and quantitative analysis to estimate the losses to natural and human-induced hazard events in a defined area. The analysis will include the following:

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

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

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

Best Practice #4
ISC's proprietary CVR2 Model is a prioritized indication of planning risk considerations and dashboard analytics that can be incorporated into the community's preparedness efforts, that will increase programmatic efficiency, operational effectiveness, and a unified common operational picture.

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

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

Best Practice #5
Unlike our competitors, ISC offers FAA-licensed operators to conduct drone flights per 14 CFR part 107. Incorporating aerial analysis gives a new perspective on existing hazard risks & hazard mitigation actions. Aerial imagery analysis and modeling of high hazard areas, recovering communities, and vital infrastructure assets can be incorporated into your HMP.

As part of the vulnerability assessment, our team will look at future development trends and special considerations (i.e., historical property, environmentally sensitive areas, etc.) that can have a significant impact on a community's risk of hazards. The impact of these trends and special considerations on the community's risk is directly proportional to the size of the community, community values, and the significance of the development trend or special consideration.

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

Subtask 3.4 Capabilities Assessment

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

Subtask 3.5 High Hazard Potential Dams [Optional]

ISC will incorporate a targeted assessment of high-hazard dams into the Cortland County Multi-Jurisdictional Hazard Mitigation Plan update. This will include identification and profiling of all high-hazard dams within the planning area, evaluation of dam failure risks and potential impacts (inundation zones, population exposure, critical facilities, and infrastructure), and integration into the overall hazard identification and risk assessment section.

Activities will encompass data collection from local, state, and federal sources (including NYS Dam Safety Program records), coordination with relevant stakeholders and dam owners, updated vulnerability analysis, and development of specific mitigation actions and implementation strategies to reduce dam-related risks. All work will align with FEMA 44 CFR Part 201 requirements, NYS DHSES standards, and the MitigateNY framework, with findings incorporated into plan documents, capability assessments, and municipal adoption support.

Task 4: Developing a Mitigation Strategy

Identifying and prioritizing mitigation actions are the fundamental components of an HMP. In the previous tasks, ISC redefined hazards, reassessed vulnerabilities, and the losses were estimated. Our Team will craft a prioritized list of mitigation actions that will reduce future risks and losses. This task will allow ISC to identify goals and objectives; identify and reevaluate mitigation actions, and develop the capabilities assessment, and identify mitigation strategies.

This effort will also include a progress update on the mitigation actions taken during the last five years, regardless of inclusion in the previous HMP or funding source. This progress update will provide context and ideas for new projects.

Subtask 4.1 Develop Hazard Mitigation Goals

Based upon the hazard profiles, hazard loss, vulnerability, and risk assessment, the Planning Team will identify mitigation goals that articulate the Client's desire to protect people and structures, reduce the cost of disaster response and recovery, and minimize disruption to the community following a disaster.

ISC will prepare a Memorandum stating the identified Mitigation Goals and Objectives, as identified by the Planning Team and schedule and conduct a meeting to review draft mitigation goals and objectives with the Planning Team and the public. ISC will solicit feedback to gain buy-in and consensus.

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

Subtask 4.2 Develop, Evaluate, & Prioritize Mitigation Actions

ISC will reevaluate mitigation actions consistent with the goals and objectives that were previously defined and will evaluate the mitigation actions to determine the action's effectiveness and efficiency for preventing, protecting, and reducing damages to the community's assets from natural hazards. Input will be considered from relevant state and federal agencies, as well.

Evaluation of these mitigation actions will be based on, but not limited to, the following criteria:

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

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

- Project Name and Number
- Goal and/or Objective being met
- Hazard to be mitigated
- Description of the Problem
- Lead Agency responsible for implementation
- Estimated Costs
- Estimated Benefits

- Project Description
- Estimated Timeline
- Whether or not the project is related to a Critical Facility (and if so, assurance that the facility will be protected to the 500-year event or greatest damage scenario).
- Potential Funding Sources

Subtask 4.3 Mitigation Actions Implementation Strategy

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

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

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

The strategies proposed by ISC will ensure compliance with DMA 2000 and will delineate between pre-disaster (FEMA's BRIC program) and post-disaster (HMGP 404 and 406) actions. The ISC Team will provide technical support to the six-hazard mitigation and preparedness categories, as defined by FEMA: prevention, property protection, public education and awareness, natural resources protection, emergency services, and structural projects.

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

The ISC Team will write a complete final draft of the HMP for the Client. The plan will include a risk assessment and mitigation strategy as well as a process for maintaining the plan so that it continues to be a useful document for the rapidly growing and urbanizing communities.

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

Subtask 5.1 Maintenance Strategy

The Plan Maintenance section, included in the final plan, will ensure that the document continues to be viable and is compliant with federal directives, and that the plan moves toward implementation over the next 5 years. **ISC also commits to offer a one-year plan maintenance review.**

The maintenance strategy will detail how the Client will monitor, evaluate, implement, and update the Plan. Updates or changes to the plan will be made periodically to accommodate evolving needs and to respond to actual disasters. ISC has developed multiple year-by-year implementation strategies, which ensures the plan remains viable and relevant.

Subtask 5.2 Incorporation into Existing Planning Mechanisms

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

Subtask 5.3 Implementation Schedule

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

Subtask 5.4 Continued Public Involvement

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

The ISC Team will write a complete final draft of the HMP for the Client. The plan will include a risk assessment and mitigation strategy as well as a process for maintaining the plan so that it continues to be a useful document for the rapidly growing and urbanizing communities.

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

Task 6: Draft Plan

The project team will prepare a draft of the Client's HMP that will document the mitigation planning process and address the elements required by 44 CFR 201.4 and CPG 101.

Best Practice #6
ISC leverages our library of compliance metric tools to allow clients to validate their plans against federal, state, and industry requirements, include DMA 2000. Our data-driven assessment gives emergency management professionals the opportunity to evaluate compliance systematically & comprehensively.

ISC will assemble information, comments, and reports from the previous tasks. Informational databases, graphics, and maps will also be included in the final plan to visualize the geographic, functional, or systematic relationship between the loss estimation and the mitigation activity chosen.

To meet DMA 2000 requirements, the document will include a description of the planning process; a definition of the planning area identifying who was involved in the process, how they were involved, and methods of public participation that were employed; and a detailed description of the decision-making and prioritization process.

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

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

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

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

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

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

Subtask 7.1 Closeout

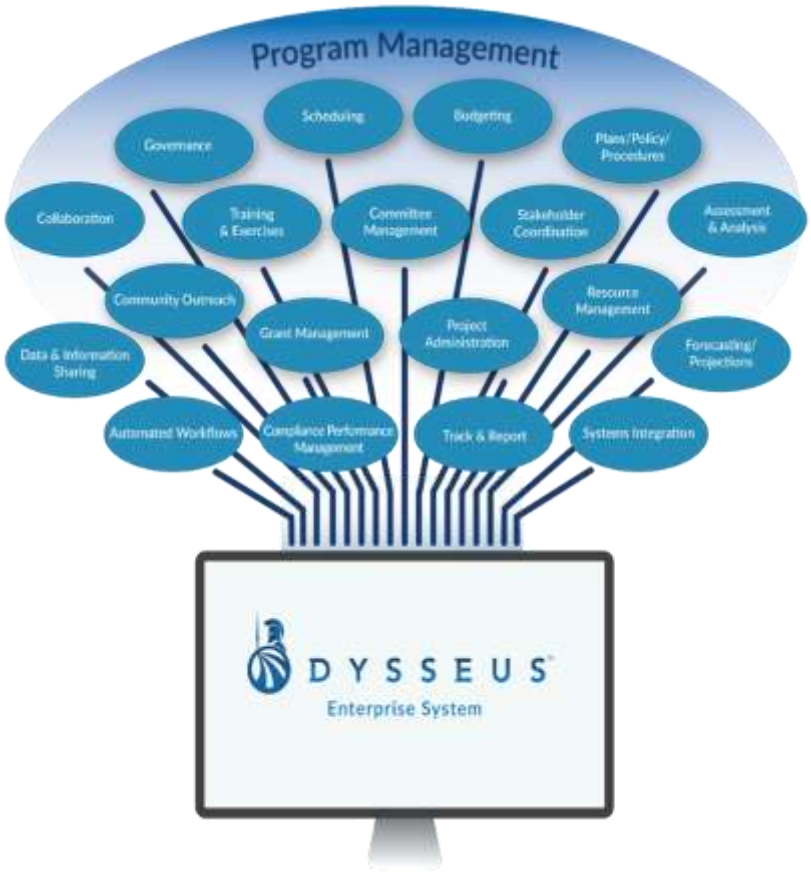
Upon completion of this project and finalization of the proposed deliverable, the ISC Project Manager will provide a "Project Close-Out" report. This report will incorporate the final "Monthly Status of Accomplishments and Costs" report information, summarize this project effort, and recommend improved methodologies for future initiatives of a similar nature.

The "Project Close-Out" report will be submitted as draft copies to the Client Project Lead within 45 days of completion of the Client's HMP.

Value-Added Considerations

Our Innovations: Odysseus™ EM365

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



Odysseus is a revolutionary software that is transforming preparedness, recovery, and resiliency program management for the modern emergency maangement professional. Unlike other industry-specific software solutions, Odysseus™ is not solely an 'incident management' software. Instead, it is considered a comprehensive, program management software solution that has been designed specifically for the emergency

management industry. Hazard mitigation planning and programs are at the conerstone of Odysseus™' functionalities; however, this software offers many other functionalities that are needed for managing a statewide comprehensive emergency management program. It is designed to serve as a force-multiplier programmatic solution that offers efficiency and compliance across all aspects of manging a comprehensive emergency management program

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

Odysseus™ in Work: Hazard Mitigation Planning

Odysseus™ is a cloud-based system that offers a suite of tools and systems designed and dedicated to the efficient management of comprehensive preparedness efforts. Odysseus™ features the unique characteristic of providing standardization and flexibility. This union of technological and programmatic features greatly increases the preparedness capabilities by efficiently and effectively enabling emergency preparedness organizations to design, develop, maintain, and continually improve programs and operations throughout the preparedness, response, recovery and mitigation/protection phases. Specifically, in regards to hazard mitigation plans and programs, Odysseus™ offers:

- **Track Plan Development and Update:** Odysseus™ provides a collaborative, could-based environment to validate and document the mitigation planning process and allow agency authorities real-time access to planning doctrine.
- **Plan Maintenance:** Many communities are challenged with the regular maintenance and update of their hazard mitigation plans. Odysseus™ provides users with scheduled reminders to convene planning committees, document committee participation, and track plan updates and project implementation.
- **Mitigation Committee Management Tools:** Odysseus™ documents the mitigation planning participation of committee members and stakeholders, providing usage logs that can be used to support a jurisdictions in-kind match for FEMA grant funds.
- **Interactive Mapping and Hazard Modeling:** Odysseus™ web-based format allows for interactive community base maps and hazard modeling maps.

- **Mitigation Crosswalk Compliance Metrics:** Odysseus™ has a library of compliance metric tools that allow users to validate their plans against federal, state, and industry requirements, to include FEMA Mitigation Compliance Crosswalks.
- **Community Outreach Tools:** Odysseus™ offers a variety of outreach tools that are designed to engage plan participants by using adult learning techniques and accessible cutting-edge technologies.
- **Grant Management [NEW]:** Odysseus™ provides users with a ready-to-use or customized grant management system to allow your organization to track, administer, report, and maximize grant funding for a variety of FEMA and DHS programs, to include Hazard Mitigation, Building Resilient Infrastructure & Communities (BRIC), and other mitigation and emergency management grant funding programs.

Project Schedule

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

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

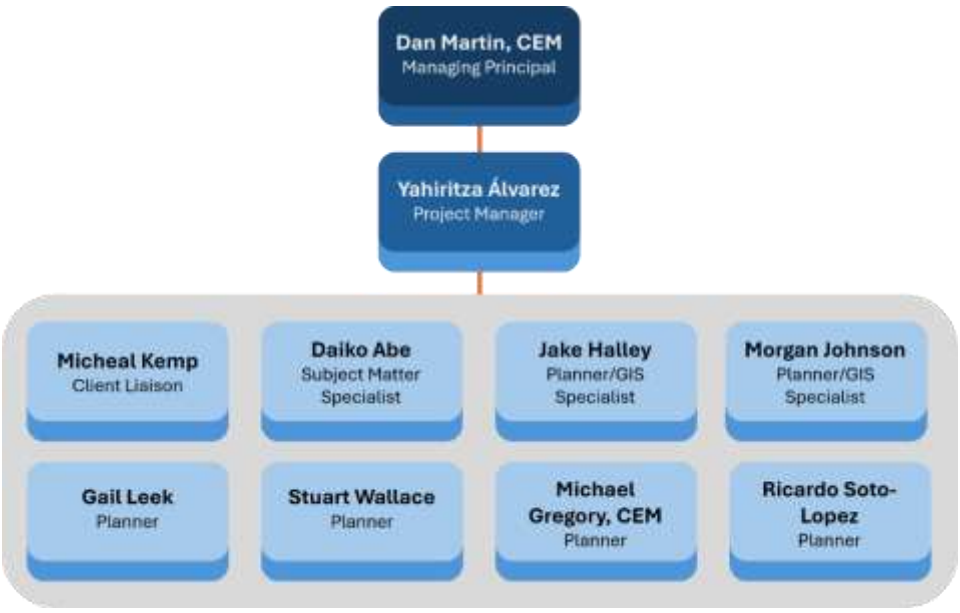
Month:	1	2	3	4	5	6	7	8	9
Task 1: Project Management, Planning, Organizing Resources									
Project Initiation	X								
PWP & Internal Controls	X								
Project Reporting	X	X	X	X	X	X	X	X	X
Planning Team & Meetings		X			X			X	
Documentation of Process		X			X		X	X	
Public Outreach		X			X			X	
Task 2: Hazard Identification									
Hazard Identification & Profiles		X	X	X					
Hazard Mapping			X	X					
Task 3: Risk Assessment									
Vulnerability Assessment				X	X				
Capabilities Assessment					X				
Task 4: Developing a Mitigation Strategy									
Develop Mitigation Goals					X				
Prioritize Mitigation Actions					X	X	X		
Implementation Plan							X		
Task 5: Assisting in Plan Adoption, Monitoring, and Evaluation									
Maintenance Strategy							X	X	
Incorporation into Existing Planning								X	

Month:	1	2	3	4	5	6	7	8	9
Implementation Schedule								X	
Continued Public Involvement								X	
Task 6: Draft Plan									
Draft Plan							X	X	
Task 7: Final Plan & Submission to the State & FEMA									
Final Plan								X	X
Submission & Adoption								X	X

Staffing Plan

The ISC Team consists of 40+ full-time employees and maintains a cadre of **250+ emergency management professionals** with experience completing Hazard Mitigation Planning services. ISC has drawn from this extensive pool of highly experienced and qualified resources and specifically identified key personnel for this project. The ISC Team offers Certified Floodplain Managers, Community and Mitigation Planning Subject Matter Experts, and Certified HAZUS Practitioners. All our proposed key personnel have consistent records of successful leadership, innovation, client service, and technical expertise.

Project Organizational Chart



Project Organizational Chart

Key Staff

The table below summarizes the organization of our proposed team, as well as their roles, qualifications, and relevant experience. Please see **0** for our key personnel resumes.

Key Staff		
Staff & Role	**Qualifications**	**Relevant Experience**
Daniel Martin, CEM, PhD *Managing Principal*	• PhD, Emergency Management • BS, Environmental Engineering • Certified Emergency Manager	• Managed over 200 emergency management consulting engagements • Supported over 30 post-disaster community recovery operations • Multiple Presidential awards and recognition
Yahiritza Álvarez *Project Manager*	• Executive Master of Professional Studies in Emergency and Disaster Management • BS, Meteorology	• Contra Costa County MJ-HMP, project manager • Miami-Dade County Office Emergency Management, Emergency Management Planner • 5-year update of Miami-Dade County's Local Mitigation Strategy
Micheal Kemp, PhD *Client Liaison*	• Academic and practical credentialed public safety professional with 30+ years of direct experience • PhD, Emergency Management • MS, Emergency Management	• Dawson County, MT, Mitigation planning, Senior Advisor • McCone County, MT, Mitigation planning, Senior Advisor • Wibaux County, MT, Mitigation planning, Senior Advisor
Daiko Abe *Subject Matter Specialist*	• MS, Emergency Management • Certified Floodplain Manager	• 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.
Jake Halley *Planner/GIS Specialist*	• Lead planner for multiple MJHMPs nation-wide • HAZUS-MH Professional	• City of Detroit HMP • City of Galveston, TX HMP • St Charles Parish, LA MJHMP • San Miguel County, NM MJHMP • UTMB Galveston.404 and 406 mitigation activities
Morgan Johnson *Planner/GIS Specialist*	• 20+ years of EM experience • HAZUS Professional • MPH, Health Behavior and Health Education • BS, Psychology	• Montgomery County TX HMP • California COVID Business Continuity Planning • FEMA Region 2 All Hazards Plans
Gail Leek *Planner*	• Mitigation planning specialist • BS, Business Administration	• 18+ years of hazard mitigation planning experience • Colorado state hazard mitigation planning specialist
Stuart Wallace *Planner*	• 40+ years of experience • HSEEP certified	• Multiple state-level HMPs • 15+ county MJHMPs

Key Staff		
Staff & Role	**Qualifications**	**Relevant Experience**
	• MS, Landscape Architecture • MS, Civil Engineering • BS, Landscape Architecture	• FEMA National Earthquake Incident Annex • All Hazards Recovery Plan
Michael Gregory, CEM *Planner*	• 40+ years of experience • Certified Emergency Manager (CEM) • BS, Emergency Management • AS, Nuclear Engineering Technology	• City of Ontario Hazard Mitigation Plan • Los Angeles Hazard Mitigation Plan • Various disaster recovery deployments
Ricardo Soto-Lopez *Planner*	• MA, Intercultural Studies • MS, Nonprofit Management • BS, Urban and Regional Studies	• Hawaii State Hazard Mitigation Plan • Community Redevelopment Program Manager • HUD CDBG-DR and CDBG-Mit Planner

The ISC Team understands that availability of key staff for task assignments is critical to moving programs and projects forward. The ISC Team's proposed staff is available immediately, upon award of the project. Moreover, we are prepared to commit our proposed key staff for the duration of the project and will not replace any key staff without prior consultation with, and approval. For those circumstances beyond our control, the ISC Team will submit the replacement key staff's qualifications for review. If any additional resources are required the ISC Team will provide approved additional staff, as necessary.

Relevant Experience

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

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

Experience

Hazard Mitigation Planning

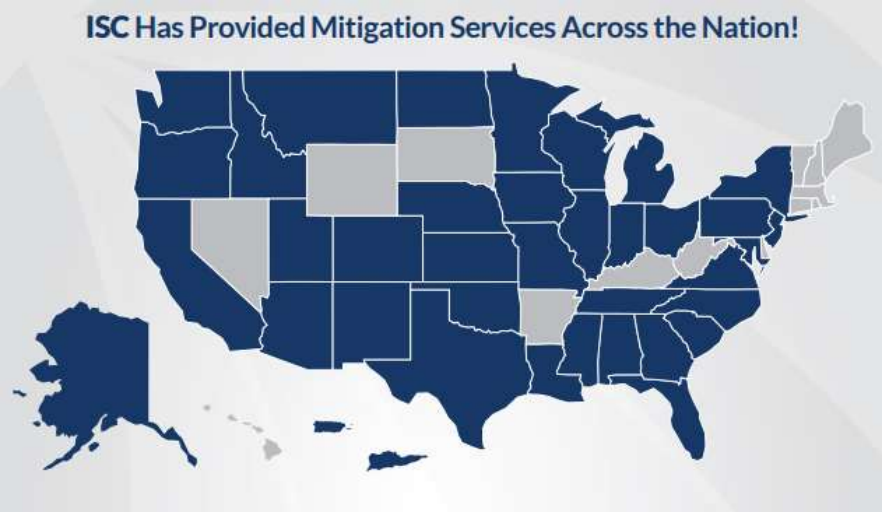
At ISC our success in hazard mitigation planning is more than a function of experience and expertise. Our success is driven by our dedication and passion for creating disaster-resilient communities that hold strong against adversity.

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

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

Our unprecedented success in hazard mitigation planning is more than a function of experience and expertise; dedication and passion for creating more disaster-resilient communities drives our success. In each case identified below, ISC's support, services, expertise, and integrated approach

resulted in developing hazard mitigation plans that were accepted by the state and FEMA, but also successfully positioned these communities to secure funding for implementing hazard mitigation projects.



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

Multi-Jurisdictional Hazard Mitigation Plan Update

Onondaga County Department of Planning

Location	Syracuse, NY

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

Emergency Management Planning Support

Niagara County, New York

Location	Niagara, NY

ISC developed an updated EOP for Niagara County, NY, in 2018. Niagara County faces several unique emergency management considerations, including border proximity, immigration, and the tourism economy. Through close coordination with the Niagara County Office of Emergency Services (NCOES), ISC was able to deliver a strong, updated EOP successfully.

This project required coordination with key local government, regional and state departments, and agencies to develop ESF specific capabilities and responsibilities for use in the Niagara County EOC. In addition to the EOP update and updating of the existing ESFs, ISC. also developed three additional ESFs for Niagara County. The ESFs

Emergency Management Planning Support
Niagara County, New York

included AFN, Volunteer Management, and Donation Management. In addition to the development of these ESFs, ISC provided research and subject matter expertise on each of these emerging topic areas.

Hazard Mitigation Plan Update
New York University

Location	New York City, NY
Contract Length	2023 – 2024

Integrated Solutions Consulting (ISC) supported New York University in developing a comprehensive All-Hazard Mitigation Plan that meets EMAP accreditation standards and aligns with the Disaster Mitigation Act of 2000 (DMA 2000). The project encompassed a detailed community profile, extensive risk assessment across 16 natural, technological, and human-caused hazards (including Active Threat, Cyber Threat, Flood, Hurricane/Tropical Storm, Public Health Emergency, and Winter Storm), and a robust mitigation strategy with prioritized actions. ISC facilitated the NYU All-Hazard Mitigation Planning Committee, incorporating stakeholder input through hazard ranking surveys (detailed in Appendix A), and ensured strong integration with NYU's concurrent Threat and Hazard Identification and Risk Assessment (THIRA, 2020). The plan provides actionable guidance for reducing vulnerabilities across NYU's urban Manhattan and Brooklyn campuses, while addressing global assets through the Global Travel Risk profile.

The project delivered a professional, well-organized HMP that effectively balances qualitative and quantitative risk analysis (including HAZUS modeling for select hazards like earthquake, flood, and hurricane) with practical mitigation recommendations focused on resilience, business continuity, communications enhancements, and infrastructure protection. Notable highlights include clear hazard profiles with historical context and scenario-based vulnerability assessments, a forward-looking mitigation strategy emphasizing goals such as community preparedness, life safety, and plan integration, and a sustainable maintenance process for ongoing five-year updates. The resulting document strengthens NYU's emergency management program, supports resource collaboration, and serves as a model for integrating mitigation into broader university planning efforts. ISC's work enhanced NYU's ability to make informed decisions that reduce future risks to students, faculty, staff, and campus assets.

Nationwide Dam Safety – Emergency Action Planning & Exercise Support
Bureau of Indian Affairs (BIA), Department of the Interior

Location	Nationwide

ISC provides professional emergency management consulting services to support the U.S. Department of Interior: Bureau of Indian Affair's (BIA) efforts to secure and increase the resiliency of over 300 vital dam infrastructure assets across the Nation. ISC has performed site analysis for dams, supported the development of strategies and plans that outline emergency action procedures, identified programmatic and facility improvements, and facilitated exercises with multiple private and public partners to test the operational strategies and procedures. Specific services conducted as part of this initiative include: 1) Emergency Action Plan (EAP) activities, 2) HSEEP-consistent exercise design, conduct, and evaluation, site visits and analysis, 4) public/private/tribal partnership collaborations and coordination, 5) inundation mapping data collection and review, and the development of interactive computer-based training. Over the past 10+

years that ISC has supported BIA IPSOD program, we have worked eleven tribal nations across six states to update 47 dam EAPs and conduct HSEEP-consistent tabletop or functional exercises.

Interactive Computer-Based Training Development for Flathead Dams: ISC developed a computer-based Training (CBT) module for the Flathead Reservation Dam-specific EAPs. The CBT demonstrated an interactive way to teach and train dam personnel on the important procedures documented in the Emergency Action Plan (EAP). The custom-designed Dam EAP training module used innovative media and adult learning techniques to engage learners, improve knowledge retention, and help learners to visualize disaster impacts and experience real-world crisis decision-making.

Other Relevant Qualifications List

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

Summary of Recent ISC HMP Projects			
Client	**Date**	**Type of Contract**	**Description**
Onondaga County, NY	2024	HMP	County Hazard Mitigation Plan Update
New York University	2022	HMP	University Hazard Mitigation Plan
Contra Costa, CA	2025	HMP	County Hazard Mitigation Plan Update
Carson City, NV	2026	HMP	City Hazard Mitigation Plan
San Mateo County, CA	2026	PDRM	County Hazard Mitigation Plan Update
Kickapoo Traditional Tribe of Texas	2026	HMP	City Hazard Mitigation Plan Update
Benton County, WA	2026	HMP	County Hazard Mitigation Plan Update
Franklin County, WA	2026	HMP	County Hazard Mitigation Plan Update
Yakima-Tieton Irrigation District	2026	PDRM	County Hazard Mitigation Plan
Onondaga County, NY	2024	HMP	County Hazard Mitigation Plan Update
City of Chino, CA	2024	HMP	City Hazard Mitigation Plan
City of Santa Cruz	2024	HMP	County Hazard Mitigation Plan Update
Cook County, IL	2024	HMP	County Hazard Mitigation Plan Update
Oakland County, MI	2024	HMP	County Hazard Mitigation Plan Update
Bonner County, ID	2024	HMP	County Hazard Mitigation Plan Update
Collville Tribes	2024	HMP	County Hazard Mitigation Plan Update
Mississippi District 9	2023	HMP	County Hazard Mitigation Plan Update
City of Downey, CA	2023	HMP	City Hazard Mitigation Plan

Summary of Recent ISC HMP Projects			
Client	**Date**	**Type of Contract**	**Description**
Cuyahoga County, OH	2023	HMP	County Hazard Mitigation Plan Update
DuPage County, IL	2023	HMP	County Hazard Mitigation Plan Update
DuPage County, IL	2023	HMP	University Hazard Mitigation Plan
Hamilton County, OH	2023	HMP	County Hazard Mitigation Plan Update
Kane County, IL	2023	HMP	City Hazard Mitigation Plan
Macon County, IL	2023	HMP	City Hazard Mitigation Plan
Los Alamos, NM	2023	HMP	Tribal Hazard Mitigation Plan Update
Port of Houston	2023	HMP	County Hazard Mitigation Plan Update
Lower Elkhorn Region, NE	2023	HMP	11 County Hazard Mitigation Plan Update
Grand County, UT	2023	HMP	Tribal Hazard Mitigation Plan Update
Missoula County, MT	2023	HMP	Tribal Hazard Mitigation Plan Update
San Juan County UT	2023	HMP	Tribal Hazard Mitigation Plan Update
Uintah County, UT	2023	HMP	County Hazard Mitigation Plan Update
University of Utah	2023	HMP	Regional Hazard Mitigation Plan Update
Kittitas County, WA	2023	HMP	City Hazard Mitigation Plan Update
TriMet, OR	2023	HMP	Multi-County Hazard Mitigation Plan Update
New York University	2022	HMP	11 County Hazard Mitigation Plan Update
City of La Mirada, CA	2022	HMP	County Hazard Mitigation Plan Update
La Mirada, CA	2022	HMP	City Hazard Mitigation Plan Update
Snoqualmie Tribe	2022	HMP	County Hazard Mitigation Plan Update
Teton County, ID	2022	HMP	County Hazard Mitigation Plan Update | Level 3 HAZUS
Umatilla	2022	HMP	County Hazard Mitigation Plan Update
Yakima Valley, WA	2022	HMP	County Hazard Mitigation Plan
Detroit, MI	2022	HMP	Multi-County Hazard Mitigation Plan Updates for 16 County Region in Minnesota and North Dakota
Lake County, IL	2022	HMP	City Hazard Mitigation Plan Update
Waukesha County, WI	2022	HMP	Irrigation District Hazard Mitigation Plan
Ysleta del Sur Pueblo	2022	HMP	Tribal Hazard Mitigation Plan Update
Fort Belknap	2022	HMP	Regional Hazard Mitigation Plan Update
Jerome County, ID	2022	HMP	City Post Disaster Recovery & Mitigation
Teton County, WY	2022	HMP	County Hazard Mitigation Plan Update
Lenowisco Planning District, VA	2021	HMP	Tribal Hazard Mitigation Plan Update
Dawson County, MT	2021	HMP	Regional Hazard Mitigation Plan

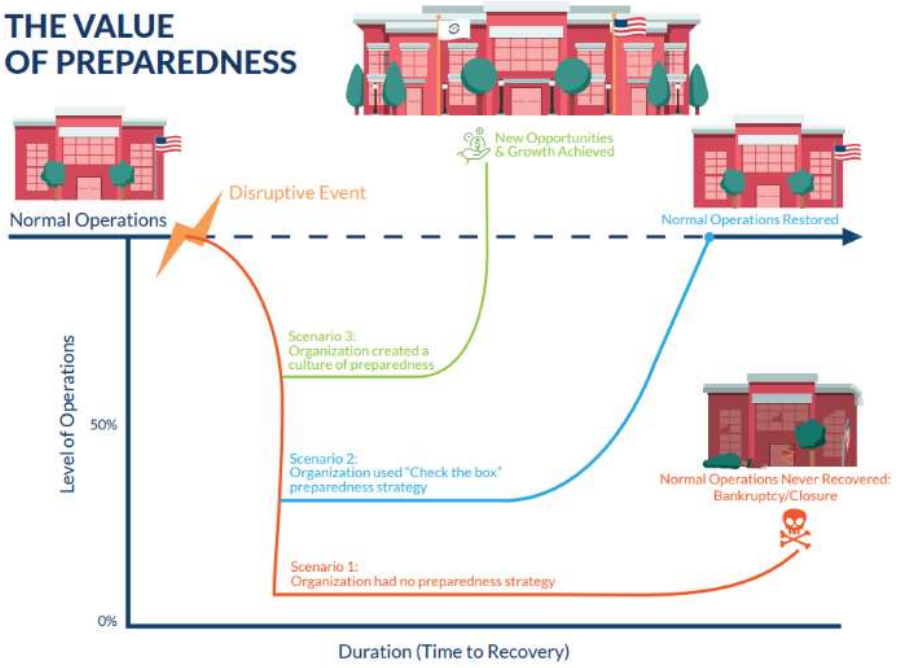
Summary of Recent ISC HMP Projects			
Client	**Date**	**Type of Contract**	**Description**
Campbell County, TN	2020	HMP	County Hazard Mitigation Plan Update
Cook County, IL	2020	HMP	County Hazard Mitigation Plan Update | 136 participating jurisdictions | Plan initiated, approved, and adopted within a 5-month timeframe.
Kootenai County, ID	2020	HMP	Regional Post Disaster Recovery & Mitigation
Portage County, WI	2019	HMP	University Hazard Mitigation Plan
Salt Lake County, UT	2019	HMP	County Hazard Mitigation Plan Update
City of Santa Monica, CA	2018	HMP	City Hazard Mitigation Plan
Madison County, ID	2018	HMP	County Hazard Mitigation Plan
Seminole Tribe of Florida	2017	HMP	County Hazard Mitigation Plan Update
City of Beverly Hills, CA	2017	HMP	City Hazard Mitigation Plan
State of California	2017	HMP	County Hazard Mitigation Plan Update and Wildfire Mitigation Plan
Franklin County, OH	2017	HMP	5 County Regional Hazard Mitigation Plan Update
Hamilton County, OH	2017	HMP	County Hazard Mitigation Plan Update
Milwaukee County, WI	2017	HMP	Port Authority Hazard Mitigation Plan
Oakland County, MI	2017	HMP	County Hazard Mitigation Plan Update
Royal Oak, MI	2017	HMP	4-county Hazard Mitigation Plan Update
Montana NE Region	2017	HMP	Tribal Hazard Mitigation Plan Update
Carter County, TN	2016	HMP	County Hazard Mitigation Plan Update
Hardin County, IA	2016	HMP	City Hazard Mitigation Plan Update

Community Resilience and Preparedness at our Core

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

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

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



Our emergency management services include:

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

ISC's APPROACH IS DIFFERENT

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

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

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

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

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

Expertise in the Emergency Management Accreditation Program

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

EMAP Emergency Management Accreditation Program

Business Consultant Certified [click here]

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

References

Hazard Mitigation Planning Services

Organization	Onondaga County
Reference	Megan Costa Onondaga County Department of Planning Carnegie Building, 1st Floor

Hazard Mitigation Planning Services

	335 Montgomery St, Syracuse, NY 13202 MeganCosta@ongov.net | (315) 435-8571

Hazard Mitigation Planning Services

Organization	New York State, Division of Homeland Security & Emergency Services
Reference	Michael Tarasoff, Planning Manager, Hazard Mitigation New York State Homeland Security & Emergency Services 1220 Washington Avenue, Albany NY 12226 Michael.Tarasoff@dhses.ny.gov | (518) 402-3523

Hazard Mitigation Planning Services

Organization	New York University
Reference	Ann Marie McLaughlin Director of Emergency Management 70 Washington Square S New York, NY 10012 Am9371@nyu.edu | 212.998.1212

New York State Certificate of Authority

4637917

Any Current or Pending Litigations

ISC does not have any current or pending litigations.

NYS MWBE Certifications

ISC does not hold any active MWBE certifications with New York State.

Schedule of Fees and Project Budget

It is important for Cortland County to select a contractor that prioritizes the needs of the County over corporate motivations. Unlike many competitors that focus on maximizing profits for shareholder dividends and investor payouts, ISC is 100% privately owned and committed to supporting communities across all phases of emergency management—preparedness, mitigation, response, and recovery. Rather than pursuing short-term gains, we aim to build a strong, enduring reputation as a trusted partner, collaborating with communities to enhance resilience and effectively manage emergencies at every stage. Our cost proposal reflects this commitment to fostering long-term and trusted partnerships.

Our deep expertise in emergency management, combined with our rich experience and proficiency in preparedness activities (planning, training, and exercises), hazard mitigation, response, and disaster recovery, enables ISC to execute engagements with efficiency while maintaining a high-level of standard and cost control. Cortland County will benefit from our comprehensive approach, which optimizes expertise and efficiency, ensuring best-value pricing and thereby providing theCounty with additional resources for their use in building a more resilient future. ISC's track record of high-performance and best-value pricing is demonstrated by our **Dun & Bradstreet Top Supplier Performance Rating** for emergency management and homeland security consulting services

The Fee Schedule, below, is inclusive of all employee salaries, indirect costs, and other direct costs (ODCs), required to perform all tasks requested. Additionally, please note that this price proposal includes all project and program management, as well as other management costs. All non-labor cost such as lodging and per diem are billed at GSA rate, travel expenses (airfare, rental car) at actual cost with no markup.

ISC will take all prudent measures to ensure costs for services do not exceed the allocated grant amounts allocated to Cortland County. When applicable, ISC can provide fixed-cost estimates for any assigned work that has a clearly defined scope, budget, and period of performance.

Schedule of Fees

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

Based on the scope of work, ISC anticipates this plan to be a Multi-Jurisdiction Hazard Mitigation Plan that will involve approximately **19** participating jurisdictions and special districts (drainage districts, school districts, etc.). Pricing options are provided below and represent a firm fixed price, inclusive of all labor, materials, travel expenses, and all other costs, direct and indirect, necessary for each task identified in the Scope of Work. ISC will bill monthly for work performed for each task, unless otherwise directed by the client.

Fee Schedule	
Task	**Budget**
Project Management, Quality Control & Final Deliverables	$ 18,750.00
Task 1: Organize the Planning Effort	$ 29,750.00
Task 2: Stakeholder & Public Outreach	$ 36,750.00
Task 3: Community Profile & Capability Assessment	$ 23,750.00
Task 4: Hazard Identification & Risk Assessment	$ 34,750.00
Task 5: Mitigation Strategy Development	$ 22,650.00
Task 6: Plan Integration, Maintenance & Adoption	$ 18,500.00
Task 7: Grant Management & Compliance Support	$ 15,050.00
Total	**$199.950.00**

Required Forms

Please see the following pages for our completed required forms, including:

- W9
- NYS Certificate of Authority
- Proof of Insurance
- Exhibit A: Acknowledgement and Agreement to Comply with Standard Clauses for NYS Contracts
- Exhibit B: Drug Free Workplace
- Exhibit C: Non-Collusive Bidding Certification Required by §139-D of the State Finance Law
- Exhibit D: Conflict of Interest Disclosure
- Exhibit E: Privacy and Security HIPPA Compliance
- Exhibit F: Qualification Questionnaire
- Addendum Acknowledgment Form

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Integrated Solutions Consulting Corp.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
PO Box 304

Requester's name and address (optional)

6 City, state, and ZIP code
Prospect Heights, Il 60070

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number
[ ][ ][ ] - [ ][ ] - [ ][ ][ ][ ]

or

Employer identification number
2 0 - 5 2 6 5 7 0 4

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶ [signature] Date ▶ 5/19/2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

Cat. No. 10231X Form **W-9** (Rev. 10-2018)

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 4/30/2026

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

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

PRODUCER Arthur J. Gallagher Risk Management Services, LLC 2850 Golf Rd Rolling Meadows IL 60008 License#: 0D69293	CONTACT NAME: PHONE (A/C, No, Ext): 630-773-3800 FAX (A/C, No): 630-285-4006 E-MAIL ADDRESS:
INSURED Integrated Solutions Consulting PO Box 304 Prospect Heights IL 60070-0304 INTESOL-17	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Hartford Accident and Indemnity Company — 22357 INSURER B : Houston Casualty Company — 42374 INSURER C : Indian Harbor Insurance Company — 36940 INSURER D : Hartford Fire Insurance Company — 19682 INSURER E : Underwriters at Lloyd's, London — 32727 INSURER F : Palomar Excess and Surplus Insurance Company — 16754

COVERAGES **CERTIFICATE NUMBER:** 400826681 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
E	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER			CSIEL02445-00	2/24/2026	2/24/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 100,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
E	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			CSIEL02445-00	2/24/2026	2/24/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
F	UMBRELLA LIAB X OCCUR X EXCESS LIAB CLAIMS-MADE DED RETENTION $			CEEXP-26-0000821-00	2/24/2026	2/24/2027	EACH OCCURRENCE AGGREGATE $	$ 5,000,000 $ 5,000,000 $
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		83WECID6730	1/15/2026	1/15/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
B C D	Cyber Liability Errors and Omissions Crime			H26PVS5158305 MPP903309710 338DCII8515	1/15/2026 1/15/2026 1/15/2026	1/15/2027 1/15/2027 1/15/2027	General Aggregate Each Claim/Aggregate Limit	$1,000,000 $2,000,000 1,000,000

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

CERTIFICATE HOLDER

Integrated Solutions Consulting Corp
P.O. Box 304
Prospect Heights IL 60070
United States

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: _____ Date: 7/18/2026

Title: Principal

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Daniel Martin Date: 7/18/2026

Signature: Title: Principal

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 18 day of July, 20 26 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

If Bidders are a corporation, complete the following:

Name	Legal Residence
Daniel Martin President	9015 North Nine Drive, Edwardsville IL 62025
Lauren Martin Vice President	711 Treeline Drive, Algonquin, IL 60102
Daiko Abe Secretary	12595 Angelina Drive, Peyton, CO 80831
Treasurer	

Identifying Data:

Potential Contractor: Integrated Solutions Consulting
Address: 220 S. Buchanan Street, Edwardsville, IL 62025
Telephone #: 847.737.5395 Title: _____
E-Mail Address: inquiry@i-s-consulting.com

If applicable, Responsible Corporate Officer
Name: _____ Title: Principal

Signature: _____

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: 7/18/2026

Name: Daniel Martin

Position: Principal

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

__x__ I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature:

Company: Integrated Solutions Consulting

Date: 7/18/2026

EXHIBIT E

PRIVACY AND SECURITY (HIPAA)

The purpose of this clause is to set forth the requirements for privacy and security of protected health information ("PHI") mandated by 45 CFR Part 164 as they apply to the services provided by CONTRACTOR on behalf of COUNTY.

(A) CONTRACTOR understands the importance of the privacy of a patient's PHI, and agrees to protect that right to the extent necessary under this Agreement and under current federal, state, and local regulations and laws. All PHI will be handled in a private and/or confidential manner. For purposes of this Agreement, PHI is any data or other information as defined by the Department of Health and Human Services in the Code of Federal Regulations, 45 CFR §164.501.

(B) Further, CONTRACTOR understands that County's patients are intended third-party beneficiaries of this Agreement, and have all the rights and privileges of any third-party beneficiary under current law.

(C) Uses and disclosures of PHI that are permitted are those necessary in order for CONTRACTOR to:

1. Properly manage and administer its functions.
2. Meet its legal responsibilities.
3. Provide data aggregation services relating to the health care operations of the COUNTY.
4. Make those disclosures required by law such as in situations of abuse, neglect, or domestic violence. The uses and disclosures permitted are limited to the PHI necessary to meet the requirements of the law that compels the use or disclosure.
5. Make disclosures in response to a judicial or administrative proceeding through a lawful process such as a subpoena or discovery request.

(D) The uses and disclosures of PHI that are required are those disclosures necessary:

1. For patients to review their PHI.
2. To provide an accounting of disclosures in accordance with 45 CFR §164.528.
3. To allow the Secretary of Health and Human Services to determine County's compliance with 45 CFR §164.504.

(E) CONTRACTOR shall make the following assurances to COUNTY:

1. CONTRACTOR agrees that it shall not use or disclose any patient's PHI for any purpose not expressly stated in this Agreement. Further, CONTRACTOR shall not use or disclose PHI in any manner or context prohibited by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and subsequent federal, state, and local

regulations. If CONTRACTOR does use or disclose PHI for a purpose not expressly stated in this Agreement, it shall immediately cease the unauthorized use or disclosure, and shall notify COUNTY in writing of such use or disclosure. CONTRACTOR agrees to mitigate, to the extent practicable, any harmful effect known to it of a use or disclosure of PHI not allowed under this Agreement.

2. CONTRACTOR further agrees that any sub-contractors or other persons or entities not directly employed by CONTRACTOR who use or disclose PHI obtained from COUNTY, shall abide by terms of this clause of this Agreement. Any sub-contractor or other person or entity not directly employed by CONTRACTOR that has used or disclosed PHI without proper authorization (as defined in HIPAA and subsequent federal, state, and local regulations) shall be considered to have acted as an agent of CONTRACTOR, and have violated the terms of this Agreement. COUNTY may consider this use or disclosure a material breach of this Agreement.
3. By signing this Agreement, CONTRACTOR is assuring COUNTY it has met the minimum safeguards necessary to protect unauthorized use or disclosure of PHI to any person or entity not party to this Agreement. Such safeguards shall include the security safeguards outlined by the 1996 Health Insurance Portability and Accountability Act and subsequent federal regulation, including: physical access to PHI, technical access to PHI, and administrative policies and procedures addressing security of PHI.
4. Provider shall report to COUNTY any instance or circumstance in which PHI has been used or disclosed by an unauthorized person or entity, including accidental disclosure by CONTRACTOR. CONTRACTOR shall notify COUNTY in writing of any steps or procedural changes made to address the unauthorized use or disclosure.
5. Should COUNTY find PHI used or disclosed to CONTRACTOR to be inaccurate or incomplete, CONTRACTOR shall incorporate any amendments or corrections to the PHI at COUNTY's request.
6. CONTRACTOR will make PHI available to the individual who is the subject of the PHI for amendment. Such requests by the individual for their PHI from CONTRACTOR will be made through County. CONTRACTOR will incorporate any amendments to PHI that have been made by COUNTY by virtue of the individual's request for amendment.
7. CONTRACTOR will provide a timely accounting to the individual or to COUNTY, if requested by either, of the disclosures of an individual's PHI.
8. Should CONTRACTOR make any material alterations to the PHI while the PHI is in its possession, CONTRACTOR shall notify COUNTY of such alterations so that COUNTY may inform the patient who is the subject of the PHI.

9. At the termination of this Agreement, CONTRACTOR shall return or destroy to the satisfaction of COUNTY any PHI held or maintained by CONTRACTOR and retain no copies of such information. If COUNTY and CONTRACTOR mutually agree that returning or destroying the PHI is not feasible or permitted under law, the PHI will remain protected after this agreement ends for as long as CONTRACTOR maintains the information. Further uses or disclosures of the PHI will be limited to those purposes that make the return or destruction infeasible.

(F) If COUNTY determines CONTRACTOR has violated any of the above assurances, covenants or terms, the CONTRACTOR has committed a material breach of this Agreement. COUNTY may then provide CONTRACTOR with an opportunity to cure the breach or may terminate this Agreement and may report the violations to the Department of Health and Human Services ("HHS") or other federal or state entity for possible prosecution or sanctions.

(G) Both parties to this agreement agree that they will protect the integrity and confidentiality of any PHI being shared electronically.

(H) CONTRACTOR hereby gives COUNTY and the Department of Health and Human Services (or an agent acting on behalf of HHS) the express right to inspect any and all internal practices, books, and records relating to the use or disclosure of PHI by CONTRACTOR. If HHS suspects an unauthorized use or disclosure of PHI by CONTRACTOR, HHS is authorized to pursue an investigation into CONTRACTOR's activities for the purposes of determining whether an unauthorized use or disclosure of PHI has taken place.

(I) CONTRACTOR may have policies and procedures relating to privacy and security in place prior to the commencement of this Agreement. If, after reasonable investigation, COUNTY concludes CONTRACTOR's policies and procedures to be "adequate" protection of a patient's privacy rights relating to PHI, CONTRATOR may elect to continue to use its own policies and procedures. The term "adequate" in this clause means CONTRACTOR's policies and procedures meet the minimum privacy and security standards as set forth in COUNTY's privacy and security policies and procedures.

(J) COUNTY, through the appropriate Department will:

1. provide CONTRACTOR with its Privacy Notice;
2. provide CONTRACTOR with any changes in, or revocation of, permission by a patient to use or disclose PHI, if such changes affect CONTRACTOR's permitted or required uses or disclosures; and
3. notify CONTRACTOR of any restriction to the use or disclosure of PHI to which the COUNTY has agreed.

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: Integrated Solutions Consulting,
   220 S. Buchanan Street, Edwardsville IL 62025
2. Normal Operating Hours:
   a. Weekdays 8 am to 5 pm
   b. Saturdays 8 am to 5 pm
   c. Sundays _____ am to _____ pm
   d. Holidays _____ am to _____ pm
3. Number of Years in Business: 22
4. Firm History (attach additional pages as necessary): _____
5. Number of employees on your payroll: 38
6. Do any of your employees have any other special certifications or rating? Yes / (No)
   If yes, specify: _____
7. Do you have any special equipment that is available to service the County RFP? Yes / (No)
   If yes, specify: _____
8. What is the overall size of your facility? 3500 SF
9. Do you have a locked, fenced and secured storage area? (Yes) / No
10. How far in advance must appointments be scheduled? 24 hrs
11. In case of emergency, will you accommodate the County with same day services when possible?
    (Yes) / No
12. Shop Distance from 60 Central Avenue, Cortland, NY _____

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Daniel Martin	[signature]
PRINT NAME	SIGNATURE (Must be 50% Company Owner)
Principal	7/18/2026
TITLE	DATE

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1	to Request for Hazard Mitigation Plan Updated Consultation Services	Dated July 10, 2026
Addendum No. 2	to Request for Hazard Mitigation Plan Updated Consultation Services	Dated July 15, 2026
Addendum No. 3		Dated
Addendum No. 4		Dated
Addendum No. 5		Dated
Addendum No. 6		Dated
Addendum No. 7		Dated
Addendum No. 8		Dated
Addendum No. 9		Dated
Addendum No. 10		Dated

Integrated Solutions Consulting
(Name of Bidder)

By:

Title: Principal

Appendix A. Resumes

Please see the following pages for our Key Personnel Resumes.

Daniel Martin, PhD, CEM | Managing Principal

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

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

Years of Experience

- 30+ years of experience

Education

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

Recognition

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

Profile

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

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

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

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

Relevant Project Experience

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

Yahiritza Álvarez, MPS, FPEM | Project Manager

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

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

Years of Experience

- 10+ years of experience

Education

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

Profile

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

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

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

Relevant Project Experience

Integrated Solutions Consulting, Senior Consultant, 2022 – Present

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

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

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

Yahiritza Álvarez, MPS, FPEM | Project Manager

INTEGRATED SOLUTIONS CONSULTING

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

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

Micheal Kemp | Client Liaison

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- Provides guidance to Governor appointed officials concerning disaster recovery, resource allocation and grant management.
- Reviews / validates dept. documentations supporting work performed for submission to FEMA.
- Develops data management application for tracking documentations.
- Project manager/SME overseeing /participating in over 50 customer-facing projects.
- Identifies projects, writes proposals, secures projects, and manages projects.
- Mentors project managers, oversees public relations and participates in strategic planning.
- CEM® Certified Emergency Manager

Years of Experience

- 30+ years of experience

Education

- PhD, Emergency Management
- MS, Emergency Management
- Graduate Certificate of College Teaching
- MS Criminal Justice
- BS Criminal Justice
- BS Psychology

Profile

Micheal Kemp is an academic and practical credentialed public safety professional with 30+ years of direct experience. Dr. Kemp's experiences include conducting published disaster research, completing emergency management plans, conducting/coordinating exercise, creating and administrating both academic and practical instruction/training, responding to natural disaster, disaster recovery and participating in international humanitarian missions. Dr. Kemp has worked with non-profit organizations, non-governmental business, and local, state, and federal governments.

Dr. Kemp's interests include social and physical vulnerability, natural and technological hazard identification, risk molding, mitigation, exercise and evaluation, critical infrastructure, asset protection and the adaptation, survival, and resiliency of complex systems.

Dr. Kemp has a wealth of higher education and certifications related to emergency management, including but not limited to: CEM® Certified Emergency Manager certification; completion of multiple Federal Emergency Management Agency Emergency Management Institute courses; course completion through the Center for Disease Controls (CDC), National Fire Academy, North Dakota Fireman Association, Utah Fire and Rescue Academy, Department of Defense (DOD), and the US Marine Corps; participation in the Foundation of Higher Education, FEMA Higher Education Project, and the International Association of Emergency Managers; and teaching experience as an Associate Professor with the American Military University's Emergency and Disaster Management Program (EDMG), and as faculty for Capella University's School of Public Safety.

Relevant Project Experience

- Dawson County, Montana, Mitigation planning, Senior Advisor, Integrated Solutions Consulting (ISC), 2021 – 2022
- McCone County, Montana, Mitigation planning, Senior Advisor, Integrated Solutions Consulting, 2021 – 2022
- Wibaux County, Montana, Mitigation planning, Senior Advisor, Integrated Solutions Consulting, 2021 – 2022
- Richland County, Montana, Mitigation planning, Senior Advisor, Integrated Solutions Consulting, 2021 – 2022
- US Virgin Islands Disaster Recovery Irma and Maria, Senior Advisor, 2020 – Present
- Capella University Continuity Operations Response, Senior Advisor, Capella University 2017 – 2019
- Valley County, Montana, Mitigation planning, Project Manager, ISC, 2016 – 2017
- Roosevelt County, Montana, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2016 – 2017

Micheal Kemp | Client Liaison

INTEGRATED SOLUTIONS CONSULTING

- Daniels County, Montana, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2016 – 2017
- Sheridan County, Montana, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2016 – 2017
- Trail County, North Dakota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2014
- Morton County, North Dakota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2014
- Pennington County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2014
- Red Lake County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2014
- Polk County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2013
- Kittson County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2013
- Becker County, Minnesota Mitigation planning, Project Manager, Integrated Solutions Consulting, 2013
- Roseau County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2012
- Marshal County. Minnesota, Mitigation planning; Project Manager, Integrated Solutions Consulting, 2012
- Capella University Continuity Operations Planning, Committee Member, 2012 – 2018
- KandiYohi County, Minnesota Mitigation planning, Project Manager, Integrated Solutions Consulting, 2012
- Region 6 THIRA, Minnesota Subject Matter Expert, Integrated Solutions Consulting, 2012
- Region 6 Minnesota, Strategic Planning Project Manager; Integrated Solutions Consulting, 2012 – 2015
- Clay County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2011 – 2012
- Norman County, Minnesota, Mitigation planning, Project Manager, Integrated Solutions Consulting, 2011 – 2012
- Miami-Dade County, CERT Training, Integrated Solutions Consulting Project Manager, 2011
- Region 2, Minnesota, THIRA, Project Manager, Integrated Solutions Consulting 2011 – 2012
- Region 3, Minnesota, HSEEP Coordinator / Project Manager, Integrated Solutions Consulting, 2010 – 2015
- Region 3, Minnesota, Red River Valley Flood Report, Author, Integrated Solutions Consulting, 2010
- Region 2, Minnesota, Capability Assessment; Project Manager, Integrated Solutions Consulting, 2010
- Hubbard County, Minnesota Mitigation Planning, Integrated Solutions Consulting, 2009 – 2010
- University of Wisconsin, Disaster Resistant Universities (DRU), Subject Matter Expert, Integrated Solutions Consulting, 2009
- Region 2, Minnesota, Critical Infrastructure & Key Resources, Project Manager; Integrated Solutions Consulting, 2009
- Indiana Department of Homeland Security (IDHS), Vulnerability Mapping, Project Manager, Integrated Solutions Consulting, 2009
- International Research Project Sumatra Tsunami, Project Manager, North Dakota State University, 2005
- Florida's EOC, ESF #5 Information and Planning, Hurricane Charley, North Dakota State University, 2004
- Albania, International Humanitarian Mission Team Leader, USMC 1996 – 1997
- The Democratic Republic of Congo, International Humanitarian Missions, Team Leader, USMC 1997
- Bosnia, International Humanitarian Missions, Team Leader, USMC 1996 – 1997

Daiko Abe | Subject Matter Specialist

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

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

Years of Experience

- 15+ years of experience

Education

- MS, Emergency Management
- BA, Communications

Profile

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

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

Relevant Project Experience

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

Daiko Abe | Subject Matter Specialist

INTEGRATED SOLUTIONS CONSULTING

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

Jake Halley | Planner/GIS Specialist

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- Federal Aviation Administration: Small Unmanned Aircraft (SUAS) Part 107 Certified
- Federal Emergency Management Agency: (HSEEP) Train the Trainer Certified
- NIMS/ICS 100, 200, 300,400, 700 and 800
- University of Louisiana Monroe Active Shooter Train the Trainer Certified
- ArcGIS Desktop and Online, TerraSync and ESRI ArcPad, FEMA HAZUS-MH
- VISUM evacuation clearance application

Years of Experience

- 18+ years of experience

Education

- Geographic Information Science (GISc) Major, Louisiana Tech University

Profile

Jacob Halley has18+ years of experience in emergency management/disaster response and recovery assisting in the development and execution of all-hazards community mitigation, preparation, response, and recovery programs with a specialized emphasis in GIS mapping analyses. Mr. Halley has extensive experience in developing homeland security exercise programs for public and private sector entities and has also been involved in leadership roles in community team building, project development, and technology integration. He has developed local hazard mitigation plans in the private sector, provided support and training opportunities for homeland security exercises in both the private and public sector, and has trained law enforcement agencies in active shooter preparedness scenarios.

Relevant Project Experience

- Hazard Mitigation Plan (HMP) Update; Lake County Il; Lead Mitigation Planner; Integrated Solutions Consulting; 2021 – 2022
- HMP Update; Isabella County MI; Lead Mitigation Planner; Integrated Solutions Consulting; 2021 – 2022
- HMP Update; City of Detroit, MI; Lead Mitigation Planner; ISC; 2021
- Evacuation Clearance Study; Miami Dade County; Lead developer and modeling specialist for VISUM software application; 2021
- HMP Update; Mississippi Emergency Management Agency (MEMA) District 2; Lead GIS specialist and planner; Witt O'Brien's; 2019 – 2020
- HMP Update; Mississippi Emergency Management Agency District 4; Lead GIS specialist and planner; Witt O'Brien's; 2019 – 2020
- HMP Update; MEMA District 6; Lead GIS specialist and planner; Witt O'Brien's; 2019 – 2020
- State HMP Update; Mississippi Emergency Management Agency; Lead GIS specialist and planner; Witt O'Brien's; 2019
- Hurricanes Irma and Maria; Puerto Rico Office of Emergency Management (PREMA); Lead GIS Specialist DCMC Partners; 2017
- Hurricane Matthew Debris Operations; Savannah, GA; Lead GIS Specialist and Filed Supervisor Debris Monitoring; Witt 'O'Brien's; 2016 – 2017
- Hurricane Matthew Debris Operations; Fripp Island SC; Lead GIS Specialist and Filed Supervisor Debris Monitoring; Witt 'O'Brien's; 2016 – 2017
- Hurricane Hermine Debris Operations; Leon County/Tallahassee, FL; Lead GIS Specialist and Filed Supervisor Debris Monitoring; Witt 'O'Brien's; 2016 – 2017
- USDA Avian Influenza Outbreak; Minnesota Emergency Operation Center Activation; Supply Unit Lead; Witt O'Brien's; 2014 – 2015
- Hurricanes Katrina, Rita, Gustav, and Ike; State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness; Reviewing approximately 30 local Hazard Mitigation Plans; Witt O'Brien's; 2009-12

Morgan Johnson, MPH | Planner/GIS Specialist

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- FEMA Master Exercise Practitioner
- HAZUS Professional
- HSEEP Certified
- ICS 100-400, 700, 800
- Public Health Emergency Planning, Training, Exercise and Operations
- Emergency Management
- Emergency Planning
- Emergency Operations & Response
- Mass Care Planning & Operations

Years of Experience

- 20+ years of experience

Education

- MPH, Health Behavior and Health Education
- BS, Psychology

Profile

Morgan Johnson began her career in front line positions with Public Health Rapid Response groups supporting the State of North Carolina and Federal Emergency Management Agency (FEMA) Region IV. Ms. Johnson has acquired over 20 years of comprehensive emergency preparedness and response experience serving in key planning, training, exercise and operations roles in local, state and federal response for both the public and private sectors.

Over her career, Ms. Johnson has applied her talents and subject matter expertise in multi-region planning efforts, national-level exercises, technology adoption, and strategic data modelling to support the development of various cross-jurisdictional emergency management plans and the application of new and emerging technologies to the emergency management sphere.

With her specific background in public health, Ms. Johnson is a sought-after subject matter expert (SME) for pandemic planning, response, and recovery, with experience in strategic planning and field operations for pandemic response. During the COVID-19 pandemic, Ms. Johnson applied her public health and emergency management subject matter expertise to support COVID-19 response and After-Action Reviews in the City of Baltimore and the State of Oregon, as well as acting as a strategic advisor for the California COVID Testing Taskforce. She also served as project manager for the development and deployment of FEMA's Platform for Understanding Lifeline Stabilization of the Economy (PULSE), in use currently as a forecasting tool for post-disaster economic recovery.

In addition to these skills, Ms. Johnson also has extensive experience in the development of GIS solutions for emergency management planning and response. Since 2003, she has worked with teams to develop GIS-based data collection and decision support tools that promote situational awareness and efficient command decisions for emergency managers at the local, state and federal levels.

Relevant Project Experience

Senior Planner - FEMA Region 2 Regional and Caribbean All Hazards Plans, Power and Biological Incident Annexes

- Served as Senior Planner, developing plans in accordance with the Federal Operations Planning Manual (FOPM) and FEMA Community Lifelines. Supervised multi-disciplinary teams of planners and served as the lead for managing project performance. Performed information analysis, course of action (COA) development, stakeholder workshop development and facilitation along with execution of tabletop and functional exercises.

Morgan Johnson, MPH | Planner/GIS Specialist

INTEGRATED SOLUTIONS CONSULTING

Project Executive/Planning SME - Montgomery County Texas Hazard Mitigation Plan Update

- Managed contract and provides strategic direction to Montgomery County Office of Homeland Security and Emergency Management Planning Team. Provides subject matter expertise in GIS, HAZUS and risk mapping along with stakeholder engagement and planning best practices.

Business Continuity and Strategic Planning Lead – California Health and Human Services COVID-19 Response and Recovery

- Lead Strategic Planning for the Emergency Medical Services Authority (EMSA) and California COVID-19 Testing Taskforce. Provided situational awareness updates and strategic operational planning recommendations to California COVID-19 Testing Taskforce Lead. Led development of EMSA 5-year strategic plan, incorporating lessons learned from the agency's response to the COVID-19 pandemic as well as priorities articulated by parent agencies and the Governor's office.

Lead Planner - North Carolina Dept of Health & Human Services County-level Pandemic Influenza Plans

- Lead development of 33 North Carolina county-level Pandemic Influenza Plans. Worked with local stakeholders across many response agencies and staff levels to develop comprehensive plans that could integrate seamlessly with regional and state resources and key stakeholders. Delivered planning seminar for stakeholders to review and develop follow-on actions plans.

Exercise Director - New York City Department of Health and Mental Hygiene - Community Outreach Team Deployment: Development, Training and Full-scale Exercise

- Ms. Johnson served as the lead for developing plans and training the first agency Community Outreach Teams to assist in outbreak investigations and public messaging for city disasters involving public health response. The development of these teams included training in ICS, community surveillance and crisis communication, and teams were organized using staff from across the agency. Ms. Johnson also served as Lead Exercise Designer and Exercise Director for the 2011 Full-scale Community Outreach Team Deployment Exercise, responsible for developing the full-scale exercise toolkit in compliance and consistency with the federal HSEEP. The toolkit included the develop of the response scenario and all exercise injects, the Situation Manual, Controller/Evaluator Handbook, and Exercise evaluation guides (EEGs). As Exercise Director, Ms. Johnson coordinated a multi-agency exercise team including participants from New York City Police Department and the New York City Office of Emergency Management.

Project Manager and Exercise SME - Department of Homeland Security Science & Technology Directorate – Shaken Fury 2019 National Level Exercise, Responder Experiential Adoption Program

- In her role as the technology engagement and exercise specialist, Ms. Johnson worked to align state-of-the-art emergency management technologies developed by private sector entities and public-private partnerships with stated goals and objectives of on-the-ground emergency responders, including local, state, federal, and international response agencies. Ms. Johnson utilizes her MEP certification to deftly incorporate demonstrations of new technologies into functional and full-scale exercise environments, including HSEEP-compliant documentation of exercise processes and outcomes.

Project Manager and GIS SME - FEMA Office of Business, Industry, Infrastructure and Innovation - PULSE

- As a data professional, Ms. Johnson developed a comprehensive data platform and reporting requirements that played a pivotal role in supporting both blue sky preparedness efforts and emergency response initiatives. Her work was instrumental in providing situational awareness to agency leadership on current and forecasted economic landscapes, as well as potential courses of action based on a combination of economic, health, and community data inputs. Ms. Johnson's expertise enabled the agency to effectively respond to crises such as the California wildfires, Hurricanes Irma & Maria, Puerto Rico Earthquakes, and COVID-19 pandemic. By analyzing and integrating diverse data sources, Ms. Johnson empowered agency leaders to make informed decisions and take proactive measures to safeguard affected communities. Her contributions were critical in ensuring efficient emergency response and preparedness efforts, and her dedication to data-driven decision-making proved invaluable in navigating complex and rapidly changing situations.

Gail Leek | Planner

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- Mitigation Planning Specialist
- Local Mitigation Strategy (LMS) Plans
- Hazard Mitigation Plans
- FEMA Hazard Mitigation Grants:404 and 406
- Hazard Mitigation Grant Program (HMGP)
- Public Assistance (PA)
- Benefit-Cost analysis

Years of Experience

- 18+ years of experience

Education

- BS, Business Administration

Profile

Gail Leek is an Emergency Management (EM) planning professional with more than 14 years of experience and expertise in researching and writing comprehensive EM county plans and grants under the Federal Emergency Management Agency (FEMA) guidelines for preparedness, response, recovery and hazard mitigation as related to emergency and disaster events.

In addition to her EM work, she is also an accomplished business development, marketing and communications professional with knowledge in process improvement methods and a comprehensive financial management and accounting specialist.

Relevant Project Experience

Emergency Management Planner/Consultant | The Management Experts LLC (contract position - 2007 to present)

- **Planning:** Research, analyze and write comprehensive EM county plans. In addition to the hazard mitigation blueprints, other areas of planning expertise include Comprehensive Emergency Management Plans (CEMP); Post-Disaster Redevelopment Plans (PDRP); Local Disaster Housing Plans; Interoperable Emergency Communications Plans; evacuation plans; standard operating guidelines; and goals, objectives and policies for County Comprehensive Plans.
- **Consulting:** Participation in several active shooter exercises as an evaluator and produced after action reports from the training exercises. Conducted several county hazard mitigation meetings and facilitated post- disaster redevelopment workshops. Completed public assistance reimbursements, emergency protective measures, category B after Hurricane Michael to assist a few counties in the Florida panhandle to recover.
- **Hazard Mitigation Plans:** Recently completed the 24th hazard mitigation plan which met all requirements of 44 CFR § 201.6. Worked with local working group members consisting of membership from each jurisdiction on the risk assessment portion of the plan. With analysis and guided direction in identifying the risk and vulnerability related to a specific natural hazard, the community proposes mitigation initiatives or projects and allocate the limited financial resources.
- **Hazard Mitigation Grant Program:** Assisted the local counties with the development of the HMGP application and administration of the grant. Worked directly with the State engineers in preparing the benefit cost analysis on the mitigation project and follow all requirements of the Hazard Mitigation Assistance guidance. Successfully completed three wind retrofit projects on county critical facilities from initiation to close out.

Gail Leek | Planner

INTEGRATED SOLUTIONS CONSULTING

Mitigation Planning Specialist | Colorado Division of Homeland Security & Emergency Management (9-month full-time contract position – 2017)

- **Enhanced State All-Hazard Mitigation Plan (E-SHMP):** Assisted in the development of the RFP for the E-SHMP. Researched components for the plan: Statewide integration on planning initiatives and mitigation programs from the following sectors: (emergency management, economic development, land use development, housing, health and social services, infrastructure and natural and cultural resources). Evaluated the natural, technical and human-caused hazards that impact the State. Analyzed Colorado's best practices and successful mitigation. Reviewed and examined the State's mitigation goals and objectives. Member on the State Hazard Mitigation Team guiding the development and implementation of the E-SHMP. Participated as a committee member in evaluating the E-SHMP RFP's and developed the scoring and analysis materials.

Business Manager | Sigma Consulting Resources LLC (2000 to present)

- **Financial:** Manage revenue, develop budgets, prepare and audit financial statements and statistical reports. Formulate year- end closing and company tax documentation.
- **Administration:** Research and write proposals for business development. Assist in the research and writing of training materials. Develop and direct marketing strategies, promotional materials and website content.

Marketing Manager | International Council of Shopping Centers (1999 to 2000)

- **Marketing:** Managed the production of promotional copy for the 1000 + marketing/advertising materials (i.e. catalogs, directories, brochures, letters, advertisements and flyers). Developed and maintained marketing strategies to meet the organizational objectives. Directed work of graphic artists on all marketing/communication materials.

Marketing Director | ACFE (1993 to 1999)

- **Marketing:** Hired, trained, supervised and directed staff for the Marketing and Public Relations Department. Researched, analyzed and management numerous domestic and international direct marketing campaigns. Managed the production of promotional copy for all of the catalogs, brochures, letters, and advertisements. Directed work of graphic artists on all marketing materials.

Stuart Wallace | Planner

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- HSEEP certified
- Hazard Mitigation Planning
- Training
- Workshops
- HSEEP Exercises and Workshops
- Conference Presentations
- Emergency Management Response and Recovery Planning

Years of Experience

- 40+ years of experience

Education

- MS, Landscape Architecture
- MS, Civil Engineering
- BS, Landscape Architecture

Profile

Stuart Wallace is an experienced planner with more than 40 years of professional consulting experience. Throughout his working experience Mr. Wallace has specialized in helping create and implement emergency management and hazard mitigation plans with federal, state, and regional agencies as well as hundreds of local jurisdictions across the nation.

Relevant Project Experience

Subject Matter Expert Consultant, Hazard Mitigation Planning Training Modules, FEMA Region III, Philadelphia, Pennsylvania, 2020

- Stuart Wallace, working as a subject matter expert consultant through a contract with Michael Baker International, contributed to development of five different training modules for FEMA Region III. The modules represent a new approach for hazard mitigation planning training. The training is designed to be delivered on a "just- in-time" basis for local communities as they work their way through the four main phases of hazard mitigation planning

Project Manager, DMA 2000 Program Support, FEMA Headquarters and Regional Offices, 2000 – 2006

- Stuart Wallace supported FEMA as the lead consultant Project Manager for URS during development of the hazard mitigation planning program consistent with DMA 2000, including:
  - Development of FEMA's State and Local Hazard Mitigation Planning 'How-to Guides'.
  - Development of FEMA's Multi-Hazard Mitigation Planning Guidance
  - State and Local Mitigation Plan Review Training for FEMA and State Mitigation Planners.
  - State and Local Mitigation Plan Reviews.

Project Manager, Technical Reviewer, Quality Assurance Officer, and Principal Author, DMA 2000 hazard mitigation planning projects including, Multiple jurisdictions, 2000-Present

- State Hazard Mitigation Plans for eight States/Territories including Alabama, Arizona, Guam, Louisiana, Puerto Rico, Rhode Island, Virginia, and the US Virgin Islands
- Multi-Jurisdictional Hazard Mitigation Plans for over fifty counties and regional commissions across the United States incorporating the participation of hundreds of municipalities and providing coverage for millions of constituents.
- Local Hazard Mitigation Plans for communities as far flung as Juneau, Alaska; Atlantic City, New Jersey; and Xenia, Ohio.

Stuart Wallace | Planner

INTEGRATED SOLUTIONS CONSULTING

Floodplain Management and Hazard Mitigation Planning Training and Workshops
Stuart Wallace led efforts to deliver FEMA training and workshops as well as produced specialized versions of hazard mitigation planning workshop materials:

- FEMA LOMC Training: In 2019 and 2020, Mr. Wallace delivered FEMA's Letter of Map Change (LOMC) Training for multiple communities and floodplain managers in Pennsylvania, Virginia, and the District of Columbia for FEMA Region III.
- FEMA G-318 Hazard Mitigation Planning Workshop: In 2011, Mr. Wallace prepared and led a team in delivery of FEMA's G-318 training for approximately 30 county emergency management coordinators in Pennsylvania regarding updates to county-level hazard mitigation plans and preparedness programs. In 2014, Mr. Wallace was part of a team that delivered the same course to an additional group of Pennsylvania coordinators.
- FEMA G-393 Mitigation for Emergency Managers: Mr. Wallace prepared for and delivered FEMA's G-393 training for more than 20 county and municipal emergency management and planning staff from the State of Maryland, Commonwealth of Virginia, and the District of Columbia regarding mitigation planning and project implementation.
- Plan Implementation and Maintenance Workshops. Mr. Wallace produced and delivered training and working sessions with emergency managers and related agency staff in counties and individual municipalities regarding implementation of hazard mitigation projects and developing an on-going process for hazard mitigation plan updates. This training program was offered to ensure that follow-up activities based on approved hazard mitigation plans are as effective as possible.

HSEEP Exercises and Workshops
Stuart Wallace led efforts to deliver Homeland Security Exercise and Evaluation Program (HSEEP) compliant training and workshops including the following representative examples:

- National Disaster Recovery Framework (NDRF) Implementation for Economic Recovery in FEMA Region I. Mr. Wallace facilitated a Homeland Security Exercise and Evaluation Program (HSEEP) compliant workshop with public agencies and private sector partners from six New England states and FEMA Region I. The workshop was designed to increase awareness of how implementation of the NDRF in the wake of a large-scale disaster in New England can support sustained economic recovery. June 2017, Boston, Massachusetts.
- New Jersey Urban Area Security Initiative Emergency Operations Planning: Mr. Wallace was the Project Manager for work with the New Jersey Office of Homeland Security and Preparedness over a three-year period to simultaneously update emergency operations plans (EOP) for seven counties and two cities in the New Jersey Urban Area Security Initiative (NJ UASI) Region. The work included production and delivery of HSEEP compliant tabletop exercises for each of the participating jurisdictions.
- Boston Area Regional Catastrophic Coordination Plan. Mr. Wallace was Project Director for work with five jurisdictions including the Boston Urban Areas Security Initiative (UASI), the Providence UASI, the Commonwealth of Massachusetts, the State of New Hampshire, and the State of Rhode Island that formed the Regional Catastrophic Planning Team (RCPT).
- Mr. Wallace directed all consultant team work in support of the RCPT to develop an all hazards Regional Catastrophic Coordination Plan that provides a framework in the form of regional protocols for catastrophic response. The work included production and delivery of an HSEEP compliant combined tabletop exercise for the five participating jurisdictions.

Michael Gregory, CEM | Planner

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- Certified Emergency Manager (CEM)
- Hazard Mitigation Planning
- Recovery and Response
- Emergency Operations Planning
- FEMA Public Assistance
- Emergency Management
- Mitigation
- Business Continuity
- Training & Exercise
- Master Training Specialist certification

Years of Experience

- 40+ years of experience

Education

- BS, Emergency Management
- AS, Nuclear Engineering Technology

Profile

Extensive experience, training and education in Emergency Management, Business Continuity and Public Safety. Strong leadership, management, team building, strategic planning, program/project management, emergency response, emergency planning, operations, logistics, outreach, interagency coordination, communications, administration, training, exercise, budget/finance, disaster reimbursement, human resources, grants management, communications and technology background.

Relevant Project Experience

CRC Specialist (TAC) (K-Rise/CCPRS, Riverside, CA 11/01/17-current)

- Collect, organize, review and validate Applicant-submitted documentation for Public Assistance grants.
- Develop damage description and dimensions, scope of work, and cost estimates for Public Assistance grants based on Applicant-provided documentation.
- Identify missing information and coordinate with counterparts and stakeholders to resolve gaps.
- Identify potential eligibility issues and address those issues in coordination with leadership in field and Consolidated Resource Center (CRC) offices.

Director, Emergency Management (LA Union Station, Los Angeles, CA 06/18/16-01/01/18)

- Emergency Management program director and security program administrator including staff supervision. Coordinate with all stakeholders including local/state emergency management, emergency responders (including fire/EMS and law enforcement/police/sheriff), transportation/mass transit, and local/state/federal/NGO/non-profit agencies. Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals. Duties and experience in developing and implementing emergency response plans necessary to determine shortfalls and variations between available resources and emergency response requirements and providing recommendations and information to leadership on emergency management preparedness, response, recovery, and mitigation.

Project Manager/Sr. EM Consultant-Planner (IEM, San Dimas, CA 08/27/12-06/18/16)

- Southern California point of contact (POC) for IEM on projects including EM program assessment, EM/EOC plans and procedures, regional recovery, regional disaster housing, mass care, transportation, and strategic planning.

- Developed multiple proposals and project plans. Conduct interagency/inter-jurisdictional collaboration, coordination and communication with local, state, federal, NGO, community, business, volunteer, higher education, school, non-profit, military and other agencies and organizations including team supervision and management. Projects included Southern California Regional Recovery Project, Los Angeles County Recovery Planning, San Diego County Recovery Planning, Los Angeles World Airports EM Services, and Santa Barbara County and San Bernardino County FEMA TA. Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals. Duties and experience in developing and implementing emergency response plans necessary to determine shortfalls and variations between available resources and emergency response requirements and providing recommendations and information to leadership on emergency management preparedness, response, recovery, and mitigation.

Emergency Manager (City of Ontario, Ontario, CA 06/08/09-08/01/12)

- Served as Emergency Manager, responsible for administration of city emergency management program including financial/budget/procurement management and staff supervision. Develop and maintain policies, protocols, plans and procedures. Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals. Duties and experience in developing and implementing emergency response plans necessary to determine shortfalls and variations between available resources and emergency response requirements and providing recommendations and information to leadership on emergency management preparedness, response, recovery, and mitigation.

Technological Hazards Specialist (FEMA Region VII, Kansas City, MO 03/03/09-06/01/09)

- As member of the Radiological Emergency Preparedness (REP) Program team, conducted assessment of local emergency planning to support nuclear power plants.
- Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals.
- Developed multiple recommendations incorporated in the FEMA Radiological Emergency Preparedness (REP) Program Manual 2013 revision.
- Presented Situational Awareness session at the Contingency Planning and Management (CPM) West Conference and Exposition 2009.

Emergency Manager (Detroit Dept of Health, Detroit, MI 06/01/04-12/01/08)

- Emergency management program administrator including staff supervision. Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals. Duties and experience in developing and implementing emergency response plans necessary to determine shortfalls and variations between available resources and emergency response requirements and providing recommendations and information to leadership on emergency management preparedness, response, recovery, and mitigation.

Emergency Preparedness Coordinator (MI Dept Community Health, Lansing, MI 12/01/02-06/01/04)

- Served as State Emergency Planning/Emergency Preparedness/Bioterrorism Coordinator (EPC). Managed the state public health preparedness program. Provide policy and programmatic guidance to stakeholders to support the administrative management of technical documentation and records; manage relationships with stakeholders to collect, organize, and maintain information; and manage competing priorities to organize workload and achieve organizational goals.

Ricardo Soto-López | Planner

INTEGRATED SOLUTIONS CONSULTING

Expertise & Certifications

- Mitigation Planning
- CDBG
- FEMA Public Assistance
- Hazard Mitigation
- Cost Estimating
- Grant Writing
- Contract Management
- Emergency Management
- Budgeting
- Project Planning
- Research
- Program Management
- Curriculum Development
- Negotiation
- Strategic Planning
- Writing Skills

Years of Experience

- 43+ years of experience

Education

- MA, Intercultural Studies
- MS, Nonprofit Management
- BS, Urban and Regional Studies

Profile

Expertise in publicly supported development for housing, economic development, and infrastructure projects. Experienced in the use of Federal CDBG, CDBG-Recovery, CDBG-Disaster Recovery, and FEMA Public Assistance and Hazard Mitigation grant funding processes. Additional expertise in community coordination and public engagement in diverse urban and regional settings. Have secured, directed, and managed over $40,000,000 in public, private, and philanthropic funding. Fluent in English and Spanish.

Relevant Project Experience

Hazard Mitigation Strategist, Hawaii Emergency Management Agency - Hawaii, HI, March 2022 to Present

- Supported strategic planning in anticipation of the State Hazard Mitigation Plan update under contract with the Federal Emergency Management Agency. Conduct SWOT sessions with the State Hazard Mitigation Forum and Hawaii Earthquake and Tsunami Advisory Council. Trained in State Emergency Operations Center operations in the event of Emergency Response Team activation.

Construction Analyst-Cost Estimator, Federal Emergency Management Agency - Sacramento, CA, January 2020 to February 2022

- Trained and experienced in the Public Assistance Cost Estimating Process. Reviewed Damage Descriptions and Dimensions (DDDs) and developed Scopes of Work and Cost Estimates to determine eligibility for Public Assistance funding per FEMA policies and procedures. Obligated over $2,400,000 in Category, A, B, C, Public Assistance grants remotely during the COVID-19 pandemic. Trained and certified in Mitigation planning.

Community Captain, Central Florida Disaster Resiliency Initiative-Winwood East Altamonte - Altamonte Springs, FL, January 2018 to December 2020

- Coordinated community-based disaster preparedness plan that works to build community resiliency through partnerships with the public and private sectors, nonprofits, and faith-based organizations in the East Altamonte community.
- Conceptualized a "hub and spokes" planning approach to establishing supply hubs in this community based on a land-use analysis. Conducted community outreach, organized meetings, implemented participatory budget approach to secure $15,000 disaster recovery supplies grant, and identified potential "hub" for this effort.

Ricardo Soto-López | Planner

INTEGRATED SOLUTIONS CONSULTING

Construction Analyst, US SBA-Office of Disaster Assistance - Herndon, VA January 2017 to December 2018

- Trained and experienced in the SBA Loss Verification process in response to Hurricanes Harvey in Texas, Irma in Florida, Maria in Puerto Rico, and the Virgin Islands. Conducted remote and on-site damage assessments, documented millions of dollars in losses and recommended mitigation actions. Provided program and customer service support for economic base recovery to the US SBA Office of Disaster Assistance-Field Operations Center East in response to Hurricane Michael in Panama City, FL.

Campus Planner, Teen Challenge International Central Florida - Sanford, FL January 2015 to May 2016

- Conducted physical existing conditions assessment of underutilized five-acre urban mixed-use campus. Conceptualized redevelopment plan based on land use elements that promote water and energy efficiency. Coordinated student participatory planning process, government liaison, and community engagement functions. Drafted Community Development Block Grant application and secured $207,500 for a dorm rehabilitation project.

Community Planner, NYS Governor's Office of Storm Recovery-Community Reconstruction - New York, NY January 2014 to December 2014

- Undertook consultant contract management, monitored delivery of community land use assets inventory, risk assessments, and facilitation of planning committees within a strict six-month deadline, leading to community-generated resiliency projects totaling $12MM from Hurricane Sandy CDBG-Disaster Recovery program.

Community Developer, Strong Cities & Communities Fellowship - City of Chester, PA January 2012 to December 2014

- Selected to SC2 Fellowship by the German Marshall Fund/US HUD through a national competitive process: Devised public engagement strategy to promote Main Street arts, cultural corridor in the city of Chester, PA. Facilitated the organizational development of the Chester Cultural Corridor Partnership and Strategic Framework. Provided technical assistance to secure a $287K Pew Foundation grant to further the work at fellowship completion.

Senior Community Developer, Milano Community Development Research Center - New York, NY January 2010 to December 2012

- Conducted property management inspections, energy efficiency upgrades, grant writing, and community development programming for South East Bronx Community Development on a volunteer and full-time basis while completing required courses in Nonprofit Management and Urban Policy-The New School for Public Engagement in New York City.

Community Development Program Manager-HUD Administrator, Seminole County - Sanford, FL, January 2008 to July 2010

- Responsible for the overall administration of $3.7MM annual allocation of federal Community Development Block Grant and HOME funding, deployed over $12.3MM in additional funding including the Neighborhood Stabilization Program and CDBG-Recovery Program, $1.5MM in Emergency Service and Rapid Rehousing Grant Programs. Supervised the work of county community development project managers.

Community Redevelopment Manager Historic Town of Eatonville - Eatonville, FL January 2006 to December 2007

- Monitored construction of the CRA East Kennedy Blvd. $2.7MM streetscape and façade improvements program in coordination with Public Works Department as per overall commercial corridor land use plan. Administered $245K annual budget, directed town's land use, historic preservation, business permitting unit, and staff.

Senior Redevelopment Planner, Community Redevelopment Agency - Winter Park, FL January 2003 to December 2006

- Project Manager for Railroad Avenue apartments redevelopment (30 units) totaling $2.0M. Facilitated the organizational development of the Hannibal Square Community Land Trust (CLT). Developed land use plan and housing elements, project managed the construction of 10 CLT homes totaling $1.2M, secured CDBG $100K for water infrastructure improvements and $300K for CLT operations.

Appendix B. Odysseus™ EM365

Odysseus™ Comprehensive Program Management Solution

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

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

Preparedness Program Management Functionalities

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

Hazard Mitigation Program Management Functionalities

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

Disaster Recovery Program Management Functionalities

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

Emergency Response Program Management Functionalities

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

Planning & Plan Maintenance

Facilitate and Track the Planning Process

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

Manage Program Planning Activities

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

Create Interactive Maps & Models in Plans

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

Training & Exercise Management

Track Training Activities and Certifications

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

Cross Reference & Track Understanding of Planning Activities

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

Generate Simulated Exercises and Custom Courses

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

Collaboration & Stakeholder Coordination

Improve Collaboration, Quality and Efficiency

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

Program Compliance & Assessments

Systematically Evaluate Program Compliance

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

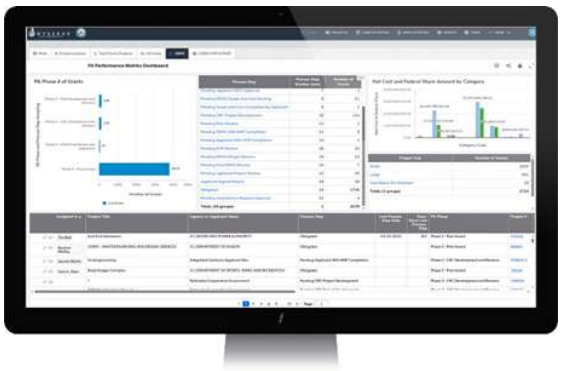
Create Customized Assessments

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

Grant Management

Track and Administer Grants

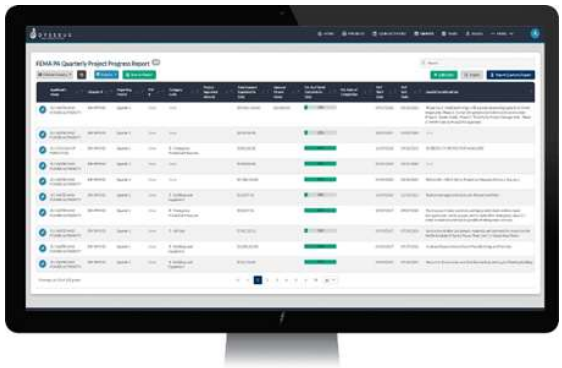
Odysseus™ offers organizations with real-time tracking and reporting of grant funding allocations. Track the status of preparedness grant funding and measure this investment.



Project Tracking, Scheduling, and Management

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

Disaster Recovery

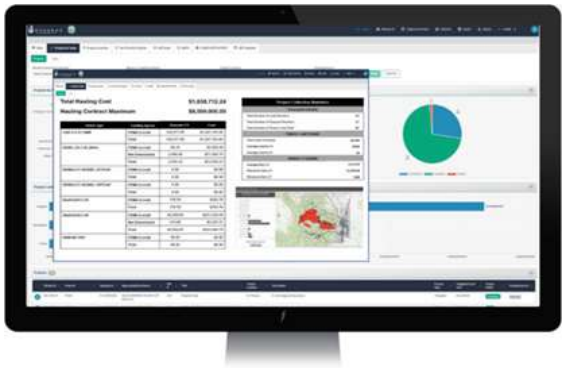


Manage and Administer FEMA PA Requirements

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

Conduct Quick and Thorough Damage Assessments

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

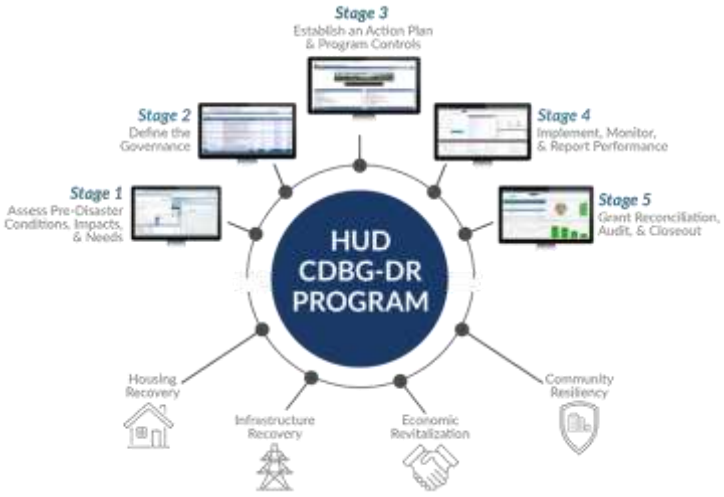


Integrated Automated Debris Monitoring System

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

Efficiently Validate FEMA PA Grants & Conduct Closeout

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



Manage the Full HUD Community Development Block Grant Process

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

Manage other Disaster Recovery Programs

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

Response and Incident Management

Incident Action Planning

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

Information Sharing & Coordination

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

Situational Awareness Sharing

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

Just-in-Time Training

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

Integrate with Other Systems

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

INTEGRATED SOLUTIONS CONSULTING

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

Cortland County Legislature

60 Central Avenue, Suite 306
Cortland, NY 13045

Proposal for Consultant Service to Develop the Countywide Hazard Mitigation Plan Update

July 16, 2026

Prepared By:

MCM™
Consulting Group, Inc.
Empowering a Safer World™

July 16, 2026

Savannah Hempstead, Clerk of the Legislature
Cortland County Legislature
60 Central Avenue, Suite 306
Cortland, NY 13045

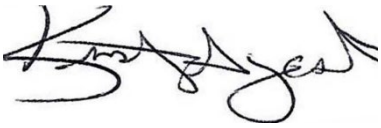
Ms. Hempstead,

MCM Consulting Group, Inc. (MCM) is pleased to present Cortland County with a proposal to update the Cortland County Hazard Mitigation Plan. MCM has extensive experience in hazard mitigation plan updates and completing high hazard potential dam risk assessment and mitigation strategy. We look forward to the opportunity to assist Cortland County with this project. MCM is committed to providing the services outlined within this proposal.

For the purposes of contract negotiations and signing, the designated individual capable of binding and legally obligating MCM Consulting Group, Inc. shall be, Michael C. McGrady, Principal and Chairman of the Board of the company or Kristy S. Agosti, President and Chief Executive Officer of the company.

Thank you for the opportunity to provide a proposal for this project. If you have any questions, feel free to call or email me.

Sincerely,



Kristy S. Agosti, President/CEO
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328 Innovation Blvd, Suite 222
State College, PA 16803
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Introduction

MCM Consulting Group, Inc. (referred to as MCM) has extensive experience in hazard mitigation planning and the requirements that are necessary to update a county hazard mitigation plan in accordance with the New York State Division of Homeland Security and Emergency Services (NYSDHSES) and Federal Emergency Management Agency (FEMA) standards. The staff of MCM has completed updates and received FEMA approval for numerous county hazard mitigation plans with the high hazard potential dam (HHPD) program integrated. All the elements that need to be addressed in a county hazard mitigation plan update project with the HHPD added have been successfully addressed previously with clients by MCM.

The prime vision for this project is for MCM to assist Cortland County in following established hazard mitigation planning processes to determine how to reduce or eliminate the loss of life and property damage resulting from natural and human caused hazards. The project planning team will follow the four basic phases for hazard mitigation planning: organize resources, assess risks, develop a hazard mitigation plan, and develop a plan of action and milestones for implementation and methodology for monitoring progress.

The primary deliverable of MCM is an updated county hazard mitigation plan with an integrated high hazard potential dam section. MCM will coordinate with the county and all municipalities in Cortland County. The updated plans and reports will meet or exceed all NYSDHSES and FEMA requirements.

MCM will provide all the necessary resources to complete the update to the county hazard mitigation plan and complete the high hazard potential dam integration. MCM is prepared to respond to any questions that may arise in reference to this proposal. MCM will dedicate the project team and conduct a kick-off meeting upon acceptance of this proposal and the execution of a professional service agreement.

MCM is a privately held consulting firm dedicated to serving the public safety, government, education, and healthcare community with its primary office located in State College, Pennsylvania. The primary contact for the company is Kristy S. Agosti, President and CEO, 328 Innovation Boulevard, Suite 222, State College, Pennsylvania, 16803, Phone; 814-389-2521, email; KAgosti@MCMConsultingGrp.com MCM federal tax identification is 20-3361746

MCM was formed in 1997 and incorporated in 2005, and our team members include program managers and planners, HSEEP designers and exercisers, public safety answering point (PSAP) and emergency management and IMT experts, EMS and healthcare specialists, GIS specialists, network (IT) and RF designers, telephony and tower site specialists and two-way radio experts.

We specialize in providing hazard mitigation planning, program management, other emergency services planning, training and HSEEP exercises, government, public safety, and hospital consulting as well as telecommunicator, supervisor, and management training to hospitals, emergency medical services, PSAPs, emergency management agencies, task forces and public safety agencies. Our team members have over 600 years of combined emergency management, healthcare, public safety, telecommunication, and emergency medical services experience.

Summary

MCM Consulting Group, Inc. (MCM) completes numerous county hazard mitigation plan updates on an annual basis. To date, MCM has completed over fifty county hazard mitigation plan updates for various clients, all resulting in a FEMA approved hazard mitigation plan. MCM will utilize the NYSDHSES planning framework and tools developed by New York State (NYS) Division of Homeland Security and Emergency Services (DHSES) to streamline, and better integrate, local hazard mitigation planning in this project. The process that is outlined within the project understanding will guide the Cortland County Hazard Mitigation Planning Team through the planning process and result in a final hazard mitigation plan that is approved by FEMA and then able to be adopted by all participating and approved stakeholders. MCM will follow the FEMA "Local Multi-hazard Mitigation Planning Guidance" document and the Hazard Mitigation Assistance (HMA) Unified Guidance.

Project Understanding and Approach

The following narrative outlines our understanding and process flow for this project. The updated Cortland County Hazard Mitigation Plan will help the county become more sustainable and disaster-resistant through selecting the most appropriate mitigation measures based on the knowledge gained in the hazard identification and loss estimation process. The county will incorporate the results of the planning process as an integral component of daily county operation. The county will focus efforts on the hazard areas most important to the county by incorporating the concept of determining and setting priorities for mitigation planning efforts and saving resources by providing a forum for engaging in partnerships that could provide technical, financial, and or staffing assets to reduce the effects, and therefore the costs, of natural and human-caused hazards.

Administrative Requirements

- MCM will conduct a kickoff meeting for the project and present a project schedule to outline the timeline and milestones for the project upon the issuance of a notice to proceed by Cortland County.

- MCM will complete quarterly reports on the progress of the project. MCM will complete the quarterly reports by March 31, July 31, September 30, and December 31 and submit them to Cortland County for review and approval utilizing the current report format provided by NYSDHSES or Cortland County.
- MCM will provide Cortland County's project managers with electronic monthly update reports that include a summary of work conducted in the last month and anticipated tasks and target completion dates for the next month. The report will include problems encountered or anticipated, and notification of any significant deviation from the work plan.
- MCM will provide one digital copy on USB flash drives in Word and PDF format of the final APA HMP.
- MCM will provide Cortland County with all by-products from the project during the project close-out meeting.

Planning Process

MCM will design and facilitate the planning process that will result in an updated 2027 Cortland County Hazard Mitigation Plan that meets and exceeds all state and federal requirements. MCM will develop the Cortland County Hazard Mitigation Plan Update in accordance with any format that is set forth by NYSDHSES or Cortland County. The planning process will offer all people and organizations involved in this project with an opportunity to engage, provide comments and review all aspects of the planning process. The following outlines the approach to the planning process that MCM will complete:

- Document the entire updated hazard mitigation planning process, including but not limited to:
  - Review of the previous plan
  - All changes from previous plan
  - How the plan was prepared
  - How the public was involved (i.e., workshops, community outreach)
- Guide Cortland County by inviting previous members of the local planning team (LPT). LPT members should include a cross-section of the county, such as residents, government officials, community leaders, dam owners, and business owners:
  - Provide meeting invitations to the county primary and secondary point of contact for dissemination.
- Engage the updated LPT and facilitate:
  - Review of all sections of the previous plan and record changes.
  - Collection of all previous plan recommendations, monitoring reports, evaluations, and any new studies since approval of previous plan.
  - Hold public hearings, meetings, and/or workshops during the plan development period.

  - Utilize the MCM survey that is disseminated to the public for completion and engagement in the planning process.
  - Solicit input from citizens and professionals with knowledge of applicable hazards.
  - Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation actions and projects.
  - Review mitigation action items and project opportunities.
  - Review the final draft of the plan and the plan's goals, objectives and proposed mitigation actions and projects.
- Develop and provide all draft public notices and official letters to the local planning team with specific data about the county.
- Develop all meeting documentation:
  - Maintain, scan and upload, to the shared county and MCM folder, all sign-in sheets from all meetings conducted during the project.
  - Complete a tracking document after every meeting to identify participants of the project.

Cortland County will complete the following:

- Local planning team, municipalities and all stakeholders
  - Disseminate invitations and track reservations to all meetings conducted during the planning period.
- Public notices:
  - Advertise all public notices on the county website, social media and in the local newspaper.
  - Request, scan, and upload to the shared folder all proof of publications.
- Letters and memos:
  - Complete and send all letters and memos on the Cortland County letterhead.
  - Scan and upload a copy of all letters to the shared folder.
- Website:
  - Develop and maintain a county website for the hazard mitigation planning process. If one is already in place, the project items will be posted there.
  - Develop photos or snap shots of all web page updates and upload them to the shared folder.

Risk Assessment and Hazard Identification

MCM will develop a description and prioritization of the natural and human-caused hazards that have occurred or could occur within the county and municipalities of Cortland County. MCM will ensure the natural hazard categories are consistent with the current state hazard mitigation plan including, but not limited to:

- Flood related hazards including flash flood, ice jam flood, special flood hazard area flood, dam failures and levee failures

- Wind related hazards (hurricanes, coastal storms, winter storms, tornadoes) based on information provided by the National Weather Service
- Fire related hazards (drought, wildfires) based on local historical data, the National Weather service, and/or other applicable plans/sources
- Geologic hazards (earthquakes, landslides, sink holes) based on local historical information, and/or other applicable plans/sources
- Other hazards not listed above as determined by local history and experience

The human-caused hazards categories include but are not limited to:

- Civil disturbance
- Dam failures
- Environmental hazard fixed facility and transportation
- Nuclear incident
- Substance abuse disorder
- Terrorism/cyberterrorism
- Transportation accidents
- Urban fire and explosions
- Utility interruptions

The county and all municipalities will complete and submit a hazard identification worksheet:

- Municipal hazard identification worksheets:
    - MCM will scan and upload all completed worksheets to the shared folder.
    - MCM will compile the worksheet data in a master spreadsheet.

Hazard Mapping

MCM will assist the county team with the development of a comprehensive inventory of community lifelines, critical facilities and functional needs facilities. MCM will utilize this information in developing map items relative to the multiple hazard areas. The following items will be developed by MCM:

- Critical facilities data layer, including, but not limited to the following:
    - Emergency operations center, police/fire stations
    - Hospitals and emergency shelters
    - Water and wastewater treatment plants and associated pumping stations
    - Power generation, transmission, and delivery facilities
    - Special population centers, such as day-care facilities, nursing homes/elderly housing, correctional facilities
    - Hazardous material facilities
    - Evacuation routes
    - Levees and dams

- Maps of repetitive flood loss and severe repetitive flood loss properties, as defined by FEMA, will be developed.
- Maps that depict the location of structures, land use, and population will be identified and developed by MCM GIS staff.
- A full library of municipal flood maps that identify the structures located in the special flood hazard areas and any other attributes identified by MCM.

Vulnerability Assessment

Based on the previous information, MCM will refine and update the overview of each municipality's vulnerability to specific hazards. This vulnerability assessment, if possible, will include:

- Types and numbers of buildings, infrastructure, and critical facilities located in the identified hazard areas.
- All existing multiple hazard protection measures within the county, including protective measures under the National Flood Insurance Program (NFIP).
- A description of each measure and the method of enforcement and/or the point of contact responsible for implementation of each measure.
- Historical performance of each measure and a description of improvements or changes needed.
- General description of land uses and development trends to incorporate future land use decisions.
- A HAZUS-MH Level 2 analysis to assist with the estimation of loss for the flooding hazard.

MCM will conduct a public meeting at the end of the risk assessment section to engage the public and seek comments to enhance the risk assessment section:

- The public meeting may be conducted as an in-person meeting or a virtual meeting to enhance participation.

High Hazard Potential Dam

MCM will include the High Hazard Potential Dam (HHPD) risks. The following items will be included in the Cortland County HMP update:

- Provide a list of HHPDs by name, identification number, location by jurisdiction, and other relevant information (such as primary purpose, date of construction, and EAP approval date).
- Include a map that reflects each dam.
- Describe the method the state uses to identify and assess the risk associated with dams.
- Provide a summary description of all dam risk, namely incremental, non-breach, and residual risk.

- Summarize county-wide vulnerabilities from eligible HHPDs and include:
    - Information regarding cascading impacts of seismic events, landslides, wildfires, and other hazards on dams that might affect up and downstream flooding potential (breach, non-breach, and residual risk).
    - Significant economic, environmental, or social impacts as well as multi-jurisdictional impacts from a dam incident.
    - Location and size of populations at risk (PARs) from HHPDs.
    - Potential dam failure impacts to institutions and critical infrastructure and lifelines.
    - The risk identification methodology and/or assumptions for risk data and inundations.
    - Documentation of limitations and the approach to address deficiencies.

Capabilities Assessment

MCM will conduct a thorough capabilities assessment for the HMP update. The capabilities will be assessed with the local planning team members, each municipality within the county and any other stakeholder that desires to adopt the final HMP. MCM utilizes a capability assessment survey in hard copy, digital copy and via an online survey tool to engage all stakeholders. The results will be compiled, and the capability assessment section of the plan will be drafted. The following outlines some of the specific items that will be assessed in this section:

- Document each jurisdiction's existing authorities, policies, programs, and resources related to hazard mitigation, and its ability to expand on and improve these existing tools.
- Provide information on each jurisdiction's participation in the NFIP in terms of policies in force, total dollar amount for premiums, and any claims information:
    - MCM will utilize a separate NFIP review assessment document and will engage each municipality to complete this assessment.
    - All municipal results from the NFIP assessment will be compiled and utilized in the capability assessment section and mitigation strategy section drafts.

Mitigation Strategy

MCM will complete the development of local mitigation strategies specific to each jurisdiction's exposure and impacts by identified natural and human-caused hazards. The strategy will include:

- A list of mitigation goals and objectives that focus on reducing the risks and vulnerabilities from the identified hazards. The goal and objective development and project prioritization will be conducted by the LPT in coordination with representatives from each of the municipalities.
- A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard, with particular

emphasis on new and existing buildings and infrastructure. This section will include a list of prioritized hazard mitigation actions and projects that best meet the needs for multiple hazard damage reduction:

- Actions will be non-structural (e.g., planning, regulatory measures, property acquisition, etc.) and project opportunities will be structural based (e.g., dams, dikes, elevations, etc.) solutions.
- At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input, including:
  - An analysis of proposed mitigation actions and projects focused on several key areas, including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility.
  - Coordination with relevant federal and state agencies for input and technical assistance.

Hazard Mitigation Plan Maintenance Process

MCM will develop the plan maintenance section with input from the LPT and Cortland County. The plan maintenance section outlines how the updated plan will be maintained and updated by the following task items:

- An annual review process will be identified and documented to ensure the updated hazard mitigation plan remains current and new actions and projects are added until the next complete hazard mitigation plan update.
- The county will assist the municipalities in conjunction with the LPT, for the monitoring, evaluating, and updating the plan.
- The county will assist the municipalities in the implementation and incorporation of the plans' goals and objectives into other local planning processes, such as a comprehensive plan, or other local by-laws and ordinances.
- The completed plan will include an implementation schedule with procedures for ensuring the plans' implementation, updating and revision every five years.
- The county will work with the communities for continued public involvement.

Additional State and Federal Requirements

MCM exceeds the baseline state and federal minimum requirements for hazard mitigation planning.

Hazard Mitigation Plan Approval and Adoption

MCM will guide Cortland County on the hazard mitigation plan approval and adoption process. The following outlines specific items that will be completed during this process:

- MCM will complete the FEMA local plan review tool and then review the results with Cortland County prior to completion of the draft plan. MCM has extensive experience in the development and approval of county hazard mitigation plans. This experience will further assist Cortland County with acquiring a FEMA approved hazard mitigation plan.
- The final draft hazard mitigation plan will be presented to all stakeholders and the public by MCM for review and comment. A draft plan public meeting will be conducted to present the draft plan to the public. The public will be advised how they can access a draft version of the plan, and the public will be provided with a procedure to submit written comments on the draft plan:
    - The public meeting may be conducted as an in-person meeting or a virtual meeting to enhance public participation.
- The final plan will be submitted to the NYSDHSES no later than ten weeks prior to the expiration of the current HMP. The NYSDHSES reviews it and if deemed approvable it is then submitted to FEMA no later than six weeks prior to the expiration of the current HMP for final review and pending approval.
- Upon pending approval by FEMA, MCM will guide Cortland County on the adoption process that the county and the participating municipalities will complete for adoption of the approved pending adoption plan.

Timeline

MCM will complete the HMP update with FEMA approved pending adoption status by May 31, 2027. If the timeline needs to be compressed, MCM will work with the project steering committee to adjust the project schedule. A draft project timeline is attached to this proposal.

Project Meetings/Schedule

Project meetings will be conducted at regular intervals during the project to keep all stakeholders apprised of progress and identify any obstacles that have been encountered in addition to corrective actions to be taken to prevent delays. These meetings will be conducted in person and by virtual conference call, Microsoft Teams, or other similar technology to maximize the efficiency of the project and expedite progress. Specific dates and formats will be agreed upon after commencement of the project with the development of a “Project Schedule”. All meetings will be preceded by an agenda and will be followed by meeting minutes.

Typical involvement of the Cortland County team would include, but is not limited to attending, project meetings in person or via telephone, Microsoft Teams, or other similar technology, providing requested information, corresponding with the project manager via the telephone, email, and mail.

Project Team Qualifications and Experiences

Listed below are the names, titles, and anticipated project positions of the core MCM team members who will be assigned to this project. We hope that by providing information for each team member you will gain a better understanding of the breadth and depth of experience, expertise, and knowledge that MCM will bring to this project.

MCM Team Members

Kristy Agosti	President/CEO	Project Executive
Michael Rearick	Director of Operations	Project Supervisor
Jonathan Hansen, PMP	Senior Consultant	HMP Planning SME
Adam Leister	Senior Consultant	HAZUS/GIS Specialist
Valerie Zents	Senior Consultant	HMP Planning SME
Daniel Becker	Consultant	GIS/HMP Planning SME
Alyssa Rusnock	Project Coordinator	HMP Planning SME

Biographies

Kristy Agosti, President/CEO

As president and CEO, Kristy oversees the corporate, financial and human resource aspects of MCM Consulting Group, Inc. (MCM). Kristy has introduced and implemented policy and procedures within MCM which have enhanced and streamlined time and expense management and project collaboration. She works daily on the corporate process flow to advance the overall health of the company, which ensures that all personnel working on MCM projects have the training, equipment and support that is needed to successfully complete projects for our clients. Kristy is the company lead for regional counter-terrorism taskforce projects and has worked with federal and state grant programs since 1998, and in regional taskforce financial and program

administration since 2005. Kristy has secured and managed millions in grant funding for rural client groups since 2005. As part of grant administration, Kristy strives to ensure that all clients meet and follow funding guidelines, including the completion of required state and federal reporting and auditing. Kristy also works with the taskforce members to complete projects created as part of grant applications on time and on budget.

Kristy provides project administration and financial management for all projects at MCM. For hazard mitigation projects, Kristy completes the professional services agreement and the initial set up of the project for invoicing. Kristy establishes an invoicing methodology that utilizes the budget line items from the hazard mitigation planning grant that the county secured. By utilizing this process, the county will be able to process grant reimbursement more efficiently. Kristy is recognized for excellent grant management and invoicing for all hazard mitigation planning projects.

Michael Rearick, Director of Operations

As a director of operations with MCM, Michael has a broad scope of skills in emergency management, 911, emergency medical services, GIS and healthcare. Michael is one of MCM's subject matter experts for emergency management, emergency medical services, and 911. Michael contributes to numerous company projects and works diligently on these projects. Additionally, Michael serves as the director of client outreach, as he works with current and potential clients addressing needs and developing projects.

Prior to his joining the MCM team, Michael worked as the executive director of the Clarion County Office of Emergency Services (OES), supervising twenty-five employees. As director, Michael developed and managed the department budget and researched and prepared federal and state grant applications. During his time with Clarion County, Michael supervised a team of individuals that completed the first Clarion County Hazard Mitigation Plan in 2004. The mitigation planning process was completed by the Clarion County Local Planning Team in which Michael was the direct supervisor. The plan received approval by the Pennsylvania Emergency Management Agency (PEMA) and the Federal Emergency Management Agency (FEMA) and was noted to be the first PEMA and FEMA approved plan in the Commonwealth of Pennsylvania.

Since joining the MCM team, Michael has been the prime project manager and senior consultant for all hazard mitigation projects which each hazard mitigation plan includes a comprehensive

hazard vulnerability assessment and the implementation of the high hazard dam program. Michael has completed over fifty county hazard mitigation planning projects.

Jonathan Hansen, PMP, Senior Consultant

Jonathan Hansen brings invaluable expertise to MCM Consulting Group, Inc. through an extensive background in emergency communications and emergency services management. Before joining MCM, he served as the Director of the state 911 Office for the Pennsylvania Emergency Management Agency and contributed significantly as the director and 911/hazardous materials coordinator for the Adams County Department of Emergency Services. In Adams County, Jonathan was instrumental in planning and supervising the construction of a comprehensive new emergency services facility that integrated a 911 center, emergency operations center, and training center. He also led the procurement and installation of the county's first computer aided dispatch (CAD) system, overseeing critical software and hardware upgrades over an eight-year period.

Jonathan's strong academic background complements his field expertise. He holds a B.S. in Emergency Health Services Management from the University of Maryland and an M.S. in Environmental Protection and Safety Management from Saint Joseph's University. His Project Management Professional (PMP) certification further reinforces his adeptness at steering complex emergency management and public safety projects. Through continual learning and hands-on leadership, Jonathan provides MCM's clients with innovative project management strategies tailored to the evolving needs of 911 and emergency management systems. Jonathan has completed project management and research on various hazard mitigation planning projects. Jonathan has led and managed local planning team meetings and other stakeholder collaboration meetings. Jonathan will provide project management and comprehensive hazard mitigation planning services for your project.

Adam Leister, Senior Consultant

Adam joined MCM as a GIS Consultant and is a geographic information systems (GIS) subject matter expert. Adam graduated from Mansfield University of Pennsylvania with a B.S. in Geography and a concentration in environmental science and mapping technology. Adam has two years of experience working with remote sensing equipment and analyzing geospatial data for use in projects. He previously worked as a LiDAR Analyst.

As a GIS senior consultant for MCM, Adam is primarily focused on ensuring that GIS work is done in the most efficient, cost effective, and high-quality manner possible to fit client needs. Adam ensures that all projects he works on are well defined and that all client expectations are met to the highest standard. For hazard mitigation plan update projects, Adam utilizes GIS software and data to conduct risk assessments and develop maps that identify the locations of hazards. Adam also develops risk buffer zones and intersects the zone with structures and community lifelines to develop a list of all that are at risk of a specific hazard. Adam develops flood hazard maps to assist with risk and vulnerability assessments as well.

Adam has completed HAZUS training and participated in a level two HAZUS analysis for all hazard mitigation planning projects. Adam has completed twenty-nine county hazard mitigation plan update projects.

Valerie Zents, Senior Consultant

Valerie is a senior consultant with MCM Consulting Group, Inc. (MCM) working with emergency management, taskforce, and healthcare clients. Valerie serves as the executive committee liaison to several subcommittees of the Northwest Central Emergency Response Group (NWCERG), including the training committee, medical subcommittee and swift water rescue committee. Valerie completes the annual threat and hazard identification and risk assessment for the NWCERG. Valerie has also drafted multiple hazard assessments and emergency plans during her tenure.

Valerie is a lead planner for hazard mitigation plan update projects. Valerie completes various risk assessments, capability assessments and mitigation strategy task items. Valerie organizes and provides administrative expertise for managing all incoming data and reference materials. Valerie ensures that all participating stakeholders are identified and documented as part of the plan update. Valerie has completed thirty-five county hazard mitigation plan update projects.

Daniel Becker, Consultant

Daniel joined the MCM Consulting Group, Inc. (MCM) team as a consultant after his completion of a Bachelor of Science in Emergency Management and Homeland Security. As a consultant, Daniel is primarily focused on GIS and emergency management (EM) projects. Daniel manages his project work with efficiency and ensures accurate work product for the client. Daniel has become a team leader in emergency management projects, specializing in hazard mitigation planning.

In addition to GIS courses taken as part of this undergraduate degree, Danny has participated in training in the use of ESRI ArcMap GIS Pro software as part of a certificate program through Penn State University. Before joining MCM as a consultant, Daniel completed an internship with MCM and garnered invaluable experience developing maps with GIS data and software for the drafting of emergency planning, hazard mitigation plans, commodity flow studies, and other emergency management assignments.

Daniel is a lead planner for hazard mitigation planning projects. Daniel researches, analyzes and documents all sections of the hazard mitigation plan update projects. Daniel also uses the GIS software to assist with risk assessments and the development of maps for all sections of the hazard mitigation plan update. Daniel has completed twenty-seven county hazard mitigation plan update projects.

Alyssa Rusnock, Project Coordinator

Alyssa Rusnock is a project coordinator for MCM Consulting Group, Inc. Alyssa has been a lead planner engaged in various hazard mitigation plan update projects and continuity of operations planning projects. Alyssa has completed numerous hazard mitigation plan update projects. Alyssa has also assisted with exercise planning, design, conduct and evaluation. She works with regional taskforces in a programmatic support function.

Alyssa is a 2023 graduate from the Pennsylvania College of Technology (Penn College). Alyssa graduated with an overall 4.0 GPA and a B.S. in Emergency Management and Homeland Security. Along with her degree, she also has a double minor in Criminal and Restorative Justice and Psychology.

Alyssa conducts research, analyzes, and completes the comprehensive development of the various plan sections for hazard mitigation planning projects. Alyssa utilizes the FEMA local plan review tool and ensures that each section of the updated plan meets or exceeds federal regulation. Alyssa has completed twenty-three county hazard mitigation plan update projects.

References

Susquehanna County Emergency Management Agency: New Milford, Pennsylvania

MCM Consulting Group, Inc. completed an update to the Susquehanna County 2018 Hazard Mitigation Plan and the Susquehanna County 2023 Hazard Mitigation Plan. Both plans were approved by FEMA Region 3 and then adopted by all participating stakeholders. Since the adoption of both plans Susquehanna County contracted MCM Consulting Group, Inc. to complete an annual review of the plan each year leading up to the update year. MCM is currently under contract to complete the annual reviews since the adoption of the 2023 plan.

Scott Aylesworth, Emergency Management Coordinator
Susquehanna County Emergency Management Agency
210 Public Way, Suite 3
New Milford, PA 18834
Phone 570-278-5914
saylesworth@susqco.com

Lebanon County Emergency Management: Lebanon, Pennsylvania

MCM Consulting Group, Inc. completed three updates to the Lebanon County Hazard Mitigation Plan. All three plans were approved by FEMA Region 3 and then adopted by all participating stakeholders. The 2013 Lebanon County Hazard Mitigation Plan Update was adopted by the Lebanon County Commissioners on December 5, 2013. The 2018 Lebanon County Hazard Mitigation Plan Update was also adopted by the Lebanon County Commissioners on November 15, 2018. The 2023 Lebanon County Hazard Mitigation Plan was adopted November 22, 2023.

Bob Dowd, Director
Lebanon County Department of Emergency Services
1805 Cornwall Rd
Lebanon, PA 17042
Phone (717) 821-1381
Bdowd@lcdes.org

Juniata County Planning Department: Mifflintown, Pennsylvania

MCM Consulting Group, Inc. completed an update to the Juniata County 2020 Hazard Mitigation Plan and the Juniata County 2025 Hazard Mitigation Plan. Both plans were approved by FEMA Region 3 and then adopted by all participating stakeholders. Since the adoption of both plans Juniata County contracted MCM Consulting Group, Inc. to complete an annual

review of the plan each year leading up to the update year. MCM is currently under contract to complete the annual reviews since the adoption of the 2025 plan.

Bradley W. Kerstetter, Director
Juniata County Office of Planning and Community Development
One North Main Street
Mifflintown, PA 17059
Phone (717) 436-7729
bkerstetter@juniataco.org

Relevant Experience

Relevant Past Experience

MCM has completed numerous county hazard mitigation plan update projects. All projects are outlined in this section of the proposal with county name, location, description of the project and a point of contact with contact information. MCM has acquired FEMA APA status on every hazard mitigation plan update project completed in the past. All projects except the 2016 Monroe County Hazard Mitigation Plan Update required only one update and resubmission after FEMA initial review. The 2016 Monroe County Hazard Mitigation Plan Update received FEMA APA upon the initial submission and is the only plan to date in Pennsylvania that was approved without any required revisions.

MCM completed the 2022 Clearfield County Hazard Mitigation Plan Update and was the first consulting agency to meet the **High Hazard Potential Dam (HHPD)** federal and state requirements for a county hazard mitigation plan update. MCM will utilize that experience and lessons learned to ensure the 2027 Cortland County Hazard Mitigation Plan Update also receives the HHPD approval.

MCM will provide project contact information for any of the below past projects upon request of Cortland County.

Beaver County Department of Public Safety: Ambridge, Pennsylvania

- Beaver County Hazard Mitigation Plan Update 2021
- Beaver County Hazard Mitigation Plan Annual Maintenance Project 2022-2025

Bradford County Department of Public Safety: Towanda, Pennsylvania

- Bradford County Hazard Mitigation Plan Update 2015
- Bradford County Hazard Mitigation Plan Update 2020

Butler County Emergency Services: Butler, Pennsylvania
- Butler County Hazard Mitigation Plan Updated 2026

Calvert County Emergency Management Agency: Prince Frederick, Maryland
- Calvert County Hazard Mitigation Plan Update 2023

Cameron County Office of Emergency Services: Emporium, Pennsylvania
- Cameron County Hazard Mitigation Plan Update 2017
- Cameron County Hazard Mitigation Plan Update 2022

Carbon County Emergency Services: Jim Thorpe, Pennsylvania
- Carbon County Hazard Mitigation Plan Updated 2026

Clearfield County Emergency Management Agency: Clearfield, Pennsylvania
- Clearfield County Hazard Mitigation Plan Update 2022

Clinton County Department of Emergency Services: Lock Haven, Pennsylvania
- Clinton County Hazard Mitigation Plan Update 2018
- Clinton County Hazard Mitigation Plan Update 2023

Crawford County Emergency Management Agency, Meadville, Pennsylvania
- Crawford County Hazard Mitigation Plan Update 2025

Elk County Office of Emergency Services: Ridgway, Pennsylvania
- Elk County Hazard Mitigation Plan Update 2023

Forest County Emergency Management Agency: Tionesta, Pennsylvania
- Forest County Hazard Mitigation Plan Update 2015
- Forest County Hazard Mitigation Plan Update 2025

Greene County Emergency Management Agency: Waynesburg, Pennsylvania
- Greene County Hazard Mitigation Plan Update 2018
- Greene County Hazard Mitigation Plan Update 2025

Indiana County Emergency Management Agency: Indiana, Pennsylvania
- Indiana County Hazard Mitigation Plan Update 2018
- Indiana County Hazard Mitigation Plan Update 2023
- Indiana County Hazard Mitigation Plan Annual Maintenance Project 2019-2022

Jefferson County Emergency Management Agency: Brookville, Pennsylvania
- Jefferson County Hazard Mitigation Plan Update 2023

Juniata County Emergency Management Agency: Mifflintown, Pennsylvania
- Juniata County Hazard Mitigation Plan Update 2020
- Juniata County Hazard Mitigation Plan Annual Maintenance Project 2020-2023
- Juniata County Hazard Mitigation Plan Update 2025
- Juniata County Hazard Mitigation Plan Annual Maintenance Project 2026-2029

Lawrence County Department of Emergency Services: New Castle, Pennsylvania
- Lawrence County Hazard Mitigation Plan Update 2019
- Lawrence County Hazard Mitigation Plan Annual Maintenance Project 2022-2025
- Lawrence County Hazard Mitigation Plan Update 2025

Lebanon County Emergency Management: Lebanon, Pennsylvania
- Lebanon County Hazard Mitigation Plan Update 2014
- Lebanon County Hazard Mitigation Plan Update 2019
- Lebanon County Hazard Mitigation Plan Update 2023

McKean County Emergency Management Agency: Smethport, Pennsylvania
- McKean County Hazard Mitigation Plan Update 2025

Mercer County Department of Public Safety: Mercer, Pennsylvania
- Mercer County Hazard Mitigation Plan Update 2018
- Mercer County Hazard Mitigation Plan Update 2023

Mifflin County Emergency Management Agency: Lewistown, Pennsylvania
- Mifflin County Hazard Mitigation Plan Update 2025

Monroe County Office of Emergency Management: Stroudsburg, Pennsylvania
- Monroe County Hazard Mitigation Plan Update 2016
- Monroe County Hazard Mitigation Plan Update 2021
- Monroe County Hazard Mitigation Plan Update 2025

Montour County Emergency Management Agency: Danville, Pennsylvania
- Montour County Hazard Mitigation Plan Update 2021
- Montour County Hazard Mitigation Plan Update 2025

Perry County Emergency Management Agency: New Bloomfield, Pennsylvania
- Perry County Hazard Mitigation Plan Update 2025

Potter County Emergency Management Agency: Coudersport, Pennsylvania
- Potter County Hazard Mitigation Plan Update 2024

Snyder County Emergency Management Agency: Selinsgrove, Pennsylvania
- Snyder County Hazard Mitigation Plan Update 2025

Somerset County Emergency Management Agency: Somerset, Pennsylvania
- Somerset County Hazard Mitigation Plan Update 2015
- Somerset County Hazard Mitigation Plan Update 2020

Sullivan County Emergency Management Agency: Laporte, Pennsylvania
- Sullivan County Hazard Mitigation Plan Update 2014
- Sullivan County Hazard Mitigation Plan Update 2019
- Sullivan County Hazard Mitigation Plan Update 2024

Susquehanna County Emergency Management Agency: Montrose, Pennsylvania
- Susquehanna County Hazard Mitigation Plan Update 2018
- Susquehanna County Hazard Mitigation Plan Annual Report Project 2019-2022
- Susquehanna County Hazard Mitigation Plan Update 2023
- Susquehanna County Hazard Mitigation Plan Annual Report Project 2025-2028

Tioga County Emergency Services: Wellsboro, Pennsylvania
- Tioga County Hazard Mitigation Plan Update 2017
- Tioga County Hazard Mitigation Plan Update 2022
- Tioga County Hazard Mitigation Plan Update 2027

Union County Emergency Management Agency: Lewisburg, Pennsylvania
- Union County Hazard Mitigation Plan Update 2025

Warren County Department of Public Safety: Warren, Pennsylvania
- Warren County Hazard Mitigation Plan Update 2016
- Warren County Hazard Mitigation Plan Update 2021
- Warren County Hazard Mitigation Plan Update 2025

Washington County Department of Public Safety: Washington, Pennsylvania
- Washington County Hazard Mitigation Plan Update 2026

Proposed Costs

The not to exceed total cost for MCM Consulting Group, Inc. to complete this project is $79,626.30 This cost includes all travel, supplies, printing and staff. The project will be completed not to exceed 635 hours.

The following will outline the cost per hour for staff members assigned to the project:

Employee	Rate/Hour
Kristy Agosti	$210.00
Michael Rearick	$140.00
Jonathan Hansen	$110.00
Adam Leister	$110.00
Valerie Zents	$110.00
Daniel Becker	$100.00
Alyssa Rusnock	$90.00

A draft project timeline is attached to this proposal to reference the milestone, task and meeting schedule.

Identification of Anticipated and/or Potential Problems

MCM Consulting Group, Inc. does not anticipate any problems with the plan update process and scope of work. MCM has completed numerous county hazard mitigation plans and all have received state and federal approval.

Indemnification

MCM Consulting Group, Inc. shall hold harmless, defend, and indemnify Cortland County, its officers, and employees, from all claims of bodily injury, including death, and property damage arising from or alleged to be caused by the vendor's acts or omissions related to the performance of the contract.

Billing Procedures

MCM will invoice the county monthly. The invoices will be based on a recurring fee which is the total not to exceed project price divided by the number of months for the project. Invoiced amounts will be related to line items in the grant. A sample invoice is located on the next page. All invoices are Net 30 payment terms.

MCM Consulting Group, Inc.	MCM Consulting Group, Inc. 328 Innovation Blvd. Suite 222 State College, PA 16803	INVOICE

Invoice #	Invoice Date
Client Name	Due Date
Project	EIN#

SERVICE DESCRIPTION

Agreed Fee	
Previous Amount Invoiced	
Current Amount Due	
Remaining in Contract	$0.00

PAYMENT INSTRUCTIONS

Please make checks payable to MCM Consulting Group, Inc. and mail to 328 Innovation Blvd., Suite 222, State College, PA 16803 or contact Kristy Agosti at 814-389-2521 or Kagosti@MCMConsultingGrp.com for information on ACH payments.

Thank you for your business!

328 Innovation Blvd, Suite 222
State College, PA 16803

Appendix - Draft Project Timeline Attachment

Appendices – Other Required Appendices A-D

DRAFT PROJECT TIMELINE
Cortland County
Hazard Mitigation Plan Update
July 12, 2026

No.	DISCIPLINE	RESPONSIBILTY	SCHEDULE START	SCHEDULE COMP	ACTUAL COMP	NOTES
1.	**Steering Committee Kickoff Meeting**	CC/MCM	09/15/26	09/15/26		Onsite
2.	**Local Planning Team Kick Off Meeting:** Hazard ID, Capability Assessment, Project Opps, NFIP	CC/MCM	10/01/26	10/01/26		Onsite
3.	**Municipal Kick Off Meetings:** Hazard ID, Capability Assessment, Project Opps, NFIP	CC/MCM	10/01/26	10/01/26		Onsite
4.	EAP review	CC/MCM	10/01/26	10/31/26		
5.	Complete County and Municipal Capability Assessments	MCM	10/01/26	10/31/26		
6.	Complete County and Municipal Hazard Identification Worksheets	MCM	10/01/26	10/31/26		
7.	High Hazard Dam Prioritization Virtual Meeting	CC/MCM	11/01/26	11/01/26		EM and Local Dam Owners

DRAFT PROJECT TIMELINE
Cortland County
Hazard Mitigation Plan Update
July 12, 2026

No.	DISCIPLINE	RESPONSIBILTY	SCHEDULE START	SCHEDULE COMP	ACTUAL COMP	NOTES
8.	Update current hazard profiles and develop new profiles	MCM	11/01/26	12/31/26		
9.	**Local Planning Team (Onsite or MS Teams)**: Risk Factor Assessment	CC/MCM	11/01/26	11/01/26		Hybrid (2 hours)
10.	Draft the Risk Assessment Section	MCM	11/02/26	12/01/26		
11.	**Local Planning Team & Municipal:** Risk Assessment Planning	CC/MCM	12/01/26	12/01/26		Hybrid
12.	**Public Meeting:** Risk Assessment Section	CC/MCM	12/01/26	12/01/26		Onsite
13.	Draft mitigation strategy section	MCM	01/02/27	09/30/26		
14.	**Local Planning Team & Municipal:** Start Mitigation Strategy & Develop Goals, Objective, and Actions – Form Development	CC/MCM	01/05/27	01/05/27		Hybrid

DRAFT PROJECT TIMELINE
Cortland County
Hazard Mitigation Plan Update
July 12, 2026

No.	DISCIPLINE	RESPONSIBILTY	SCHEDULE START	SCHEDULE COMP	ACTUAL COMP	NOTES
15.	**Local Planning Team** Continue Mitigation Strategy	CC/MCM	01/06/27	01/06/27		Hybrid
16.	Draft hazard mitigation plan development	MCM	01/06/27	02/15/27		
17.	**Local Planning Team:** Finalize Mitigation Strategy	CC/MCM	01/26/27	01/26/27		Hybrid
18.	Draft hazard mitigation plan development	MCM	02/01/27	02/15/27		
19.	**Local Planning Team (Virtual):** Draft Plan Review	CC/MCM	02/15/27	02/15/27		
20.	LPT Draft Plan Review Period	IC	02/15/27	03/01/27		
21.	Update Plan with LPT comments	MCM	03/01/27	03/15/27		
22.	**Public Meeting:** Draft Plan Presentation	CC/MCM	03/01/27	03/01/27		
23.	Public comment period	CC/MCM	03/01/27	03/15/27		
24.	Finalize the plan and submit to state EMA	MCM	03/15/27	03/31/27		

DRAFT PROJECT TIMELINE
Cortland County
Hazard Mitigation Plan Update
July 12, 2026

No.	DISCIPLINE	RESPONSIBILTY	SCHEDULE START	SCHEDULE COMP	ACTUAL COMP	NOTES
25.	Submit to FEMA	MCM	04/01/27	04/01/27		
26.	FEMA Review Period	FEMA	04/01/27	05/15/27		
27.	Update with FEMA comments	MCM	05/15/27	05/30/27		
28.	County and Municipality Adoption of Plan	CC/MCM	05/31/27	05/31/27		
29.	Project Closeout	CC/MCM	06/01/27	06/15/27		

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: _____ Date: 07-16-2026

Title: President/CEO

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Kristy Agosti Date: 07-16-2026

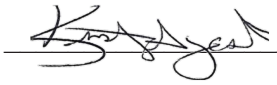
Signature:  Title: President/CEO

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 13th day of July, 2026 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

If Bidders are a corporation, complete the following:

Name	Legal Residence
Kristy Agosti	St. Marys, Pennsylvania
President	
Michael McGrady	Vero Beach, Florida
Vice President	
Michael McGrady	St. Marys, Pennsylvania
Secretary	
Kristy Agosti	Vero Beach, Florida
Treasurer	

Identifying Data:

Potential Contractor: MCM Consulting Group, Inc.
Address: 328 Innovation Blvd. Suite 222
Telephone #: 814-314-9900 Title: President/CEO
E-Mail Address: kagosti@mcmconsultinggrp.com

If applicable, Responsible Corporate Officer
Name: Michael McGrady Title: Principal

Signature: Michael C. McGrady

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: 07-16-2026

Name: Kristy Agosti

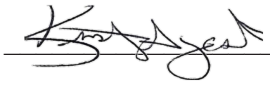
Position: President/CEO

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

XX I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: 

Company: MCM Consulting Group, Inc.

Date: 07-16-2026

Cortland County Multi-Jurisdictional Hazard Mitigation Plan Update

Request for Proposal (RFP) NO. 26-ERC-011

July 21, 2026 | 2:30 PM

Cortland County Legislature

Submitted By:

The Resiliency Initiative
2055 Pine Street, Redding, CA 96001
Attn: Andrea Davis, CEM, CBCP
President & CEO
andrea@theresiliencyinitiative.com
(818) 239-2228 Cell

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COVER LETTER

Re: RFP No.26-ERC-001 County Multi-Jurisdictional Hazard Mitigation Plan Update

Dear Selection Committee Members:

Thank you for the opportunity to submit this proposal to support Cortland County in updating its Multi-Jurisdictional Hazard Mitigation Plan. The Resiliency Initiative (TRI) understands the importance of delivering a FEMA and New York State Division of Homeland Security and Emergency Services (DHSES) approvable Multi-Jurisdictional Hazard Mitigation Plan that fully complies with 44 CFR Part 201, current New York State mitigation planning standards, and the MitigateNY planning framework. Our goal is not only to satisfy regulatory requirements but to develop a practical, actionable plan that reduces community risk, strengthens long-term resilience, and preserves eligibility for future hazard mitigation funding.

> *"The Resiliency Initiative is the new benchmark for contractors working in and developing plans in Emergency Services/Management. Andrea and her team communicated flawlessly while exceeding all expected results. We will continue to work with TRI now and in the future for ALL of our emergency operations planning needs."*
>
> **-Erik Holt, Director, Calaveras County Office of Emergency Services**

TRI is a certified woman-owned small business specializing in hazard mitigation planning, emergency management, continuity planning, and resilience strategy. Our team combines technical hazard mitigation expertise, GIS capabilities, disciplined project management, and meaningful stakeholder engagement to produce plans that are technically sound, fully compliant, and readily implementable. We are currently leading multiple hazard mitigation planning initiatives while having recently completed FEMA-approved Hazard Mitigation Plans for counties and tribal governments, providing our team with current experience implementing the latest FEMA guidance, climate resilience considerations, and public engagement best practices.

We recognize that Cortland County is working within a defined nine-month planning window while coordinating numerous participating municipalities, agencies, and stakeholders. TRI has developed a disciplined project management methodology that keeps complex planning efforts moving through clearly defined milestones, proactive coordination, executive oversight, and continuous communication with project partners. This approach has enabled TRI to consistently deliver planning projects on schedule, and frequently ahead of schedule, while maintaining exceptional quality. Our team understands the importance of maintaining project momentum while ensuring every planning requirement is completed thoroughly, accurately, and collaboratively.

Our recent experience demonstrates our ability to successfully deliver complex hazard mitigation planning projects of similar scope and complexity, including:

- **Lake County, California** – Successfully developed a FEMA-approved Multi-Jurisdictional Hazard Mitigation Plan involving multiple participating jurisdictions. The project incorporated updated hazard profiles, GIS-based risk assessments, climate resilience

considerations, extensive stakeholder engagement, public outreach, and mitigation strategy development. The project was completed three months ahead of schedule and under budget.

- **Calaveras County, California** – Currently leading the update of the County's Hazard Mitigation Plan through a collaborative, multi-jurisdictional planning process that includes updated hazard analyses, risk assessments, climate considerations, mitigation strategy development, public engagement, and FEMA compliance. The project is being completed under a compressed schedule while maintaining full regulatory compliance.
- **Karuk Tribe Housing Authority, California** – Developed a FEMA-approved Hazard Mitigation Plan through an inclusive planning process spanning multiple communities across two counties. The project emphasized extensive stakeholder engagement, community outreach, hazard identification, mitigation strategy development, and successful FEMA approval, expanding the Tribe's eligibility for future mitigation funding.
- **New York State Office of the Attorney General** – Currently supporting the development of a Continuity of Operations (COOP) Plan, requiring extensive stakeholder coordination, operational analysis, regulatory compliance, and collaboration with New York government agencies. This experience provides our team with valuable familiarity working within the New York State government.
- **Additional county and local government planning initiatives nationwide** involving emergency management, hazard mitigation, resilience planning, public engagement, GIS analysis, continuity planning, and regulatory compliance.

TRI's boutique, white-glove approach ensures direct involvement from senior leadership throughout every phase of the project. Unlike larger consulting firms that often delegate key planning responsibilities to junior staff, TRI's senior practitioners remain actively engaged from project kickoff through final FEMA approval. This executive-level involvement enables faster decision-making, exceptional responsiveness, stronger stakeholder relationships, proactive issue resolution, and consistently high-quality deliverables. Our clients consistently value our collaborative approach, attention to detail, accessibility, and ability to maintain project momentum while producing practical, implementation-focused plans.

TRI also understands that successful hazard mitigation planning extends beyond preparing a technically compliant document. Throughout the planning process, we will work closely with Cortland County staff, participating municipalities, NYS DHSES, FEMA, and community stakeholders to ensure the plan reflects local priorities while meeting all federal and state planning requirements. We will support the County through draft development, public outreach, review and incorporation of DHSES and FEMA comments, municipal adoption, and final FEMA approval. Our team is fully prepared to utilize the MitigateNY planning framework and associated documentation to streamline plan development and support an efficient review and approval process.

If selected, TRI will serve as an extension of the Cortland County team, bringing experienced leadership, technical expertise, and a collaborative planning approach to deliver a Hazard Mitigation Plan that is technically sound, fully compliant, broadly supported, and practical to

implement. Our objective is not simply to produce an approvable document, but to guide a planning process that strengthens partnerships, builds local capability, and enhances the long-term resilience of Cortland County and its participating municipalities.

Thank you for your consideration. We appreciate the opportunity to partner with Cortland County on this important initiative and look forward to supporting the County in developing a Hazard Mitigation Plan that will protect its communities and position them for continued resilience and future mitigation funding.

I, Andrea E. Davis, attest that The Resiliency Initiative, Inc. does not nor ever has had any litigation against the firm or any principals. Additionally, I certify that I am the 100% owner of the firm. I have included the firm's formation minutes in the Required Forms section of this response.

Sincerely,

Andrea E. Davis

Andrea Davis, CEM, CBCP, Founder and President
2055 Pine Street Redding, CA 96001
Cell: (818) 239-2228 Email: andrea@theresiliencyinitiative.com

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PROJECT UNDERSTANDING AND APPROACH

Executive Summary

TRI understands that Cortland County is seeking more than an update to an existing planning document. The County requires a collaborative, technically rigorous planning process that results in a FEMA and New York State Division of Homeland Security and Emergency Services (NYS DHSES) approvable Multi-Jurisdictional Hazard Mitigation Plan while strengthening coordination among participating jurisdictions, expanding stakeholder engagement, and positioning the County to remain eligible for future Hazard Mitigation Assistance funding.

Following FEMA's Hazard Mitigation Planning Process (Figure 1), current NYS DHSES guidance, and the MitigateNY planning framework, TRI will lead a structured, transparent, and implementation-focused planning effort that guides Cortland County and its participating jurisdictions through every phase of plan development—from project kickoff through FEMA approval and municipal adoption. Our approach emphasizes collaboration, technical excellence, disciplined project management, and continuous communication to ensure the planning process is efficient, inclusive, and fully documented.

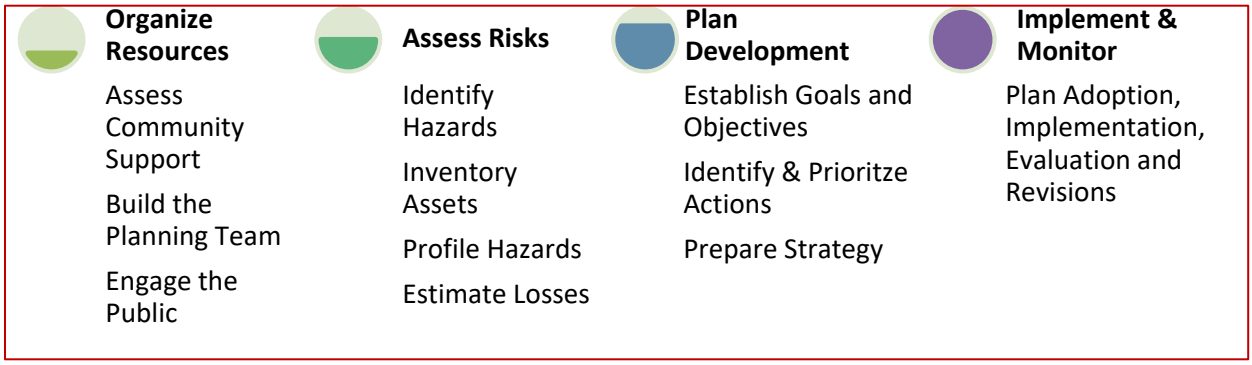


Figure 1: FEMA's HMP Planning Process

Recognizing the County's nine-month project schedule and the importance of maintaining uninterrupted eligibility for mitigation funding, TRI will immediately initiate project activities, establish detailed project controls, and maintain continuous progress tracking throughout the engagement. Our project management methodology combines executive oversight, milestone-based scheduling, proactive risk management, and regular coordination meetings to maintain project momentum while ensuring every planning requirement is completed thoroughly and on schedule.

Acting as both technical advisor and planning facilitator, TRI will work closely with County staff, municipal representatives, planning partners, and community stakeholders to update hazard profiles, vulnerability assessments, capability assessments, and mitigation strategies using the best available scientific data, GIS analysis, local knowledge, and current planning guidance. Special emphasis will be placed on engaging all participating jurisdictions, including municipalities that did not previously adopt the plan, to ensure every community has meaningful opportunities to contribute to and ultimately adopt the updated Hazard Mitigation Plan.

Throughout the project, TRI will fully manage and populate the MitigateNY platform, maintaining comprehensive documentation of planning activities, stakeholder participation, mitigation actions, supporting datasets, and required planning records. This continuous documentation will streamline coordination with NYS DHSES and FEMA, facilitate regulatory review, and provide a transparent record demonstrating compliance with all applicable planning requirements under 44 CFR Part 201.

Public participation and stakeholder engagement will be integrated throughout every phase of the planning process rather than treated as a single project milestone. TRI will employ a combination of in-person meetings, virtual workshops, online surveys, targeted outreach, and ongoing communication with local governments, businesses, nonprofit organizations, neighboring jurisdictions, and community organizations to maximize participation while ensuring the planning process reflects local priorities and community needs.
Mitigation actions will be developed collaboratively through facilitated workshops and technical analysis, ensuring each recommendation is realistic, actionable, and aligned with identified risks, local capabilities, implementation priorities, and potential funding opportunities. TRI will also support Cortland County throughout NYS DHSES and FEMA review, assist in addressing agency comments, facilitate municipal adoption activities, and provide the documentation necessary for successful project closeout.

Every deliverable will undergo TRI's comprehensive quality assurance and quality control process before submission, ensuring technical accuracy, consistency, regulatory compliance, and ease of implementation. The final product will be more than a FEMA-approved Hazard Mitigation Plan; it will serve as a practical decision-making tool that helps Cortland County and its participating municipalities prioritize investments, strengthen resilience, reduce future disaster losses, and build safer, more sustainable communities.

Task 1: Organizing the Planning Effort

The success of the Cortland County Multi-Jurisdictional Hazard Mitigation Plan Update depends on establishing a well-organized planning process before technical planning begins. Task 1 lays the foundation for the entire project by creating the governance structure, communication framework, stakeholder engagement process, and documentation systems that will guide every subsequent phase of plan development. TRI understands that a successful Hazard Mitigation Plan is built through collaboration, consistent participation, and disciplined project management rather than simply the preparation of technical documents.

From Notice to Proceed, TRI will immediately mobilize the project by establishing planning teams, confirming participation from all jurisdictions, reviewing the previous Hazard Mitigation Plan and FEMA Review Tool comments, initiating technical data collection, and developing a comprehensive planning strategy that aligns with the MitigateNY framework, current NYS DHSES guidance, and 44 CFR Part 201 requirements. Throughout this phase, our team will work

closely with Cortland County to create an efficient planning process that minimizes administrative burden on County staff while ensuring every required planning activity is thoroughly documented and positioned for successful State and FEMA review.

A hallmark of TRI's approach is our ability to combine disciplined project management with meaningful collaboration. We recognize that the planning process itself is one of FEMA's required planning elements. Every meeting, outreach activity, technical review, and stakeholder interaction contributes to demonstrating an inclusive planning process and building long-term ownership of the final plan. Rather than viewing project management as an administrative function, TRI treats it as the mechanism that keeps planning activities moving forward, encourages consistent participation, and ensures the final Hazard Mitigation Plan reflects local priorities across every participating jurisdiction.

Project Mobilization

Immediately following contract execution, TRI will initiate a structured startup process designed to establish momentum, confirm project expectations, and position the County for a successful planning effort.

Early project activities will include:

- Conducting a project kickoff meeting with County leadership, Emergency Response and Communications staff, and key project partners;
- Confirming participation from all participating jurisdictions and identifying primary and alternate municipal representatives;
- Reviewing the existing Hazard Mitigation Plan, previous mitigation actions, FEMA Local Mitigation Plan Review Tool comments, and NYS DHSES recommendations to identify opportunities for improvement early in the planning process;
- Establishing the Core Planning Group, Steering Committee, Jurisdictional Teams, and stakeholder network identified within the Scope of Work;
- Developing a detailed Planning Process Strategy that documents project milestones, meeting schedules, planning responsibilities, communication protocols, and outreach activities;
- Initiating requests for technical data, including local planning documents, ordinances, hazard studies, GIS datasets, NFIP information, and other resources identified by FEMA and NYS DHSES;
- Creating the project collaboration environment and establishing document management procedures; and
- Configuring the MitigateNY platform to support continuous documentation throughout plan development.

Completing these activities during the first phase of the project creates a strong operational foundation that allows technical planning work to proceed efficiently while reducing schedule risk throughout the remainder of the project.

Planning Governance Structure

TRI will organize the project through a tiered governance structure that promotes collaboration while maintaining clear roles, accountability, and decision-making throughout the planning process.

Planning Group	Primary Responsibilities	TRI Support
Core Planning Group	Overall project coordination; schedule management; technical oversight; coordination with NYS DHSES and FEMA	Lead project management; facilitate meetings; maintain schedules; prepare deliverables; manage MitigateNY documentation.
Steering Committee	Review project milestones; provide policy direction; validate technical findings; support interagency coordination.	Facilitate workshops; present findings; document decisions; build consensus among participating agencies.
Jurisdictional Teams	Develop community profiles; review hazards; identify local capabilities; develop mitigation actions; support municipal adoption.	Conduct interviews; facilitate workshops; provide technical assistance; develop jurisdiction-specific content.
Stakeholders and Partner Agencies	Provide technical expertise; share data; identify implementation opportunities; support regional coordination.	Coordinate engagement; document participation; integrate feedback into the planning process.
Public	Identify community priorities; validate risks; provide local knowledge; review proposed mitigation actions.	Develop outreach materials; administer surveys; facilitate public meetings; incorporate public feedback into the plan.

TRI will coordinate all planning activities, maintain participation records, document outreach, and ensure every participating jurisdiction remains actively engaged throughout the planning process. Particular attention will be given to engaging municipalities that did not formally adopt the previous Hazard Mitigation Plan by providing targeted outreach, individualized coordination, and technical support throughout plan development.

Project Management and Coordination

TRI employs a structured project management methodology that provides clear accountability, transparent communication, and proactive issue resolution throughout the planning process. This approach has been successfully applied across complex hazard mitigation, emergency management, and continuity planning projects involving multiple jurisdictions and diverse stakeholder groups.

Component	TRI Approach
Executive Oversight	Senior leadership remains actively involved throughout the project to support quality assurance, schedule performance, and strategic decision-making.
Dedicated Project Manager	Serves as the County's primary point of contact; manages schedule, meetings, deliverables, coordination, and day-to-day project activities.
Project Tracking	Maintains real-time tracking of milestones, action items, deliverables, and responsibilities using Monday.com to provide complete visibility throughout the project.
Progress Reporting	Provides regular written status reports summarizing completed work, upcoming activities, participation, schedule performance, and emerging issues.
Issue Management	Identifies participation, schedule, and technical risks early; develops mitigation strategies before they affect project performance.
Quality Assurance	Applies a multi-level technical and editorial review process before every deliverable is submitted to the County, NYS DHSES, or FEMA.

This disciplined management approach allows TRI to maintain project momentum while providing County leadership with complete visibility into project progress throughout the planning process.

MitigateNY Implementation and Documentation

TRI views the MitigateNY platform as the central project management and documentation tool rather than simply the repository for the final plan. Throughout Task 1, our team will establish and continuously maintain the platform, so planning documentation is captured as activities occur rather than reconstructed at the end of the project.

MitigateNY will be used to document planning meetings, stakeholder participation, outreach activities, technical data collection, mitigation action development, planning team decisions, and supporting documentation throughout every phase of the project. This continuous documentation approach creates a transparent planning record, streamlines NYS DHSES and FEMA review, and provides County staff with a well-organized system for future plan

maintenance. Using MitigateNY throughout the planning process also provides several important benefits:

- Creates a single, centralized source for all planning documentation and supporting materials;
- Demonstrates continuous compliance with FEMA and NYS DHSES planning requirements;
- Reduces duplication of effort and improves project efficiency;
- Facilitates timely technical review by NYS DHSES and FEMA; and
- Establishes a sustainable framework for maintaining and updating the Hazard Mitigation Plan after project completion.

Communication and Stakeholder Engagement

One of the greatest challenges in any multi-jurisdictional planning effort is maintaining consistent engagement across numerous jurisdictions and stakeholder groups. TRI's role is not simply to facilitate meetings, but to actively manage participation and ensure meaningful involvement throughout the planning process.

TRI will implement a combination of in-person, virtual, and hybrid engagement opportunities to maximize participation while remaining cost-effective and efficient. Our communication framework is designed to reduce the workload on County staff while maintaining transparency and accountability.

Engagement Activity	Purpose	Anticipated Frequency
Project Kickoff Meeting	Launch planning effort and establish expectations	Once
Core Planning Group Meetings	Project management and decision-making	Monthly
Steering Committee Meetings	Review findings and guide planning direction	Minimum of four
Jurisdictional Team Meetings	Annex development, risk assessment, and mitigation planning	Ongoing
Stakeholder Workshops	Gather technical expertise and implementation perspectives	Minimum of four
Public Engagement Activities	Gather community input and support plan validation	Multiple milestones
Adoption Coordination Meetings	Support the jurisdictional adoption process	As needed

TRI will maintain detailed participation records, contact logs, meeting summaries, decision logs, and outreach documentation to support FEMA and NYSDHSES requirements.

Quality Assurance and Continuous Improvement

TRI follows strict quality control procedures to ensure high standards and customer satisfaction. Our corporate quality management system (QMS), integrated with our corporate policies and protocols, aligns with ISO 9000 standards. These standards apply to projects and individuals as needed (see Figures 2 and 3 below).

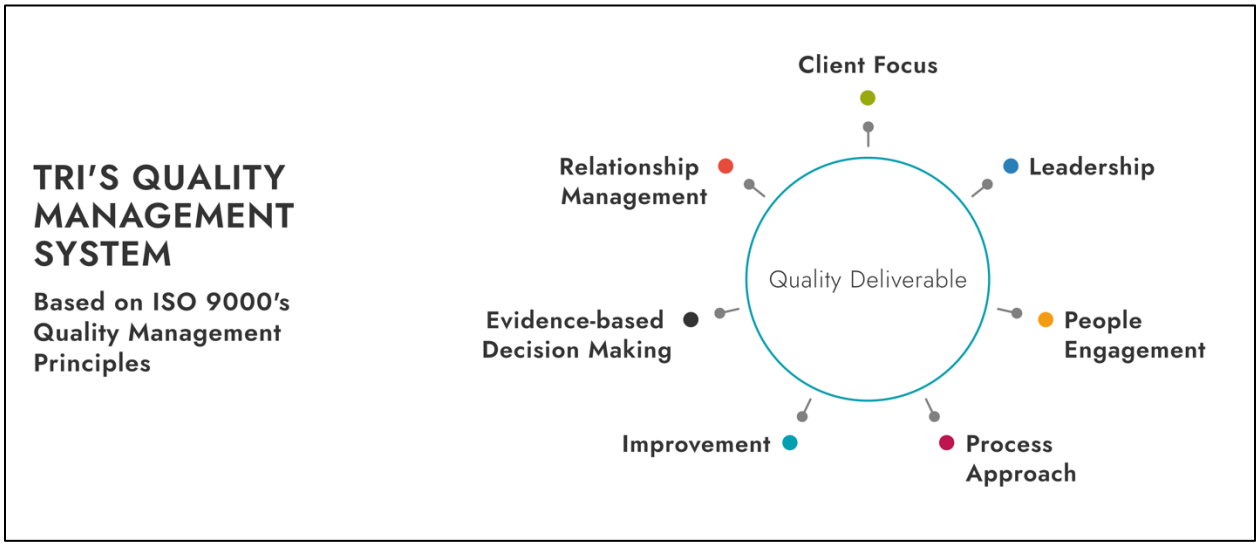


Figure 2: Quality Management System

Our focus is on continuous improvement. We document, review, and update our QMS, Quality Assurance (QA), and Quality Control (QC) procedures yearly, and we use them in project management to meet customer contract requirements. The project's principal, Andrea Davis, oversees quality control and works with the project manager, Faith Newton, to ensure quality across all client contracts. We emphasize measuring, analyzing, and improving processes from start to finish. Our approach to each of these QMS components is as follows:

Client Focus
- Understand the needs of our client.
- Measure client satisfaction.
- Aim to exceed expectations.

Leadership
- Establish a vision and direction.
- Establish trust.
- Equip and empower team.

People Engagement
- Enable learning and knowledge sharing.
- Facilitate open discussion of problems and constraints.
- Hold people accountable.

Process Approach
- Deploy resources effectively.
- Manage activities as processes.
- Identify linkages between activities.

Improvement
- Improve organizational performance and capabilities.
- Empower people to make improvements.
- Measure improvement consistently.

Evidence-based Decision Making
- Ensure the accessibility of accurate and reliable data.
- Make decisions based on analysis.
- Balance data analysis with practical experience.

Relationship Management
- Share expertise, resources, information, and plans with client.
- Identify and select suppliers/partners to manage costs, optimize resources and create value.
- Establish relationships considering both the short and long term.

Figure 3:QMS Components

Our Project Manager reflects on these QMS components throughout the project. We engage with the client sponsor regularly to measure client satisfaction and send out timely pulse surveys to the client project manager/point of contact to address areas of improvement or opportunity in real-time. Lastly, we value feedback during the project closeout stage to enhance individual and collective performance for future deliverables.

Risk Management

TRI will proactively identify and manage project risks throughout the planning process. The Project Manager will monitor risks, communicate potential impacts to the County, and implement mitigation strategies as needed to keep the project on track.

Risk	Likelihood	Impact	Mitigation Strategy
Stakeholder Availability	Medium	High	Schedule meetings in advance, provide multiple participation options, and coordinate with County leadership to ensure engagement.
Data Availability	Low	High	Establish data needs early, coordinate with the County and partners, and supplement with available state and federal datasets as needed.
Review and Approval Delays	Medium	High	Build review timelines into the schedule, provide clear deadlines, and support the County in tracking and follow-up.

Tasks that are at risk of delay will be flagged within the project tracking platform and communicated during coordination meetings and monthly reports to ensure timely resolution.

Task 2: Profile the Community & Existing Conditions

A successful Hazard Mitigation Plan begins with a thorough understanding of the communities it serves. Before evaluating hazards and vulnerabilities, TRI will work with Cortland County and participating jurisdictions to develop a comprehensive profile of the County's social, built, natural, and operational environments. This effort establishes the foundation for all subsequent risk assessment and mitigation planning activities and ensures that future mitigation investments are aligned with community needs, development trends, critical infrastructure, and local priorities.

TRI's approach combines quantitative analysis, stakeholder knowledge, GIS-based mapping, and local expertise to create a clear picture of the people, assets, systems, and resources that make Cortland County unique. Our team recognizes that effective mitigation planning extends beyond infrastructure and facilities—it must also consider vulnerable populations, economic conditions, environmental resources, and community functions that support resilience. Working through the MitigateNY platform and utilizing County, State, and Federal datasets, TRI will compile and analyze information across all participating jurisdictions while ensuring consistency with FEMA and NYSDHSES planning requirements. This process will provide the

County with an updated inventory of community assets and vulnerabilities that directly informs the hazard risk assessment and mitigation strategy development phases.

Community Profile Development

TRI will develop a comprehensive profile of Cortland County and all participating jurisdictions by evaluating conditions across five key planning environments.

Social Environment

Understanding who may be impacted by future hazard events is critical to developing equitable and effective mitigation strategies. TRI will analyze demographic and socioeconomic data to identify population characteristics, trends, and potential vulnerabilities throughout the County. The social environment assessment will evaluate:

- Population trends and demographic characteristics.
- Age-based vulnerabilities, including older adults and youth populations.
- Access and Functional Needs (AFN) populations.
- Economically vulnerable populations.
- Housing characteristics and occupancy patterns.
- Linguistically isolated populations.
- Community facilities and services supporting vulnerable populations.
- Governmental structure and service delivery systems.
- Economic sectors critical to community stability and recovery.

Particular attention will be given to identifying populations that may experience disproportionate impacts during hazard events and understanding how mitigation strategies can better support community resilience.

Built Environment

TRI will assess the County's built environment to understand how development patterns, infrastructure, and land use influence hazard exposure and vulnerability.
The built environment assessment will include:

- Existing land use and zoning patterns.
- Development trends since the previous Hazard Mitigation Plan.
- Future growth and development projections.
- Residential, commercial, agricultural, and industrial development.
- Transportation networks and critical corridors.
- Historic districts and culturally significant resources.
- Public facilities and governmental assets.
- Community service facilities.

Understanding these development patterns helps identify areas where future growth may increase or decrease hazard exposure and supports integration of mitigation considerations into future planning decisions.

Critical Infrastructure and Community Assets

Protecting critical infrastructure and essential community services is central to reducing disaster impacts and accelerating recovery. TRI will work with County departments,

municipalities, utility providers, and stakeholders to inventory and assess critical facilities, infrastructure systems, and community assets. The assessment will include:

Asset Category	Examples
Public Safety Facilities	Emergency Operations Centers, fire stations, law enforcement facilities
Government Facilities	County and municipal administrative facilities
Transportation Infrastructure	Major roadways, bridges, rail systems and airports
Utility Systems	Water, wastewater, electric, natural gas, communications
Healthcare Facilities	Hospitals, clinics and medical support facilities
Educational Facilities	Schools, colleges, and educational support facilities
Community Lifelines	Facilities and systems supporting continuity of essential services
Community Assets	Libraries, shelters, community centers, and key gathering places

TRI will evaluate the role each asset plays within community lifelines and assess its importance to response, recovery, and long-term resilience.

Natural Environment

Natural systems play a significant role in both hazard exposure and hazard mitigation. TRI will assess environmental features that influence risk throughout Cortland County and identify opportunities where natural systems can support resilience objectives.

The assessment will evaluate:

- Rivers, streams, lakes, and other waterbodies.
- Wetlands and floodplain systems.
- Protected lands and conservation areas.
- Environmentally sensitive areas.
- Critical habitats and protected species.
- Forested and agricultural lands.
- Natural resource dependencies.
- Cultural and environmental resources.

This analysis helps identify opportunities to incorporate nature-based solutions and environmental stewardship into future mitigation strategies.

Community Systems and Capabilities

In addition to physical assets, communities rely on networks, partnerships, services, and operational capabilities that support resilience before, during, and after disasters. TRI will work with County departments and stakeholders to document critical systems and capabilities that contribute to community resilience.

Areas of evaluation include:

- Emergency management capabilities.
- Public works operations.

- Mutual aid and regional partnerships.
- Public information and communication systems.
- Critical supply chains.
- Community-based support networks.
- Volunteer and nonprofit capabilities.
- Existing resilience and preparedness initiatives.

This assessment helps identify both strengths and capability gaps that will be addressed during mitigation strategy development.

Equity and Community Engagement

TRI believes that the most effective Hazard Mitigation Plans are built through meaningful participation from the communities they serve. Public and stakeholder engagement will be integrated throughout this task to validate technical findings, identify community priorities, and ensure that local knowledge informs the planning process.

As a certified woman-owned small business with extensive experience working with rural, tribal, and underserved communities, TRI understands the importance of designing engagement strategies that encourage broad participation and reduce barriers to involvement. Our engagement strategy will include:

Focus Area	TRI Approach
Stakeholder Identification	Development of a comprehensive stakeholder matrix representing public, private, nonprofit, and community interests
Inclusive Participation	Coordination with organizations serving vulnerable and underserved populations
Multiple Engagement Options	In-person, virtual, hybrid, survey-based, and direct outreach opportunities
Barrier Reduction	Flexible scheduling, accessible materials, and varied participation methods
Continuous Feedback	Integration of stakeholder input throughout plan development
Documentation	Comprehensive tracking of outreach activities and participation

All outreach activities will be documented and incorporated into MitigateNY and final plan materials to satisfy FEMA and NYSDHSES requirements.

Technical Analysis and Data Management

TRI will utilize GIS-based analysis and data visualization tools to support the development of community profiles and existing conditions assessments. County datasets, Census information, State resources, FEMA databases, and locally provided information will be integrated to ensure analyses are current, accurate, and defensible.

Deliverables generated through this task will establish the baseline information needed to support subsequent hazard profiling, risk assessment, capability assessment, and mitigation strategy development activities.

Task 3: Select, Profile, and Evaluate Impacts of Hazards of Concern

Understanding hazard risk is the foundation of effective mitigation planning. Building upon the community profile and existing conditions assessment developed in Task 2, TRI will lead a comprehensive hazard identification and risk assessment process that evaluates the hazards facing Cortland County, their potential impacts, and the vulnerabilities of communities, infrastructure, natural resources, and critical systems.

Our approach combines technical analysis, GIS-based modeling, local knowledge, and stakeholder input to ensure the risk assessment reflects both quantitative data and the lived experience of County residents, municipal officials, and partner agencies. Through this process, TRI will develop a defensible, FEMA-compliant assessment of risk that serves as the basis for prioritizing mitigation actions and future investment decisions.

TRI recognizes that Cortland County has experienced numerous federally declared disasters and that risk varies significantly across the County's eighteen participating jurisdictions. Our methodology evaluates hazards at both the County and jurisdictional levels to ensure that local vulnerabilities, development patterns, infrastructure dependencies, and emerging risks are accurately represented throughout the planning process.

Hazard Identification and Validation

TRI will begin by reviewing the hazards identified in the current Hazard Mitigation Plan, evaluating relevant hazards identified in the New York State Hazard Mitigation Plan, and consulting with County staff, municipal representatives, stakeholders, and NYSDHSES to confirm the hazards of concern for the planning area.
This process will ensure consistency with State planning guidance while accounting for local conditions and emerging risks. Activities include:

- Review of existing hazard inventories.
- Evaluation of hazards identified within the New York State Hazard Mitigation Plan.
- Review of disaster declarations and significant hazard events since the last plan update.
- Analysis of climate trends and changing hazard conditions.
- Validation workshops with County and municipal representatives.
- Documentation of hazard selection methodology and rationale.

The result will be a confirmed list of hazards that accurately reflects current and future risks facing Cortland County.

Hazard Profile Development

For each hazard of concern, TRI will develop a comprehensive hazard profile consistent with FEMA and NYSDHSES requirements. Each hazard profile will include:

Hazard Profile Component	Description
Geographic Location	Areas potentially impacted within Cortland County.
Hazard Characteristics	Description of hazard conditions and behavior
Magnitude / Extent	Potential severity and intensity

Historical Occurrences	Significant events and disaster history
Future Probability	Likelihood of occurrence
Seasonal Patterns	Timing and frequency considerations
Climate Considerations	Potential future changes in risk conditions
Cascading Impacts	Secondary and compounding consequences
Jurisdictional Variations	Differences in exposure and impacts across communities

TRI will utilize the best available Federal, State, County, and local datasets while incorporating stakeholder observations and local historical knowledge gathered throughout the planning process.

GIS-Based Risk Assessment

TRI will perform a comprehensive GIS-supported risk assessment to evaluate exposure and vulnerability across Cortland County and participating jurisdictions.
Using County GIS resources, FEMA datasets, State information, NFIP data, and locally supplied information, TRI will analyze the relationship between hazards and community assets to identify areas of greatest concern.
The assessment will evaluate impacts to:

- Population centers.
- Vulnerable and underserved populations.
- Residential development.
- Commercial and industrial areas.
- Critical facilities.
- Community lifelines.
- Transportation infrastructure.
- Utility systems.
- Natural resources.
- Historic and cultural resources.
- Economic assets.

GIS analysis will allow TRI to identify geographic concentrations of risk and develop maps that clearly communicate vulnerabilities and support future mitigation planning efforts.

Risk Assessment Framework

Assessment Area	TRI Evaluation Methodology
Population Exposure	Analysis of populations located within hazard-prone areas
Vulnerable Populations	Evaluation of socially vulnerable and AFN populations
Critical Facilities	Assessment of exposure to essential government and emergency facilities
Infrastructure Systems	Evaluation of transportation, utility, and communication systems
Economic Assets	Assessment of potential impacts to businesses and employment centers
Environmental Resources	Evaluation of impacts on natural systems and protected resources
Community Lifelines	Analysis of dependencies and cascading impacts

Jurisdiction-Specific Vulnerability Analysis

Consistent with FEMA and NYSDHSES requirements, TRI will evaluate risk at the jurisdictional level and document how conditions differ across participating communities.

For each jurisdiction, TRI will:

- Assess development changes since the previous plan update.
- Identify areas where vulnerability has increased or decreased.
- Evaluate exposure to each hazard of concern.
- Assess impacts to community assets and infrastructure.
- Document jurisdiction-specific vulnerabilities.
- Identify unique local conditions and concerns.

This analysis ensures that each participating jurisdiction receives a meaningful and locally relevant evaluation of risk that supports development of targeted mitigation actions.

Climate and Future Conditions

Recognizing that hazard conditions continue to evolve, TRI will evaluate available climate data and future risk trends to better understand how changing conditions may influence hazard exposure and vulnerability over the planning horizon.

Areas of evaluation may include:

- Changes in precipitation patterns.
- Extreme temperature events.
- Severe storm frequency and intensity.
- Flooding conditions.
- Drought impacts.
- Winter weather variability.
- Secondary and cascading hazard impacts.

Rather than treating climate as a standalone issue, TRI integrates future conditions directly into hazard profiles and vulnerability assessments to support long-term resilience planning.

Stakeholder Validation and Local Knowledge Integration

Technical data alone does not tell the complete story of risk. TRI will engage municipal officials, emergency managers, infrastructure operators, partner agencies, and community stakeholders to validate findings and identify impacts that may not be reflected in available datasets.

Validation activities will include:

- Steering Committee workshops.
- Jurisdictional review meetings.
- Stakeholder interviews.
- Public engagement activities.
- Review of draft hazard profiles and risk findings.

This process ensures the final risk assessment reflects real-world conditions and local experience while maintaining technical rigor.

Technical Documentation and Quality Assurance

All analyses will undergo TRI's structured quality assurance and quality control process to ensure consistency, transparency, and regulatory compliance.

Our review process includes:

- Data verification and source documentation.
- GIS quality control.
- FEMA and NYSDHSES compliance review.
- Internal technical peer review.
- Executive-level quality assurance review.

All datasets, assumptions, methodologies, and sources will be documented to support future plan maintenance and regulatory review.

Task 4: Capability Assessment and Resource Integration

Effective mitigation planning requires more than understanding hazards and vulnerabilities; it requires understanding what resources, authorities, programs, partnerships, and capabilities are available to reduce risk. Building upon the findings of Tasks 2 and 3, TRI will conduct a comprehensive capability assessment and resource integration effort to identify the tools Cortland County and participating jurisdictions can leverage to implement mitigation actions and strengthen long-term resilience.

Our approach moves beyond simply documenting existing capabilities. TRI will evaluate how current plans, policies, programs, staffing, partnerships, and funding mechanisms support hazard mitigation, identify capability gaps, and develop practical recommendations that improve implementation capacity across the County. This process ensures that the mitigation strategy developed in Task 5 is realistic, actionable, and aligned with the resources available to participating jurisdictions.

As part of this effort, TRI will also evaluate opportunities to better integrate hazard mitigation into existing planning, budgeting, capital improvement, emergency management, and development review processes. This integration strengthens long-term implementation and helps ensure that mitigation considerations become part of routine decision-making rather than a standalone planning exercise.

Existing Plans, Policies, and Resource Review

TRI will inventory and evaluate plans, policies, programs, studies, and initiatives that influence hazard mitigation activities throughout Cortland County.
The purpose of this review is to identify opportunities for integration, eliminate duplication of effort, and ensure consistency across planning mechanisms. Resources evaluated may include:

- Comprehensive and land use plans.
- Capital improvement programs.
- Emergency Operations Plans.
- Continuity of Operations Plans.
- Stormwater and watershed management plans.
- Infrastructure master plans.
- Transportation plans.
- Economic development strategies.

- Climate adaptation initiatives.
- Open space and conservation plans.
- Building codes and development regulations.
- County and municipal ordinances.

This review allows TRI to identify where mitigation objectives are already being advanced and where additional opportunities exist to incorporate hazard resilience into ongoing planning and investment decisions.

Capability Assessment Framework

TRI will work closely with County departments, municipalities, and stakeholders to evaluate the capabilities currently available to support hazard mitigation implementation. The assessment will evaluate five primary capability categories:

Capability Type	Examples
Planning & Regulatory	Plans, ordinances, development standards, floodplain regulations
Administrative & Technical	Staffing, expertise, GIS resources and emergency management capabilities
Financial	Grants, local funding mechanisms, capital budgets and financing programs
Operational	Equipment, facilities, response capabilities and maintenance programs
Institutional	Partnerships, mutual aid agreements, governance structures, stakeholder networks

The assessment will identify strengths, limitations, and opportunities for enhancement within each category.

National Flood Insurance Program (NFIP) Assessment

Recognizing the importance of flood risk management within Cortland County, TRI will conduct a detailed evaluation of National Flood Insurance Program participation and floodplain management capabilities consistent with FEMA and NYSDHSES requirements.

The NFIP assessment will include:

- Current floodplain management practices.
- Adoption and enforcement of floodplain regulations.
- Current FIRM adoption status.
- Local floodplain administration structure.
- Substantial damage and substantial improvement procedures.
- Floodplain permitting processes.
- Repetitive Loss (RL) and Severe Repetitive Loss (SRL) properties.
- Community compliance activities.
- Opportunities to strengthen floodplain management programs.

Rather than simply stating that jurisdictions will remain compliant with NFIP requirements, TRI will document specific actions, procedures, and commitments that demonstrate how compliance will be maintained throughout the life of the plan.

TRI is committed to developing a Hazard Mitigation Plan that supports and reinforces long-term NFIP compliance across Cortland County and its participating jurisdictions. Our team will evaluate existing floodplain management capabilities, document current NFIP participation and regulatory practices, assess repetitive loss and severe repetitive loss data where applicable, and identify practical mitigation actions that reduce future flood risk while supporting continued compliance with NFIP requirements. By integrating floodplain management into the broader hazard mitigation strategy, TRI will help ensure the County's plan not only satisfies FEMA planning requirements but also serves as a practical tool for maintaining eligibility for future mitigation funding and strengthening community resilience.

NFIP Evaluation Framework

Assessment Area	TRI Evaluation
Regulatory Compliance	Review local floodplain regulations and enforcement procedures.
Administrative Capacity	Evaluate staffing, training, and program administration.
Flood Risk Information	Assess the availability and use of flood hazard data.
Repetitive Loss Properties	Review RL and SRL data and mitigation opportunities.
Program Improvements	Identify actions to strengthen floodplain management capabilities.
Future Compliance	Document specific strategies supporting continued NFIP participation

Funding and Implementation Capacity

One of the most valuable outcomes of the capability assessment is identifying how to fund and implement mitigation projects. TRI will develop a comprehensive inventory of funding opportunities available to Cortland County and participating jurisdictions, including:

- FEMA Hazard Mitigation Assistance programs.
- Building Resilient Infrastructure and Communities (BRIC) successor funding opportunities.
- Flood Mitigation Assistance (FMA).
- Hazard Mitigation Grant Program (HMGP).
- USDA funding programs.
- HUD and Community Development Block Grant opportunities.
- New York State resilience and infrastructure funding programs.
- Transportation and infrastructure grants.
- Utility and energy resilience funding sources.
- Public-private partnership opportunities.

For each funding source, TRI will identify eligibility considerations and alignment with anticipated mitigation project types.

Resource Integration and Gap Analysis

TRI will synthesize findings from the capability assessment, NFIP review, risk assessment, and stakeholder engagement process to identify capability gaps and opportunities for improvement.

The gap analysis will focus on:

- Staffing and technical capacity limitations.
- Planning and policy gaps.
- Funding constraints.
- Regulatory opportunities.
- Inter-jurisdictional coordination opportunities.
- Data and information gaps.
- Training and awareness needs.
- Infrastructure and operational limitations.

This analysis will directly inform mitigation strategy development and help prioritize actions that strengthen both physical resilience and organizational capacity.

Stakeholder Engagement and Validation

Capability assessments are most valuable when informed by the individuals responsible for implementing mitigation activities. TRI will engage County departments, municipal officials, emergency managers, planners, floodplain administrators, infrastructure operators, and partner agencies throughout this process.

Engagement activities will include:

- Capability assessment workshops.
- Department interviews.
- Jurisdictional consultations.
- NFIP coordination discussions.
- Stakeholder review sessions.
- Validation of findings and recommendations.

This collaborative approach ensures that capability findings accurately reflect local conditions and implementation realities.

Resource Integration Strategy

TRI's approach emphasizes connecting mitigation planning with existing County initiatives and operational programs. Throughout this task, we will identify opportunities to integrate mitigation actions into:

Existing Mechanism	Integration Opportunity
Capital Improvement Programs	Infrastructure resilience investments
Comprehensive Planning	Future land use and development decisions
Emergency Management Programs	Preparedness and response improvements
Transportation Planning	Critical route and evacuation enhancements
Utility Planning	Infrastructure hardening and redundancy
Economic Development	Business resilience and recovery initiatives
Environmental Programs	Nature-based mitigation strategies

This integration increases the likelihood that mitigation actions will be implemented and maintained long after plan adoption.

Task 5: Mitigation Strategy and Actions, and Plan Integration

The true measure of a Hazard Mitigation Plan is not the quality of its risk assessment, but the extent to which it results in implemented projects, reduced losses, and stronger communities. TRI approaches the development of mitigation strategies as the critical bridge between planning and action. While Tasks 2 through 4 focus on understanding Cortland County's vulnerabilities, assets, and capabilities, Task 5 translates those findings into a practical, prioritized roadmap to reduce risk across the County and its participating jurisdictions.

Our experience developing FEMA-approved Hazard Mitigation Plans has demonstrated that successful mitigation strategies are not created through templates or generic recommendations. Effective mitigation actions must be grounded in local realities, supported by stakeholders, aligned with available resources, and implementable long after the planning process concludes. For this reason, TRI utilizes a highly collaborative and jurisdiction-driven approach that actively engages local officials, infrastructure owners, emergency managers, floodplain administrators, and community stakeholders throughout the strategy development process.

Working closely with Cortland County and all participating jurisdictions, TRI will facilitate a structured process to review existing mitigation actions, evaluate implementation progress, identify remaining vulnerabilities and capability gaps, and develop new mitigation actions that reflect current risks and future needs. This process ensures that mitigation actions are directly informed by the risk assessment, community profile, capability assessment, and stakeholder input developed throughout earlier planning phases.

A key differentiator of TRI's approach is our focus on implementation. Too often, hazard mitigation plans contain broad recommendations that are difficult to fund, manage, or connect to local priorities. TRI works directly with jurisdictions to develop actions that are realistic, actionable, and positioned for future funding opportunities. Throughout the planning process, our team actively helps communities identify projects that can move from concept to implementation and create a mitigation strategy that serves as a practical decision-making tool rather than simply a regulatory requirement.

Translating Risk into Action

TRI uses a structured methodology to connect technical findings, stakeholder priorities, and implementation realities, developing mitigation actions that are both impactful and achievable. Rather than treating mitigation strategy development as a standalone exercise, our team systematically builds on the findings from previous planning tasks. This ensures that every recommended action can be traced back to documented vulnerabilities, validated stakeholder concerns, and identified capability gaps.

Planning Input	How TRI Uses the Information	Outcome
Community Profile & Existing Conditions	Evaluates demographic trends, critical facilities, infrastructure systems, and community assets.	Identifies assets requiring protection and resilience investments.
Hazard Identification & Risk Assessment	Analyzes hazard exposure, vulnerability, and potential consequences across participating jurisdictions.	Establishes the technical basis for mitigation action development.
Capability Assessment	Evaluates planning, regulatory, administrative, operational, and financial capabilities.	Ensures actions are realistic and aligned with local implementation capacity.
Stakeholder & Public Input	Incorporates local knowledge, operational concerns, and community priorities.	Builds stakeholder ownership and validates mitigation priorities.
NFIP & Floodplain Management Review	Reviews floodplain management practices, repetitive loss concerns, and flood vulnerabilities.	Supports the development of flood mitigation projects and continued NFIP compliance.
Funding & Resource Analysis	Identifies federal, state, local, and private funding opportunities.	Position projects for future implementation and grant competitiveness.
STAPLEE Evaluation	Assesses social, technical, administrative, political, legal, economic, and environmental considerations.	Supports transparent prioritization and defensible decision-making.

This integrated framework allows TRI to move beyond generic recommendations and develop a mitigation strategy that reflects the realities of implementation. By evaluating proposed actions through technical, operational, financial, and community lenses, TRI helps Cortland County identify projects that are not only effective at reducing risk but are also achievable within available resources and local constraints.

Review and Evaluation of Existing Mitigation Actions

The mitigation strategy development process begins with a comprehensive review of actions contained within the current Cortland County Hazard Mitigation Plan. TRI will work with County staff and participating jurisdictions to assess the status of previously identified actions, document accomplishments, evaluate implementation barriers, and identify opportunities for continued investment.

This review serves several important purposes. First, it ensures continuity between planning cycles and preserves institutional knowledge gained during previous implementation efforts. Second, it allows the planning team to recognize successful projects and identify mitigation approaches that have proven effective. Finally, it provides valuable insight into capability

constraints, funding challenges, and implementation barriers that should be considered when developing future actions.

For each existing action, TRI will evaluate:

- Current implementation status.
- Accomplishments achieved since plan adoption.
- Remaining work or future phases.
- Funding sources utilized.
- Barriers encountered during implementation.
- Continued relevance to current risk conditions.
- Opportunities for modification, expansion, or consolidation.

Rather than treating this as a simple inventory exercise, TRI uses the review process to identify trends and lessons learned that strengthen future mitigation planning efforts and improve the likelihood of successful implementation.

Developing a Meaningful and Action-Oriented Mitigation Strategy

Once existing actions have been evaluated, TRI will facilitate a series of planning workshops and jurisdiction-specific discussions to identify new opportunities to reduce risk. These discussions will build directly upon the findings of the hazard risk assessment and capability assessment, ensuring that proposed actions address documented vulnerabilities and align with available resources and implementation capacity.

TRI's facilitation process is designed to move beyond broad concepts and generate clearly defined mitigation projects. Through structured discussions, participants will identify specific actions that address risks to people, property, critical facilities, infrastructure systems, community lifelines, and natural resources.

Particular attention will be given to:

- Recurring areas of loss and disruption.
- Vulnerabilities affecting critical infrastructure and public services.
- Risks to vulnerable and underserved populations.
- Future development patterns and growth pressures.
- Floodplain management and NFIP compliance.
- Climate-related impacts and emerging hazards.
- Opportunities for regional collaboration and shared services.
- Projects that may be competitive for future state and federal grant funding.

TRI understands that each participating jurisdiction includes mitigation actions that address identified hazards of concern and incorporate both existing and newly developed actions. Our team will work closely with each municipality to ensure these requirements are satisfied while developing meaningful recommendations that support long-term implementation and measurable risk reduction.

Capability-Informed Action Development

One of the most common reasons mitigation actions fail to be implemented is a mismatch between a project's complexity and the capacity of the organization responsible for implementing it. TRI addresses this challenge by integrating capability assessment findings directly into the development of mitigation strategies.

As actions are developed, our team evaluates each jurisdiction's planning, technical, administrative, operational, and financial capabilities to ensure recommendations are realistic and achievable. Where capability limitations exist, TRI works collaboratively with jurisdictions to identify alternative approaches, implementation partnerships, phased projects, or funding opportunities that improve feasibility.

This process allows the mitigation strategy to function not only as a list of projects but also as a roadmap for strengthening resilience capacity throughout Cortland County. By understanding both opportunities and constraints, TRI helps jurisdictions prioritize investments that can realistically be implemented and sustained over time.

Flood Risk Reduction and NFIP Support

Given the importance of flood risk throughout New York State and FEMA's emphasis on floodplain management, TRI will work closely with Cortland County and participating jurisdictions to ensure that flood-related mitigation actions are fully integrated into the mitigation strategy.

For jurisdictions containing Special Flood Hazard Areas (SFHAs), TRI will evaluate flood vulnerabilities, repetitive loss concerns, drainage challenges, infrastructure impacts, and floodplain management opportunities. These findings will be translated into specific mitigation actions designed to reduce future losses and support continued participation in the National Flood Insurance Program (NFIP).
Potential action categories may include:

- Stormwater and drainage improvements.
- Culvert and bridge upgrades.
- Floodplain acquisition projects.
- Elevation and retrofitting initiatives.
- Floodproofing of critical facilities.
- Nature-based flood mitigation projects.
- Flood warning and monitoring systems.
- Floodplain management program enhancements.
- Ordinance and policy updates.

By integrating floodplain management considerations directly into the development of mitigation strategies, TRI helps strengthen both regulatory compliance and long-term community resilience.

Prioritization and Investment Strategy

Not all mitigation actions can or should be implemented at the same time. TRI will facilitate a transparent prioritization process to help Cortland County and participating jurisdictions identify which projects should receive immediate attention and which actions are more appropriately pursued over the long term.
Using FEMA's STAPLEE methodology and additional implementation-focused considerations, TRI will evaluate each mitigation action based on factors including risk-reduction potential,

technical feasibility, cost-effectiveness, implementation complexity, environmental impacts, public support, and funding availability.

STAPLEE Evaluation Framework

Evaluation Factor	Considerations
Social	Community acceptance, equity considerations, and social benefits
Technical	Technical feasibility and effectiveness in reducing risk
Administrative	Staffing, expertise, and implementation capacity
Political	Community and leadership support
Legal	Regulatory authority and legal considerations
Economic	Cost effectiveness and financial feasibility
Environmental	Environmental impacts and sustainability benefits

This process provides a transparent and repeatable methodology for prioritizing actions while supporting future grant applications, capital improvement planning, and implementation decision-making. The overall process is illustrated in Figure 4.

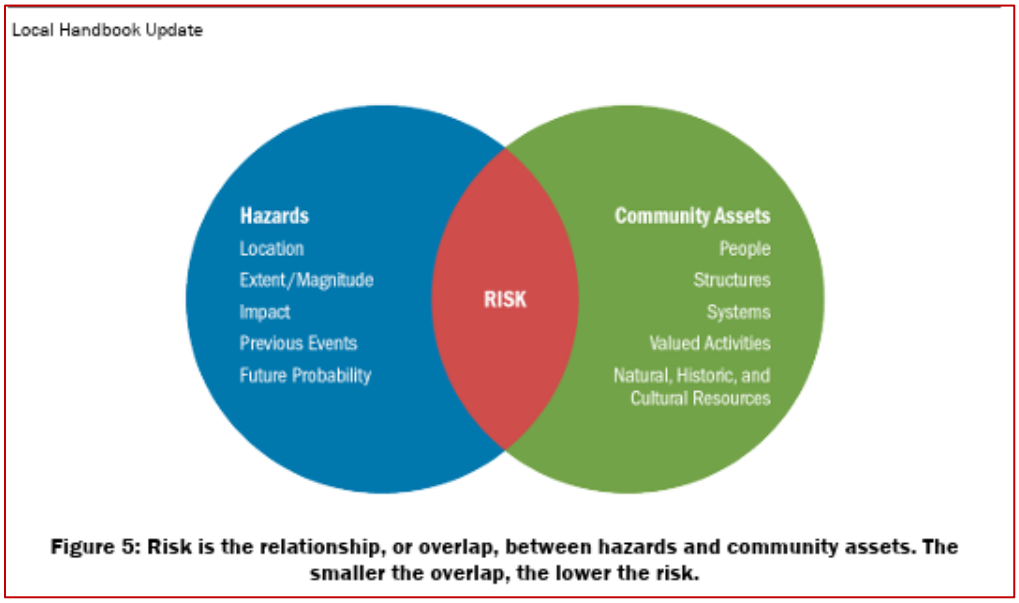


Figure 4: Hazard Impacts

Importantly, TRI views prioritization as more than a scoring exercise. We work with jurisdictions to identify "early wins", projects that can be implemented quickly and demonstrate progress, as well as larger, transformational initiatives that may require longer-term planning and external funding support. This balanced approach helps maintain implementation momentum while advancing long-term resilience objectives.

Funding and Implementation Planning

A mitigation action that cannot be funded is unlikely to be implemented. For this reason, TRI incorporates funding considerations into action development from the outset rather than waiting until the end of the planning process.

For each mitigation action, TRI will identify implementation considerations, potential funding opportunities, and responsible agencies. This information provides jurisdictions with a practical

roadmap to advance projects after plan adoption and helps position future projects for state and federal funding opportunities.

Mitigation Action Framework

Element	Description
Action Description	Clearly defined mitigation activity
Hazard(s) Addressed	Hazard(s) reduced by the action
Jurisdiction / Location	Applicable jurisdiction or service area
Lead Agency	Primary implementing organization
Supporting Partners	Agencies and stakeholders supporting implementation
Timeline	Near-, mid-, or long-term implementation schedule
Estimated Cost	Planning-level cost estimate
Potential Funding Sources	Grants, local funding, and partnership opportunities
Priority Ranking	Relative priority based on evaluation results.

TRI will also identify opportunities for regional and multi-jurisdictional projects where collaboration can improve efficiency, increase competitiveness for grant funding, and maximize resilience benefits.

Integration into Existing Planning Mechanisms

Successful mitigation implementation requires integration into the County's existing planning and decision-making processes. TRI will evaluate opportunities to incorporate mitigation actions into capital improvement planning, budgeting processes, emergency management programs, infrastructure planning efforts, and other County initiatives.

By embedding mitigation considerations into ongoing operations and investment decisions, Cortland County can continue advancing resilience objectives long after the Hazard Mitigation Plan is adopted.

Task 6: Implementation and Plan Maintenance

Meaningful public participation is essential to developing a successful Hazard Mitigation Plan. FEMA's planning framework recognizes that communities are more resilient when residents, businesses, partner agencies, and stakeholders actively participate in identifying risks and shaping solutions. TRI shares this philosophy and views public engagement as more than a regulatory requirement; it is a critical component of developing a mitigation strategy that reflects local priorities, builds community support, and creates long-term ownership of the final plan.

TRI's approach to public outreach emphasizes accessibility, transparency, and meaningful engagement. Rather than treating outreach as a standalone activity conducted at the end of the planning process, we integrate public and stakeholder participation throughout plan development. This approach allows community input to inform risk assessment findings, validate vulnerabilities, identify mitigation opportunities, and support prioritization of future investments.

TRI will support the County in conducting focused outreach activities that provide multiple opportunities for public input. At a minimum, this will include public engagement at key milestones, such as during initial risk assessment development and during review of the draft plan. Outreach methods will be selected to maximize accessibility and participation across jurisdictions.TRI works with the County to deploy a countywide online survey, accessible on both desktop and mobile devices.

> *"I have worked with TRI on three separate projects in different roles (one as the Project Lead and two as a stakeholder). The team is consistent, competent and able to navigate communication with various stakeholders to achieve objectives. I would happily work with Faith, Andrea and the rest of the TRI team on any emergency management-related project."*
>
> ***--Leah Sautelet, Emergency Services Manager, Lake County Sheriff's OES***

TRI has identified Social Pinpoint (www.openpoint.com/industries/local-government/) as a viable tool to drive higher stakeholder participation, provide ongoing updates and receive community feedback throughout the project. The survey can be translated into Spanish and other languages as appropriate and is designed to gather qualitative insights into hazard experiences, preparedness behaviors, and local priorities. Here is an example of a project survey TRI has developed for the Siskiyou County, CA, transportation department: Siskiyou County public evacuation survey website (https://siskiyouevac.mysocialpinpoint.com/).
Our team recognizes that Cortland County includes diverse communities with varying levels of capacity, geographic challenges, and participation preferences. We also recognize that County staff and municipal representatives have limited time available to manage extensive outreach efforts. For this reason, TRI assumes primary responsibility for planning, coordinating, documenting, and facilitating outreach activities while working closely with County staff to ensure messaging remains consistent and aligned with local priorities.

The result is a public engagement process that satisfies FEMA and NYSDHSES requirements while creating meaningful opportunities for participation without placing unnecessary administrative burdens on County personnel.

Public Participation Strategy

TRI will develop and implement a comprehensive Public Participation Strategy at the outset of the project. The strategy will identify target audiences, outreach methods, communication channels, key milestones, and documentation requirements.
Our objective is to ensure that outreach activities are strategically timed to support major planning decisions and provide stakeholders with meaningful opportunities to influence plan development.

Rather than simply informing the public about the planning process, TRI will actively seek input regarding:

- Hazard experiences and local concerns.
- Perceived vulnerabilities and community impacts.
- Infrastructure and service disruptions.
- Flooding, severe weather, and other recurring hazards.
- Community resilience priorities.
- Potential mitigation projects and investments.
- Future planning and development concerns.

This information will be incorporated directly into risk assessment validation and mitigation strategy development activities.

Inclusive and Accessible Engagement

TRI is committed to ensuring that all residents have meaningful opportunities to participate in the planning process. As a certified woman-owned small business with extensive experience working in rural, tribal, and underserved communities, TRI understands that effective outreach requires more than simply holding public meetings. Our team will work with Cortland County to identify populations that may face barriers to participation and develop engagement approaches that improve accessibility and representation.

Community Engagement Framework

Focus Area	TRI Approach	Desired Outcome
Stakeholder Identification	Develop a stakeholder matrix representing public agencies, community organizations, businesses, nonprofits, and residents.	Broad representation throughout the planning process.
Underserved Populations	Coordinate with organizations serving vulnerable and underserved populations.	Increased participation from traditionally underrepresented groups.
Multiple Participation Options	Utilize in-person, virtual, hybrid, and survey-based engagement opportunities.	Expanded public participation and accessibility.
Barrier Reduction	Provide clear materials, flexible participation methods, and accessible communications.	Reduced participation barriers.
Continuous Feedback	Integrate stakeholder input throughout plan development.	Increased community ownership and support.
Documentation	Track participation, comments, and outcomes.	FEMA-compliant documentation and transparency.

By utilizing multiple outreach methods and communication channels, TRI helps ensure that participation reflects the diversity of Cortland County's communities and stakeholders.

Stakeholder Engagement and Coordination

In addition to public outreach, TRI will conduct targeted stakeholder engagement activities designed to gather technical expertise, operational perspectives, and implementation insights from organizations that play a critical role in community resilience. Stakeholders may include:

- County departments and agencies.
- Municipal governments.
- Emergency management organizations.
- Utility providers.
- Transportation agencies.
- Public safety organizations.
- Educational institutions.
- Healthcare providers.
- Environmental and conservation organizations.
- Business and economic development groups.
- Community-based organizations.
- Regional and state partners.

These organizations often possess critical information regarding infrastructure vulnerabilities, operational challenges, and implementation opportunities that may not be reflected in available datasets.

TRI will coordinate directly with these stakeholders through workshops, interviews, working sessions, and targeted outreach efforts designed to gather meaningful input while respecting participants' time constraints.

Public Outreach Activities

TRI recommends a layered engagement strategy that combines traditional outreach methods with modern digital engagement tools to maximize participation and transparency.

Public Outreach Framework

Engagement Activity	TRI Approach	Purpose
Project Kickoff Outreach	Public announcement and project information distribution.	Introduce the planning process and opportunities for involvement.
Online Public Survey	Mobile-friendly survey distributed Countywide.	Collect community perspectives regarding hazards and mitigation priorities.
Project Information Portal	Central location for project materials, updates, and engagement opportunities.	Promote transparency and public awareness.
Public Workshops	In-person, virtual, or hybrid meetings at key milestones.	Gather input and validate planning findings.
Stakeholder Workshops	Focused discussions with technical and community partners.	Collect specialized expertise and implementation perspectives.

Draft Plan Review Period	Public review and comment opportunity.	Gather final feedback and support plan refinement.
Adoption Outreach	Communication regarding final plan adoption and implementation.	Promote continued awareness and support.

Turning Input into Action

One of the most common frustrations expressed during public engagement processes is uncertainty regarding how community input is ultimately used. TRI addresses this challenge by maintaining a clear connection between engagement activities and planning decisions. Throughout the planning process, our team will document how public and stakeholder feedback influences:

- Hazard identification and validation.
- Risk assessment findings.
- Vulnerability analysis.
- Mitigation action development.
- Project prioritization.
- Implementation strategies.

This approach improves transparency, demonstrates the value of participation, and strengthens public confidence in the planning process.

Public Input Integration Process

Public Input Type	How TRI Uses the Information
Hazard Experiences	Validate hazard profiles and historical impacts.
Local Vulnerability Concerns	Refine risk assessment findings.
Infrastructure Concerns	Identify mitigation opportunities and priorities.
Community Priorities	Inform mitigation strategy development.
Project Suggestions	Support the development of new mitigation actions.
Public Comments	Refine draft plan content and recommendations.

Plan Adoption Support

Obtaining plan adoption from all participating jurisdictions is a critical milestone in achieving FEMA approval. TRI understands that coordinating adoption activities across multiple jurisdictions can be one of the most challenging phases of a Hazard Mitigation Plan update. To support successful adoption, TRI will work directly with County staff and participating municipalities to prepare adoption materials, provide presentations as needed, address questions from decision-makers, and assist with tracking adoption progress.

Our adoption support services include:

- Preparation of adoption-ready materials.
- Development of presentation materials and briefing documents.
- Participation in adoption meetings as requested.
- Response to jurisdictional comments and questions.
- Tracking adoption status across participating jurisdictions.
- Coordination of final documentation required for FEMA approval.

Because TRI has supported numerous local governments through FEMA review and plan adoption processes, we understand how to proactively address common concerns and keep adoption activities moving efficiently.

Documentation and FEMA Compliance

TRI will maintain comprehensive documentation of all outreach and engagement activities throughout the project to support FEMA and NYSDHSES review requirements.

Outreach Documentation Framework

Documentation Type	Purpose
Meeting Agendas and Materials	Document outreach activities and information shared.
Participation Logs	Track attendance and stakeholder involvement.
Public Notices	Document outreach and notification efforts.
Survey Results	Summarize public feedback and participation metrics.
Comment Tracking Matrix	Record comments received and responses provided.
Engagement Summaries	Demonstrate how public input informed planning decisions.
Adoption Records	Document jurisdictional adoption activities and approvals.

All documentation will be maintained within the project record and incorporated into MitigateNY and final plan materials as appropriate.

Task 7: Plan Drafting, Review & FEMA Approval

Developing a FEMA-compliant Hazard Mitigation Plan is only part of the overall planning effort. Equally important is ensuring that the final plan successfully navigates State and Federal review, receives FEMA approval, and is formally adopted by all participating jurisdictions. TRI understands that even the most technically sound plan can experience delays if documentation is inconsistent, participation records are incomplete, mitigation actions are not properly supported, or review comments are not addressed efficiently.

For this reason, TRI approaches plan development, review, and approval as a continuous process rather than a final project milestone. Throughout the planning effort, our team will maintain close alignment between risk assessment findings, capability assessments, mitigation strategies, public engagement activities, and MitigateNY documentation to ensure that all planning elements remain internally consistent and fully support FEMA and NYSDHSES requirements.

Our experience developing FEMA-approved Hazard Mitigation Plans has demonstrated that proactive quality control and early stakeholder validation significantly reduce review comments and accelerate approval timelines. Rather than waiting until the end of the project to assemble planning components, TRI develops and validates content throughout the planning process, allowing issues to be identified and resolved early while maintaining project momentum.

Comprehensive Plan Development

TRI will serve as the lead author, technical editor, and quality assurance manager for all plan development activities. Working directly within the MitigateNY platform and utilizing information developed throughout previous planning tasks, TRI will prepare all required planning elements, narratives, tables, maps, appendices, and supporting documentation necessary for FEMA and NYSDHSES review.

Our drafting approach emphasizes clarity, consistency, and usability. Technical information will be presented in a manner that satisfies regulatory requirements while remaining accessible to local officials, stakeholders, and future plan users. The completed plan will include:

- Community profile and existing conditions assessments.
- Hazard identification and risk assessment findings.
- Capability assessment documentation.
- Mitigation strategy and implementation framework.
- Public participation and stakeholder engagement summaries.
- NFIP and floodplain management documentation.
- Plan maintenance procedures.
- Jurisdiction-specific content and annexes.
- Required FEMA and NYSDHSES documentation.
- MitigateNY content and supporting records.

Throughout development, TRI will ensure that plan content remains aligned across all sections so that vulnerabilities identified during the risk assessment are directly reflected in mitigation strategies, implementation priorities, and maintenance procedures.

Iterative Review and Collaborative Refinement

TRI utilizes a structured review process that promotes transparency, reduces rework, and allows County staff and participating jurisdictions to provide meaningful input throughout plan development.

Rather than delivering a near-final document for review, TRI develops plan content incrementally and validates findings at major project milestones. This collaborative approach improves technical accuracy, strengthens stakeholder ownership, and significantly reduces the likelihood of major revisions during State or FEMA review.

Draft Development Process

Draft Phase	Purpose	Outcome
Administrative Draft	Internal TRI review and quality assurance.	Verify technical consistency and regulatory compliance.
Draft Plan (Version 1)	County and jurisdiction review of major plan components.	Validate findings, identify gaps, and confirm local priorities.
Draft Plan (Version 2)	Incorporate stakeholder, public, and jurisdictional comments.	Refine content and prepare for regulatory review.
Review Draft	Submission to NYSDHSES and FEMA for review.	Initiate formal review process.
Final Plan	Incorporate review comments and prepare adoption materials.	Support FEMA approval and jurisdiction adoption.

All comments received throughout the review process will be managed through a formal comment-response matrix that documents feedback, identifies responsible parties, tracks resolution status, and maintains a clear record of revisions.

Completion of FEMA Review Tool and NYSDHSES Mitigation Action Crosswalk

TRI recognizes that a technically sound Hazard Mitigation Plan is only one component of a successful planning effort. Equally important is demonstrating clear compliance with FEMA's Local Mitigation Plan Review Tool and New York State DHSES documentation requirements. Our team will complete the FEMA Review Tool and NYSDHSES mitigation action spreadsheet concurrently with plan development, rather than waiting until the end of the project. This approach allows each regulatory requirement to be verified as sections are drafted, reducing the likelihood of omissions, minimizing review comments, and streamlining the State and FEMA approval process.

Throughout plan development, TRI will maintain a detailed compliance crosswalk that links every applicable FEMA and NYSDHSES requirement to the exact location within the Hazard Mitigation Plan. Rather than providing broad chapter references, we will identify specific chapters, sections, tables, figures, maps, and appendices so reviewers can efficiently locate supporting information. This disciplined documentation process also serves as an internal quality assurance measure, confirming that all required planning elements have been fully addressed before submission. To support an efficient review process, TRI will:

Activity	TRI Approach
FEMA Local Mitigation Plan Review Tool	Complete the Review Tool throughout plan development, documenting precise references to the applicable chapters, sections, tables, figures, and appendices.
NYSDHSES Mitigation Action Spreadsheet	Verify that every mitigation action is fully documented, prioritized, assigned to a responsible agency, linked to hazards of concern, and consistent with the final mitigation strategy.
Internal Compliance Review	Conduct a comprehensive quality assurance review to verify consistency between the Hazard Mitigation Plan, jurisdictional annexes, mitigation action tables, MitigateNY platform, FEMA Review Tool, and NYSDHSES documentation.
Pre-Submission Validation	Perform a final compliance assessment to confirm the plan satisfies FEMA's Local Mitigation Plan Review Tool, 44 CFR Part 201 requirements, current NYSDHSES planning standards, and all applicable grant guidance before formal submission.

By integrating compliance documentation throughout the planning process, TRI reduces administrative burden on County staff, strengthens the consistency of project deliverables, and provides reviewers with a well-organized package that facilitates a timely State and FEMA review. This proactive approach supports a smoother approval process and helps position the County for successful adoption of its updated Multi-Jurisdictional Hazard Mitigation Plan.

MitigateNY Management and Integration

TRI understands that Cortland County expects the selected consultant to fully manage and populate the MitigateNY platform throughout plan development. Rather than treating MitigateNY as a final repository, TRI will utilize the platform as an active planning and documentation tool from project initiation through plan approval.

Throughout the project, our team will:

- Populate all required MitigateNY planning elements.
- Maintain participation and outreach documentation.
- Update hazard and risk assessment information.
- Upload supporting datasets and planning records.
- Document mitigation actions and implementation details.
- Track revisions and planning progress.
- Coordinate information required for State and FEMA review.

Maintaining MitigateNY throughout the project creates greater transparency, improves review efficiency, and reduces the risk of documentation gaps during regulatory review.

State and FEMA Review Coordination

TRI will serve as Cortland County's advocate throughout the State and Federal review process. Our team will coordinate directly with NYSDHSES reviewers, respond to requests for clarification, prepare revised materials, and facilitate resolution of review comments.

Because TRI understands common FEMA and State review concerns, we proactively address potential issues during plan development rather than waiting for them to emerge during formal review.

Our support includes:

- Submission support and review coordination.
- Comment tracking and response development.
- Revision management.
- Technical clarification and supporting documentation.
- Coordination with County staff and participating jurisdictions.
- Ongoing communication with NYSDHSES and FEMA reviewers.

The goal is to efficiently advance the plan toward FEMA's Approvable Pending Adoption (APA) status while minimizing review delays and unnecessary revisions.

Approval Process

Phase	TRI Support	Outcome
NYSDHSES Review	Coordinate review process and address comments.	State concurrence.
FEMA Review	Respond to review comments and provide revisions.	Approvable Pending Adoption (APA) status.
Local Adoption	Support adoption activities across all participating jurisdictions.	Formal plan adoption.
Final FEMA Approval	Submit adoption documentation and final materials.	FEMA-approved Hazard Mitigation Plan.

Jurisdiction Adoption Support

Obtaining adoption from eighteen participating jurisdictions represents one of the most important milestones in the planning process. TRI recognizes that adoption can become a critical schedule risk if not proactively managed.

To streamline adoption activities, TRI will develop adoption-ready materials and provide direct support to participating jurisdictions.

Support activities include:

- Preparation of adoption resolutions.
- Development of executive summaries and briefing materials.
- Presentation support for elected officials and governing boards.
- Response to adoption-related questions and comments.
- Tracking adoption progress across jurisdictions.
- Coordination of adoption documentation required by FEMA.

Our proactive adoption strategy helps ensure that jurisdictions are prepared for adoption immediately upon receipt of APA status, minimizing delays between review and final approval.

Task 8: Plan Adoption

Successful adoption is the final step in transforming a Hazard Mitigation Plan from a planning document into an officially recognized framework for reducing risk and increasing resilience. FEMA approval is contingent upon formal adoption by participating jurisdictions, making this phase critical to achieving regulatory compliance and maintaining eligibility for future mitigation funding opportunities.

TRI understands that plan adoption can become a significant schedule risk, particularly in multi-jurisdictional planning efforts involving numerous governing bodies, meeting schedules, review processes, and competing priorities. For Cortland County, this process will involve coordinating adoption activities across eighteen participating jurisdictions, including fourteen towns, three villages, and the City of Plattsburgh. Our approach is designed to streamline adoption, minimize administrative burdens on County staff, and position jurisdictions to act quickly once FEMA issues Approvable Pending Adoption (APA) status.

Rather than waiting until the FEMA review is complete, TRI begins preparing for adoption early in the planning process. Throughout plan development, our team works closely with municipal representatives, elected officials, and planning partners to build familiarity with the plan, maintain stakeholder ownership, and minimize surprises during the adoption phase. This proactive approach significantly improves the efficiency of adoption activities and reduces the likelihood of delays following APA designation.

Adoption Readiness Strategy

TRI's adoption strategy focuses on preparing jurisdictions for action well before final approval. Throughout the planning process, we maintain regular communication with participating municipalities, provide updates regarding key findings and mitigation priorities, and ensure that local representatives have opportunities to shape plan content.

This continuous engagement creates familiarity with the plan and helps establish support among decision-makers who will ultimately be responsible for adoption.

Key objectives include:

- Building stakeholder ownership throughout plan development.
- Ensuring municipal representatives understand plan findings and recommendations.
- Maintaining communication regarding review milestones and approval timelines.
- Identifying potential adoption challenges early.
- Preparing jurisdictions for rapid adoption following APA status.

By integrating adoption planning into the overall project lifecycle, TRI helps reduce delays between FEMA review and final approval.

Adoption Coordination and Support

Once FEMA issues Approvable Pending Adoption (APA) status, TRI will work directly with Cortland County and participating jurisdictions to facilitate the formal adoption process.

Our team will serve as the central coordination point for adoption activities, ensuring that jurisdictions receive the information and support necessary to complete adoption efficiently and consistently.

Adoption Support Framework

Adoption Activity	TRI Support
Adoption Resolution Development	Prepare adoption-ready resolutions for participating jurisdictions.
Executive Briefings	Develop concise summaries for elected officials and senior leadership.
Presentation Support	Provide presentations and technical briefings as requested.
Question Resolution	Respond to technical, regulatory, and implementation questions.
Adoption Tracking	Monitor adoption status across all jurisdictions.
Documentation Collection	Collect and organize certified adoption resolutions and supporting materials.
DHSES Coordination	Support submission of adoption documentation to NYSDHSES.

This structured approach allows County staff and municipal officials to focus on governance and decision-making while TRI manages the administrative and technical coordination associated with adoption.

Communication with Elected Officials and Decision Makers

Adoption is most successful when governing bodies clearly understand the purpose of the plan, the risks facing their communities, and the benefits of participation.
TRI will prepare concise, decision-maker-focused materials that communicate:

- Key hazard and vulnerability findings.
- Priority mitigation actions.
- Benefits of plan adoption.
- FEMA and NYSDHSES requirements.
- Funding eligibility implications.
- Implementation expectations.

Where requested, TRI will participate in adoption meetings and provide technical support to answer questions from elected officials and governing boards.

Adoption Documentation and Regulatory Compliance

TRI will ensure that all adoption documentation is properly prepared, collected, and maintained in accordance with FEMA and NYSDHSES requirements. Particular attention will be given to documentation accuracy, completeness, and consistency across all participating jurisdictions.

Adoption Documentation Framework

Documentation Type	Purpose
Adoption Resolutions	Formal governing body approval of the Hazard Mitigation Plan.
Meeting Records	Documentation supporting adoption actions.
Adoption Tracking Matrix	Status tracking for all participating jurisdictions.
Certification Records	Verification of adopted resolutions and supporting materials.
DHSES Submission Package	Organized adoption documentation for State review and forwarding to FEMA.

TRI will maintain a centralized tracking system throughout the adoption phase to provide Cortland County with real-time visibility into adoption progress and identify any jurisdictions requiring additional support or follow-up.

Transition to Plan Implementation

TRI views adoption not as the conclusion of the planning process, but as the beginning of implementation. During this phase, our team will work with Cortland County to ensure participating jurisdictions understand their roles and responsibilities for implementing mitigation actions, monitoring progress, and maintaining the plan throughout its five-year lifecycle.

This transition helps establish accountability, supports implementation momentum, and reinforces the long-term value of the planning effort.

Optional Tasks HHPD: High Hazard Potential Dam

TRI understands that participation in FEMA's High Hazard Potential Dam (HHPD) Grant Program requires additional planning elements beyond the standard Hazard Mitigation Plan. If requested by Cortland County, our team will incorporate the optional HHPD planning requirements into the Hazard Mitigation Plan update, ensuring consistency with FEMA guidance while integrating dam-related risks into the County's overall mitigation strategy. Rather than treating dam safety as a standalone planning effort, TRI will evaluate how High Hazard Potential Dams interact with downstream populations, critical facilities, transportation corridors, lifelines, and essential services. This integrated approach strengthens the overall Hazard Mitigation Plan while positioning eligible jurisdictions to pursue future mitigation funding opportunities.

Coordinated Dam Risk Assessment

TRI will coordinate with Cortland County, participating jurisdictions, dam owners, and the New York State Dam Safety Program to collect and review available technical information, including Emergency Action Plans, inundation mapping, inspection reports, engineering studies, and other relevant documentation. Where information is available, our team will incorporate existing analyses into the Hazard Mitigation Plan to ensure dam-related risks are evaluated alongside other natural hazards.

The assessment will include:

- Identification of eligible High Hazard Potential Dams within participating jurisdictions;
- Review of available engineering studies, Emergency Action Plans, inundation mapping, and inspection findings;
- Evaluation of downstream populations, critical infrastructure, community lifelines, and essential facilities that could be affected by dam failure;
- Documentation of existing capabilities, operational procedures, and emergency coordination mechanisms; and
- Identification of data gaps or planning assumptions where information is limited.

Integration into the Hazard Mitigation Strategy

Information developed through the HHPD assessment will directly inform the mitigation strategy rather than being documented as a separate technical appendix. TRI will work collaboratively with County staff, dam owners, emergency management partners, and participating jurisdictions to identify practical actions that reduce long-term risk while supporting FEMA eligibility requirements. Potential mitigation actions may include:

Planning Element	TRI Approach
Risk Assessment	Document vulnerabilities associated with High Hazard Potential Dams, including downstream impacts to people, infrastructure, and community lifelines.
Capability Assessment	Evaluate existing emergency response capabilities, dam safety coordination, Emergency Action Plans, warning systems, and operational procedures.
Mitigation Actions	Develop prioritized structural and nonstructural mitigation actions that reduce long-term dam-related risk and improve preparedness.
Implementation	Identify responsible agencies, potential funding sources, implementation timeframes, and opportunities to leverage FEMA mitigation grant programs.

Collaborative Planning and Regulatory Coordination

Because dam safety responsibilities involve multiple organizations, TRI will facilitate coordination among local jurisdictions, dam owners, emergency management officials, and state partners throughout the planning process. This collaborative approach helps ensure that mitigation actions are technically feasible, locally supported, and aligned with existing emergency management and infrastructure planning efforts.

By integrating High Hazard Potential Dam planning into the broader Hazard Mitigation Plan update, TRI will provide Cortland County with a comprehensive planning document that addresses FEMA's optional HHPD requirements while strengthening overall community resilience and supporting future funding opportunities.

DETAILED PROJECT SCHEDULE

TRI proposes a structured, milestone-driven work plan that aligns directly with Cortland County's Scope of Work, the MitigateNY planning framework, FEMA's Local Mitigation Planning Policy Guide, and 44 CFR Part 201 requirements. Our approach emphasizes early project mobilization, disciplined project management, continuous stakeholder engagement, and proactive coordination with Cortland County, participating jurisdictions, NYS DHSES, and FEMA to ensure the Hazard Mitigation Plan is completed within the County's required nine-month project schedule.

Rather than approaching each task as an independent activity, TRI manages the planning process as an integrated effort. Project management, stakeholder engagement, public outreach, MitigateNY documentation, quality assurance, and regulatory coordination occur

throughout the project lifecycle to maintain momentum, minimize administrative burden on County staff, and ensure each planning element builds upon the previous phase.

Our work plan provides adequate time for technical analyses, stakeholder collaboration, public participation, agency review, municipal adoption, and final FEMA approval while maintaining the flexibility necessary to address agency comments and evolving project needs. Throughout the project, TRI will provide regular progress reports, milestone tracking, and schedule updates to ensure County leadership maintains complete visibility into project status and upcoming activities.

Proposed Schedule of Activities, Milestones, and Deliverables

Task	Timeframe (From Notice to Proceed)	Primary Activities	Key Deliverables
Task 1, Organize the Planning Effort	Month 1	Conduct a kickoff meeting; establish the Core Planning Group, Steering Committee, Jurisdictional Teams, and stakeholder engagement process; review the previous Hazard Mitigation Plan, FEMA Local Mitigation Plan Review Tool comments, and existing planning documents; collect available plans, studies, GIS data, and technical resources; establish the MitigateNY workspace; develop project management procedures, communication protocols, and a detailed work plan.	Project Management Plan; Detailed Project Schedule; Planning Process Strategy; Communication and Public Engagement Strategy; Stakeholder Matrix; MitigateNY Project Setup
Task 2, Profile the Community	Months 1 through 3	Update jurisdictional profiles; evaluate the social, built, natural, and economic environments; inventory critical facilities, community lifelines, infrastructure, and community assets; compile demographic, environmental, and GIS data; coordinate with participating jurisdictions to validate information.	Updated Community Profiles; Existing Conditions Assessment; Critical Facilities Inventory; Community Asset Database; GIS Mapping Products

Task 3: Assess the Hazard Risk	Months 2 through 5	Update hazard profiles; evaluate vulnerability, exposure, climate considerations, and potential impacts to people, structures, infrastructure, natural resources, and community lifelines; review flood hazards and NFIP information; facilitate jurisdiction workshops to validate findings and incorporate local knowledge.	Updated Hazard Profiles; Risk Assessment; Vulnerability Analysis; Hazard Mapping; Jurisdictional Risk Summaries
Task 4, Assess Capabilities	Months 4 through 6	Evaluate existing plans, policies, ordinances, programs, staffing, technical capabilities, financial resources, floodplain management practices, NFIP participation, and previous mitigation actions; identify capability gaps and implementation opportunities.	Capability Assessment; NFIP Compliance Assessment; Existing Mitigation Action Review; Capability Gap Analysis; Funding Opportunities Assessment
Task 5: Develop the Mitigation Strategy	Months 5 through 7	Facilitate mitigation strategy workshops; update mitigation goals and objectives; develop jurisdiction-specific mitigation actions; prioritize projects using established evaluation criteria; identify responsible agencies, implementation schedules, and potential funding sources.	Updated Mitigation Strategy; Prioritized Mitigation Action Matrix; Implementation Framework
Task 6, Keep the Plan Current	Months 6 through 8	Develop procedures for monitoring implementation; establish plan maintenance and evaluation processes; identify opportunities to integrate mitigation into other County and municipal planning efforts; define future plan update responsibilities.	Plan Maintenance Strategy; Monitoring and Evaluation Procedures; Plan Integration Recommendations
Task 7, Plan Review and Approval	Months 7 through 9	Prepare the draft Hazard Mitigation Plan; complete the FEMA Local Mitigation Plan Review Tool references and NYS DHSES documentation; conduct public review; address County comments;	Administrative Draft Hazard Mitigation Plan; Public Review Draft; Completed FEMA Local Mitigation Plan Review Tool; NYS DHSES Documentation; Comment

		submit the draft plan to NYS DHSES; respond to State and FEMA review comments; prepare the final plan for approval.	Response Matrix; Final Draft Plan
Task 8, Plan Adoption	Months 8 through 9*	Support adoption by participating jurisdictions; prepare adoption resolutions; finalize MitigateNY documentation; coordinate final submission to NYS DHSES and FEMA; provide support through final approval.	Adoption Resolutions; Final MitigateNY Documentation; Final Hazard Mitigation Plan; FEMA Approval Documentation
Optional Task, High Hazard Potential Dam (HHPD) Planning	Concurrent with Tasks 3 through 5, if authorized	Coordinate with dam owners and the New York State Dam Safety Program; review Emergency Action Plans, inundation mapping, engineering studies, inspection reports, and available technical information; evaluate dam-related risks and downstream vulnerabilities; develop HHPD-specific mitigation goals and mitigation actions; integrate findings into the Hazard Mitigation Plan and MitigateNY documentation.	HHPD Risk Assessment; HHPD Mitigation Goals; Prioritized HHPD Mitigation Action Matrix; Supporting FEMA and NYS DHSES HHPD Documentation

*Following submission of the final plan, TRI will continue coordinating with Cortland County, NYS DHSES, and FEMA throughout the regulatory review process until all review comments have been addressed and the updated Multi-Jurisdictional Hazard Mitigation Plan receives final approval.

Ongoing Project Activities

Several project activities will occur continuously throughout the planning process to maintain schedule performance, ensure regulatory compliance, and support meaningful stakeholder participation.

Ongoing Activity	TRI Approach
Project Management	Maintain executive oversight, schedule management, milestone tracking, risk management, quality assurance, and day-to-day coordination with County staff.

Stakeholder Coordination	Conduct regular coordination with participating jurisdictions, planning partners, technical agencies, and stakeholders through meetings, workshops, interviews, and ongoing communication.
Public Engagement	Facilitate public meetings, surveys, targeted outreach, and public comment opportunities while documenting participation in accordance with FEMA and NYS DHSES requirements.
MitigateNY Management	Continuously update planning documentation, participation records, mitigation actions, technical analyses, and supporting information within the MitigateNY platform throughout the project lifecycle.
Progress Reporting	Provide regular status meetings and written progress reports summarizing completed activities, upcoming milestones, schedule performance, action items, and emerging project considerations.

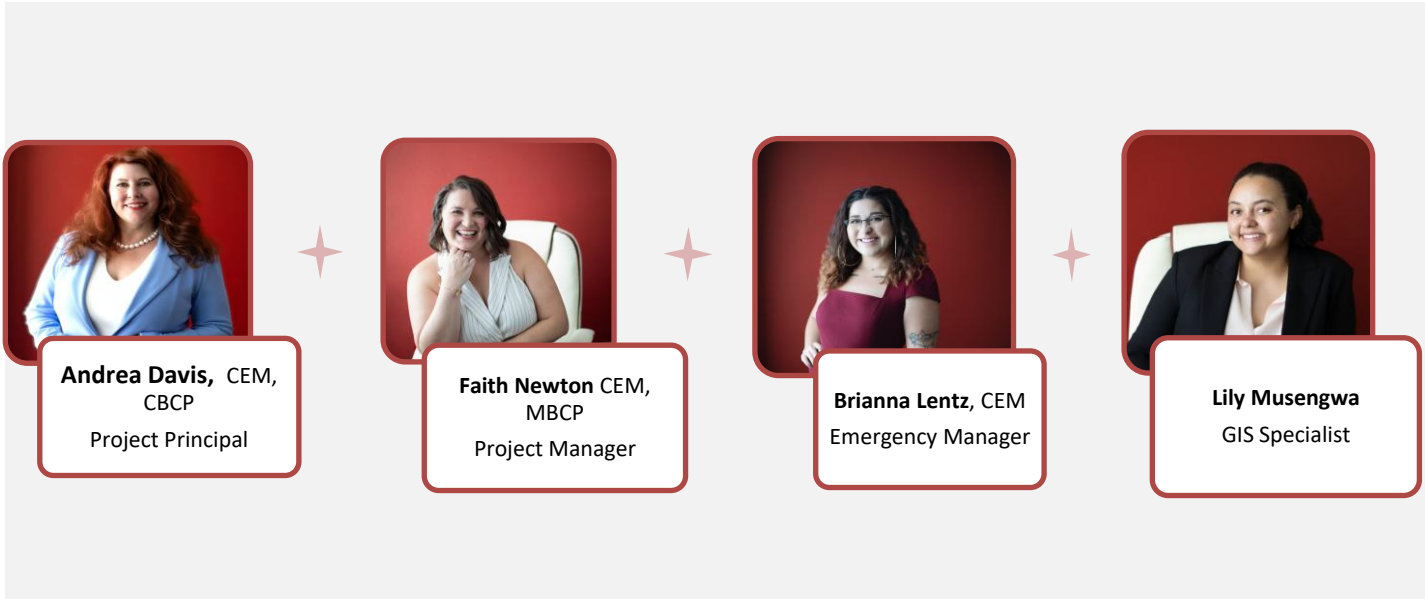
TRI's project management methodology emphasizes transparency, collaboration, and proactive issue resolution throughout every phase of the project. By integrating project management, stakeholder engagement, MitigateNY documentation, quality assurance, and regulatory coordination into each task, our team will maintain project momentum while providing Cortland County with complete visibility into project status. This disciplined approach supports the timely completion, review, adoption, and FEMA approval of a technically sound, implementation-focused Multi-Jurisdictional Hazard Mitigation Plan.

STAFFING PLAN

The TRI project team has been intentionally assembled to support Cortland County in developing a technically sound, FEMA and New York State Division of Homeland Security and Emergency Services (NYS DHSES) approvable Multi-Jurisdictional Hazard Mitigation Plan that fully complies with 44 CFR Part 201 and the County's Scope of Work. Together, Andrea Davis, Faith Newton, Brianna Lentz, and Lily Musengwa bring extensive experience in hazard mitigation planning, emergency management, climate resilience, GIS-based risk assessment, public and stakeholder engagement, capability assessments, floodplain and National Flood Insurance Program (NFIP) considerations, regulatory compliance, and multi-jurisdictional planning. The team also possesses the technical expertise to support the optional High Hazard Potential Dam (HHPD) planning activities should Cortland County elect to include those services.

TRI's boutique structure ensures direct involvement from senior leadership throughout every phase of the project, from project kickoff through final plan adoption and FEMA approval. Our team combines disciplined project management with collaborative facilitation, providing responsive communication, comprehensive quality assurance, and practical technical guidance while minimizing administrative burden on County staff. We have successfully delivered FEMA-approved Hazard Mitigation Plans, emergency management programs, continuity planning

initiatives, and resilience strategies for counties, tribal governments, utilities, healthcare organizations, and state agencies nationwide. Coupled with TRI's ongoing work supporting the New York State Office of the Attorney General, our team brings the technical expertise, regulatory understanding, stakeholder engagement experience, and project management discipline necessary to guide Cortland County through a successful Hazard Mitigation Plan update that supports long-term resilience and future mitigation funding opportunities. Project Team Resumes are included in Appendix A.



Andrea Davis, CEM, CBCP
Project Role: Principal/SME
Bio: Andrea Davis is the Founder and President of The Resiliency Initiative (TRI), a nationally recognized woman-owned consulting firm specializing in emergency management, crisis management, business continuity, and organizational resilience. With more than 25 years of experience, she has led complex emergency management and crisis response initiatives for Fortune 500 companies, federal agencies, state and local governments, healthcare organizations, and nonprofit organizations. Prior to founding TRI, Ms. Davis held leadership positions with Walmart, The Walt Disney Company, FEMA, the Federal Reserve Bank, the American Red Cross, and Save the Children U.S., where she led emergency management, crisis response, business continuity, and large-scale incident management initiatives. She is recognized for facilitating executive stakeholder engagement, leading complex multiagency planning efforts, and conducting operational assessments and After Action Reviews that translate lessons learned into practical improvements. Ms. Davis is a graduate of FEMA's Emergency Management Executive Academy and holds a Master of Science in Public Health and Homeland Security. Throughout her career, Ms. Davis has supported organizations in evaluating complex incidents, facilitating executive and multiagency discussions, and developing actionable recommendations that strengthen preparedness, coordination, and operational resilience.

Education: Master of Science, Public Health & Homeland Security, Penn State College of Medicine World Campus and Bachelor of Arts, International Relations
Relevant Certifications: Certified Emergency Manager (CEM), Certified Business Continuity Professional
Relevant Project Experience:

- Project Principal for the Karuk Tribe's Housing Authority and Lake County's FEMA-Approved Hazard Mitigation Plans.
- Project Principal for Siskiyou, CA and Lake County, CA, evacuation plan development
- Project Principal for Calaveras County, CA Multijurisdictional Hazard Mitigation Plan

> *"The Resiliency Initiative was super easy to work with. They made themselves available to us and we had optimum communication. Their familiarization with the Emergency Management community and its processes made working with them a pleasure."* **-Los Angeles County of Public Health**

Faith Newton, CEM, MBCP
Project Role: **Project Manager**
Bio: Faith Newton is a proven emergency manager, leveraging internal and external cross-functional relationships to minimize obstacles, provide direction and recommendations to stakeholders, and develop effective communication for high-profile emergency management issues. Ms. Newton has served as the lead project manager for over 25 extensive county planning efforts. From hazard mitigation to continuity of operations to evacuation planning. Before joining TRI in 2023, Ms. Newton was with the Walmart Corporation Emergency Management for nine years, overseeing the company's enterprise preparedness program, creating a public-private sector engagement framework, launching EOC technology through a custom-built incident management platform, and managing the company's business continuity and crisis management planning globally.
Education: Master of Science, Emergency Management & Homeland Security, Arkansas Tech University and Bachelor of Science, Emergency Administration Management, Arkansas Tech University
Relevant Certifications: Certified Emergency Manager (CEM); Master Business Continuity Planner
Relevant Project Experience:

- Serving as the project manager for the Calaveras County, CA, Multijurisdictional Hazard Mitigation Plan
- Served as the project manager for Lake County's MJLHMP Update.
- Developed Washington County, AR's Hazard Mitigation Plan.
- Served as the project manager for the Lake Area Planning Council's Wildfire Evacuation & Preparedness Plan.
- Served as project manager for the Calaveras County, California, MJHMP and EOP and Evacuation Plan Annex development.

Brianna Lentz, CEM, ADAC (Americans with Disabilities Act Coordinator)
Project Role: Emergency Manager
Bio: Brianna "Bri" Lentz serves as TRI's Emergency Manager and Access and Inclusion Specialist, where she spearheads the development and implementation of cutting-edge,

inclusive emergency management strategies. She leads the creation of comprehensive evacuation plans, orchestrates crisis management protocols, and ensures alignment with regulatory standards, showcasing adept leadership in optimizing organizational preparedness.
Education: Master of Arts, Disaster Resilience Leadership from Tulane University; Bachelor's in Emergency Administration and Planning from the University of North Texas.
Relevant Certifications: Certified Emergency Manager (CEM), Certified Access and Inclusion Specialist
Relevant Project Experience:

- Serving as the Emergency Manager for the MJLHMP update for Calaveras, CA.
- Served as the Emergency Management Specialist on the MJLHMP update for Lake County, CA.
- Served as the Emergency Management Specialist for the Lake Area Planning Council's Wildfire Evacuation & Preparedness Plan.
- Served as the Emergency Management Specialist on TRI's EOP development for Calaveras, CA.
- Served as the Emergency Manager for TRI's development of the Karuk Tribe's Housing Authority Hazard Mitigation Plan.

Lily Musengwa
Project Role: Technical Specialist (GIS)
Bio: Ms. Musengwa is a GIS specialist with over five years of experience applying geospatial technologies to support emergency management and disaster response. Ms. Musengwa has supported GIS operations for major corporations and government agencies, including the Walmart Emergency Operations Center and the Arkansas Division of Emergency Management. She brings a unique intercultural lens and strong communication skills to technical GIS solutions, enhancing situational awareness, stakeholder engagement, and data storytelling.
Education: Master of Arts, Intercultural Management, Université de Bourgogne, France; Bachelor of Science, Emergency Administration & Management; Bachelor of Arts, Cultural and Geospatial Studies, UCLA Extension
Relevant Project Experience:

- GIS specialist providing maps for the MJLHMP update for Calaveras, CA.
- GIS specialist providing evacuation mapping for both the County of Siskiyou, CA, Transportation Department and the Lake County, CA Area Transportation Authority.
- Supporting global situational awareness efforts as a GIS Intern at Walmart's Emergency Operations Center during multiple disaster responses, including the El Paso terrorism attack and Hurricane Barry.
- Contributing to AI and mapping projects as a Senior Analyst and digital tools coordinator for international organizations

RELEVANT EXPERIENCE

TRI was established in 2019 out of a passion for serving local communities and small businesses with accessible and inclusive emergency planning and preparedness. After being invited to join the planning committee for the 2022 United Nations Global Platform for Disaster Risk Reduction in Bali, Indonesia, TRI grew in size and scope.

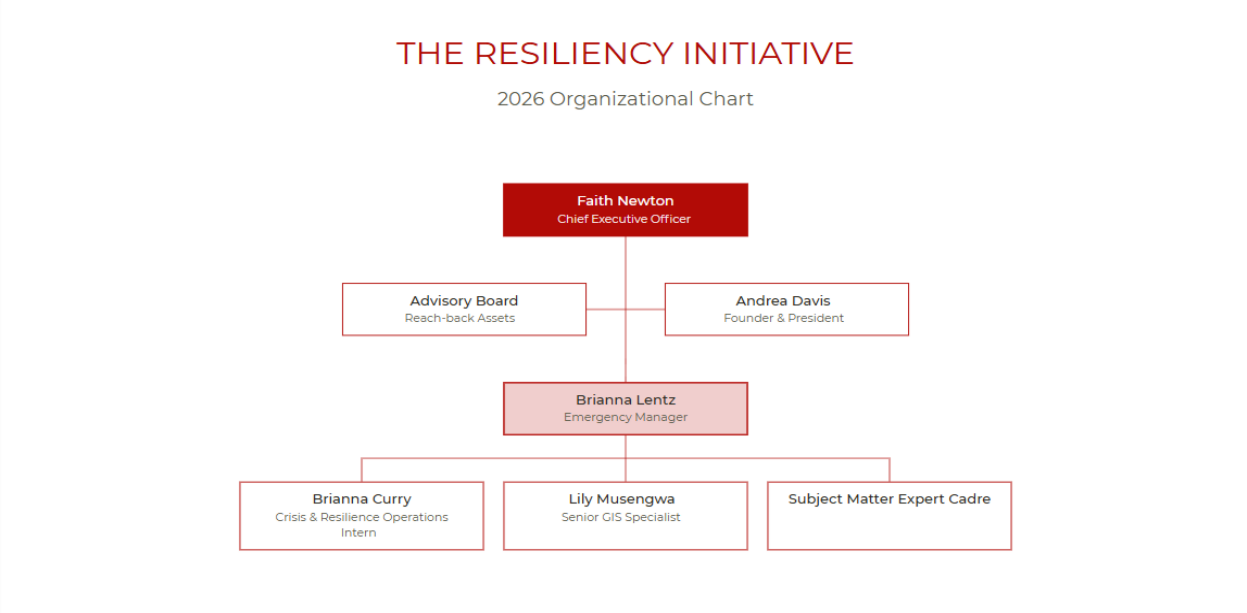


Figure 5: TRI's Org Chart

TRI maintains a multidisciplinary team of emergency managers, planners, and GIS specialists, with five dedicated full-time leadership and project management staff, supported by a cadre of twelve subject-matter experts and technical personnel assigned on a part-time basis to ensure depth, continuity, and high-quality delivery. Moreover, TRI's geographic diversity (Figure 6 below) allows us to provide round-the-clock accessibility to our stakeholders and constituents, ensuring we can respond to inquiries, emergencies, or opportunities regardless of the time zone. TRI's leadership staff and advisory board are strategically located across the US, with offices in Northern and Southern California, as well as Northwest Arkansas.

Figure 6: TRI's Geographic Presence

EXPERIENCE-EXAMPLES

FEMA Planning Expertise: Experience developing FEMA-approved Hazard Mitigation Plans in compliance with 44 CFR §201.6 and current FEMA policy guidance, including the Lake County MJHMP, which incorporated updated hazard profiles, GIS-based risk assessment, and jurisdictional annexes and was approved by FEMA and all participating jurisdictions, and the Karuk Tribe Housing Authority HMP, which achieved FEMA approval through a structured, inclusive planning process across multiple communities.

Regional Multi-Jurisdictional Experience: Demonstrated ability to coordinate complex, multi-agency planning efforts across counties, special districts, and tribal entities, including Lake County (CA), Calaveras County (CA) (in progress), and the Karuk Tribe Housing Authority, facilitating planning teams, managing annex development, and aligning local priorities with State and FEMA requirements.

Hazard, Climate, and Risk Analysis: Application of GIS-based spatial analysis, hazard modeling, and data integration to support risk-informed decision-making, as demonstrated in the Lake County MJHMP (hazard and vulnerability assessment and mapping) and the Siskiyou County Evacuation and Preparedness Plan, which includes evacuation modeling, hazard exposure analysis, and identification of infrastructure and population vulnerabilities.

> *"Everyone with The Resiliency Initiative was excellent to work with! They are extremely knowledgeable in their field and were able to keep our team on task to ensure everything was completed properly, and AHEAD of schedule. I would definitely recommend them to others!"*
>
> - *Communication was exceptional.*
> - *Our project was completed AHEAD of schedule.*
> - *TRI staff was fully vested in our success."*
>
> **-Sara Spence, Executive Director, Karuk Tribe Housing Authority**

Stakeholder Engagement & Implementation-Focused Planning: Delivery of structured, inclusive engagement processes that translate technical findings into implementable actions, including Lake County (public workshops and surveys integrated into mitigation strategies), Karuk Tribe Housing Authority (community-driven engagement across rural and tribal populations), and the Lake County Wildfire Evacuation Plan, which incorporated targeted outreach and community input to inform final recommendations and Board-approved deliverables.

Accessibility & Inclusive Stakeholder Engagement: Demonstrated ability to design and implement accessible, whole-community engagement processes that expand participation and inform decision-making, including San Miguel County, CO, where TRI facilitated cross-department and stakeholder engagement to support development of a countywide COOP with 17 annexes, and Lake County, CA (Wildfire Evacuation Planning), which incorporated community workshops, surveys, and coordination with local partners to capture input from rural and access-constrained populations.

SAMPLE WORK PRODUCTS

Below are links to FEMA-approved plans, annexes, and public outreach campaigns that TRI has developed in the past five years.

- Lake County, CA FEMA-Approved Multi-Jurisdiction Hazard Mitigation Plan *(chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.lakecountyca.gov/DocumentCenter/View/15131/2025-Lake-County-MJHMP_FEMA-Approved?bidId)*
- Karuk Tribe Housing Authority FEMA-Approved Hazard Mitigation Plan *(https://drive.google.com/file/d/1UM3rg7aTgCoSu6J1Z18XR8V5CiYZkqtP/view?pli=1)*
- Calaveras County EOP Base Plan and Annexes *(chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://oes.calaverasgov.us/Portals/OES/Documents/Calaveras%20County%20EOP%20and%20Annexes.pdf?ver=g_DqXy8Oj19r5UjMnRsBjA%3d%3d)*
- Lake County Wildfire Evacuation Analysis and Preparedness Memo*(chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.northcoastclimateaction.org/files/managed/Document/92/Lake%20County%20Wildfire%20Evacuation%20Analysis%20and%20Preparedness%20Memo_Final%20May%202025.pdf)*
- Siskiyou County public evacuation survey website *(https://siskiyouevac.mysocialpinpoint.com/)*

REFERENCES

Lake County Office of Emergency Services

Project Title: FEMA-Approved Multi-Jurisdictional Hazard Mitigation Plan Development

Project Client & Address: Lake County Office of Emergency Services, 1220 Martin Street, P.O. Box 489, Lakeport, CA 95453

Dates of Service: August 2024 – September 2025

Point of Contact: Leah Sautelet, Emergency Services Manager | 707-263-3450 | leah.sautelet@lakecountyca.gov

Calaveras County, CA County Government

Project Title: FEMA-Approved Multi-Jurisdictional Hazard Mitigation Plan Development

Project Client & Address: Calaveras County Government, 891 Mountain Ranch Road San Andreas, CA 95249

Dates of Service: March, 2026 – current

Point of Contact: Jamie Andriola, Deputy Administrator |(209) 754-6898| JAndriola@calaverascounty.gov

Karuk Tribe Housing Authority

Project Title: FEMA-Approved Hazard Mitigation Plan Development

Project Client & Address: Karuk Tribe Housing Authority (KTHA),1836 Apsuun, Yreka, CA 96097

Dates of Service: September 2022 – June 2024

Point of Contact: Sara Spence, Executive Director | 530-493-1414 ext. 3117 | sspence@karuk.us

COST PROPOSAL

For each task listed in the RFP, we have broken down the fee into labor classifications and included any additional fees and expenses. Our fees include all markups, overhead and profit.

	Principal	Project Manager (PM)	Emergency Manager (EM)	GIS Specialist
Hourly Rate	$175	$165	$135	$90

Task	STAFF	HOURS	COST
Task 1: Organize the Planning Effort **Deliverable Total: $15,460; Total hours: 100**	Principal PM EM	10 52 38	$1,750 $8,580 $5,130
Task 2: Profile the Community & Existing Conditions **Deliverable Total: $11,145; Total hours: 87**	PM EM GIS Specialist	22 37 28	$3,630 $4,995 $2,520
Task 3: Select, Profile, and Evaluate Impacts of Hazards of Concern **Deliverable Total: $14,745; Total hours: 122**	PM EM GIS Specialist	25 42 55	$4,125 $5,670 $4,950
Task 4: Capability Assessment & Resource Integration **Deliverable Total: $9,705; Total hours: 67**	PM EM	22 45	$3,630 $6,075
Task 5: Mitigation Strategy & Actions, and Plan Integration **Deliverable Total: $17,445; Total hours: 117**	PM EM	55 62	$9,075 $8,370
Task 6: Implementation & Plan Maintenance **Deliverable Total: $11,502; Total hours: 78**	Principal PM EM	7 23 48	$1,227 $3,795 $6,480
Task 7: Draft Plan **Deliverable Total:$10,495; Total hours: 71**	Principal PM EM	4 25 42	$700 $4,125 $5,670
Task 8: Plan Adoptions **Deliverable Total:$1,650; Total Hours: 10**	PM	10	$1,650
Optional Task: HHPD **Deliverable Total: $7,005; Total hours: 47**	PM EM	22 25	$3,630 $3,375
Professional Services Total		**699**	**$99,152**

Other Potential Project Charges At the County's Discretion

Translation & Accessibility Services*		$2,500
Purchase of Public Survey Tool**		$6,000

*Estimation of language and accessibility services. TRI will use any available County services and direct-bill the County for the cost.

TRI has identified **Social Pinpoint as a viable tool to drive higher stakeholder participation, provide ongoing updates and receive community feedback throughout the project. This will be a direct bill to the County if the County chooses to purchase it.

APPENDIX A: PROJECT TEAM RESUMES

Andrea E. Davis, CEM, CBCP

Project Role – Principal

EDUCATION

Executive Academy 2014-2015
FEMA Emergency Management Institute - Emmitsburg, MD

Master of Science, Public Health & Homeland Security 2008-2011
Penn State College of Medicine World Campus

Bachelor of Arts, International Relations 1994-1997
Chico State University

CERTIFICATIONS

- Certified Emergency Manager (CEM)
- Certified Business Continuity Professional (CBCP)

HONORS

Top 10 Most Inspirating CEOs in Business
CIO Views Magazine 2022

Inaugural Emergency Manager of the Year 2018
International Association of Emergency Managers

Ripple Effect Award 2018
California Women in Homeland Security

Hall of Fame Inductee 2012
International Network of Women in Emergency Management

PROFESSIONAL EXPERIENCE

President and Chief Executive Officer
The Resiliency Initiative 05/2019 - Present
President and CEO of an SBA-certified Woman Owned Small Business focused on crisis and risk mitigation planning and training with the mission of empowering communities and organizations to become self-reliant. Responsible for all corporate strategic planning, governance and fiscal oversight, and business management.

Sr Director, Global Emergency Management and Business Continuity
The Walmart Corporation 01/2020 - 04/2022
- Directed a staff of 35 professionals, to include four global directors; managed a $15 million annual budget.
- Incident Commander for Walmart's global response to COVID-19, the 2020 US civil unrest, 15 hurricanes to include two large-scale responses-Laura and Ida, the 2021 winter storms and an active shooter situation at a distribution center.
- Led the 24/7, 365 Global Security Operations Center which triaged an average of 400 incidents responses a day.
- Headed Walmart's business continuity program, spearheading the development of over 355 crisis and resiliency plans across the enterprise with 2,100 identified critical functions.

Director, Global Crisis Management and Business Continuity
The Walt Disney Company 09/2016 - 01/2020
- Oversaw an enterprise-wide department that is responsible for all-hazards crisis planning and testing for Disney and its affiliates (ESPN, ABC, Parks, etc.) world-wide.
- Directed 20 professionals to include the Chief Medical Officer and the Fire Chief; managed a $10 million annual budget.
- Provided strategic oversight for all crisis and continuity planning strategies, standards, and policies for The Walt Disney Enterprise.

Interim VP, Global Intelligence, Threat Assessment & Crisis Management
The Walt Disney Company 07/2016 - 01/2017
After the sudden departure of a VP and Director within the Global Security Division, at the request of Disney's Chief Security Officer, I was asked to step into the VP position until a replacement was hired. During my short tenure in the position, I focused on infrastructure building, hiring a total of six senior staff positions, developing strategic plans for the new departments I oversaw as well as executing training initiatives for the entire Global Security Division.

Andrea E. Davis, CEM, CBCP

Project Role – Principal

SERVICE TO PROFESSION

Board Chair Present
California Resiliency Alliance

Board Chair Present
American Red Cross, Northwest Arkansas

Advisory Board Member Present
Institute for Diversity and Inclusion in Emergency Management

Advisory Board Member Present
Dr. Lucy Jones Center for Science and Society

Board Member 2016-2020
National Children's Resiliency Board

Board Vice Chair & Chair 2014-2020
American Red Cross, Los Angeles Region

Board Member 2015-2020
Save the Children Corporate Council

PUBLICATIONS

USA Today Interview on Event Safety 2023

Forbes Interview on Winter Preparedness 2023

Forbes Interview on Lessons Learned from the Maui Fire 2023

Cracking the C-Suite Code: Building Executive Enthusiasm for Your Crisis Planning ASIS, Security Management Magazine. 2023

Crisis Management: What is it and Why Does it Matter? Frontline Safety and Security Magazine 2021

Southern California Disaster Risk Reduction Initiative Report USC Bedrosian Center 2016

PROFESSIONAL EXPERIENCE (cont.)

External Affairs Director
Federal Emergency Management Agency 05/2010 - 09/2012

- Led a staff of 17 senior professionals as well as a cadre of 160 emergency response workers.
- Handled all public relations and congressional and intergovernmental outreach for FEMA's Louisiana Recovery Office (LRO).
- The LRO managed the recovery from hurricanes Katrina, Rita, Ike and Gustav with a total portfolio of 20 billion dollars, the largest recovery operation in the United States since the Civil War.

Regional Training and Exercise Specialist
City and County of San Francisco 11/2008 - 06/2010

- Developed and coordinated all emergency exercises, trainings, and workshops for the Bay Area region.
- Ensured all exercises were Homeland Security Exercise and Evaluation Program (HSEEP) compliant.

District Manager, Office of Emergency Management/Crisis Communications
Federal Reserve Bank of San Francisco 02/2006 - 11/2008

- Managed a professional staff of six and a volunteer staff of 250 in seven different states.
- Developed and maintained a comprehensive emergency response plan for all branch locations and the San Francisco headquarters.
- Worked at a national level, developing an all-hazards emergency management program for the Federal Reserve System.
- Acted as the Public Information Officer during times of crisis; developed media information campaigns.
- Orchestrated and marketed a preparedness campaign for all Federal Reserve staff, including the development of a comprehensive employee resource guide and monthly online Q&A forum.
- Facilitated external meetings with traditional response agencies to ensure collaboration during emergencies.
- Developed an all-inclusive emergency management training program for on-site federal police officers.
- Nominated two times for outstanding service and leadership to the Federal Reserve System.

Faith Newton, CEM, MBCP, NEMEA

Project Role – Project Manager

EDUCATION

Vanguard Executive Leadership Group 2023
Federal Emergency Management Agency

National Emergency Management Executive Academy 2022
Federal Emergency Management Agency

Master of Science, Emergency Management & Homeland Security 2012-2014
Arkansas Tech University

Bachelor of Science, Emergency Administration Management 2009-2012
Arkansas Tech University

CERTIFICATIONS

- Certified Emergency Manager (CEM)
- Master Business Continuity Professional (MBCP)
- Order of the Sword & Shield Academic and Professional Honors Society

HONORS

Inaugural Top 40 Under 40 2024
International Association of Emergency Managers

Accomplishment Award 2023
Walmart Global Emergency Management

PROFESSIONAL EXPERIENCE

Chief Client Engagement Officer
The Resiliency Initiative 01/2025 - Present

- Oversee all client engagement and project management, ensuring TRI continues to exceed expectations and provide top-tier solutions to support community-integrated preparedness planning and training and assist our corporate clients with developing business continuity strategies.

Director, Preparedness & Resiliency
The Resiliency Initiative 06/2023 - 12/2024

- Oversee and serve as project manager for all emergency management-related contracts with public and private sector clients.
    - **County Continuity of Operations:** Responsible for project coordination and execution of the BIA survey and interviews, COOP development, project communication, and COOP training and development.
    - **Wildfire Evacuation & Preparedness Plan:** Leads the Technical Advisory Group through planning workshops; leads the research, review and update of geographic data; examines and maps potential access vulnerabilities and evacuation routes; and is responsible for writing the final plan.
    - **Multi-Jurisdictional Hazard Mitigation Planning:** Responsible for overall project management and coordination across the participating jurisdictions, leading project workshops and community outreach, accompanying hazard and vulnerability assessment, critical infrastructure assessment, and GIS mapping strategy.
    - **Evacuation Annex:** Responsible for overall project management, the accompanying EOP review and update, cross-community coordination, leading project workshops, accompanying hazard and vulnerability assessment, transportation assessment, and evacuation planning communication strategy.
    - **Executive Leadership Team's Crisis Exercise:** Developed, facilitated, and evaluated the virtual leadership tabletop exercise.
    - **COVID-19 AAR:** Led the working group meetings, facilitated key staff interviews, and developed and analyzed an all-staff survey to collect feedback to support the observations, assessment, strengths, and areas for improvement for the organization.

Faith Newton, CEM, MBCP, NEMEA

Project Role – Project Manager

SERVICE TO PROFESSION

Vice Chair 2024-Present
Northwest Arkansas Chapter ASIS

Board Member 2023-Present
Arkansas Tech University – Emergency Management Program Advisory Board

Women in Business Continuity Mentor 2022-Present
Disaster Recovery Institute International

CEM Mentor 2022-Present
International Association of Emergency Managers

National Emergency Management Executive Academy Presenter 08/2024
FEMA

IAEM Region 6 – Arkansas Representative 2023
International Association of Emergency Managers

Member

- International Association of Emergency Managers 2020-Present
- Arkansas Emergency Management Association 2020-Present
- ASIS 2024-Present

CORE COMPETENCIES

- Crisis Leadership
- Exercise Facilitation
- Business Continuity Planning
- Project Management
- Public Speaking

PROFESSIONAL EXPERIENCE (cont.)

Director, Global Emergency Management Strategy & Preparedness
The Walmart Corporation 09/2021 - 06/2023

- Developed, managed, and launched an in-house Walmart Emergency Operations Platform for incident intake and management.
- Coordinated Walmart's 2022 Preparedness Summit, bringing together industry leaders to discuss the future of preparedness.
- Developed a strategy to streamline technology support, enabling operations to make data-driven decisions.
- EOC deployment to Florida and Louisiana supporting recovery operations and community support to Hurricane Ian and Ida.

Sr. Manager, Emergency Preparedness
The Walmart Corporation 02/2019 - 09/2021

- Created and managed government order collection and review process throughout COVID-19, ensuring Walmart's legal operations had visibility in changing government mandates.
- Established a Public Private Partnership Program across the entire US.
- Developed the Executive Council annual exercise – 2021 Ransomware, 2020 Civil Unrest post-election.
- EOC deployments to North Carolina and South Haven, Mississippi, providing onsite crisis leadership.

Manager, Enterprise Business Continuity
The Walmart Corporation 02/2016 - 02/2018

- Oversaw program maintenance and implementations for international retail markets and Global eCommerce.
- Facilitated business continuity and crisis management exercises with executive teams using HSEEP principles.
- EOC response to Hurricane Harvey, Irma, Nate, Maria, and the Mexico City Earthquake by coordinating situational awareness from internal and external resources and leading the response's short- and long-term strategic planning.

Manager, Preparedness & Planning
The Walmart Corporation 03/2014 - 01/2016

- Created training and exercised numerous international Crisis Management Teams.
- Collaborated with the United Nations to provide strategic direction on resiliency projects to create global resiliency throughout the public and private sectors.

Brianna “Bri” Lentz, CEM, ADAC

Project Role: Emergency Manager

EDUCATION

Master of Science, Disaster Resilience Leadership 2021-2022
Tulane University

Bachelor of Science, Emergency Administration and Planning 2016-2019
University of North Texas

CERTIFICATIONS

Certified Emergency Manager 2023
International Association of Emergency Managers

ADA Coordinator 2023
The Americans with Disabilities Act Coordinator Training Certification Program

FEMA Professional Development Series

HONORS

Inaugural Top 40 Under 40 2024
International Association of Emergency Managers

Congressional Service Award 2019
US Congress/AmeriCorps

President’s Volunteer Service Gold Award 2019
President’s Council on Service & Civic Participation/AmeriCorps

SERVICE TO PROFESSION

Accessibility and Whole Community Inclusion Caucus 2022-Present
International Association of Emergency Managers

Assistant Team Leader 2018-2019
FEMA Corps

Outreach and Recruitment Liaison 2018-2019
FEMA Corps

PROFESSIONAL EXPERIENCE

Emergency Manager
The Resiliency Initiative 7/2024 - Present

- Spearhead the development of comprehensive crisis and continuity plans, meticulously analyzing geographic and demographic factors to optimize disaster recovery objectives.
- Developed and delivered tailored training sessions for emergency response teams, focusing on crisis communication, incident command system procedures, and resource allocation strategies.
- Designed and facilitated realistic emergency response exercises, incorporating scenario-based simulations to evaluate and enhance the organization's preparedness and response capabilities.

Disaster Assistance Program Manager
SBP 11/2024 – 07/2024

- Implement a process flow that allows for a 60% approval rating for FEMA appeals submitted, leading to a 73.2%increase in award amounts for survivors.
- Partner with Long-Term Recovery Groups, FEMA Voluntary Agency Liaisons, and nonprofit organizations to ensure that all survivors have access to the FEMA appeal process.

Disaster Readiness and Response Manager
Imagine Water Works 04/2024 - 07/2024

- Organized and implemented July Supply, a “Weather Preparedness Wednesday” event with a no-barrier no-stigma food distribution nonprofit, Culture Aid NOLA.
  - Served 400+ families every Wednesday in July.
  - Led 15+ volunteers every Wednesday in July.
- Initiated climate crisis support groups.
- Led the planning, design, and delivery of hurricane preparedness guides and checklists ensuring they were accessible and inclusive.

Access and Inclusion Specialist
The Resiliency Initiative 07/2023 - 04/2024

- Developed and implemented inclusive emergency management strategies to ensure accessibility for individuals with diverse needs, fostering an environment of equal preparedness and response.
- Conducted thorough accessibility assessments for meetings, communication materials, and final deliverables.
- Collaborated with community organizations and advocacy groups to gather input and feedback, incorporating diverse perspectives into emergency response plans and procedures.
- Established partnerships with local disability service providers, facilitating the seamless integration of support services during emergency events.

PROFESSIONAL EXPERIENCE (cont.)

Emergency Management Coordinator
The Resiliency Initiative 01/2023 - 06/2023

- Orchestrated crisis management planning, overseeing the creation and implementation of robust protocols to guide response efforts during various emergency scenarios on an executive and franchise level.
- Facilitated workshops with executive level staff to determine crisis procedures and policies, gaining leadership buy-in.
- Led hazard mitigation planning initiatives, conducting thorough risk assessments to identify potential hazards and vulnerabilities within the community.
- Conducted reviews of EOPs, ensuring alignment with current regulatory standards and best practices in emergency management.
- Facilitated tabletop exercises with executive level staff to identify gaps in crisis management planning.
- Established and executed comprehensive After-Action Review (AAR) plans following emergency response exercises and real-world incidents, ensuring a systematic and thorough evaluation of performance and outcomes.
- Conducted thorough vulnerability assessments to evaluate the susceptibility of key elements to identified hazards, considering factors such as geographical location, structural integrity, and population density.

Disability Integration Officer – Grant Funded
New Orleans Health Department 05/2021 - 07/2022

- Expanded and maintained an extensive list of disability partners in Orleans Parish.
- Created an Access and Functional Needs working group to strengthen the voices of the disability community in the emergency planning process.
- Constructed a disability etiquette and awareness training plan for the New Orleans Health Department.
- Created and implemented a project plan using the measurables of the awarded grant.
- Responded to Hurricane Ida.

Business Continuity Intern
Federal Reserve Bank of Dallas 06/2019 - 10/2019

- Evaluated and provided consultation on Business Continuity/Continuity of Operations Planning improvements in 25 departments.
- Aided in the development of the first executive-level functional exercise consistent with the Homeland Security Exercise and Evaluation Program (HSEEP) methodology.

Planning Specialist – Corps Member
FEMA Corps 06/2018 - 04/2019

- Responded to Hurricane Florence, Hurricane Michael, and the California Camp Fire.
- Coordinated city town hall meetings to disseminate information.
- Coordinated with section chiefs in the completion of the Incident Action Plan.
- Prepared briefing point reports for the Commanding and General Staff meetings.
- Coordinated resources with local, state, and federal partners.

THE RESILIENCY INITIATIVE

Lily Musengwa

Project Role – GIS Specialist

EDUCATION

Master of Arts, Intercultural Management 2023
Université de Bourgogne, Dijon, France

Bachelor of Science, Emergency Administration & Management; Bachelor of Arts, Cultural and Geospatial Studies 2016-2020
University of Arkansas, Fayetteville, AR

TECHNICAL SKILLS

- Geographic Information Systems (GIS)
  - ArcMap, ArcGIS Pro, Esri's ArcGIS Oline (Story Maps, Operations Dashboards and Applications)
- Data Analytics and SQL
- Beginner Python

PROFESSIONAL EXPERIENCE

Senior Analyst
Global Logic 09/2024 - Present
- AI prompt engineering, writing, editing, and reviewing of Google AI Products, including Magi and Gemini.

Alumni Relations Coordinator
CEMS – Global Network of Management Schools 09/2023 - 03/2024
- CEMS alumni digital tools management, local alumni chapter management, social media designs, mapping with Mapbox.

Emergency Operations Center GIS Intern
Walmart Home Office 06/2019- 08/2019
- Implemented GIS and Esri into the daily operations of the Walmart EOC.
- Created GIS maps, Operations Dashboards, Story Maps, and Esri Applications to improve situational awareness and support business continuity efforts for Walmart stores worldwide.
- Utilized GIS to provide EOC situational awareness and support during the El Paso Walmart Terrorism Attack, Hurricane Barry, earthquakes, and more.

Response and Recovery Intern
Arkansas Division of Emergency Management 01/2019 - 05/2019
- Implemented GIS into the daily operations of the ADEM.
- Created maps and applications for data/information sharing during disasters.

GIS Intern
Benton County Assessor's Office 08/2015 - 09/2015
- Digitized over 230 historic plots using ArcMap and ArcGIS software.
- Indexed and cataloged plot scans in the assessor's office.

APPENDIX B: REQUIRED FORMS

Proposals MUST include:

- ✓ A. Name, contact, address, telephone number, fax number and email address of your firm/business.
- ✓ B. Project Specifications including scope of work/timeline.
- ✓ C. Schedule of Fees / Project Budget.
- ✓ D. Copies of all licenses, permits and certifications relating to the necessary qualifications for this RFP.
- ✓ E. NYS Certificate of Authority to do Business in New York State.
- ✓ F. Proof that signatory is at least a 50% owner and has the authority to act on behalf of the firm/business.
- ✓ G. References; all qualified firms must submit a list of at least three firms, organizations or major customers to whom they have provided services within the previous five years. This information should include name, address, phone & email information of each reference. Letters of recommendation and references from other municipalities or public agencies are preferred.
- ✓ H. Information on any current or pending litigation against the firm or any of its principals as it relates to the services provided by the firm.
- ✓ I. Current W-9.
- ✓ J. Proof of Insurance (Liability, Disability, Workers' Compensation, Vehicle, etc.) **NOTE:** Successful proposer will be required to name "County of Cortland" as an additional insured; for contracts over $25,000 insurance must include 'per project aggregate' endorsement.
- ✓ K. Copy of active NYS MWBE Certification (*if applicable*).
- ✓ L. Exhibit A: Acknowledgement and Agreement to Comply with Standard Clauses for NYS Contracts.
- ✓ M. Exhibit B: Drug Free Workplace.
- ✓ N. Exhibit C: Non-Collusive Bidding Certification Required by §139-D of the State Finance Law.
- ✓ O. Exhibit D: Conflict of Interest Disclosure.
- n/a P. Exhibit E: Privacy and Security HIPPA Compliance (*if applicable*).
- ✓ Q. Exhibit F: Qualification Questionnaire.
- N/A R. Proposal Templates for all three funding levels 100%, 50%, 25%
- ✓ S. Any other information you feel is appropriate to assist in the selection process.

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

The Resiliency Initiative, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

5 Address (number, street, and apt. or suite no.). See instructions.

2055 Pine Street

6 City, state, and ZIP code

Redding CA 96001

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

8	4	–	1	7	6	1	2	0	8

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person** Cynthia E. Davis **Date** 2-25-2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 06/30/2026

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

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

PRODUCER	CONTACT NAME:	
NUTMEG INS AGENCY INC/PHS 76210781 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	PHONE (A/C, No, Ext): (866) 467-8730	FAX (A/C, No):
	E-MAIL ADDRESS:	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC#
The Resiliency Initiative Inc 2055 PINE STREET Redding CA 96001	INSURER A : Hartford Fire and Its P&C Affiliates	00914
	INSURER B : Continental Casualty Co.	20443
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED.NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. * LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. ***Not Applicable in WY**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ **UMBRELLA LIAB** ☐ OCCUR						EACH OCCURRENCE	$
	☐ **EXCESS LIAB** ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **Y / N** ☐ **(Mandatory in NH)** If yes, describe under	N / A		76 WEG AP8NC9	01/15/2026	01/15/2027	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ $1,000,000
							E.L. DISEASE -EA EMPLOYEE	$ $1,000,000
							E.L. DISEASE - POLICY LIMIT	$ $1,000,000
B	Cyber Liability			8037593486	01/08/2026	01/08/2027	Each Claim Aggregate	$1,000,000 $1,000,000 $2,500

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

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 01/07/2026

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

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

PRODUCER Hiscox Inc. d/b/a/ Hiscox Insurance Agency in CA 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	**CONTACT NAME:** **PHONE (A/C, No, Ext):** (888) 202-3007 **FAX (A/C, No):** **E-MAIL ADDRESS:** contact@hiscox.com
INSURED THE RESILIENCY INITIATIVE, INC 2450 Colorado Ave. Ste. 100 E Santa Monica, CA 90404	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A :** Hiscox Insurance Company Inc — 10200 **INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:	Y	Y	P100.809.124.4	01/02/2026	01/02/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 3,000,000 $ 100,000 $ 5,000 $ 3,000,000 $ 3,000,000 $ S/T Gen. Agg.
	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS [ ] HIRED AUTOS [ ] NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ $ $ $
	[ ] **UMBRELLA LIAB** [ ] OCCUR [ ] **EXCESS LIAB** [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ] N / A **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below						[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
A	Professional Liability	Y	Y	P102.795.184.3	01/02/2026	01/02/2027	Each Claim: $ 3,000,000 Aggregate: $ 3,000,000	

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

CERTIFICATE HOLDER

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Mary J Boyd

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NEW YORK STATE DEPARTMENT OF STATE
DIVISION OF CORPORATIONS, STATE RECORDS AND UNIFORM COMMERCIAL CODE

FILING RECEIPT

ENTITY NAME :	RESILIENT PATHWAYS
FOREIGN LEGAL NAME:	THE RESILIENCY INITIATIVE, INC.
DOCUMENT TYPE :	BIENNIAL STATEMENT
ENTITY TYPE :	FOREIGN BUSINESS CORPORATION

DOS ID :	7377334
FILE DATE :	07/09/2026
FILE NUMBER :	260709000551
TRANSACTION NUMBER :	202607090000221-6089176
EXISTENCE DATE :	07/18/2024
DURATION/DISSOLUTION :	PERPETUAL
COUNTY :	ALBANY

SERVICE OF PROCESS ADDRESS :	REGISTERED AGENTS INC. 418 BROADWAY STE R , ALBANY, NY, 12207, USA
ELECTRONIC SERVICE OF PROCESS EMAIL ADDRESS :	N/A
FILER :	ROBIN JONES 418 BROADWAY STE R, ALBANY, NY, 12207, USA

You may verify this document online at :	*http://ecorp.dos.ny.gov*
AUTHENTICATION NUMBER :	100010645663

TOTAL FEES:	$9.00	TOTAL PAYMENTS RECEIVED:	$9.00
FILING FEE:	$9.00	CASH:	$0.00
PAST DUE FINE FEE:	$0.00	CHECK/MONEY ORDER:	$0.00
CERTIFICATE OF STATUS:	$0.00	CREDIT CARD:	$9.00
CERTIFIED COPY:	$0.00	DRAWDOWN ACCOUNT:	$0.00
COPY REQUEST:	$0.00	REFUND DUE:	$0.00
EXPEDITED HANDLING:	$0.00		

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: Andrea E. Davis Date: July 21, 2026

Title: Founder and President

WBENC
WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

HEREBY GRANTS
WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO

The Resiliency Initiative, Inc.

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

Majority Female Owner: Andrea Davis
NAICS: 541611, 541990, 561110, 561499, 624230 UNSPSC: 46201002, 72101504, 80172100, 80172101, 80172102, 81112004, 93131800, 93131802
Certification Number: WOSB241676
Renewal Date: June 30, 2027
WOSB Regulation Expiration Date: 6/30/2027

WBECWEST
WOMEN'S BUSINESS ENTERPRISE COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

Pamela Williamson, Women's Business Enterprise Council - West President & CEO

Jill Sasso, WBENC Chief Operating Officer

LaKesha White, Sr. Vice President, Certification

WBENC
WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

The Resiliency Initiative, Inc.

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: June 23, 2022
Expiration Date: June 30, 2027
WBENC National Certification Number: WBE2201505

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council - West, a WBENC Regional Partner Organization.

Pamela Williamson, Ph.D

Authorized by Pamela Williamson, President & CEO Women's Business Enterprise Council - West

WBECWEST
WOMEN'S BUSINESS ENTERPRISE COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

NAICS: 541611, 541990, 561110, 561499, 624230
UNSPSC: 46201002, 72101504, 80172100, 80172101, 80172102, 81112004, 93131800, 93131802

Center for Women & Enterprise · Great Lakes Women's Business Council · Greater Women's Business Council · Women's Business Council Southwest · WBECMETRONY · WBECGREATERDMV · WBEA · WBECEAST · WBECORV · WBECPACIFIC · WBDC · WBECSOUTH · WBECFLORIDA

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Andrea Davis Date: July 21, 2026

Signature: Andrea E. Davis Title: Founder and President

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 21 day of July, 20 26 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

If Bidders are a corporation, complete the following:

Name	Legal Residence
Andrea E. Davis	Arkansas
President	
Andrea E. Davis	Arkansas
Vice President	
Andrea E. Davis	Arkansas
Secretary	
Andrea E. Davis	Arkansas
Treasurer	

Identifying Data:

Potential Contractor: The Resiliency Initiative, Inc. Andrea E.Davis
Address: 2055 Pine Street Redding CA 96001
Telephone #: 818-239-2228 Cell Title: Founder & President
E-Mail Address: andrea@theresiliencyinitiative.com

If applicable, Responsible Corporate Officer
Name: Andrea E. Davis Title: Founder & President

Signature: Andrea E. Davis

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: July 21, 2026

Name: Andrea E. Davis

Position: Founder and President

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

_X_ I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: Andrea E. Davis

Company: The Resiliency Initiative, Inc.

Date: July 21, 2026

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: We have three facilities we operate out of: 2055 Pine Street, Redding CA 96001

   1200 W. Walnut St, Suite 2309 Rogers, AR 72756; 915 Wilshire Blvd, Suite 700, Los Angeles CA 90017

2. Normal Operating Hours:
   a. Weekdays 8 am to 6 pm
   b. Saturdays 8 am to 6 pm
   c. Sundays 8 am to 6 pm
   d. Holidays 8 am to 6 pm
3. Number of Years in Business: 7
4. Firm History (attach additional pages as necessary): See attached RFP proposal page 48-49
5. Number of employees on your payroll: 5
6. Do any of your employees have any other special certifications or rating? [Yes] / No

   If yes, specify: Certified Emergency Managers, Business Continuity Professionals, GIS Specialists and ADA
7. Do you have any special equipment that is available to service the County RFP? Yes / [No]

   If yes, specify: _____
8. What is the overall size of your facility? All three combined 2000 square feet
9. Do you have a locked, fenced and secured storage area? [Yes] No
10. How far in advance must appointments be scheduled? 24 hours
11. In case of emergency, will you accommodate the County with same day services when possible?

    [Yes] / No
12. Shop Distance from 60 Central Avenue, Cortland, NY n/a

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Andrea Davis	Andrea E. Davis
PRINT NAME	SIGNATURE (Must be 50% Company Owner)
Founder & President	July 21, 2026
TITLE	DATE

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1 _____	Dated July 21, 2026
Addendum No. 2 _____	Dated July 21, 2026
Addendum No. 3 _____	Dated _____
Addendum No. 4 _____	Dated _____
Addendum No. 5 _____	Dated _____
Addendum No. 6 _____	Dated _____
Addendum No. 7 _____	Dated _____
Addendum No. 8 _____	Dated _____
Addendum No. 9 _____	Dated _____
Addendum No. 10 _____	Dated _____

The Resiliency Initiative, Inc. Andrea E. Davis
(Name of Bidder)

By: Andrea E. Davis

Title: Founder & President

MINUTES OF ORGANIZATIONAL MEETING OF DIRECTORS OF THE RESILIENCY INITIATIVE, INC.

The form of Minutes, Consents, Bylaws, Agreements and other forms and documents enclosed with this order are offered as a sample only of standard provisions contained in such forms and documents. They do not purport to address the specific requirements of individual transactions or situations. If utilized incorrectly, significant negative tax and business consequences could result. Persons outside the legal profession who intend to utilize any such forms and documents must seek competent legal counsel prior to their use or adaptation thereof for his or her particular requirements.

Nobility Consulting

1443 E. Washington Blvd. #276

Pasadena, ca 91104

Phone: 626-214-5654

Fax:

Mobile:

lucee@nobilityconsulting.com

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MINUTES OF ORGANIZATIONAL MEETING OF DIRECTORS OF
THE RESILIENCY INITIATIVE, INC.
A CALIFORNIA CORPORATION

Initial Directors of the Corporation appointed in the Articles of Incorporation filed with the Secretary of State or appointed by the Incorporator(s) pursuant to an action taken by unanimous consent held the organizational meeting of the initial Directors of the Corporation at the following date, time and place:

Date: 5/15/2019
Time: 09:00 am
Place: 110 E. Claremont St. Pasadena CA. 91103

The following persons were present and accepted their appointment as Directors:

Andrea E. Davis

The following persons officiated at the meeting:

Chair of meeting: Andrea E. Davis
Secretary of meeting: Andrea E. Davis

The chair called the meeting to order and announced that the meeting was held pursuant to written waivers of notice and consents to the holding of the meeting. The waivers and consents were presented to the meeting and, on a motion duly made, seconded, and carried, were made a part of the records and ordered inserted in the Record Book of Corporation immediately preceding the minutes of this meeting.

1. ARTICLES OF INCORPORATION

The chair informed the Directors present that the original Articles of Incorporation had been filed in the Office of the Secretary of State on 05/01/2019. A certified copy of the Articles of Incorporation has been provided to the Secretary, and the Secretary is hereby directed to insert the copy in the Record Book of the Corporation. A copy is attached as Exhibit "A." The following resolution was moved, seconded and adopted:

RESOLVED, that the Secretary is instructed to insert a copy of the Articles of Incorporation of the Corporation, certified by the Secretary of State, in the Record Book of the Corporation.

2. RESOLUTIONS OR ACTIONS OF INCORPORATOR(S)

The chair presented the resolutions or actions of Incorporators and their resignations. A copy is attached as Exhibit "A-1." The following resolution was moved, seconded, and adopted:

RESOLVED, that the Secretary is instructed to insert the resolutions or actions of Incorporators and the resignation of Incorporators in the Record Book of the Corporation.

3. BYLAWS

The chair presented the Bylaws attached to these Minutes as Exhibit "B." The following resolutions were moved, seconded and adopted:

RESOLVED, that the Bylaws attached to these Minutes as Exhibit "B" are adopted as the Bylaws of the Corporation; and

RESOLVED FURTHER, that the Secretary is instructed to certify a copy of the Bylaws and insert the certified copy in the Record Book of the Corporation.

4. SEAL

The chair presented a Seal. The following resolution was moved, seconded and adopted:

RESOLVED, that the Seal containing the words "THE RESILIENCY INITIATIVE, INC., A California Corporation", together with the date of the organization of the Corporation as shown by the impression thereof on the margin of this page, is hereby adopted as the Seal of the Corporation.

5. SHARE CERTIFICATE

The chair presented a proposed form of Share Certificate to be used by the Corporation, a blank copy of which is attached to the Minutes as Exhibit "C." The following resolutions were moved, seconded and adopted:

RESOLVED, that the Share Certificate representing Share interests in the Corporation shall be in substantially the same form as the form of Share Certificate attached to these Minutes as Exhibit "C."

RESOLVED FURTHER, that each Share Certificate shall be consecutively numbered beginning with number 1, shall be issued only with the signature as provided in the Bylaws and the Seal of the Corporation affixed thereto;

RESOLVED FURTHER, that each Share Certificate shall state the name of the Corporation, the laws of the state under which the Corporation is organized, the name of the owner to whom issued, the date of issue and number of shares represented hereby;

RESOLVED FURTHER, that each Share Certificate shall state a statement of designations, preferences, qualifications, limitations, restrictions, and special or related rights of the holder as required under the Bylaws and the Corporations Law on the face or back of the certificate or in lieu thereof the Corporation shall furnish the statement as a separate document to the holder upon request without charge; and

RESOLVED FURTHER, that the Secretary is instructed to insert a blank Share Certificate as adopted hereby as a specimen in the Record Book of the Corporation immediately following these minutes.

6. RECORD BOOK OF THE CORPORATION

The chair stated that a book should be maintained as the Record Book of the Corporation for the purpose of collecting and having all of the important documents of the Corporation readily available. The following resolution was moved, seconded and adopted:

RESOLVED, that the Corporation shall obtain and maintain a Record Book of the Corporation, which shall include the Articles of Incorporation and any amendments thereto, and the Bylaws and any amendments thereto, the minutes of all meetings (or consents in lieu of meetings) of the Shareholders of Corporation, minutes of all meetings (or consents in lieu of meetings) of the Board of Directors of the Corporation and all other important documents.

7. OFFICERS

The chair stated that officers of the Corporation should be elected. The following resolution was moved, seconded and adopted:

RESOLVED, that the following persons are elected as officers of the Corporation to the positions set forth opposite their respective names:

OFFICE	NAME
President	Andrea E. Davis, Chief Executive Officer
Vide President	Andrea E. Davis, Vice-President
Secretary	Andrea E. Davis, Secretary
Chief Financial Officer/Treasurer	Andrea E. Davis, Treasurer

The Officers accepted their appointments as evidenced by their signatures on the Acceptances of Appointments by Officers attached to these Minutes.

8. PRINCIPAL PLACE OF BUSINESS IN STATE OF INCORPORATION

The chair stated that the principal place of business in California should be identified. The following resolution was moved, seconded and adopted:

RESOLVED, that the principal place of business of the Corporation within the State of California shall be as follows:

110 E. Claremont St.
Pasadena, CA 91103

9. AGENT FOR SERVICE OF PROCESS IN STATE OF INCORPORATION

The chair stated that the name and address of its registered agent in California should be identified. The following resolution was moved, seconded and adopted:

RESOLVED, that as provided in the Articles, the name and address of the registered agent of the Corporation within the State of California shall be as follows:

Name: Andrea E. Davis
Address: 110 E. Claremont St. , Pasadena CA 91103

10. BANK RESOLUTIONS

The chair stated that a depository for the funds of Corporation is needed. The following resolutions were moved, seconded and adopted:

RESOLVED, that Andrea E. Davis as Chief Executive Officer and Andrea E. Davis as Secretary is/are hereby authorized to do the following acts:

(a) To designate one or more banks, trust companies, or other similar institutions as depositories of the funds, including without limitation, cash and cash equivalents of the Corporation;

(b) To open, keep and close general and special bank accounts, including general deposit accounts, payroll accounts and working fund accounts with any such depository;

(c) To cause to be deposited in such accounts with any such depository, from time to time, such funds, including without limitations, cash and cash equivalents of the Corporation as such officers deem necessary or advisable, and to designate or change the designation of the officer(s) and agent(s) of the Corporation who would be authorized to make such deposits and to endorse checks, drafts or other instruments for such deposits;

(d) From time to time, to designate or change the designation of the officer(s), and agent(s) of the Corporation who will be authorized to sign or countersign checks, drafts or other orders for the payment of money issued in the name of the Corporation against any funds deposited in any of such accounts, and to revoke any such designation;

(e) To authorize the use of facsimile signatures for the signing or countersigning of checks, drafts or other orders for the payment of money, and to enter into such agreements as banks and trust companies customarily require as a condition for permitting the use of facsimile signatures;

(f) To make such general and special rules and regulations with respect to such accounts as such officers may deem necessary or advisable; and

(g) To complete and execute printed blank signature card forms in order to conveniently exercise the authority granted by this resolution, and any resolutions printed thereon shall be deemed adopted as a part hereof.

RESOLVED FURTHER, that all form resolutions required by any such depository as presented to and considered by such officers prior to the date of these minutes are hereby adopted in such forms utilized by the depository, and Andrea E. Davis is hereby authorized to certify such resolutions as having been adopted by the Shareholders and is directed to attach such forms to these minutes as Exhibit"D" and insert the forms of such resolutions in the Record Book of the Corporation; and

RESOLVED FURTHER, that any such depository to which a copy of these resolutions, certified by Andrea E. Davis shall have been delivered, shall be entitled to rely thereon for all purposes until it shall have received written notice of the revocation or amendment of these resolutions by the Shareholders of the Corporation.

11. PAYMENT OF EXPENSES OF ORGANIZATION

The Directors desire to reimburse costs incurred for the organization of the Corporation. The following resolution was moved, seconded and adopted:

RESOLVED, that each of the Officers of the Corporation is authorized and directed to cause Company to pay the expenses of its organization and to reimburse the persons advancing funds to the Corporation.

12. OFFER TO ISSUE SHARES

The Directors desire to offer shares for consideration. The following resolution was moved, seconded and adopted:

RESOLVED, it is deemed to be in the best interest of the Corporation to offer to sell shares to the persons and for consideration set forth below:

NAME	SHARES	CONSIDERATION
Andrea E. Davis	100	

13. ISSUANCE OF SHARES

The Directors having received acceptances of their offers of shares desire to issue shares and certificates. The following resolutions were moved, seconded and adopted:

RESOLVED, that the Corporation issue the indicated shares to the persons named above in exchange for the consideration listed above;

RESOLVED FURTHER, that the officers are hereby authorized and instructed to sell and issue to the persons named above the shares indicated above upon receipt of the amounts of consideration listed; and

RESOLVED FURTHER, that the officers are authorized and directed to take all actions that may be necessary and proper for the Corporation to issue and sell the shares to the persons named, in accordance with applicable laws, and that those actions shall include, where necessary:

(a) Doing all acts that may be necessary under the federal securities laws and the securities laws of any state, including California, if advised by legal counsel preparing, verifying and filing or causing to be prepared, verified and filed on behalf of the Corporation with the Securities and Exchange Commission five copies of a Notice of Sales of Securities (Form D) not later than fifteen (15) days after the sale and issuance of the shares described above and at such other times as are required by Rule 503 of Regulation D in order to establish the applicability of one of the exemptions provided by Regulation D for such sale and issuance; and

(b) Prepare or cause to be prepared, executed and filed, with the California Commissioner of Corporations, a Notice of Transaction pursuant to Corporation Code Section 25102(f) and applicable administrative rules.

(c) Doing all acts necessary to expedite these transactions or conform them, or any of them, to the requirements of any applicable law, ruling, or regulation.

14. SHARE REPURCHASE AGREEMENT

The Chairman recommended that the Board consider the adoption of that certain Agreement presented to the Board by the prospective shareholders of the corporation in connection with the proposed acquisition of this corporation's capital stock. After discussion, and upon motion duly made, seconded, and unanimously carried, the following resolutions were adopted:

WHEREAS, it is in the best interest of this corporation to enter into an Agreement with its proposed shareholder(s) for the purpose of fixing the price or method of computing the price at which this corporation shall purchase the shares of such shareholder(s) upon the demise thereof, or upon such shareholder(s) ceasing to be an eligible shareholder(s), or upon becoming a disqualified person as defined in the Professional Corporations Act,

NOW THEREFORE, BE IT RESOLVED, that any officer of this corporation be and hereby is authorized and directed to enter into and execute on behalf of and in the name of this corporation an Agreement by and between this corporation and the aforesaid person(s); provide such Agreement shall be of substantially the same form and content as the Agreement presented to this meeting, a copy of which is attached hereto and made a part of these Minutes; and

RESOLVED FURTHER, that the Secretary of this corporation is hereby instructed to insert in the Book of Minutes immediately following the minutes of this meeting a copy of said Agreement, when the same has been duly executed by all parties thereto.

15. FEDERAL TAX MATTERS

The Directors desire to authorize actions with respect to certain tax matters. The following resolutions were moved, seconded and adopted:

FEDERAL TAX IDENTIFICATION NUMBER

RESOLVED, that the Chief Financial Officer (Treasurer) is hereby authorized and directed to complete, execute, and file or to have completed, executed and filed the Federal Form SS-4, "APPLICATION FOR EMPLOYER IDENTIFICATION NUMBER."

ADOPTION OF ACCOUNTING METHOD

RESOLVED FURTHER, that the Chief Financial Officer (Treasurer) is authorized and directed to maintain the financial records of the Corporation on the basis of the cash method of accounting.

ADOPTION OF TAX ACCOUNTING PERIOD

RESOLVED FURTHER, that the Chief Financial Officer (Treasurer) is authorized and directed to use as the taxable year of the Corporation the tax year ending 2019

QUALIFICATION AS SMALL BUSINESS CORPORATION

WHEREAS, the Corporation is a small business corporation, as defined in Section 1244(c)(3) of the Internal Revenue Code of 1986, as amended and Section 1851 of the California Revenue and Taxation Code; and

WHEREAS, the Corporation intends to sell and issue shares of its common stock to the persons, in the amounts and for the consideration hereinabove provided; and

WHEREAS, the consideration to be received by the Corporation for such sale and issuance will be only money or other property, other than stock or securities; and

WHEREAS, it is deemed desirable that the sale and issuance of shares of stock of this Corporation be effectuated in such a manner that qualified Shareholders may receive the benefits of Section 1244 of the Internal Revenue Code of 1986, as amended, and Section 1851 of the California Revenue and Taxation Code;

NOW, THEREFORE, BE IT RESOLVED, that the shares issued pursuant to the foregoing resolutions are intended to be "Section 1244 stock" as defined in Section 1244 of the Internal Revenue Code of 1986, as amended, and "Section 18151 Stock" as defined in Section 1851 of the California Revenue and Taxation Code.

S-CORPORATION ELECTION

WHEREAS, the Corporation is a domestic corporation, not a member of an affiliated group of corporations within the definition of Section 1504(a) of the Internal Revenue Code of 1986, as amended (the "Code"), nor an otherwise ineligible corporation, as defined in Sections 1361(b)(2) and (c)(6) of the Code.

WHEREAS, this corporation does not have more than 100 shareholders, all of whom are either (1) individuals, (2) decedent's estates, (3) bankrupt's estates, or (4) trusts as specially calculated and described in Section 1361 of the Code, and none of whom are non-resident aliens or foreign trusts; and

WHEREAS, when shares of the Corporation have been sold and issued pursuant to the foregoing resolutions, the Corporation will have only one class of capital stock which is issued and outstanding; and

WHEREAS, it is deemed to be in the best interests of the Corporation and its shareholders that the corporation make an election under Subchapter S of the Internal Revenue Code, and under California Revenue and Tax Code Section 23801 to be taxed hereafter as a S Corporation pursuant to the provisions thereof;

NOW, THEREFORE, BE IT RESOLVED, that any officer of the Corporation be, and hereby is, authorized, directed and empowered on behalf of the Corporation, and in its name, to execute and file with the Internal Revenue Service and the Franchise Tax Board an appropriate election on such form, instrument or document, and amendments thereto, as shall constitute an

election by this corporation to be taxed under Subchapter S of the Internal Revenue Code of 1986, as amended, and California Revenue and Tax Section 23801 and to do or cause to be done any and all other acts and things as such officer may, in his or her discretion, deem necessary or appropriate to carry out the purposes of the foregoing resolution, including, without limiting the generality thereof, securing the written consent to such election by each of the shareholders of this corporation.

16. OTHER NECESSARY ACTS

The Directors desire to authorize all other acts necessary to complete the organizational process. The following resolution was moved, seconded and adopted:

> RESOLVED, that each of the officers of the Corporation is authorized and directed to make such filings and applications, to execute and deliver such documents and instruments and to do such acts and obtain such licenses, authorizations, and permits as are necessary or desirable for the Corporation to conduct its business of the Corporation, to fulfill legal requirements applicable to the Corporation or its business to complete the organization of the Corporation and its qualification to do business wherever it does or desires to do business and to take any other action necessary or advisable to carry out the purposes of this resolution.

17. ADJOURNMENT

The chair asks if there is any other business before this organizational meeting of Directors. There being none, a motion to adjourn was moved, seconded and adopted and the chair declared the meeting adjourned at 10:00am.

Minutes of this meeting respectfully submitted by

Dated: 5/15/2019

Andrea E. Davis, Secretary

ACCEPTANCES OF APPOINTMENTS
AS OFFICERS OF THE RESILIENCY INITIATIVE, INC.
AS OF 5/15/2019

OFFICERS:

Andrea E. Davis, CEO
Andrea E. Davis, Chief Executive Officer

Andrea E. Davis, VP
Andrea E. Davis, Vice-President

Andrea E. Davis, Secretary
Andrea E. Davis, Secretary

Andrea E Davis, Treasurer
Andrea E. Davis, Treasurer

H2O PARTNERS

PROPOSAL FOR:

Cortland County, New York

RFP # 26-ERC-011 Hazard Mitigation Plan Update Consultation

July 21, 2026

Submitted to:

Cortland County Legislature
ATTN: Savannah Hempstead
Clerk of the Legislature
60 Central Avenue, Suite 306,
Cortland, New York 13045

Submitted by:

H2O Partners, Inc.
Contact: Julie Wickert
1515 S. Capital of Texas Hwy, Suite #305
Austin, Texas 78746

July 21, 2026

Savannah Hempstead, Clerk of the Legislature
Cortland County Legislature
60 Central Avenue, Suite 306
Cortland, NY 13045

Re: RFP # 26-ERC-011 Hazard Mitigation Plan Update Consultation

Dear Ms. Hempstead,

Cortland County seeks a qualified, experienced professional consultant to update its Multi-Jurisdictional Hazard Mitigation Plan. H2O Partners has the experience and capacity to complete all required tasks professionally and expertly. Since the implementation of the Disaster Mitigation Act of 2000, H2O Partners has developed **194 separate Hazard Mitigation Plans,** including for Saratoga County, Ontario County, and Steuben County- all under current State guidelines. Prior to the implementation of the new guidelines, we completed Plans for Chemung County and Otsego County. Additionally, H2O Partners served as a FEMA Public Assistance Program consultant in the Village of Owego and other Southern Tier communities following Hurricanes Irene and Lee, providing FEMA subject matter expertise to New York State as a subcontractor to the Governor's Office of Storm Recovery (GOSR).

Choosing H2O Partners will ease the planning process for Cortland County and its participating jurisdictions. The County will benefit from H2O's:

- **100% Plan approval rate** – Every Plan and Plan Update H2O has produced has gained approval from the respective State Agency and FEMA – often with few or no revisions required. This includes **56 Plans** to date submitted since the April 2023 FEMA guidance.
- **Planning expertise** – H2O has extensive experience developing Multi-Jurisdictional Hazard Mitigation Plans, completing each on time and within budget, including the State of Texas Hazard Mitigation Plan, which covers 254 counties. We are adept at leading a cohesive effort that maximizes participation by involved municipalities, such as those that will participate in the Cortland County Plan Update.
- **Unique hands-on planning approach** – From kick-off through FEMA approval and final Plan adoption by participating jurisdictions, the H2O team provides hands-on service to ensure an efficient, inclusive process. This approach has contributed to strengthening community resilience for well over **1,200 jurisdictions**.

H2O Partners views each client engagement as a long-term partnership. Even after guiding Cortland County's communities through each step of the planning process and closing out the contract, we will remain an on-call resource, available to assist with technical questions and to provide updates on new funding opportunities, evolving FEMA guidelines, and best practices. We would be honored to work alongside Cortland County to develop a comprehensive,

practical Multi-Jurisdictional Hazard Mitigation Plan Update, reducing potential losses from future disasters.

The primary point of contact for communications regarding this proposal is Julie Wickert, Business Development Manager; jwickert@h2opartnersusa.com; 512-221-4831. As President of H2O Partners, Inc., I am authorized to legally bind the firm. This proposal will be binding for ninety (90) days. I offer the commitment of the H2O Partners team to fulfill all contract requirements in a timely and cost-effective manner.

Sincerely,

Jo Ann Howard, President

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Confidentiality Statement

This proposal, including without limitation all pages and attachments, includes data that is proprietary and competitively sensitive, and contains trade secrets of H2O Partners, Inc. ("H2O"). This proposal is submitted with the understanding that it shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal, in compliance with applicable laws and regulations. Any unauthorized release of this proposal will cause H2O substantial competitive harm. Nothing herein shall restrict the customer from duplicating or using this proposal or the information contained herein for purposes of proposal evaluation.

COVER LETTER

A Cover Letter is included before the Table of Contents.

PROJECT UNDERSTANDING AND APPROACH

Brief History and Firm Introduction

H2O Partners (H2O) was founded in 2001 by Jo Ann Howard, former National Flood Insurance Program (NFIP) Administrator at FEMA. In business for 25 years, our mission is to build and improve upon our clients' capability to prepare for, respond to, recover from, and mitigate natural disasters with a tailored, flexible, and cost-effective approach.

H2O Partners is federally certified as a Women-Owned Small Business (WOSB). Our experts know Hazard Mitigation Planning; Community Development Block Grants for Disaster Recovery and Mitigation (CDBG-DR/CDBG-MIT); Hazard Mitigation Assistance (HMA) grant development and management; Public Assistance (PA); GIS mapping; construction management; environmental regulatory compliance; outreach and training; the NFIP; and floodplain management and administration.

Having developed multi-jurisdictional Hazard Mitigation Plans for cities, counties, universities, school systems, Councils of Governments (COGs), river authorities, and other entities, H2O is ideally qualified to provide these services to Cortland County. Our unique approach and depth of staff allow us to overlap tasks, condensing the time to reach Plan adoption. Dedicated outreach strategists ensure participating jurisdictions remain engaged throughout the planning process, contributing to higher adoption rates for our client's Plans.

With a **100 percent success rate** in obtaining FEMA approval, H2O-developed plans have helped over **1,200 communities** become more resilient and better positioned to receive HMA funding through FEMA. In 2022, the Texas Division of Emergency Management (TDEM) selected H2O Partners to produce the **State of Texas' statewide Hazard Mitigation Plan**, one of the first state Plans in the nation approved under the April 2023 FEMA guidance.

Cortland County stands to benefit from H2O's in-depth experience not just as a leading Hazard Mitigation Planning consultant but as a subject matter expert with boots-on-the-ground experience in many other aspects of the mitigation and recovery landscape. Our broad experience enables us to guide our clients to take advantage of cost-effective mitigation measures, including programs such as FEMA's Community Rating System (CRS) and High Hazard Potential Dam (HHPD). We would be honored to put our expertise to work to lead the Cortland County Multi-Jurisdictional Hazard Mitigation Plan Update project.

As H2O's experts have managed over 9,015 grants, Cortland County gains a partner in grant management assistance. Team members can assist with tasks such as providing information for

quarterly reports, the SOW status tracker, reimbursement requests, and any additional information required from the State as necessary.

Project Understanding

H2O has the resources, procedures, and capacity to carry out the scope of work within the proposed timeframe. H2O's efficient planning approach assures the County of an orderly, compliant, inclusive process that results in a timely and comprehensive Plan Update. Our team-based planning approach allows for the completion of multiple tasks simultaneously, streamlining and accelerating the overall process. Additionally, to expedite NYS DHSES and FEMA reviews, we organize Plans according to the agencies' respective grading schedules, removing unnecessary information and including narrative to make charts and tables understandable. With H2O's well-honed planning methodology, efficient multitasking approach, in-depth knowledge of current NYS DHSES and FEMA guidance, and rigorous quality control measures, our Plans typically move quickly through the development and review phases with few, if any, revisions required.

Our past performance in over 194 Hazard Mitigation Plans assures the County of a knowledgeable, efficient planning provider. The tasks defined in the RFP's Scope of Work dovetail with H2O Partners' proven hazard mitigation planning methodology.

We continuously monitor FEMA requirements for Hazard Mitigation Plans, and we make certain that our planning efforts are aligned with the latest FEMA guidance, along with FEMA Region 2 preferences. For example, FEMA updated guidelines in April 2023, and we have already submitted 56 Hazard Mitigation Action Plans since these guidelines were implemented, including the State of Texas Plan, the first FEMA Region 6 State Plan approved under the guidance. Our team is intimately familiar with these guidelines and how to implement them in jurisdictions such as the County.

Approach to Plan Development

The tasks defined in the RFP's Scope of Work dovetail with H2O Partners' proven hazard mitigation planning methodology. In close coordination with Cortland County, H2O's team will update the County's Multi-Jurisdictional Hazard Mitigation Plan to include all required elements, as defined in the FEMA Local Mitigation Planning Policy Guide and 2022 New York State Hazard Mitigation Planning Standards. It will meet or exceed the Final rule for mitigation planning found in 44 CFR, Section 201, and will attain NYS DHSES and FEMA approval. Additionally, the Plan will consolidate the hazard concerns of all the County's municipalities into a single document. Once adopted, the Plan will allow for grant funding eligibility as applicable.

We understand that Cortland County and its 19 participating jurisdictions will participate in the planning process. Through H2O's development of many Multi-Jurisdictional Hazard Mitigation Plans, we have the experience to lead a cohesive effort that addresses the diverse needs of a variety of communities, such as those that will participate in Cortland County's Plan Update. We have learned that a successful planning project requires engaging all interested parties early and keeping them informed throughout the planning process to exceed FEMA

requirements, bringing the broadest possible array of voices to the table, and gaining community buy-in for the Plan and its Annexes.

Established methodology. H2O Partners will tailor our phased methodology to meet the County's needs, providing hands-on service from kickoff through Plan adoption.

H2O Partners' tested and proven methodology has been honed over 25 years and has successfully guided mitigation strategy development for jurisdictions of all sizes. Our established planning methodology manages the process in a series of tasks, some of which overlap, condensing the timeframe required to reach Plan completion.

Engaging local stakeholders early in the planning process, H2O will work with Cortland County and other community leaders and residents to assess natural hazards that coordinate with the current FEMA-approved State of New York Hazard Mitigation Plan. The Plan will adequately address all natural hazards with any probability of occurrence in the participating jurisdictions and will reflect their current hazard mitigation goals to meet FEMA requirements. Furthermore, H2O seeks to ensure that the Plan aligns with the County's priorities and will incorporate an assessment of both technological and human-caused hazards in the Plan Update. It will also include an assessment of all 17 dams in the County. Three dams are currently considered high-hazard dams in Cortland County, with two of those currently eligible for HHPD funding. H2O will ensure that all HHPD elements are incorporated into the Plan so that the County is eligible to pursue HHPD funding. Methodology that addresses dams, and High Hazard Potential Dams (HHPD) in particular, will be underlined in the following approach.

Cost controls include the allocation of the appropriate personnel to each task to optimize the quality of each deliverable while containing costs. To ensure cost transparency, H2O Partners provides a timeline as well as a cost breakdown by task. Each month, the County will receive a summary of the completion percentage for each task and the remaining budget. Our Project Manager will meet with Cortland County personnel periodically to keep the County updated on expenditures and project status.

Task One – Project Overview and Data Collection

1.1 Planning Team Organization, Development, and Documentation of the Planning Process

The H2O Team is excited to collaborate with Cortland County to create a strong and inclusive Multi-Jurisdictional Planning Team, working together to shape a more resilient future. The Planning Team may include local elected officials; representatives of private industry; and key department representatives, including but not limited to parks and recreation, public safety, public works, agriculture, environmental health and safety, business and economic

development, risk and emergency management, telecommunications and information systems, municipal, county, and state government, health care, and insurance. Institutions such as the American Red Cross; and any additional key staff that can provide input into the planning process pertaining to the community's future growth, transportation, utilities, and enforcement of ordinances, codes, and regulations. Additional sub-committees may be established to review sections of the Plan and to provide subject matter expertise to H2O.

H2O will work with the Planning Team to review and discuss the scope of work, Plan development, Plan objectives, responsibilities for specific tasks, and timeline and process for documentation of time and resources spent on Plan development.

H2O will compile an up-to-date inventory of all dams within the jurisdiction. This should include location, ownership, age, structural condition, and the potential consequences of failure. H2O will profile the dams that pose a risk to life and property, therefore requiring an immediate response.

1.2 Conduct Project Kick-Off Workshop and Outreach

Throughout the planning process, H2O will conduct three engaging public meetings. The initial meeting is the Kick-Off Workshop, meant to discuss the proposed planning effort and obtain an initial understanding of any public concerns and issues regarding hazard mitigation, preparedness, and sustainable development. It will also be used to discuss the Plan requirements, timetable, proposed strategy, public participation, and obtain feedback to help refine the process.

Prior to the Kick-Off Workshop, H2O will confer with the Planning Team to discuss and develop a contact list, hazards list for consideration, meeting dates and documents, and other pertinent information. H2O will develop notices for the Kick-Off Workshop and provide them to the Planning Team at least two weeks in advance of the date. Invitees will include all members of the Planning Team and additional stakeholders such as elected officials; key community leaders; representatives from various local, county, and state agencies; Floodplain Administrators; Emergency Management Coordinators; and Fire and Police Department representatives. Members from the private sector, academia, hospitals, neighboring communities, businesses, and the general public will be invited to the public meetings held throughout the planning process. We will host multiple workshops and public meetings throughout the planning process to ensure maximum participation by local elected officials, planners, stakeholders, and the public.

We will work with the County to ensure that outreach methods address the specific needs of various stakeholder groups. We have found that conducting outreach at the local level, providing engaging informational materials, and sending out SMS and social media reminders garners attention with minimal cost. Having worked with jurisdictions of various sizes and makeups to engage the community during Hazard Mitigation Plan development, we know exactly what it takes to reach a wide array of community members with varying considerations.

1.3 Proposed Format Development and Planning Process Documentation

The Plan will include the identification of stakeholders, public participation, risk assessment, hazard identification, and mitigation actions. Specifically, the Plan will include an executive summary; brief introduction, including context for and description of the need for the Plan; disaster loss history; description of the physical setting, history, and development trends of the Planning Area; list and assessment of the hazards and risks to which entities are vulnerable; summary of current federal, state and local programs and policies that address the identified risks; statement of the Plan goal and objectives; prioritized list of recommended strategies, programs, policies and actions to address identified hazards and risks, persons responsible for implementing recommendation, cost effectiveness of recommendations, and suggested timeline for implementing recommendations; a Plan Review section identifying a strategy for the next five years for evaluating, revising, and implementing the Plan; documentation of public participation in Plan development; documentation that the Plan has met the requirements of the Disaster Mitigation Act of 2000; other documentation and Plan elements as required to meet NYS DHSES and FEMA approval; and all relevant maps, graphs, charts, pictures, and GIS data to support document text.

We will document participation in the Plan through meeting minutes, records of attendees, summaries, and electronic communications. The Plan will indicate who was involved in the current planning process; how the public was involved; and describe how others, who did not actively participate in the Plan, were made aware of the planning process. The body of the Plan will be restricted to a narrative with supporting summary tables, maps, and charts. Technical and supportive material and data will be included in the appendices. The implications of data provided in tables, maps, or charts will be clearly stated in the narrative to demonstrate the connection between vulnerabilities and proposed mitigation actions.

Task Two – Public and Stakeholder Engagement

H2O will create and carry out a public engagement strategy and outreach plan to ensure the public has plenty of opportunities to get involved. Through surveys, press releases, website updates, and a series of engaging public meetings and workshops at key stages of the planning process, we will ensure the public has multiple opportunities and feels compelled to participate.

H2O will work to increase public awareness on HHPD risks and preparedness measures during public outreach and meeting facilitation.

Outreach will be conducted on an ongoing basis with local elected officials, the media, local school districts, soil and water conservation districts, water districts, and strategic partners throughout the Planning Area. Entities (as required and/or allowed by law), such as School Districts, Soil and Water Conservation Districts, and Water Districts located within each participating jurisdiction, will be invited and encouraged to participate. Periodic updates will be provided to the media and key stakeholders about the planning process and how they can participate. This will help ensure that the federal and state public participation requirements are fully met. Notices will also be made available for posting on relevant websites and/or social media, if applicable. H2O's graphic design experts will contribute heavily to the effort by

creating eye-catching, engaging materials that appeal to the public eye and accurately, succinctly portray complex information.

In keeping with FEMA guidance, each of the following stakeholders also will be presented an opportunity to participate: local and regional agencies involved in hazard mitigation (public works, emergency management, local floodplain administration, GIS departments); agencies that have authority to regulate development (zoning, planning, community and economic development departments, building officials, planning commissions); neighboring communities (local governments, special districts); representatives of businesses, academia and other private organizations; and representatives of nonprofit organizations, including community-based organizations that work directly with and/or provide support to underserved communities and socially vulnerable populations.

2.1 Public Meetings

We have extensive experience working with elected officials and the general public to build consensus for mitigation projects and actions. Public meetings will be designed to attract a large cross-section of individuals from both the private and public sectors of the Planning Area, including local businesses, non-profit organizations, schools, and hospitals.

To ensure the public has additional opportunity to participate and that FEMA requirements are exceeded, public meetings will be conducted in conjunction with the Kick-off, Risk Assessment, and Mitigation Workshops, and when the public copy is available for review to gather input from the general public and elected officials at the beginning, middle, and near the end of the planning process. These meetings will ensure that the input and insights of members of the general public are available to H2O and the Planning Team, and the public has an opportunity to provide comments on the draft Plan prior to approval.

H2O will provide an announcement for the public meetings, and the Planning Team will be asked to post it in prominent areas and solicit involvement from the general public and stakeholder organizations. Announcements will be posted well in advance online, in local papers, and at government and public buildings. All public outreach planning materials can be translated into Spanish for ease of understanding and to garner a greater amount of attention for the planning effort.

2.2 Development of a Hazard Survey and Analysis of Results

A Hazard Survey will be developed and distributed at public meetings and posted on relevant websites, bulletin boards, etc. The survey will seek information from the public about hazards that have impacted them in the past and those that they feel will have the greatest impact in the future. Survey results will be compiled and included in the Plan.

Task Three – Capability Assessment

The capability assessment has two primary components: an inventory of relevant plans, including local comprehensive plans, ordinances, capital improvement plans, warning systems, public education initiatives, local building codes and zoning ordinances, Floodplain Management Plans, relevant studies and reports, and other technical information; and an analysis of the capacity to integrate these planning mechanisms into a comprehensive

mitigation strategy. Careful examination of local capabilities will detect any existing gaps, shortfalls, or weaknesses with ongoing government activities that could hinder proposed mitigation activities and possibly exacerbate community hazard vulnerability. The capability assessment will also highlight the positive mitigation measures already in place or being implemented at the local government level, which should continue to be supported and enhanced through future mitigation efforts.

The capability assessment survey instrument will be developed and provided to the County. This survey checklist will be utilized to collect information about lessons learned from any previous mitigation activities in the Planning Area, and perceptions regarding changes in hazards. Information gathered in the survey will be documented, and capabilities will be evaluated with attention given to previous state, regional, and local plans, and all FEMA regulations and development requirements.

The effectiveness of previous mitigation actions will be evaluated to identify areas where improvement is needed. The information gathered during the capability assessment will be documented and used as a resource when determining the types of policies and projects to be developed.

Task Four – Risk Assessment

There are several elements of a risk assessment, including hazard identification and profiling. This includes reviewing the hazard data from the State of New York Hazard Mitigation Plan, relevant and available maps, existing and nearby plans, studies and reports, and other references. Local anecdotes of significant hazard events within the past five years will also be researched as part of the data collection process. Risk assessment information will be collected to show the changing environment and potential climate adaptation. This includes potential changes in migration, population density, distribution of socially vulnerable populations, and land use and development.

H2O will review any existing Hazard Analysis and verify existing hazards such as flood, drought, tornado, wildfire, and others, and will identify additional hazards such as expansive soils, hailstorms, and others, as applicable.

Several data sources will be investigated for hazard information, including but not limited to the Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE); U.S. Fire Administration; U.S. Geological Survey (USGS), National Oceanic and Atmospheric Administration (NOAA); the State of New York Hazard Mitigation Plan; New York State Department of Environmental Conservation (NYSDEC); New York State Department of Transportation (NYSDOT); U.S. Forest Service (USFS); Bureau of Land Management (BLM); and other local, state, and federal data sources as available.

Preliminary results will be presented to the Planning Team at the Risk Assessment Workshop, followed by a public meeting. H2O, through our in-depth experience, has become adept at translating complex, detailed data into digestible information for public and stakeholder meetings. We work closely with our clients to communicate important resiliency issues to the public and gather input for the planning process as a whole.

4.1 Background Research, Data Collection, and Classification

This subtask involves gathering and compiling all the necessary data (non-spatial and spatial) that will be needed to conduct a thorough hazard and risk evaluation. H2O will coordinate with the Planning Team regarding GIS requirements. Data necessary for the hazard and risk evaluation may include, but are not limited to:

- **Base map data** – including administrative boundaries, transportation networks, water areas and courses, hydrology, etc.
- **Hazard-specific data** – including information such as Digital Elevation Models, climate and weather data, geology, soils, and flood zones, etc.
- **Critical Facilities** – facilities that provide services to the community and should be functional after a hazard event. Critical facilities include hospitals, police stations, fire stations and schools.
- **General Building Stock** – including residential, commercial, industrial, agricultural, religious, government, and educational buildings; and the number, types, occupancy, and values of existing buildings, if available.
- **Lifelines and Infrastructure** – including the distinct classes of transportation systems and utility lifelines, to differentiate between varying lifeline system components with substantially different damage and loss characteristics.
- **Social/Demographic Characteristics** – used to estimate direct social losses, including vulnerable populations, displaced households, and potential casualties. Social and demographic information is derived from census data describing population characteristics, including age, gender, income, housing, and ethnic origin. These characteristics are important descriptors to define social vulnerability.

H2O will utilize the hazard and risk data obtained for the Planning Area in the development of the Plan. Additionally, information will be collected to show the changing environment and potential climate adaptation. Where necessary, the information will be compiled into a Geographic Information System (GIS).

4.2 Hazard Event Profile and Mapping

Hazard Event Profiling will include reviewing and incorporating the Risk Assessment from the State of New York Hazard Mitigation Plan, and nearby jurisdictions, in addition to Repetitive Loss Plans, Emergency Management Plans, and Floodplain Management Program Activities. The profile will include a definition and description of the hazard, historical occurrences, extent or severity of impact, location, vulnerability, and future probability.

The development of hazard and damage profiles is an important step in evaluating the changed frequency and impact of risks for the Planning Area. H2O's skilled personnel will conduct statistical analysis to relate frequency to intensity. This will allow an analysis of variations of intensity within each type of hazard event and determine the probability and frequency of future events. By developing hazard intensity-frequency relationships for each hazard, the team will determine:

- The likelihood or probability of the natural hazard occurring, measured in terms of frequency (i.e., annual probability) or return period (i.e., years); and
- The intensity associated with the event, which identifies the damage-generating attributes of a hazard.

Where necessary or previously unavailable, H2O will produce a series of natural hazard maps to demonstrate historical occurrences. These maps will provide a spatial understanding, including the location and extent of hazard intensity. Geospatial tools such as ArcGIS will be utilized to produce customized maps for hazards with a defined boundary, such as flood and wildfire hazards. H2O will produce all maps included in the Plan Update at the local level to ensure sufficient detail is conveyed for each hazard.

Task Five – Vulnerability Assessment

We will conduct an up-to-date vulnerability analysis to determine the potential for detrimental impacts of hazards on critical facilities, general building stock, lifelines and infrastructure, populations, and economic and financial assets. Using the CDC's Social Vulnerability Index and other available data, we will accurately assess social vulnerability and the potential impacts of floods and other hazards. This analysis will provide Cortland County with a risk assessment approach that is consistent with the Disaster Mitigation Act of 2000, FEMA, and NYS DHSES criteria. Specifically, H2O will estimate damages in terms of potential dollar losses to property and populations.

Methodologies for the impact and consequence assessment will be well documented to ensure replication, and data tabulations and map(s) that illustrate the potential losses in the hazard impact areas will be developed. These may include, but are not limited to:

- Critical Facilities
- Physical Building Damage
- Loss of Functionality
- General building stock classified by the following occupancies: residential, commercial, industrial, agricultural, religious, government, and educational buildings.
- Lifelines and infrastructure classified into transportation lifelines and utility lifelines. The impacts will be calculated for each lifeline classes, including Physical Damage and Functionality of System
- Social/Demographic Characteristics - Vulnerable Populations and Underserved Communities
- Natural, historic, and cultural resources
- Activities that have value to the community

These assets must include a summary of potential impacts per hazard, with the consideration of changing weather patterns.

5.1 Estimate Losses

The H2O Team will utilize ArcGIS and other information technologies to aggregate data to be portrayed on both maps and spreadsheets to demonstrate the change in risk assessment estimates and will show potential damages, injuries, and annualized losses per hazard, within

specific areas and across the entire Planning Area. The risk assessment will provide the probability of future occurrences and the potential impact for each hazard. The risk assessment will include a full analysis of:

- Number, types, and occupancy of existing buildings
- Populations, infrastructure, and natural resources at risk
- Repetitive loss and severe repetitive properties
- Economic impact of potential loss
- Land use and development trends

This comprehensive risk methodology provides the mechanism for local officials to target limited resources to those areas that have the highest vulnerability to natural hazards. The quantitative assessment provides a basis for current risks to the Planning Area. H2O will develop and explain a rate and ranking system that describes the vulnerability and potential impact for each hazard for the Planning Area. This information can facilitate sustainable risk management decisions to implement future planning and development projects. It also provides a basis to assess changing vulnerability due to growth and development patterns. H2O will work closely with the Planning Team to develop, communicate, and present the results of the Capability, Vulnerability, and Risk Assessments to key stakeholders.

Task Six – Develop Mitigation Strategies, Actions, and Objectives

Based on background research, the risk assessment, and input received, H2O and the Planning Team will focus on developing a mitigation strategy that will reduce the impact of current hazards to be included in the Plan. This strategy will be developed at the Mitigation Workshop.

We will work with the Planning Team and stakeholders to identify mitigation goals, objectives, and specific mitigation actions. The mitigation strategy session will include a discussion of the status of pre-and post-disaster hazard management policies, programs, and capabilities to mitigate hazards in the areas. Strategies will be consistent with parameters identified in the capability assessment and will identify, analyze, and prioritize action items related to continued compliance with the NFIP and HHPD regulations.

6.1 Review and Analysis of Previous Mitigation Actions

Existing policies, plans, practices, and programs will be collected and analyzed. Sources of information will include: Hazard Mitigation Grant Projects; Public Assistance program projects; FEMA; U.S. Army Corps of Engineers (USACE); U.S. Fire Administration; National Oceanic and Atmospheric Administration (NOAA); the State of New York Hazard Mitigation Plan; flood insurance studies and reports; identification of the type and date of current floodplain maps and repetitive loss properties.

Following the mitigation strategy development, H2O will work with the Planning Team to develop and prioritize new mitigation actions during the Mitigation Workshop. We will use our informed perspective from the almost 200 Plans we have developed to guide the actions discussed in the workshop to be both actionable and cost-efficient.

6.2 Create a Mitigation Action Plan

We have gained a deep understanding of successful and cost-effective mitigation projects through our in-depth experience providing the services Cortland County seeks.

The mitigation strategy will include a discussion of the status of pre-and post-disaster hazard management policies, programs, and capabilities to mitigate the hazards in the areas. Strategies will be consistent with parameters identified in the capability assessment, reflect the priorities of the Planning Area, and be reasonable and achievable. At least two actions, of different types, will be identified.

Community officials will determine the feasibility of implementation of each policy or project after an examination of the proposed actions. We will coordinate with the Planning Team to prioritize the mitigation actions based upon the STAPLEE method, which requires participants to review each potential action in light of social, technical, administrative, political, legal, economic, and environmental factors, including:

- Their potential impact in reducing overall risk to lives and property from all hazards;
- Ease of implementation;
- Community and political support; and
- Potential funding sources

Based on these factors, mitigation actions will be characterized as high, moderate, or low priority, the lead agency and personnel responsible for implementation, potential funding sources, and an implementation timeline.

The latest version of the FEMA Action Worksheet will be used to document each selected mitigation action, and the problem being addressed by the mitigation action; the range of potential actions considered and rejected, with a brief explanation of why the potential actions were rejected; the specific action intended for implementation including the name and number for the action, its full description, and a summary of why the action was selected; and identify the lead organization responsible for the implementation, the priority assigned to the action, a timeline for completing the action, potential funding sources, and the identification of appropriate planning mechanisms that will facilitate implementation and ensure the action integrated into existing governance processes and procedures.

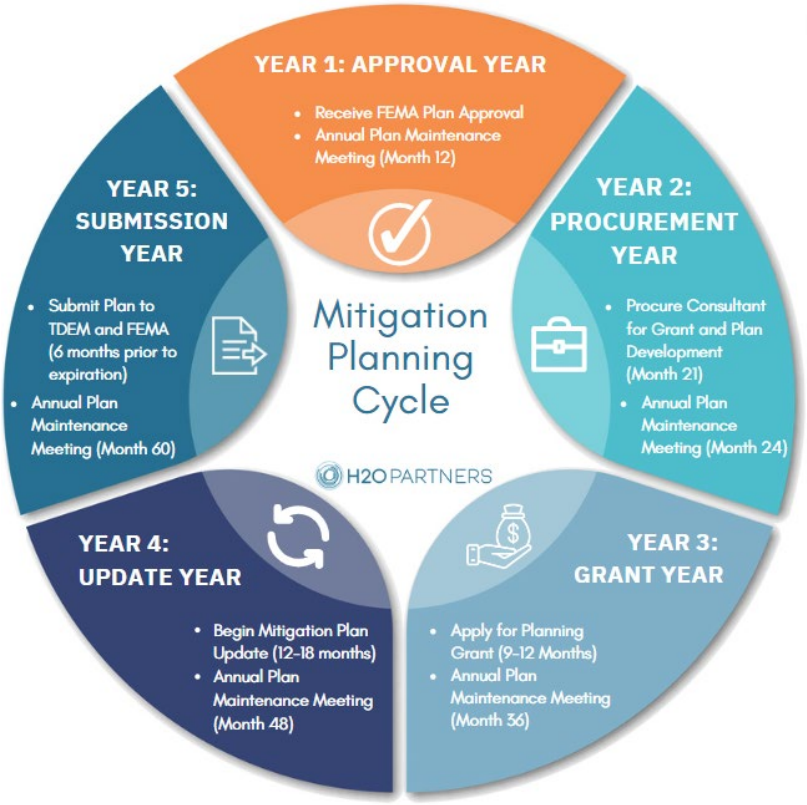
To ensure compliance with HHPD regulations, H2O will identify strategies to reduce risks to high-hazard dams, such as dam repairs, strengthening infrastructure, or relocation of nearby populations. Information on the status of dam inspections, maintenance practices, and compliance with safety regulations, including identifying any needed repairs or upgrades, will also be included.

Each HHPD will require the development or update of an Emergency Action Plan (EAP) outlining evacuation routes, early warning systems, and response procedures in case of a failure.

Task Seven – Finalize and Submit the Mitigation Action Plan

H2O upholds a 100% success rate in gaining State and FEMA approval. Oftentimes, our drafts require few revisions, which we turn around in 72 hours or less. The Plan Update will comply with all State and Federal requirements by including:

- Documentation of planning processes, policies, capabilities, and involvement of the public;
- A section on Hazard Identification and Risk Assessment, including updated maps, census data, geography, and risk variance;
- Mitigation vision, goals, and objectives;
- Mitigation actions and strategies specific to the Planning Area, including a prioritized list of actions and implementation plans, to include costs, benefits, responsible organization, implementation schedule, priority, and potential funding sources; and
- Documentation that the Plan will be formally adopted.



7.1 Mitigation Action Plan Submittal, Approval, and Adoption

We will provide a draft of the Plan to the Planning Team for review and comments at least two weeks prior to submission. Once all revisions are received and incorporated, H2O will complete and submit the FEMA review tool, along with a draft of the Plan, to NYS DHSES for review. The FEMA review tool will identify the page number where criteria have been met in the Plan. The Planning Team will receive notice, and a digital copy of the draft Plan once submitted to NYS DHSES. After NYS DHSES conducts its initial evaluation of the Plan Update and review tool, they will be forwarded to FEMA Region 2 in New York City for review and approval.

Once FEMA approves the Plan, it becomes 'Approvable Pending Adoption' or (APA). H2O will continue to assist in planning efforts until all adoption resolutions are received and returned to NYS DHSES.

7.2 Plan Maintenance

H2O will work with the Planning Team to develop a Plan Review section that will include a schedule for monitoring, evaluating, and updating the Plan and will identify the elements or processes that will be employed. The Plan review section will describe the method and schedule to be used over the next five years to monitor, evaluate, and update the Plan, including a description of how the County, participating jurisdictions, stakeholders, and the general public will remain involved during the plan maintenance process. The Plan Review section will also include a description of the process and procedures by which the County can incorporate the requirements of the Plan into other planning mechanisms, such as comprehensive or capital improvement plans, when appropriate.

Mitigate NY Experience

H2O is familiar with the Mitigate NY platform and has attended information sessions presented by NYS DHSES. We produce Hazard Mitigation Plans that present information in an organized, clear manner well-suited for uploading into Mitigate NY. We will work closely with the County to facilitate seamless integration with the platform, allowing for the optimization of data and available resources for future planning processes.

> *"H2O strives to streamline the planning process for the clients we serve. We understand that you are busy keeping your communities safe and resilient, and we always aim to lighten the burden for the emergency management professionals we serve. Rest assured that H2O's experts will shoulder the bulk of the burden of the Hazard Mitigation planning process outlined above."*
> — Heather Ferrara, MCP, Mitigation Program Manager

DETAILED PROJECT SCHEDULE

Having developed Hazard Mitigation Plans and Plan Updates throughout Texas, the staff at H2O Partners is intimately familiar with FEMA and NYS DHSES guidelines and regulations. We strive to ensure that plans receive an expedited review process by organizing them according to the grading schedule for NYS DHSES and FEMA reviewers, removing unnecessary information, and including a narrative to make charts and tables understandable. H2O has the resources and capacity to carry out the scope of work within the proposed timeline below.

Preliminary schedule. The timeline below presents a preliminary schedule for completion of the County's Plan update project. Upon contract award, we will work with the County to refine this preliminary schedule. Plan approval dates are set by NYS DHSES and FEMA.

Preliminary Schedule	
Month	**Service/Deliverables**
September 2026	**ORGANIZE PLANNING TEAM AND PROCESS:** Organize Planning Team and develop planning process and goals; develop capability assessment and conduct kick-off workshop and public meeting
October – November 2026	**DEVELOP RISK AND VULNERABILITY ASSESSMENT:** Identify/ review hazards, including High Hazard Potential Dam risks, and develop risk assessment report and GIS maps; finalize risk and vulnerability assessment; conduct risk workshop and public meeting
December 2026 – January 2027	**CONDUCT MITIGATION STRATEGY DEVELOPMENT:** Incorporate information from risk and capability assessment; review/analyze previous mitigation actions; conduct mitigation workshop and public meeting; develop and prioritize mitigation actions
February – May 2027	**DRAFT PLAN:** Develop draft of Plan Update; submit to Planning Team for approval; Incorporate edits; Conduct public meeting; Post Public Copy for 30 days
June – September 2027	**FINALIZE AND MAINTAIN PLAN:** Finalize and submit plan to NYS DHSES for review and approval; submit to FEMA
October – December 2027	**FINAL APPROVAL:** FEMA Approval Pending Adoption (APA); Commissioners Court approval; adoption by Cortland County and participating jurisdictions

STAFFING PLAN

H2O has the experience, organizational capacity, and financial stability to reliably deliver on all contract obligations for the County's Hazard Mitigation Plan project in a timely manner. To fulfill the requirements of the project, H2O Partners will provide expert and professional staff to perform all tasks. All team members have substantial experience in hazard mitigation planning projects similar in scope and magnitude to Cortland County's. Team members' combined experience and skills assure the County of a smooth, successful planning process.

Our hazard mitigation team members have extensive experience in drafting and executing Hazard Mitigation Plans across multiple public sector accounts. This cohesive hazard mitigation team has a successful track record of working collaboratively with each other and each jurisdiction to produce timely, accurate Hazard Mitigation Plans and Updates. H2O's unique, team-based approach to hazard mitigation planning assures Cortland County that the right experts are performing the right tasks at the right times to complete the process in an efficient, thorough, and cost-effective manner. Team member skills are summarized in the following table. Resumes are included in the **Proposal Checklist Attachments Section S.**

Proposed Team Areas of Specialization	Hazard Mitigation Planning	Grant Writing	Project Mgmt	Mitigation Outreach	GIS
Heather Ferrara, MCP	●	●	●	●	●
Rhonda Murphy	●		●	●	
Heidi Watson, MS	●	●	●	●	
Krystian Cole	●	●		●	
Stevie-Ann O'Donnell, MSW	●	●		●	
Edgar Sada, MAP	●			●	●
Will Parker	●			●	
Amelia Tagliaferro	●	●			●
Madison Chandler	●				●
Payton Morris, MS	●	●		●	
Shawna Payan, MPH	●	●		●	
Diamond McKinney	●	●			

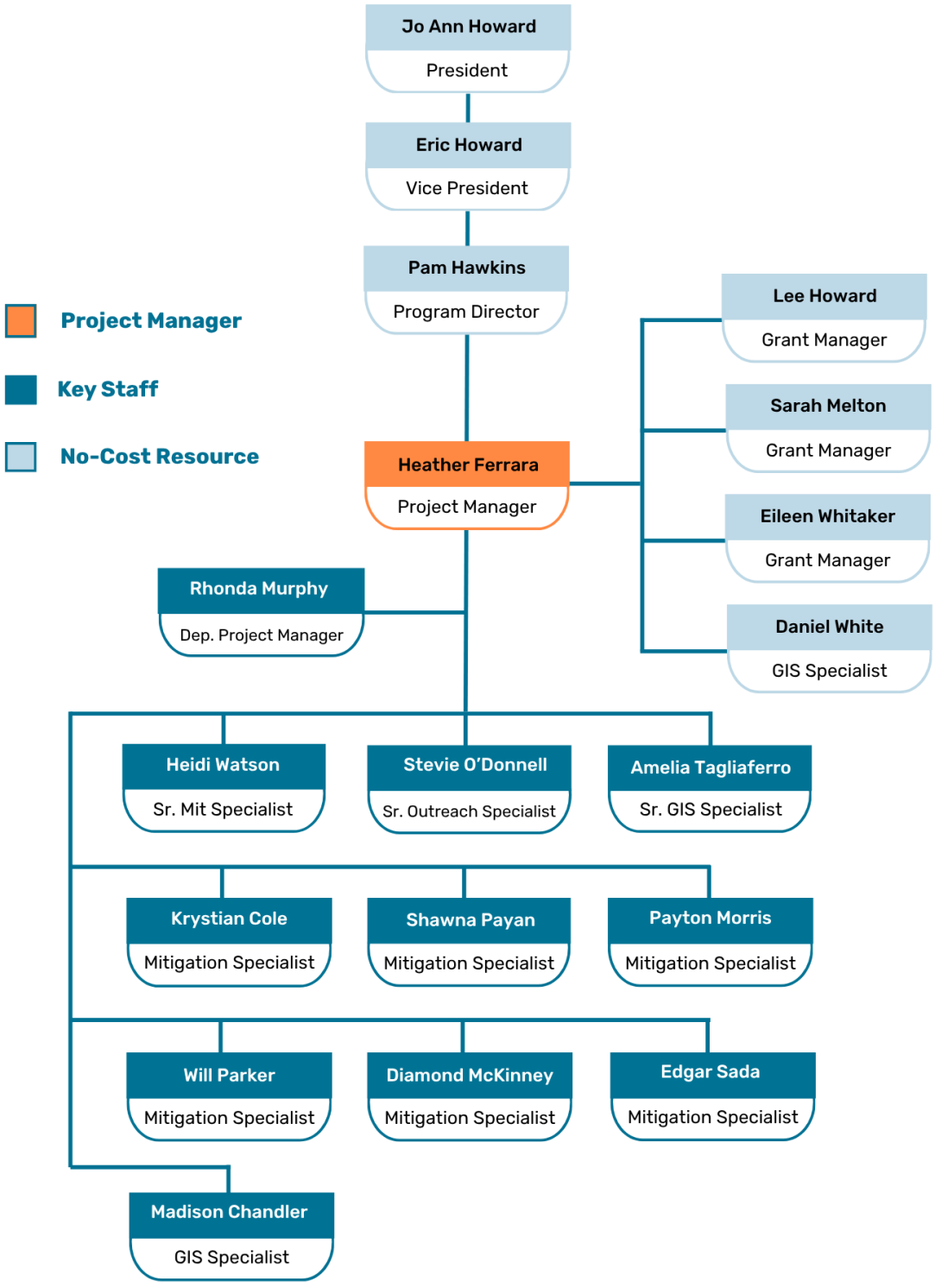
Skilled Project Team. H2O Partners has assigned skilled, experienced staff to complete the County's Hazard Mitigation Plan Update.

Project Management

Project Manager Heather Ferrara and Deputy Project Manager Rhonda Murphy have a combined 38 years of experience in the hazard mitigation field. Their expertise spans hazard mitigation planning, climate resilience planning, Hazard Mitigation Assistance (HMA) grant applications and management, outreach, the Stafford Act, 44 CFR, geographic information systems (GIS) and other risk assessment tools, floodplain management, Community Wildfire Protection Plan (CWPP) development, Community Wildfire Defense Grant (CWDG) development and management, FEMA's Public Assistance (PA) grant program, the National Flood Insurance Program (NFIP), the Community Rating System (CRS), and the High Hazard Potential Dams (HHPD) program. Both individually and as a team, they have spearheaded numerous projects focused on increasing community resilience to natural hazards. Their skills in project leadership and team management will ensure the smooth execution of Cortland County's Plan update.

Support Staff / Roles

H2O's support staff work alongside project management staff to form a robust hazard mitigation team, as depicted in the following organizational chart. The chart shows the capacity in which each team member will be working on the County's Plan Update. Our hazard mitigation team receives support and oversight from H2O Partners' executives, including President Jo Ann Howard, Vice President Eric Howard, and Program Operations Director Pam Hawkins. This executive team monitors project quality and progress and ensures ample resources are provided for successful project completion. Additionally, the County's Plan project will be supported by subject matter experts (SMEs) with specializations such as GIS mapping and grant management. **These value-added resources are provided to the County at no cost.**



Strong Team Structure. H2O Partners proposes a robust, experienced team with ample oversight from Project Manager Heather Ferrara.

Key Personnel – Qualification Summaries

The following qualification summaries for key staff convey each team member's services to be provided, and relevant qualifications.

HEATHER FERRARA, MCP

Project Manager. Project's primary point of contact. Responsible for the successful fulfillment of all project requirements. Directly supervises all team members, providing guidance, technical assistance, and quality control.

Qualification Highlights. 14+ years' experience leading mitigation planning projects serving more than 1,200 jurisdictions | Master of Community Planning degree from Auburn University | ArcGIS certification | HAZUS-MH, ArcGIS, and other statistical analysis tools.

RHONDA MURPHY, CFM

Deputy Project Manager. Supports project management. Participates in all aspects of Hazard Mitigation Plan development. Corresponds with the planning team. Organizes and coordinates workshops.

Qualification Highlights. 25+ years' mitigation planning, grant experience | Extensive expertise in development and review of Plans and Plan Updates | HMP review through FEMA CAMPR contract | Floodplain management, NFIP knowledge | FEMA Risk MAP | Was FEMA Region 6 lead mitigation specialist.

HEIDI WATSON, MS

Senior Mitigation Specialist. Assists with all aspects of Hazard Mitigation Plan development. Provides technical assistance. Performs detailed writing and editing of HMP. Facilitates outreach and community workshops.

Qualification Highlights. Master of Science in Emergency Disaster Preparedness Management | Bachelor of Science in Climatology | Extensive knowledge of 44 CFR, the Stafford Act, and FEMA policy guidance | Assisted state agency in managing more than 1,500 HM and PA grants.

STEVIE-ANN O'DONNELL, MSW

Senior Outreach Specialist. Assists with Hazard Mitigation Planning, conducting outreach to the planning teams, stakeholders, and the public. Supports additional planning activities.

Qualification Highlights. Based in the Susquehanna Valley | Excels at community outreach | Post-Hurricane Sandy assistance to power authority in managing FEMA PA compliance and close-out | Proficient in disaster relief grant program software | Familiar with federal and state disaster management grants.

AMELIA TAGLIAFERRO

Senior GIS Specialist. Leads effort to work with the jurisdiction's GIS team to update all maps with current and relevant data and assists with Hazard Mitigation Planning tasks.

Qualification Highlights. Over 53 Hazard Mitigation Plans mapped (10-100+ maps each) | Expertise in preparing risk and vulnerability assessments, including HAZUS | Post-Baccalaureate

Certification in Geographic Information Systems | Environmental Applications of GIS | CDBG-DR Requirements.

MADISON CHANDLER

GIS Specialist. Assists in the effort to work with the jurisdiction's GIS team to update all maps with current and relevant data. Assists with Risk Assessments and other Hazard Mitigation Planning tasks.

Qualification Highlights. B.S. in Environmental Science | Expertise in data analysis tools, including ArcGIS Online & Pro, R, Python, QGIS, and eCognition | Adept at creating geospatial datasets for administrative boundaries, public infrastructure, and critical facilities.

EDGAR SADA, MAP

Mitigation Specialist. Conducts research, develops narratives, and consults with clients to develop forward-thinking, accurate planning mechanisms. Facilitates inclusive outreach and public education initiatives.

Qualification Highlights. Master of Arts, Community Planning, Policy, and Design | Involvement in other planning projects, such as Community Wildfire Protection Plans, Comprehensive Plans, Climate Action Plans, and Pre-Disaster Housing Plans, informs diverse, forward-thinking mitigation strategy development | In-depth understanding of BRIC and other FEMA funding sources.

KRYSTIAN COLE

Mitigation Specialist. Assists with all aspects of Plan development. Provides technical assistance. Performs detailed writing and editing of the Plan. Facilitates outreach and community workshops.

Qualification Highlights. B.S. in Emergency Administration and Planning | Adept at conducting social vulnerability analysis in risk assessments and incorporating U.S. Climate Explorer tool | Presented "Climate Change in Mitigation Planning" at the University of North Texas | Has assisted in developing 56+ Plans.

PAYTON MORRIS, MS

Mitigation Specialist. Assists with Hazard Mitigation Planning. Conducts outreach and facilitates public and stakeholder workshops. Creates public engagement and informational materials.

Qualification Highlights. Extensive experience reviewing both Single- and Multi- Jurisdictional Hazard Mitigation Action Plans | Has conducted outreach to over 200 jurisdictions and assisted in the development of 71 plans | Working knowledge of State and Federal Regulations, legislation, guidelines, policies, and procedures.

SHAWNA PAYAN, MPH, CEM

Mitigation Specialist. Provides technical assistance. Conducts outreach with the planning team, steering committee, stakeholders, and public. Assists with Hazard Mitigation Planning.

Qualification Highlights. Has facilitated over 120 education and engagement initiatives with local and community partners | Developed and managed grants totaling over $19.7 million | Expertise spans emergency management roles, including planning, operations, community relations, and recovery.

WILL PARKER

Mitigation Specialist. Assists with Hazard Mitigation Planning. Offers technical writing for Plan development and outreach materials. Supports additional planning activities.

Qualification Highlights. Has assisted in the development of 60 Hazard Mitigation Plans | Highly experienced and versatile technical writer | Adept at facilitating outreach meetings and drafting materials | Proficient at drafting hazard profiles from scratch.

DIAMOND MCKINNEY

Mitigation Specialist. Assists with Hazard Mitigation Planning. Ensures compliance with grant documentation and requirements. Conducts quality assurance/quality control tasks.

Qualification Highlights. Adept at drafting Hazard Mitigation Plan text, including planning process, community profiles, translating complex technical material, and gathering research for Plan development | Has conducted subrecipient management for 40+ CDBG contracts totaling over $132 million.

RELEVANT EXPERIENCE

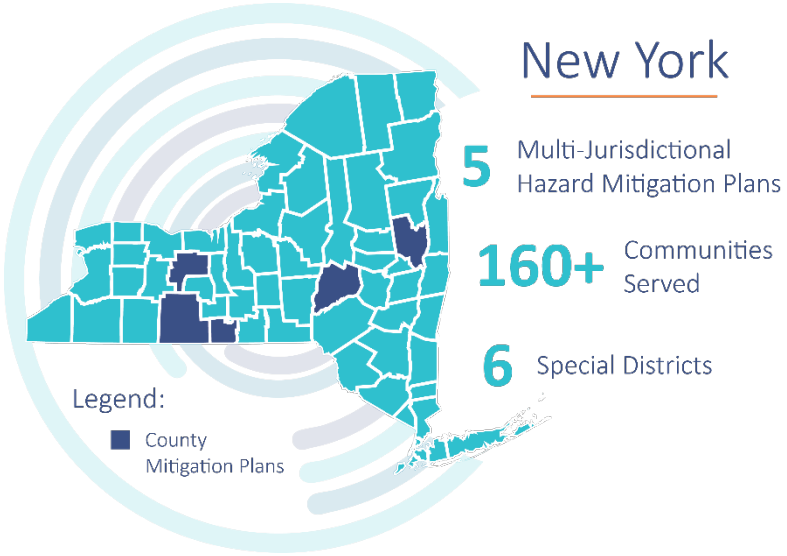
Experience Preparing FEMA-Approved Hazard Mitigation Plans

Hazard mitigation planning serves as a vital foundation for saving lives and protecting property from the effects of natural hazards. Because the work we do is of critical importance to the well-being and economic health of the communities we serve, we apply an established methodology to our management of deliverables.

Since 2001, H2O has worked with **1,200+ jurisdictions** to complete nearly **200 FEMA-approved Hazard Mitigation Plans**, conducting comprehensive outreach and engagement; thorough analysis of each jurisdiction's capabilities, risks, and vulnerabilities; and actionable mitigation actions that minimize harm from disasters. H2O's experienced mitigation team has earned a reputation for producing on-time, on-target Plans with a **100% success rate obtaining FEMA approval**. Plans H2O produces often proceed to FEMA without revision requests.

Knowledge of FEMA Mitigation Planning Requirements and NYS DHSES Standards

With in-depth expertise in evolving FEMA and NYS DHSES standards, H2O assures Cortland County of a knowledgeable, experienced provider. In the State of New York alone, H2O has worked with more than 160 communities. New York counties served include Chemung, Ontario, Otsego, Saratoga, and Steuben.



Cortland County's 19 participating municipalities will benefit from H2O's experience working with similar entities, as well as our proactive engagement approach. Based in the Susquehanna Valley, H2O's Senior Outreach Specialist, Stevie-Ann O'Donnell, has helped New York communities reduce the harm of natural disasters and recover from their effects since Hurricane Sandy devastated the region. With support from Project Manager Heather Ferrara, Ms. O'Donnell will coordinate with each Cortland County municipality to localize stakeholder outreach strategies and to assist with Plan adoption activities, ensuring maximum participation.

Experience Facilitating Multi-Jurisdictional Planning Efforts

H2O Partners' past performance assures Cortland County that we will achieve all elements for providing the services described in the Scope of Work. The following table lists examples of jurisdictions for which H2O has provided hazard mitigation planning services in recent years or for which we are currently developing Plans or Plan Updates.

State Agencies

- Texas Division of Emergency Management (TDEM)

River Authorities/Special Districts

- Brazos River Authority
- San Antonio River Authority
- Trinity River Authority
- Guadalupe-Blanco River Authority
- Lower Colorado River Authority
- Refugio County WCID #1

Councils of Government (COGs)

- Alamo Area COG
- Brazos Valley COG
- Concho Valley COG
- Heart of Texas COG
- North Central Texas COG
- South East Texas RPC
- Rio Grande COG
- South Plains Association of Government
- West Central Texas COG
- Central Texas COG
- Nortex RPC
- Middle Rio Grande Development Council

Stakeholder Groups

- Texas Tech University
- Texas A&M International University
- Port of Freeport, TX
- M.D. Anderson Cancer Center

Cities and Counties

- Andrews County, TX
- Angelina County, TX
- Aransas County, TX
- Atascosa County, TX
- Bastrop County, TX
- Bexar County, TX
- Brooks County, TX
- Burleson County, TX
- Burnet County, TX
- Caldwell County, TX
- Cameron County, TX
- Chemung County, NY
- City of Alice, TX
- City of Andrews, TX
- City of Austin, TX
- City of Baytown, TX
- City of Bayview, TX
- City of Clovis, NM
- City of Georgetown, TX
- City of Houston, TX
- City of Indian Lake, TX
- City of Ingleside, TX
- City of La Feria, TX
- City of Laguna Vista, TX
- City of Round Rock, TX
- City of San Angelo, TX
- City of San Antonio, TX
- City of San Benito, TX
- City of San Marcos, TX
- City of Schertz, TX
- City of Southlake, TX
- City of South Padre Island, TX
- City of Tyler, TX
- City of Waco, TX
- City of Weslaco, TX
- Colfax County, NM
- Comal County, TX
- Cooke County, TX
- Crane County, TX
- Curry County, NM
- Dallas County, TX
- Denton County, TX
- DeWitt County, TX
- Duval County, TX
- Ector County, TX
- El Paso County, TX
- Fayette County, TX
- Jefferson County, TX
- Jim Hogg County, TX
- Jim Wells County, TX
- Kaufman County, TX
- Kendall County, TX
- Kennedy County, TX
- Lavaca County, TX
- Lubbock County, TX
- Midland County, TX
- McLennan County, TX
- McMullen County, TX
- Milam County, TX
- Mora County, NM
- Nacogdoches County, TX
- Ontario County, NY
- Orange County, TX
- Otsego County, NY
- Payne County, OK
- Pecos County, TX
- Quay County, NM
- Reeves County, TX
- Rockwall County, TX
- Roosevelt County, NM
- Rusk County, TX

• City of Los Fresnos, TX • City of Lufkin, TX • City of Nacogdoches, TX • City of New Orleans, LA • City of Odessa, TX • City of Orange Grove, TX • City of Plano, TX • City of Port Isabel, TX • City of Portales, NM • City of Primera, TX • City of Rancho Viejo, TX • City of Richardson, TX • City of Richmond, TX • City of Rio Hondo, TX	• Frio County, TX • Grant County, NM • Grayson County, TX • Gregg County, TX • Guadalupe County, NM • Guadalupe County, TX • Harris County, TX • Harrison County, MS • Hidalgo County, TX • Hill County, TX • Hopkins County, TX • Houston County, TX • Jackson County, TX • Jasper County, TX	• San Patricio County, TX • Santa Fe County, NM • Saratoga County, NY • Sierra County, NM • Smith County, TX • Starr County, TX • Steuben County, NY • Tom Green County, TX • Travis County, TX • Van Zandt County, TX • Victoria County, TX • Waller County, TX • Webb County, TX • Wichita County, TX • Williamson County, TX • Wilson County, TX
School Districts		
• Scurry-Rosser ISD • Condra School	• Austin ISD • Rockwall ISD	• Sam Rayburn ISD

GIS and Hazard Analysis Capabilities

H2O's expert GIS specialists have extensive experience with desktop and web GIS as it relates to hazard mitigation and can swiftly compile data and produce new maps that accurately portray risk and other pertinent information. With over 12 years of combined experience creating and managing complex datasets and maps, they are proficient in spatial data analysis as it pertains to hazard risk and skilled at translating complex data for education and outreach purposes.

Number and Quality of Maps. H2O Partners will produce a series of maps to explore the community's risk to the hazards. These maps will provide supplemental spatial context in the hazard profiles, discussing the community's risk to the hazard by demonstrating the extent or intensity, frequency of historic occurrences, and risk, where available, in accordance with various geographic considerations specific to your community. Hazard events are a frequent reality for many communities, and risk is constantly evolving. H2O understands the importance of utilizing the best available data from each of our sources in order to ensure accurate analyses and high-quality map production.

Geospatial tools such as ArcGIS will be utilized to generate customized maps for natural hazard risks within the planning area, including flood, wildfires, earthquakes, hurricanes, hail, and tornadoes. Our standard map sets also include analysis of the planning area's risk of dam failure as applicable. Flood and wildfire risk is additionally mapped for each participating jurisdiction within the planning area for a more detailed understanding of these hazards and their potential effect on critical facilities within each specific community. H2O Partners will produce all maps

included in the Plan at the local level to ensure sufficient detail is conveyed for each hazard. The number of maps produced by H2O will depend on the hazards that will be assessed and the number of participating jurisdictions.

Public Outreach and Stakeholder Engagement Experience

H2O Partners has conducted outreach, public education, and engagement activities in every Hazard Mitigation Plan that we have developed. These activities include communicating hazard risk and mitigation actions to the public, disseminating educational materials for public awareness, conducting community assessment surveys, and developing and presenting materials for public and stakeholder meetings. Our Plans encompass over 1,200 jurisdictions of varying sizes and socioeconomic backgrounds, making the H2O outreach team adept at adapting our outreach strategies to the individual needs of the community.

H2O's Lead Outreach Specialist, Stevie-Ann O'Donnell, has a Master's in Social Work and ten years of experience conducting outreach in the Hazard Mitigation sphere. She will coordinate with participating agencies to ensure that public meetings and workshops will be attended by the broadest possible range of community members. Flyers and other outreach materials will be designed based on community needs and demographics to solicit input from a broad range of the public and other stakeholders.

We understand that Cortland County seeks to amplify adoption by participating jurisdictions in this Plan Update. We have worked with other New York clients who have had similar experiences. Through our hands-on engagement services through adoption, we've been able to secure **100% adoption** for these participating jurisdictions and will apply this approach to Cortland County's Plan Update.

Familiarity with New York State Local Government Operations

As mentioned above, H2O has worked with over 160 local government entities in New York, making our team very familiar with the processes of local government operations in the State. This experience informs our planning and outreach approach, which we use to ensure maximum participation from the participating jurisdictions in each Plan or Plan Update we develop.

REFERENCES

Cortland County's municipalities have varying capabilities, risks, and vulnerabilities; yet, participating in a countywide planning process benefits all participating jurisdictions with efficiency and a holistic approach. Through H2O's extensive experience developing Multi-Jurisdictional Hazard Mitigation Plans, we have developed best practices for effectively representing the interests of each entity, whether large or small, urban or rural, within a cohesive, comprehensive Plan.

H2O Partners greatly values the relationships built as we work side-by-side with jurisdictions to develop Hazard Mitigation Plans that address the specific risks and vulnerabilities they face. Many clients who work with H2O Partners return for multiple engagements with us, and we would be honored to work with Cortland County.

We invite the County to speak with the emergency management professionals listed in the references below to confirm the quality of our work. Reference letters are attached following this section.

Ontario County, New York	
Services Provided:	Multi-Jurisdictional Hazard Mitigation Plan Update
Dates of Service:	2023-2024
Client Point of Contact:	Linda Phillips, Senior Planner 585-396-4050 linda.phillips@ontariocountyny.gov 20 Ontario St, Canandaigua, NY 14424
A main concern for Ontario County going into this Plan Update cycle was the lack of engagement among the 26 participating jurisdictions during the previous planning cycle – almost half of the entities did not adopt the final Plan. Knowing this, H2O stayed actively engaged with the participating jurisdictions throughout the planning process. Our outreach specialists worked tirelessly to stay in constant communication with the entities and keep the project on track. This resulted in all the municipalities adopting the plan with no issues. At this moment, the entire County has an active Plan and is eligible for grant funding. In addition, H2O achieved this feat while operating on an expedited schedule at the request of the County. The planning process was kicked off in July of 2023, with the Draft Plan submitted to the Planning Team for review within five months.	

Saratoga County, New York	
Services Provided:	Multi-Jurisdictional Hazard Mitigation Action Plan Update
Dates of Service:	October 2023 – Present
Client Point of Contact:	Michael Stanley, Deputy Director, Saratoga County Office of Emergency Management 518-885-2232 mstanley@saratogacountyny.gov 6012 County Farm Road, Ste 3, Ballston Spa, NY 12020
In selecting a consultant to update its Hazard Mitigation Plan, Saratoga County prioritized finding a firm with solid experience leading numerous municipalities through an efficient, inclusive process to achieve unanimous adoption of a FEMA-approved Plan. The County selected H2O based on our team's qualifications and technical merit, as well as the comprehensiveness of our proposed scope of services relative to the proposed lump sum fee.	

"The great participation is a testament to your level of engagement with the jurisdictions. Great job and thank you."
— Michael Stanley, Deputy Director, Saratoga County Office of Emergency Management

Steuben County, New York	
Services Provided:	Hazard Mitigation Plan Update Development
Dates of Service:	2025 – Present
Client Point of Contact:	Timothy Marshall, Director of Public Safety 607-664-2901 tmarshall@steubencountyny.gov 6979 Rumsey Street Extension, Bath, NY 14810
In 2025, Steuben County selected H2O Partners as its hazard mitigation planning consultant. Deciding factors included H2O's technical expertise as well as our track record of successful community engagement. H2O's team increased engagement to 100% participation from every one of the County's 49 participating municipalities. In close coordination with Steuben County leadership, H2O's team updated the County's Hazard Mitigation Plan to include all required elements, as defined in the FEMA Local Mitigation Planning Policy Guide. One focus of the planning effort was to institute both short-term actions and long-term monitoring to address High Hazard Potential Dams throughout the County and to establish eligibility for HHPD funding. Nearing completion, Steuben County's Hazard Mitigation Plan addresses a broad range of needs and concerns among all local populations, including those with special considerations.	

Linda Phillips, Planner at Ontario County, NY, could not provide a reference letter on company letterhead as she is currently out of the country.

She provided the following quote to attest to the quality of H2O's services:

"H2O was a pleasure to work with, and they persevered to obtain the required information from all municipalities and to get the Hazard Mitigation Plan approved and adopted by FEMA." – *Linda Phillips, Planner, Ontario County, NY*

SARATOGA COUNTY
OFFICE OF EMERGENCY MANAGEMENT

Paul E. Lent Public Safety Facility
6012 County Farm Road
Ballston Spa, New York 12020
518-885-2232 emergencyservices@saratogacountyny.gov 518-885-2278 (Fax)

Andre M. Delvaux
Director

Michael Stanley
Deputy Director

07/10/2026

To Whom It May Concern;

In 2022, Saratoga County NY issued an RFP to update the county hazard mitigation plan. H2O Partners was selected to work with us to complete this project.

Throughout the lengthy and at times tedious process of reviewing and updating the plan H2O Partners has been exceptional. The team at H2O Partners was always very responsive the county's needs and answered any questions that arose in a timely manner. I was incredibly impressed with the professionalism of their team and the organizational skills demonstrated, bringing key stakeholders from over 30 local municipalities within our county together to address a wide range of hazards of concern for all our communities.

H2O Partners was instrumental in not only public education by organizing both in person and virtual informational and question and answer sessions but also assisting Saratoga County with the overall work status tracking and quarterly progress reports necessary for NYS DHSES Grant Programs.

I simply cannot recommend H2O Partners enough to work on a Hazard Mitigation Project, Heather, Stevie-Ann, Rhonda and Payton are exceptionally organized, detail oriented and a pleasure to work with. We look forward to working with them again in the future.

Thank you,

David P. Gardner

David Gardner
Emergency Services Specialist
CAD Coordinator
Office of Emergency Management

Phone: 518.885.2232
Fax: 518.885.2278
Email: DGardner@saratogacountyny.gov

6012 County Farm Road
Ballston Spa, NY 12020

saratogacountyny.gov

SARATOGA COUNTY NEW YORK

STEUBEN COUNTY OFFICE OF EMERGENCY MANAGEMENT
3 E Pulteney Square
Bath, N.Y. 14810
Phone-607-664-2910
Fax-607-776-3334

Timothy D. Marshall, Director of Public Safety
Kenneth J. Forenz, Deputy Director

To whom it may concern,

Steuben County, NY recently contracted with H2O Partners Inc. on our recent Hazard Mitigation update. I found the process of working with H2O Partners very successful. Their representation was very personable, thorough and professional throughout the process. Considering the size of Steuben County and the number of municipalities H2O Partners, Mitigation Outreach Coordinator, Stevie Ann O'Donnell did an excellent job in her outreach. Stevie provided great connection to the local municipalities and providing excellent feedback to the County. During our last mitigation plan update we only had thirty-three of forty-nine municipalities participate in the plan. With Stevie's help Steuben County was able to secure forty-seven out of forty-nine municipalities.

Heather Ferrara provided Project Management for our plan and again was very personable and professional. Heather was able to support the continued movement of the plan through the planning process and help support the County with required quarterly reports to New York State. Heather was also able to work with various members of her team to keep Steuben County's planning process on task and make sure we continued to hit our benchmarks and answer any questions the County had.

H2O partners also brought a number of other experts to the table including support to our GIS team. The overall team was excellent at completing all tasks and providing the support that was requested as part of our proposal. As of now we are still awaiting our draft version to be returned from the State, but generally, we have been happy with the overall process and the work that H2O Partners have provided.

If you have any questions, please feel free to reach out.

Sincerely,

Timothy D. Marshall

Timothy D. Marshall,
Director of Public Safety

DETAILED COST PROPOSAL

The Itemized Cost Proposal table below presents milestone and Grand Total pricing that covers all services required to accomplish the scope of work outlined in the solicitation; the pricing includes all necessary fees and charges needed to complete this work. H2O will provide all services with our own workforce; no subcontractors are needed for this work. We are willing to participate in a BAFO negotiation.

Pricing presented here assumes that the Hazard Mitigation Plan will include 19 participating jurisdictions, in addition to the County. Additional jurisdictions can be included in the Plan for $4,500 each.

Itemized Cost Proposal

Description	Amount
DEVELOPING PLANNING PROCESS: Organize Planning Committee and Develop Planning Process and Goals; Develop Capability Assessment and Conduct Kick-off Workshop and Public Meeting	$18,070
RISK AND VULNERABILITY ASSESSMENT: Identify/Review Hazards and Develop Risk Assessment Report and GIS Maps; Finalize Risk and Vulnerability Assessment; Conduct Risk Workshop and Public Meeting	$26,520
MITIGATION STRATEGY DEVELOPMENT: Incorporate Information from Risk/Capability Assessment; Analyze Previous Mitigation Actions; Conduct Mitigation Workshop and Public Meeting; Develop/Prioritize Mitigation Actions	$28,210
DRAFT, FINALIZE, AND MAINTAIN PLAN: Develop draft of Plan; Submit to County for Approval; Incorporate Edits; Finalize and Submit Plan to NYS DHSES	$28,405
PROJECT COMPLETION: State Review and Approval; Submit to FEMA; Final Presentation; FEMA Approval; Adoption by Cortland County and participating jurisdictions	$11,245
GRAND TOTAL	**$112,450**

Pricing Details. The milestone and Grand Total amounts presented in the Itemized Cost Proposal table above cover the rates for the 12 team members assigned to Cortland County's project, performing an estimated total of 865 hours of labor. All other costs are covered under these amounts. The following Hourly Rates table details the billing rates for the individuals assigned to the project.

Hourly Rates

Staff Member Role	Hourly Rate
Project Manager and Deputy Project Manager	$175

Staff Member Role	Hourly Rate
Senior Mitigation Specialist	$160
Mitigation Specialist	$130
Senior Mitigation Outreach Specialist	$130
Mitigation Outreach Specialist	$120
Senior GIS Specialist	$130
GIS Specialist	$120

PROPOSAL CHECKLIST ATTACHMENTS

A. Firm Contact Information

Name, contact, address, telephone number, fax number, and email address of our firm/business are included below.

Requested Information	
Name:	H2O Partners, Inc.
Contact:	Julie Wickert, Business Development Manager
Address:	1515 S. Capital of Texas Highway, Suite 305, Austin, TX 78746
Telephone Number:	512-221-4831
Fax Number:	N/A
Email Address:	jwickert@h2opartnersusa.com

B. Project Specifications

Project specifications, including approach to the scope of work and proposed timeline, are included in the Sections: Project Understanding and Approach and Detailed Proposed Timeline, respectively.

C. Schedule of Fees/Project Budget

A schedule of fees and project budget is included in the Detailed Cost Proposal section of the proposal body.

D. Licenses, Permits, and Certifications

H2O has no applicable licenses, permits, or certifications to report for this work. Resumes of key staff are included in Section S below.

E. NYS Certificate of Authority to do Business in New York State

H2O's Certificate of Authority is attached following this page.

New York State Comptroller
THOMAS P. DINAPOLI

Logout

VendRep Vendor

My Apps

Basic Vendor Data

Entity Information

Legal Business Entity Name:	H2O PARTNERS INC
TIN (EIN or SSN):	742994685
Vendor ID:	1100199459
Principal Place of Business:	1515 S Capital of Texas HWY Suite 305 Austin, TX 78746 United States
Telephone:	(888)318-5112
Website:	www.h2opartnersusa.com
Email:	eric@h2opartnersusa.com

Business Entity Information

Business Type:	For-Profit
Business Activity:	Non-Construction

Authorized Contacts

Name:	Melissa Trent	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Accountant		
Telephone:	(512)740-5014		
Email:	mtrent@h2opartnersusa.com		
Name:	Eric Howard	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Vice President		
Telephone:	(512)940-9300		
Email:	eric@h2opartnersusa.com		
Name:	Monica Huerta	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Accounting & HR		
Telephone:	(512)560-7571		
Email:	mhuerta@h2opartnersusa.com		
Name:	Pam Hawkins	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Director of Program Operations		
Telephone:	(512)750-6014		
Email:	pam@h2opartnersusa.com		
Name:	Julie Wickert	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Business Development Manager		
Telephone:	(512)221-4831		
Email:	jwickert@h2opartnersusa.com		
Name:	Haven Portillo	**Address:**	PO Box 160130 Austin, TX 78716 United States
Title:	Business Development Coordinator		
Telephone:	(512)831-2167		
Email:	hportillo@h2opartnersusa.com		

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F. Proof that Signatory is Owner and Has Proper Authority

Jo Ann Howard is President and sole owner of H2O Partners, Inc. Our Certificate of Fact is attached following this page.

Corporations Section
P.O.Box 13697
Austin, Texas 78711-3697

Jane Nelson
Secretary of State

Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Articles Of Incorporation for H2O Partners, Inc. (file number 122470900), a Domestic For-Profit Corporation, was filed in this office on March 18, 1992.

It is further certified that the entity status in Texas is in existence.

It is further certified that our records indicate JOANN HOWARD as the designated registered agent for the above named entity and the designated registered office for said entity is as follows:

1501 EASY STREET

AUSTIN, TX - 78746 USA

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on May 29, 2025.

Jane Nelson
Secretary of State

G. References

Reference information and letters of recommendation are included in the References section of the proposal body.

H. Litigation Information

H2O does not have any current or pending litigation against the firm or principals as it relates to the proposed services.

I. Current W-9

H2O's current W-9 is attached following this page.

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

H2O Partners, Inc.

2 Business name/disregarded entity name, if different from above.

H2O Partners

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☑ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

PO Box 160130

6 City, state, and ZIP code

Austin, TX 78716

Requester's name and address (optional)

Physical Address:
1515 S Capital of Texas HWY, Suite 305
Austin, TX 78716

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

7	4	–	2	9	9	4	6	8	5

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** E Howard **Date** 1-1-2024

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

J. Proof of Insurance

H2O agrees to obtain, if necessary, and maintain the amounts of insurance specified in Schedule A. Samples of currently held policies are below.

Professional Liability Insurance

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 4/28/2026

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

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

PRODUCER	CONTACT NAME: Jody Berry
Adams Risk Management Services, LLC Adams Insurance Service, Inc. 1111 North Loop W, Suite 600 Houston TX 77008	PHONE (A/C, No, Ext): 713-869-8346 FAX (A/C, No): E-MAIL ADDRESS: jberry@adamsins.com
INSURED H2OPART-01 H2O Partners, Inc. PO Box 160130 Austin TX 78716	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Professional Solutions Insurance Company — 11127 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 389023490 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						☐ PER STATUTE ☐ OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ N / A						E.L. EACH ACCIDENT	$
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability			IU194DMLA263	5/21/2026	5/21/2027	Each Claim Aggregate Deductible	$2,000,000 $2,000,000 $10,000

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

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

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/03/2020

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

PRODUCER	CONTACT NAME: Justworks Customer Success	
Doug Jones (Justworks) c/o Aritex Risk Solutions, Inc. P.O. Box 13838 Scottsdale, AZ 85267	PHONE (A/C, No, Ext): (888) 534-1711	FAX (A/C, No):
	E-MAIL ADDRESS: support@justworks.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: American Zurich Insurance Company	40142
INSURED Justworks Employment Group LLC PO Box 7119 Church Street Station New York, NY 10008-7119	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES CERTIFICATE NUMBER: 26NY0171197653 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	CLAIMS-MADE OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N		N/A	WC 00-94-236-10	06/01/2026	06/01/2027	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000
				Location Coverage Period:	06/01/2026	06/01/2027	Client# 146324-TX	

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

Coverage is provided for only those co-employees of, but not subcontractors to:

Alt. Emp: H2O Partners Inc. dba: H2O Partners
1515 S Capital of Texas Hwy Suite 305
Austin, TX 78746

CERTIFICATE HOLDER	CANCELLATION
H2O Partners Inc. dba: H2O Partners 1515 S Capital of Texas Hwy Suite 305 Austin, TX 78746	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 9/11/2025

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

PRODUCER Adams Risk Management Services, LLC Adams Insurance Service, Inc. 1111 North Loop W, Suite 600 Houston TX 77008	CONTACT NAME: Jody Berry PHONE (A/C, No, Ext): 713-869-8346 FAX (A/C, No): 713-869-9114 E-MAIL ADDRESS: jberry@adamsins.com
INSURED H2OPART-01 H2O Partners Inc. P.O. Box 160130 Austin TX 78746	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Employers Mutual Casualty Company — 21415 INSURER B : EMCASCO Insurance Company — 21407 INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 1569279260 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	X COMMERCIAL GENERAL LIABILITY	Y	Y	4D81176	9/15/2025	9/15/2026	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 500,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 3,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 3,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY	Y	Y	4E81176	9/15/2025	9/15/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR	Y	Y	4J81176	9/15/2025	9/15/2026	EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 5,000,000
	DED X RETENTION $ 10,000							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE / OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) N / A						E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

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

THE GENERAL LIABILITY POLICY INCLUDES THE FOLLOWING ENDORSEMENTS: 1) CG7578.3 - BLANKET WAIVER OF SUBROGATION WHEN REQUIRED IN A WRITTEN CONTRACT EXECUTED PRIOR TO LOSS. 2) CG7650 and CG7578.3 - WHO IS AN INSURED IS AMENDED TO INCLUDE ANY PERSON OR ORGANIZATION THAT YOU AGREE IN A WRITTEN CONTRACT REQUIRING INSURANCE TO INCLUDE AS AN ADDITIONAL INSURED. IF THE WRITTEN CONTRACT REQUIRING INSURANCE SPECIFICALLY REQUIRES THAT THIS INSURANCE APPLY ON A PRIMARY BASIS OR A PRIMARY & NON-CONTRIBUTORY BASIS, THIS INSURANCE IS PRIMARY TO OTHER INSURANCE AVAILABLE TO THE ADDITIONAL INSURED AS A NAMED INSURED. 3) CG7429 - PER PROJECT AGGREGATE LIMITS OF INSURANCE. 4) IL7447 - NOTICE OF CANCELLATION - 30 DAYS BLANKET AS REQUIRED BY WRITTEN CONTRACT.

See Attached...

CERTIFICATE HOLDER

H2O Partners, Inc.
1515 S Capital of Texas Hwy, Suite 305
Austin TX 78746

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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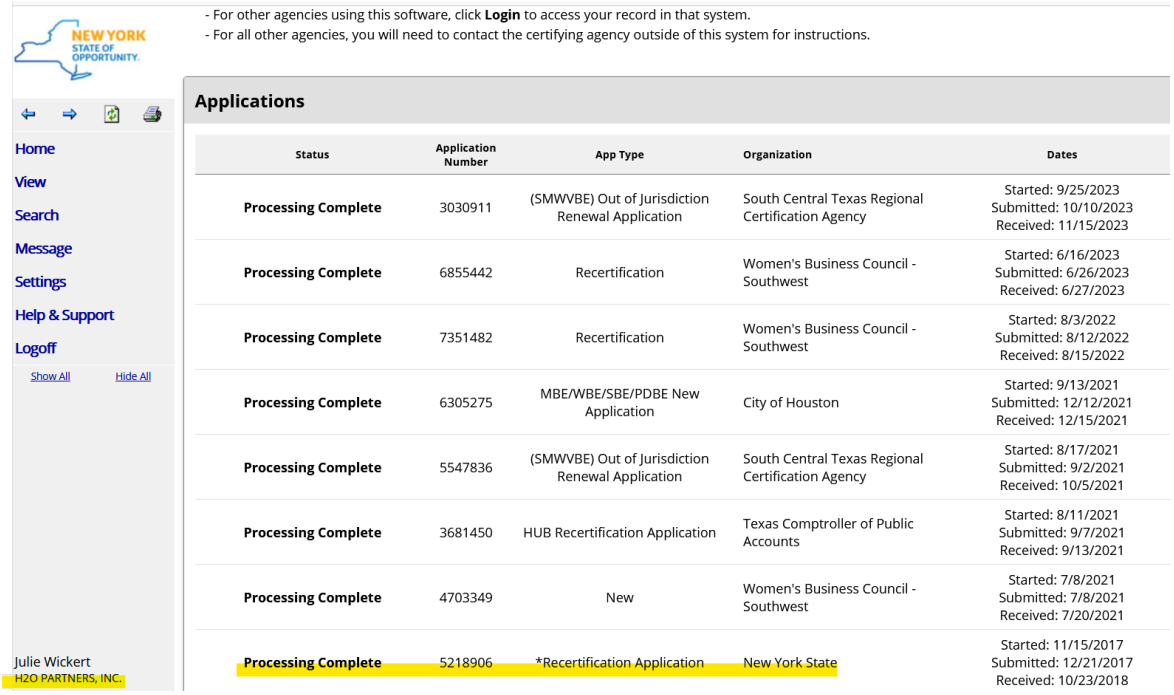
ACORD 25 (2016/03) **The ACORD name and logo are registered marks of ACORD**

K. Copy of Active NYS MWBE Certification

Cortland County encourages MWBE/DBE participation in this project. A nationally certified Woman-Owned Small Business, H2O Partners can complete all tasks in an efficient and comprehensive manner. We've previously been certified as a Woman-Owned Small, and our current certification is pending.



NEW YORK STATE OF OPPORTUNITY.

- For other agencies using this software, click **Login** to access your record in that system.
- For all other agencies, you will need to contact the certifying agency outside of this system for instructions.

Home
View
Search
Message
Settings
Help & Support
Logoff
Show All Hide All

Julie Wickert
H2O PARTNERS, INC.

Applications

Status	Application Number	App Type	Organization	Dates
Processing Complete	3030911	(SMWVBE) Out of Jurisdiction Renewal Application	South Central Texas Regional Certification Agency	Started: 9/25/2023 Submitted: 10/10/2023 Received: 11/15/2023
Processing Complete	6855442	Recertification	Women's Business Council - Southwest	Started: 6/16/2023 Submitted: 6/26/2023 Received: 6/27/2023
Processing Complete	7351482	Recertification	Women's Business Council - Southwest	Started: 8/3/2022 Submitted: 8/12/2022 Received: 8/15/2022
Processing Complete	6305275	MBE/WBE/SBE/PDBE New Application	City of Houston	Started: 9/13/2021 Submitted: 12/12/2021 Received: 12/15/2021
Processing Complete	5547836	(SMWVBE) Out of Jurisdiction Renewal Application	South Central Texas Regional Certification Agency	Started: 8/17/2021 Submitted: 9/2/2021 Received: 10/5/2021
Processing Complete	3681450	HUB Recertification Application	Texas Comptroller of Public Accounts	Started: 8/11/2021 Submitted: 9/7/2021 Received: 9/13/2021
Processing Complete	4703349	New	Women's Business Council - Southwest	Started: 7/8/2021 Submitted: 7/8/2021 Received: 7/20/2021
Processing Complete	5218906	*Recertification Application	New York State	Started: 11/15/2017 Submitted: 12/21/2017 Received: 10/23/2018

NWBOC

WWW.NWBOC.ORG

RWOSB24618
CERTIFICATION NUMBER

02/02/28
EXPIRATION DATE

Certifies that:

H2O Partners, Inc.

JoAnn Howard

has successfully met the requirements of the NWBOC national certification program for certification as a woman-owned and woman-controlled business.

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. Part 127 and has been certified as such by NWBOC an SBA approved Third Party Certifier pursuant to the Third Party Certifier Agreement, dated 06/30/11, and available at www.sba.gov/wosb.

PHYLLIS HILL SLATER
Board Chair, NWBOC

512110, 524292, 541370, 541511, 541611, 541620, 541990, 611430, 611710, 624230
NAICS Code(s)

02/23/25
Date

WWW.NWBOC.ORG
INFO@NWBOC.ORG | 800-794-6140 | 601 [illegible] ST SW STE 125 GRAND RAPIDS, MI 49503

TAMPERING OR ALTERING THIS CERTIFICATE IS, IN THE DISCRETION OF NWBOC, GROUNDS FOR TERMINATION OF CERTIFICATION.

L. Exhibit A: Acknowledgement and Agreement to Comply with Standard Clauses for NYS Contracts

A Signed Exhibit A is included following this page.

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: Jo Ann Howard Date: 7/16/2026

Title: Jo Ann Howard, President

M. Exhibit B: Drug Free Workplace

A signed Exhibit B is included following this page.

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Jo Ann Howard Date: 7/16/2026

Signature: Jo Ann Howard Title: President

N. Exhibit C: Non-Collusive Bidding Certification

A signed Exhibit C is included following this page.

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 16 day of July, 20 26 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

If Bidders are a corporation, complete the following:

Name	Legal Residence
Jo Ann Howard	Texas
President Eric Howard	Texas
Vice President Jo Ann Howard	Texas
Secretary Jo Ann Howard	Texas
Treasurer	

Identifying Data:

Potential Contractor: H2O Partners, Inc.
Address: 1515 S. Capital of Texas Highway, Suite 305 Austin, TX 78746
Telephone #: 512-221-4831 Title: Business Development Manager
E-Mail Address: jwickert@h2opartnersusa.com

If applicable, Responsible Corporate Officer
Name: Jo Ann Howard Title: President

Signature: Jo Ann Howard

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

O. Exhibit D: Conflict of Interest Disclosure

A signed Exhibit D is included following this page.

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: 7/16/2026

Name: Jo Ann Howard

Position: President

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

X I have no conflict of interest to report.

_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: Jo Ann Howard

Company: H2O Partners, Inc.

Date: 7/16/2026

P. Exhibit E: Privacy and Security HIPPA Compliance

H2O agrees to comply with the requirements of Exhibit E, if applicable.

EXHIBIT E

PRIVACY AND SECURITY (HIPAA)

The purpose of this clause is to set forth the requirements for privacy and security of protected health information ("PHI") mandated by 45 CFR Part 164 as they apply to the services provided by CONTRACTOR on behalf of COUNTY.

(A) CONTRACTOR understands the importance of the privacy of a patient's PHI, and agrees to protect that right to the extent necessary under this Agreement and under current federal, state, and local regulations and laws. All PHI will be handled in a private and/or confidential manner. For purposes of this Agreement, PHI is any data or other information as defined by the Department of Health and Human Services in the Code of Federal Regulations, 45 CFR §164.501.

(B) Further, CONTRACTOR understands that County's patients are intended third-party beneficiaries of this Agreement, and have all the rights and privileges of any third-party beneficiary under current law.

(C) Uses and disclosures of PHI that are permitted are those necessary in order for CONTRACTOR to:

1. Properly manage and administer its functions.
2. Meet its legal responsibilities.
3. Provide data aggregation services relating to the health care operations of the COUNTY.
4. Make those disclosures required by law such as in situations of abuse, neglect, or domestic violence. The uses and disclosures permitted are limited to the PHI necessary to meet the requirements of the law that compels the use or disclosure.
5. Make disclosures in response to a judicial or administrative proceeding through a lawful process such as a subpoena or discovery request.

(D) The uses and disclosures of PHI that are required are those disclosures necessary:

1. For patients to review their PHI.
2. To provide an accounting of disclosures in accordance with 45 CFR §164.528.
3. To allow the Secretary of Health and Human Services to determine County's compliance with 45 CFR §164.504.

(E) CONTRACTOR shall make the following assurances to COUNTY:

1. CONTRACTOR agrees that it shall not use or disclose any patient's PHI for any purpose not expressly stated in this Agreement. Further, CONTRACTOR shall not use or disclose PHI in any manner or context prohibited by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and subsequent federal, state, and local

regulations. If CONTRACTOR does use or disclose PHI for a purpose not expressly stated in this Agreement, it shall immediately cease the unauthorized use or disclosure, and shall notify COUNTY in writing of such use or disclosure. CONTRACTOR agrees to mitigate, to the extent practicable, any harmful effect known to it of a use or disclosure of PHI not allowed under this Agreement.

2. CONTRACTOR further agrees that any sub-contractors or other persons or entities not directly employed by CONTRACTOR who use or disclose PHI obtained from COUNTY, shall abide by terms of this clause of this Agreement. Any sub-contractor or other person or entity not directly employed by CONTRACTOR that has used or disclosed PHI without proper authorization (as defined in HIPAA and subsequent federal, state, and local regulations) shall be considered to have acted as an agent of CONTRACTOR, and have violated the terms of this Agreement. COUNTY may consider this use or disclosure a material breach of this Agreement.
3. By signing this Agreement, CONTRACTOR is assuring COUNTY it has met the minimum safeguards necessary to protect unauthorized use or disclosure of PHI to any person or entity not party to this Agreement. Such safeguards shall include the security safeguards outlined by the 1996 Health Insurance Portability and Accountability Act and subsequent federal regulation, including: physical access to PHI, technical access to PHI, and administrative policies and procedures addressing security of PHI.
4. Provider shall report to COUNTY any instance or circumstance in which PHI has been used or disclosed by an unauthorized person or entity, including accidental disclosure by CONTRACTOR. CONTRACTOR shall notify COUNTY in writing of any steps or procedural changes made to address the unauthorized use or disclosure.
5. Should COUNTY find PHI used or disclosed to CONTRACTOR to be inaccurate or incomplete, CONTRACTOR shall incorporate any amendments or corrections to the PHI at COUNTY's request.
6. CONTRACTOR will make PHI available to the individual who is the subject of the PHI for amendment. Such requests by the individual for their PHI from CONTRACTOR will be made through County. CONTRACTOR will incorporate any amendments to PHI that have been made by COUNTY by virtue of the individual's request for amendment.
7. CONTRACTOR will provide a timely accounting to the individual or to COUNTY, if requested by either, of the disclosures of an individual's PHI.
8. Should CONTRACTOR make any material alterations to the PHI while the PHI is in its possession, CONTRACTOR shall notify COUNTY of such alterations so that COUNTY may inform the patient who is the subject of the PHI.

9. At the termination of this Agreement, CONTRACTOR shall return or destroy to the satisfaction of COUNTY any PHI held or maintained by CONTRACTOR and retain no copies of such information. If COUNTY and CONTRACTOR mutually agree that returning or destroying the PHI is not feasible or permitted under law, the PHI will remain protected after this agreement ends for as long as CONTRACTOR maintains the information. Further uses or disclosures of the PHI will be limited to those purposes that make the return or destruction infeasible.

(F) If COUNTY determines CONTRACTOR has violated any of the above assurances, covenants or terms, the CONTRACTOR has committed a material breach of this Agreement. COUNTY may then provide CONTRACTOR with an opportunity to cure the breach or may terminate this Agreement and may report the violations to the Department of Health and Human Services ("HHS") or other federal or state entity for possible prosecution or sanctions.

(G) Both parties to this agreement agree that they will protect the integrity and confidentiality of any PHI being shared electronically.

(H) CONTRACTOR hereby gives COUNTY and the Department of Health and Human Services (or an agent acting on behalf of HHS) the express right to inspect any and all internal practices, books, and records relating to the use or disclosure of PHI by CONTRACTOR. If HHS suspects an unauthorized use or disclosure of PHI by CONTRACTOR, HHS is authorized to pursue an investigation into CONTRACTOR's activities for the purposes of determining whether an unauthorized use or disclosure of PHI has taken place.

(I) CONTRACTOR may have policies and procedures relating to privacy and security in place prior to the commencement of this Agreement. If, after reasonable investigation, COUNTY concludes CONTRACTOR's policies and procedures to be "adequate" protection of a patient's privacy rights relating to PHI, CONTRATOR may elect to continue to use its own policies and procedures. The term "adequate" in this clause means CONTRACTOR's policies and procedures meet the minimum privacy and security standards as set forth in COUNTY's privacy and security policies and procedures.

(J) COUNTY, through the appropriate Department will:

1. provide CONTRACTOR with its Privacy Notice;
2. provide CONTRACTOR with any changes in, or revocation of, permission by a patient to use or disclose PHI, if such changes affect CONTRACTOR's permitted or required uses or disclosures; and
3. notify CONTRACTOR of any restriction to the use or disclosure of PHI to which the COUNTY has agreed.

(K) Implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the electronic protected health information (ePHI) that it creates, receives, maintains, or transmits on behalf of Cortland County.

(L) Ensure that any agent, including a subcontractor, to whom Contractor provides ePHI agrees to implement reasonable and appropriate safeguards to protect this information.

(M) Report to Security Officer of Cortland County any security incidents of which it becomes aware. (A security incident is defined as the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in an information system.)

John Howard 7/14/26

Q. Exhibit F: Qualification Questionnaire

A signed Exhibit F is included following this page.

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: H2O Partners Regional Office

   220 Forest Drive, Hawley, PA, 18428

2. Normal Operating Hours:
   a. Weekdays 8 am to 5 pm
   b. Saturdays _____ am to _____ pm
   c. Sundays _____ am to _____ pm
   d. Holidays _____ am to _____ pm
3. Number of Years in Business: 25
4. Firm History (attach additional pages as necessary): Attached behind this page.
5. Number of employees on your payroll: 35
6. Do any of your employees have any other special certifications or rating? Yes / No
   If yes, specify: N/A
7. Do you have any special equipment that is available to service the County RFP? Yes / No
   If yes, specify: N/A
8. What is the overall size of your facility? N/A
9. Do you have a locked, fenced and secured storage area? Yes / No
10. How far in advance must appointments be scheduled? 1 hour
11. In case of emergency, will you accommodate the County with same day services when possible? Yes / No
12. Shop Distance from 60 Central Avenue, Cortland, NY 135 miles

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Jo Ann Howard — Jo Ann Howard

PRINT NAME — SIGNATURE (Must be 50% Company Owner)

President — 7/16/2026

TITLE — DATE

H2O is an industry-leading consulting firm with expertise in hazard mitigation, disaster recovery, and outreach and training. The company has been in business for 25 years, formed in 2001 by Jo Ann Howard, former National Flood Insurance Program (NFIP) Administrator at the Federal Emergency Management Agency (FEMA). The company qualifies as a small business and a Women's Business Enterprise (WBE). H2O is headquartered in Austin, Texas.

Hazard Mitigation planning serves as a vital foundation for saving lives and protecting property from the effects of natural hazards. H2O Partners is a leading Hazard Mitigation planning firm with a reputation for efficiency in producing compliant, comprehensive, practical Plans that optimize future funding opportunities. Our unwavering focus on disaster mitigation and recovery has made H2O a valuable partner in Hazard Mitigation Action Plan Updates for the past 25 years. H2O Partners has provided planning services to jurisdictions of all sizes, socioeconomic statuses, and population densities. Our skilled mitigation team understands that each plan must be adapted to fit the individual needs of the communities, especially in the case of high populations of elderly, disabled, and/or low-income persons.

Having developed large-scale Hazard Mitigation Plans for cities, counties, universities, school systems, Council of Governments (COGs), river authorities, and other entities, H2O is uniquely qualified to provide these services to Cortland County. Our unique approach and depth of planning staff allows us to overlap tasks, condensing the time to reach Plan adoption. This is especially important for large-scale plans such as the County's. Since the implementation of the Disaster Mitigation Act of 2000, H2O has developed over **194 separate mitigation plans** with a **100 percent success rate** obtaining FEMA approval. H2O-developed plans have helped over **1,000 communities** become more resilient and better positioned to receive HMA funding through FEMA. In 2022, the Texas Division of Emergency Management (TDEM) selected H2O Partners to produce the **State of Texas' statewide Hazard Mitigation Plan**, the first state plan approved in FEMA Region 6 under the April 2023 FEMA guidance.

Our experts know Hazard Mitigation Action Planning; Hazard Mitigation Assistance (HMA) grant development and management including the Hazard Mitigation Grant Program (HMGP); Community Wildfire Defense Grant (CDWG) development for Community Wildfire Protection Planning; Community Development Block Grants for Disaster Recovery and Mitigation (CDBG-DR/CDBG-MIT); FEMA's Public Assistance (PA) program; GIS mapping; construction management; environmental regulatory compliance; outreach and public engagement; graphic design; training; instructional development; drought contingency planning; the NFIP; and floodplain management and administration. We have established successful, productive working relationships with the NYS DHSES and FEMA. Our experience working with these agencies contributes to our clients' success in obtaining prompt approval for their Hazard Mitigation Plans.

Each Hazard Mitigation Plan we develop represents comprehensive outreach and engagement; thorough analysis of each jurisdiction's capabilities, risks, and vulnerabilities; and actionable, practical mitigation actions that minimize the community's susceptibility to hazards.

Hazards addressed in these Plans include: Extreme Cold, Extreme Heat, Extreme Wind, Earthquake, Hurricane/Tropical Storm, Hail, Land Subsidence, Landslides and Rockfall,

Lightning, Thunderstorm Wind, Tornado, Winter Storm, Drought, Expansive Soils, Flood/Flash Flood, Wildfire, Dam Failure, Volcano, Agricultural Incident, Mass Migration, Cyber Attack, Hazardous Materials (Transportation & Fixed-Site), Infectious Disease, Pipeline Failure, Space Weather, Technological Disruption, and Terrorism.

Addenda Acknowledgement

A signed Addenda Acknowledgement is included following this page.

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1 ✓	Dated July 10, 2026
Addendum No. 2 ✓	Dated July 15, 2026
Addendum No. 3	Dated
Addendum No. 4	Dated
Addendum No. 5	Dated
Addendum No. 6	Dated
Addendum No. 7	Dated
Addendum No. 8	Dated
Addendum No. 9	Dated
Addendum No. 10	Dated

H2O Partners, Inc.
(Name of Bidder)

By: Jo Ann Howard

Title: Jo Ann Howard, President

S. Other Information

Team member resumes, included on the following pages, describe the qualifications, education, training, expertise, and experience that qualify each individual to work on Cortland County's Plan Update project.

HEATHER FERRARA, MCP
Project Manager

EDUCATION

Master of Community Planning, Auburn University

Bachelor of Arts, Studio Art, University of Alabama at Birmingham

TECHNICAL SPECIALTIES

Alabama APA Conference, 2011

Benefit Cost Analysis Course, L276

Local Mitigation Planning G-318, 2017

AFFILIATIONS

Natural Hazard Mitigation Association (NHMA)

National Emergency Management Association (NEMA)

American Planning Association (APA)

American Planning Association, Texas Division

Heather Ferrara holds a Master of Community Planning degree from Auburn University, is certified in ArcGIS, and has managed multi-jurisdictional large-scale mitigation plans and plan updates throughout Texas, New York, New Mexico, Louisiana, Oklahoma, and Alabama. In addition, she was instrumental in leading the development of the 2023 State of Texas Hazard Mitigation Plan Update. Ms. Ferrara has developed and managed HMGP and PDM grants for planning and structural projects for communities in California, New York, and Texas. She has performed multiple risk assessments using HAZUS-MH, ArcGIS, and other statistical analysis tools. As Project Manager, Ms. Ferrara provides oversight, management, technical assistance, and quality control. She is well-versed in the Stafford Act, having overseen the development of Hazard Mitigation Action Plans and Plan Updates for more than 1,200 jurisdictions. Additionally, Ms. Ferrara has developed and managed PDM and HMGP grants totaling over $10 million. She is adept at coordinating with State Agencies and FEMA.

HIGHLIGHTS

- Extensive experience developing both Single and Multi-Jurisdictional Hazard Mitigation Action Plans
- Skilled in coordinating with various regulatory entities, sub-contractors and local stakeholders while providing project management on complex, technical projects.
- Expertise in preparing risk and vulnerability assessments, including HAZUS and parcel-level methodology
- Adept at using Geographic Information Systems (GIS)

PROFESSIONAL EXPERIENCE

Mitigation Program Manager, Hazard Mitigation Planning and Grant Development and Management, H2O Partners, (2011 – Present)

- Oversees, develops, and produces hazard mitigation plans and plan updates. Involved in the planning process on all plans; has corresponded with planning team; organized and coordinated workshops and meetings; prepared risk and vulnerability assessments for communities, including reviewing detailed flood maps; developed detailed GIS mapping tools for risk identification; conducted outreach and assisted communities with identifying and prioritizing risks and developing mitigation projects; and provided technical assistance to cities, counties, school districts, non-profit groups, and councils of governments.
- Develops and administers Hazard Mitigation Grant Program (HMGP) and Pre-Disaster Mitigation (PDM, now BRIC) applications.
- Oversees team's submission and approval of plans and management of successful grant projects. Reviewed and approved all sections of each application, including the analysis of hazard history, previous flood data, repetitive loss data, benefit-cost analysis, and environmental compliance.
- Oversaw and submitted quarterly reports, reimbursement requests, amendments, and change requests, and all other project administration requirements. Responsible for conducting correspondence with FEMA Regions and State Emergency Management Agencies.

Senior Consultant, Hazard Mitigation Grant Program, New Mexico Department of Homeland Security and Emergency Management (DHSEM), (2015 – 2017)

- Provided technical assistance and conducted thorough quality assurance reviews of HMPs to assist communities with fulfilling FEMA requirements.
- Corresponded with communities on behalf of the State; served as a liaison between communities and FEMA in providing technical assistance to communities.
- Assisted with plans: University of New Mexico HMAP, Guadalupe County HMAP, Los Alamos County HMAP, City of Alamogordo HMAP, Village of Cloudcroft HMAP, Lea County HMAP, Santa Fe County HMAP, Socorro County HMAP, and Torrance County HMAP.

RHONDA MURPHY
Deputy Project Manager

EDUCATION

Bachelor of Arts, Marketing, Texas Woman's University

JFO Middle Managers

Association of State Floodplain Managers, Certified Floodplain Manager

AFFILIATIONS

Texas Floodplain Managers Association (TFMA)

Natural Hazard Mitigation Association (NHMA)

Association of State Floodplain Managers (ASFPM)

Rhonda Murphy brings more than 24 years of mitigation planning and grant experience to the H2O team. She has extensive experience in both the development and review of Hazard Mitigation Plans and Plan Updates, having reviewed plans nationally under the FEMA CAMPR contract. In addition, Ms. Murphy has extensive knowledge of floodplain management and the National Flood Insurance Program (NFIP) and has helped communities identify structures for Flood Mitigation Assistance (FMA), utilizing Increased Cost of Compliance (ICC) as matching funds for grants. She has conducted outreach to more than 350 communities to identify unique mitigation strategies through the FEMA Risk MAP program and has managed and developed Hazard Mitigation Grant Program (HMGP) projects for local jurisdictions and states, including providing comprehensive cost-benefit analyses and environmental reviews. Prior to her work with local communities and states in developing and managing mitigation plans and grants, Ms. Murphy served as the lead mitigation specialist for FEMA Region 6.

HIGHLIGHTS

- Administration and monitoring of FEMA Public Assistance and Hazard Mitigation Grant Programs Projects
- Providing project management on complex, technical projects.
- Developed emergency management policy, including internal procedures for contract compliance and data management.
- Project Manager and Subject Matter Expert for the development of hazard mitigation plans, grant development, and management.
- Policy compliance and grant management assistance to states, countries, and municipalities.
- Extensive knowledge of 44 CFR, the Stafford Act, and FEMA policy guidance

PROFESSIONAL EXPERIENCE

Deputy Mitigation Program Manager, Hazard Mitigation Planning, H2O Partners, (2016 – Present)

- Assists with the development and production of all hazard mitigation plans and plan updates.
- Corresponds with planning team; organizes and coordinates workshops and meetings; prepares risk and vulnerability assessments for communities, including reviewing detailed flood maps; and conducts outreach and assists communities with identifying and prioritizing risks and developing mitigation projects.

Project Manager, Harris County Mitigation Outreach, H2O Partners (2017 – 2022)

- Provided project management for outreach project for Harris County, Texas.
- Disseminated highly technical risk information to communities as part of the overall Disaster Risk Reduction.

Mitigation Analyst, Hazard Mitigation Grant Program, New Mexico Department of Homeland Security and Emergency Management (DHSEM), (2016 – 2017)

- Provided technical assistance; conducted thorough initial reviews of the Hazard Mitigation Plans to assist communities with fulfilling FEMA requirements.
- Conducted technical assistance calls with local communities. Responsible for communicating with local communities throughout the review process.
- Hazard mitigation plan review and technical assistance for the following jurisdictions: Village of Cloudcroft. Lea County, Santa Fe County, Los Alamos County, City of Alamogordo, and Socorro County.

Previous Experience

Ms. Murphy brings a wealth of experience to her tenure at H2O. Highlights of her previous experience include:

- Mitigation Planning, FEMA Risk MAP Program, **(2015 – 2016)**
- Subject Matter Expert (SME), New Mexico Hazard Mitigation Grant Program (HMGP), **(2014 – 2015)**
- New Mexico Flood Disaster Information and Risk Analysis Report, **(2013)**
- Mitigation Planning Coordinator, Region 6, **(2009 – 2013)**
- Pre-Disaster Mitigation National Technical Review, **(2010 – 2011)**
- Hazard Mitigation Grant Program Specialist, FEMA, Eastern Territorial Closeout Team, **(1998 – 2001)**
- Hazard Mitigation Grant Program Specialist, FEMA Region 6, **(1995 – 1998)**
- Hazard Mitigation Grant Program Specialist, North Carolina Division of Emergency Management (NCDEM), **(1997)**

HEIDI WATSON, MS
Senior Mitigation Specialist

EDUCATION

Master of Science, Emergency Disaster Preparedness Management, Elmira College

Bachelor of Science, Meteorology, Pennsylvania State University

CREDENTIALS/TRAINING
FEMA/EMI COURSES

Incident Command System (ICS) – Various Course

National Incident Management System

National Response Framework

TDEM Mitigation Training

Benefit Cost Analysis (BCA)

FEMA eGrants System

TDEM DPS Grant System

AFFILIATIONS

Natural Hazard Mitigation Association (NHMA)

National Emergency Management Association (NEMA)

American Planning Association (APA)

Heidi Watson has a Master of Science degree in Emergency Disaster Preparedness Management and extensive experience in disaster recovery at the local, state, and federal levels. Ms. Watson has assisted sub-recipients in every part of the Hazard Mitigation Assistance process, from developing and drafting grant applications, reviewing grant projects for compliance monitoring, and assisting with project and plan development. She provides technical assistance and is adept at detailed writing and editing in the development and review of HMGP grants, Plans, and Plan Updates. A meticulous technical reviewer, Ms. Watson puts in significant effort to ensure plans are compliant and written to the standard that H2O has become known for. Further, Ms. Watson has assisted states, including the New Mexico Department of Homeland Security and Emergency Management (DHSEM), in reviewing Hazard Mitigation Plans on the local level and providing technical assistance to planners statewide.

HIGHLIGHTS

- Skilled in coordinating with various regulatory entities, sub-contractors and local stakeholders while providing project management on complex, technical projects.
- Developed a $50 million BRIC application for Napa County, California, for their Comprehensive Wildfire Mitigation Program, which included Defensible Space and Hazardous Fuel Reduction.
- Experienced in conducting project oversight and close-out and performing requests for audit for over 4,000 projects.
- Assistance to communities in HM grant writing development and review, including PDM and HMGP structural projects.
- Extensive knowledge of 44 CFR, the Stafford Act, and FEMA policy guidance.

PROFESSIONAL EXPERIENCE

Senior Mitigation Specialist, H2O Partners, (2015 – Present)

- Responsible for the development and review of plans for single and multi-jurisdictional communities, including CTCOG, WTCOG, SETRPC, the City of Houston, and the City of New Orleans.
- Works closely with state and federal agencies, legislative entities, business and nonprofit groups, and various community groups to facilitate community meetings and workshops for hazard mitigation.
- Oversees the development and management of HMA grants, including reviewing requests for reimbursements, conducting compliance and procurement reviews, conducting scope of work changes, and overseeing projects to close out. Performed environmental site assessments, conducted and reviewed Benefit-Cost Analysis, and conducted pre-construction, interim, and final site inspections.
- In addition, Ms. Watson provided assistance through the Hazard Mitigation Technical Assistance Program (HMTAP) to communities applying for HM grants after Hurricane Harvey, working directly with sub-applicants on the development of their application for grants totaling more than $15.6 million.

Assistant Recovery Officer, Disaster Compliance Professional Services, Texas Division of Emergency Management, (2013 – 2015)

- Assisted with the oversight and management of over 1,500 Hazard Mitigation and Public Assistance grants on a team supporting the Texas Division of Emergency Management (TDEM) to close out grants from Hurricane Ike.
- Provided project management; funds management; policy compliance, and outreach to FEMA, TDEM, and sub-grantees throughout the state.

Previous Experience

Previously, Ms. Watson served as a Grant Monitor for Tioga County, New York, and the Village of Owego, New York.

STEVIE-ANN O'DONNELL, MSW
Senior Outreach Specialist

EDUCATION

Master of Social Work, Fordham University, New York City, NY

Bachelor of Science, Psychology, SUNY Cortland, Cortland, NY

A proactive and effective outreach specialist, Stevie-Ann O'Donnell is local to the Susquehanna Valley. Ms. O-Donnell is knowledgeable in federal and state disaster management grants and proficient in disaster relief grant program software. Ms. O'Donnell is a Licensed Social Worker (New York) with a Master of Social Work degree; she specializes in providing relief services to communities and individuals impacted by natural disasters. Ms. O'Donnell started with H2O Partners as a Team Lead with the Governor's Office of Storm Recovery in the CDBG-DR Rehabilitation and Recovery program, which worked directly with 28 affected counties. Ms. O'Donnell has worked on numerous Hazard Mitigation Plans within the State of Texas; Plans for the New Mexico counties of Mora, Grant, Guadalupe, Santa Fe, Colfax, Curry, Quay, Roosevelt, and Sierra; and Plans for the New York counties of Saratoga, Steuben, and Ontario County. She has been the primary outreach contact for more than 600 jurisdictions. Ms. O'Donnell assists in the development of grant applications and Plans, ensuring adherence to all federal and state regulations and submittal deadlines.

HIGHLIGHTS

- Exceptional track record engaging stakeholders through outreach, technical guidance, and follow-up
- Post-Hurricane Sandy assistance to power authority, managing FEMA PA compliance and close-out
- Knowledgeable in disaster management and Hazard Mitigation grant programs
- Proficient in disaster relief grant program software

PROFESSIONAL EXPERIENCE

Senior Outreach Specialist, H2O Partners, 2021 – Present

- Provides insight and expertise on grant management and hazard mitigation planning processes.
- Plays a pivotal role in ensuring that all required documentation is received and incorporated for each grant application and Hazard Mitigation Plan.
- Assists in Plan development, validating compliance with FEMA guidelines to facilitate smooth, efficient Plan approval.
- Collaborates closely with all grant and planning participants, maintaining frequent contact with key stakeholders to keep deadlines and deliverables on track for each Plan and grant application.

Project Specialist, H2O Partners, 2014 – 2021

As Project Specialist for the PSEG/LIPA Public Assistance Program following Hurricane Sandy, Ms. O'Donnell assisted in the quality control portion of the program, audited contractors to ensure billing procedures and items were within contractual and federal guidelines; maintained an active role in

preparing for closeout procedures and ensured proper documentation was completed within designated project deadlines. She also assisted with Hazard Mitigation Planning as Outreach Lead.

Team Lead, Governor's Office of Storm Recovery, 2014 – 2016 (through H2O)
In the aftermath of Hurricane Sandy, Ms. O'Donnell oversaw a team of six case managers and maintained a case load assisting clients from eligibility review through verification of benefits, construction phase, and closeout proceedings. She attended policy calls to discuss procedures and protocol to continue to move the program and office toward project milestones and deadlines and assisted in program-wide trainings on new policies and amendments within program procedures.

Previous Experience
Served as Grant Monitor for Tioga County, New York, and Village of Owego, New York.

AMELIA TAGLIAFERRO
Senior GIS Specialist

EDUCATION

Post-Baccalaureate Certification in Geographic Information Systems, Penn State World Campus

Bachelor of Science, French, Oneonta State University

SKILLS

ESRI's Suite of ArcGIS

FEMA HAZUS FAST Tool

US Census Data Analysis

Environmental Applications of GIS

Advanced Configuration of ArcGIS StoryMaps

CDBG-DR Requirements

Experienced GIS professional with a proven track record leveraging spatial data analysis to drive successful CDBG-DR grant expenditure in vulnerable communities. Equipped with strong organizational and written communication abilities, Amelia has supported diverse projects in housing, infrastructure, and environmental resiliency. She is proficient in federal regulations governing environmental review and grant funding compliance and is known for meticulous attention to detail, enthusiasm for cartographic design, and fostering team cohesion and efficiency.

HIGHLIGHTS

- Over 53 Hazard Mitigation Plans mapped across TX, NM, OK, LA, and NY (10-100+ maps each)
- Assisted with revisions to hazard profiles for the City of San Antonio to meet EMAP requirements.
- Has facilitated more than 12 Risk Assessment workshops
- Expertise in preparing risk and vulnerability assessments, including HAZUS.
- Expertise in CDBG-DR requirements, previously conducted environmental reviews for CDBG-DR projects

PROFESSIONAL EXPERIENCE

Senior GIS Specialist, H2O Partners, (2023-Present)

- Collect and analyze data from various sources to assist in the spatial assessment of a broad spectrum of potential hazards; effectively distill complex information into clear and readable maps illustrating these risks within designated planning areas to be included in planning workshop presentations and Hazard Mitigation Plans.
- Transformed data on mitigation projects into a comprehensive database for clients, illustrating the geographic distribution of hazard mitigation initiatives across participating jurisdictions to be utilized in a public-facing web map tool.
- Collect and maintain files containing the best available data as it relates to administrative boundaries, public infrastructure, critical facilities, and hazard variables.
- Develop detailed narratives for hazard profiles included in Hazard Mitigation Plans, skillfully conveying region-specific intricacies, and providing a nuanced understanding of diverse hazards to elevate risk awareness.

Senior GIS and Research Analyst, NYS Office of Resilient Homes & Communities (fka GOSR), (2019-2023)

- Data analysis, creation, map production, and reporting in support of a variety of federal grant program operations for housing and infrastructure projects.
- Analyze and define service area boundaries based on engineering reports, as-built drawings, and community needs for use in determining National Objective as required under 24 CFR § 570.208, prioritizing allocation of project funds to Low-and-Moderate income beneficiaries.
- Report federal grant-funded activity accomplishments, beneficiary, and geographic information in HUD's DRGR system for 300+ community resilience projects.
- Maintain best available public and private spatial datasets, associated metadata, and established data maintenance and storage standards.
- Document detailed descriptions of common team processes and policy interpretation for consistent application of methodologies, defining a clear standard for deliverables, and team onboarding.
- Participated in a detailed loss-avoidance analysis quantifying increased resiliency and reduced economic loss along New York's shoreline as a result of the agency's Housing Elevation incentive and Acquisition programs; presented to HUD, FEMA, NYSDEC, and partners.

Environmental Project Manager, NYS Governor's Office of Storm Recovery (GOSR) New York, NY, (2017-2019)

- Oversaw several consulting firms contracted for the production of environmental reviews prepared pursuant to federal procedures at 24 CFR § 58 for multiple and simultaneous CDBG-DR funded housing rehabilitation and public infrastructure projects.
- Drafted in-house compliance documentation for environmental reviews as described in 24 CFR § 58 and in accordance with the NYS Environmental Quality Review Act (SEQRA) at 6 NYCRR 617.
- Consulted directly with representatives from state and federal regulatory agencies to avoid or mitigate potential environmental impacts resulting from proposed projects.
- Generated environmental map sets to guide review implementation, project design, and regulatory agency compliance.

Environmental Records Manager, NYS Governor's Office of Storm Recovery (GOSR) New York, NY, (2014-2019)

Organized file repository and maintained Environmental Review Records encompassing all documentation required under 24 CFR § 58.38, which was audited and deemed compliant by HUD during monitoring visits. Designed format and compiled metrics and updates across multiple programs for 300+ projects to be included in the bi-weekly Cross Program Environmental Report for distribution at the executive staff level.

MADISON CHANDLER
GIS Specialist

EDUCATION

Bachelor of Science, Environmental Science, Rhodes College

OFFICE LOCATION

Lafayette, LA (Austin, Texas Headquarters)

SKILLS

ArcGIS Online & Pro

eCognition

QGIS

R10 and R12i Trimble GPS Equipment

Field Maps

Survey 123

Python

R

Madison Chandler is a collaborative GIS professional with over 5 years of experience supporting planners, government agencies, and project teams through analysis and clear communication of spatial data. Her experience spans data analysis tools such as ArcGIS Online & Pro, R, Python, QGIS, and eCognition. She has a strong background in maintaining high-quality geospatial datasets and supporting both regional and site-specific analyses. She brings a practical, planning-oriented approach to GIS that strengthens risk awareness, improves data-driven decision making, and supports resilient communities.

HIGHLIGHTS

- Strong ability to synthesize data from multiple sources into accurate, up-to-date geospatial datasets for administrative boundaries, public infrastructure, and critical facilities
- Skilled in maintaining and organizing GIS databases, automating workflows, and supporting web-based mapping tools for public and stakeholder use
- Ample hands-on experience with spatial analysis, raster processing, and data classification to support both broad regional assessments and detailed site-level planning

PROFESSIONAL EXPERIENCE

GIS Specialist, H2O Partners, (2026-Present)

- Gathers and interprets data from multiple sources to identify and map a wide range of hazards, including floodplain and wildfire analysis, turning complex risk data into clear, easy-to-understand visuals used in planning workshops and Hazard Mitigation Plans.
- Manages and maintains up-to-date geographic data on boundaries, infrastructure, critical facilities, and hazard conditions to ensure planning decisions are based on the best available information.
- Writes clear, informative hazard profiles for Hazard Mitigation Plans that explain locally-specific risks in a way that improves understanding, supports decision-making, and strengthens overall risk awareness.

GIS Specialist 3, Cherokee Federal, (2024-2025)

- Developed supervised classifications and accuracy assessments related to wetlands and aquatic research.
- Used various analysis tools in ArcGIS Pro for creating layer types, including (but not limited to) exclusion masks, median bin aggregates, minimum mapping unit applications, and general data processing.

- Updated and edited Python scrips, Models in Model Builder, and workflows for automation processing.
- Managed geoprocessing of Raster-based data for regional and detailed site-level scale landscape areas.

GIS Technician, Allworld Project Management, (2022-2024)

- Developed stormwater and public works-related GIS projects for the City of Memphis.
- Edited and maintained datasets and metadata in ArcGIS Pro projects and web applications, including building new web applications in Experience Builder.
- Wrote Work Order Management Systems, including building schemas, creating feature classes, and attributing domains.
- Participated in survey related field work using GPS equipment.

GIS Rhodes Student Associate, Rhodes College, (2021-2022)

- Aided students and faculty with questions in ArcGIS Online.
- Reviewed and troubleshot GIS assignments relating to schoolwork.
- Increased remote sensing skills by using ArcGIS and R to become more proficient in finding, editing, and mapping data.

KRYSTIAN COLE
Mitigation Specialist

EDUCATION

Bachelor of Science, Emergency Administration and Planning, University of North Texas, 2022

Graduate Certificate, Planning Resilient Systems, Ohio University

Graduate Certificate, Environmental Change Leadership and Management, Ohio University

CERTIFICATIONS

FEMA Professional Development Series

IS-328: Plan Review for Local Mitigation Plans

IS-329: Mitigation Planning for States

IS-250: Mitigation Planning for Tribal Communities

IS-1400 Foundations of Climate Science Course

PEDRR/UNEP: Nature-Based Solutions for Disaster and Climate Resilience

With a Bachelor's in emergency administration and planning, Krystian Cole is an emergency management professional in the areas of hazard mitigation, planning, and research. She is skilled in technical writing, developing written content, community outreach, public education, data analysis, and research related to hazard mitigation planning. She has developed multiple Plans for local, multijurisdictional, state, and tribal Hazard Mitigation Plans, where she conducted risk assessments highlighting climate change and social vulnerability. She has assisted in the development of 56+ Hazard Mitigation Plans since beginning at H2O, with more in progress and others completed in previous roles.

HIGHLIGHTS

- Experience developing hazard mitigation plans for local, multijurisdictional, state, and tribal entities under the most recent FEMA guidance
- Adept at conducting social vulnerability analysis in risk assessments and incorporating the U.S. Climate Explorer tool
- In-depth understanding of Community Wildfire Defense Grants (CWDG) and Community Wildfire Protection Plans (CWPP)
- Skilled in door-to-door surveying, outreach, and public education
- Presented "Climate Change in Mitigation Planning" at the University of North Texas (UNT)
- Speaker for the Emergency Management Practitioners Panel hosted by UNT

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners, (2023-Present)

- Develops hazard mitigation plans to reduce hazard risk and enhance community resilience in accordance with various state and FEMA guidelines. Focus on climate change impacts, promoting nature-based solutions, climate adaptation, and climate resiliency to jurisdictions/communities.
- Coordinates and facilitates public outreach and workshops to engage government and community members in mitigation efforts.
- Conducts risk assessments to identify community-specific risks and vulnerabilities.
- Analyzed and interpreted data related to natural and non-natural hazards to inform the most cost-effective and feasible mitigation strategies.
- Prepares grant applications to secure funding for hazard mitigation planning efforts and projects.

- Leads the development of CWPPs for Grant County, NM and Jefferson County, TX
- Meets reporting requirements for CWDGs

Hazard Mitigation Planner I, IEM, (2023)

- Developed several FEMA-approved local, multijurisdictional, state, and tribal Hazard Mitigation Plans following the 2023 FEMA planning guidance.
- Performed risk assessment analyses on hazard data and conducted appropriate planning research, including an emphasis on climate change and social vulnerability.
- Created mitigation strategies that meet unique community risks, centered around nature-based solutions, infrastructure projects, community education, and planning.
- Developed and facilitated community outreach initiatives, including public presentations, virtual meetings, and community surveys that engaged stakeholders.
- Prioritized meeting community and client needs through tailored project management approaches and successfully developed proposals to secure new mitigation projects.

Hazard Mitigation Research Assistant, UNT Department of Emergency Management and Disaster Science, (2022-2023)

- Assisted Dr. Elyse Zavar in the research and evaluation of mitigation and flood buyout programs in Harris County, Texas, as a mitigation and climate resilient tool.
- Collected data by conducting 300+ door-to-door surveys and interviews with residents in Harris County.
- Prepared and maintained large datasets to assess research findings, which were published by GeoJournal and other academic journals.

Administrative Assistant, UNT College of Music, (2019-2022)

- Efficiently completed administrative duties, including answering phone calls, responding to emails, sorting mail, filing documents, and managing appointment schedules.
- Organized and oversaw 10+ high-attendance events annually, such as concerts and commencement ceremonies.
- Continuously updated and enhanced standard operating procedures to optimize workflow efficiency.
- Utilized leadership and project management skills to train all new employees and manage administrative projects.

Planning & Preparedness Intern, UNT Emergency Management & Safety Services, (2021)

- Developed and tailored 15 Building Specific Emergency Action Plans to promote disaster preparedness on the UNT campus.
- Produced emergency guideline documents, specifically for extreme weather events and public health emergencies, which were published on the UNT website for public access.
- Developed safety response guides for campus organizations for severe weather response.
- Conducted community outreach events to educate the public on disaster preparedness.

EDGAR SADA, MAP
Mitigation Specialist

EDUCATION

Master of Arts, Community Planning, Policy, & Design, College of Charleston

Bachelor of Arts, International Relations, Texas State University,

LANGUAGES

English

Spanish

AFFILIATIONS

Water and Wastewater Impact Fee Advisory Committee, City of New Braunfels, 2024-2028

Latinx Advisory Council, Mayor John Tecklenburg, City of Charleston, 2019-2021

Edgar Sada is a dedicated planning professional with a diverse background in public service, including roles in Hazard Mitigation Planning, Comprehensive Planning, Climate Action Planning, technical assistance, and public education. Passionate about helping communities through sustainable planning, hazard mitigation, and civic engagement, he has worked with both the public and private sectors to advance projects that strengthen community resilience and sustainable growth. He is adept at managing planning projects to completion while ensuring all grant requirements are met. He previously worked with FEMA to develop guidance on integrating Community Wildfire Protection Plans (CWPPs) into Hazard Mitigation Plans.

HIGHLIGHTS

- Specialized understanding of FEMA's hazard mitigation and floodplain mapping initiatives.
- Assisted local and tribal governments through FEMA's BRIC Direct Technical Assistance (DTA) program, supporting capacity building and project development.
- Launched the Charleston County Office of Sustainability; wrote the first Climate Action Resolution in South Carolina, and assisted the City of Charleston with their first Climate Action Plan
- Skilled in designing and facilitating inclusive outreach, risk messaging, and public education initiatives that increase understanding and participation.

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners, (2026-Present)

- Conducts research, develops narratives, and consults with clients to develop forward-thinking, accurate planning mechanisms.
- Developed a base study for local hazards in the City of Mexia's Comprehensive Plan.
- Reviews Plans for accuracy and compliance, including Jefferson County's CWPP.
- Works with the City of El Paso and other counties and communities in the Paso del Norte Region to coordinate and produce a Pre-Disaster Housing Plan.

Hazard Mitigation Planner II, Michael Baker International – Resilience Action Partners, (2024-2025)

- As part of FEMA's Community Engagement & Risk Communication (CERC) contract, provided planning, training, engagement, and risk communication services in support of FEMA's hazard mitigation and floodplain mapping initiatives.

- Supported FEMA's Building Resilient Infrastructure and Communities (BRIC) Direct Technical Assistance (DTA) program, delivering technical expertise to communities and tribal nations in FEMA Regions 3, 4, 6, and 7.
- Offered Partnership Subject Matter Expertise across all FEMA Regions, enhancing collaboration and capacity-building.
- Managed work packages, oversaw project development, implementation, and evaluation.
- Developed scopes of work, budgets, and project schedules to ensure timely and effective execution.

Senior Planner, GrantWorks, (2021-2024)

- Developed Comprehensive Plans for rural Texas communities through Community Development Block Grants (CDBG) administered by the Texas Department of Agriculture.
- Managed projects from initiation to completion, ensuring alignment with grant requirements and community needs.
- Conducted demographic, historical, and economic research to inform planning efforts.
- Led public outreach and engagement initiatives to gather input and build community support.
- Collected and analyzed both primary and secondary data to guide decision-making.
- Produced planning documents, including drafting and design of final reports and visual materials.

Sustainability Coordinator, Charleston County Government, (2020-2021)

- Launched the Office of Sustainability and wrote the first Climate Action Resolution in the state of South Carolina.
- Collaborated with the City of Charleston to develop the City's first Climate Action Plan.
- Developed external funding and leveraged partnerships to support County sustainability goals.
- Acted as project lead in the Green Infrastructure Center/South Carolina Forestry Commission/Charleston County tree canopy study.
- Fostered a culture of community sustainability and resiliency through education, outreach, and engagement.

Planning Technician, Charleston County Government, (2019-2020)

- Prepared and presented cases for the Board of Zoning Appeals.
- Processed applications and worked with citizens needing variances and special exceptions.
- Wrote notification and order letters.
- Communicated BZA cases with the public.
- In 2019, during Hurricane Dorian, staffed the County's Emergency Operations Center in the planning section and served as a bilingual point of contact for the public.

Firefighter, St. Johns Fire Department (Charleston, SC), (2017-2019)

- Responded to all hazards, prepared detailed reports for medical calls, conducted educational training programs, and conducted surveys and inspections for hazards.

PAYTON MORRIS, MS
Mitigation Specialist

EDUCATION

Master of Science, Agricultural Sciences, Sul Ross State University

Bachelor of Science, Animal Science, Tarleton State University

CERTIFICATIONS / TRAINING

ICS 100, 200, 300, 400, 700, 800, 244, 120, 230, 235, 328, 2700, 393, 212, 841-845

TX-2000

All Hazards Logistics Section Chief Course

Digital Marketing Certification, HubSpot Academy

Institute for Sustainable Infrastructure Envision Sustainability Professional

High-Emotion Public Meeting Training, The Ammerman Experience

TxDOT Precertification Work Category 1.8.1 Public Involvement

Payton Morris holds a Master of Agricultural Sciences degree from Sul Ross State University and is a knowledgeable and results-driven professional with a proven track record in hazard mitigation plan development and community engagement. She has ample experience working collaboratively with internal and external stakeholders to develop and implement statewide program activities and ensure compliance with regulations and guidelines at the state and federal levels**.** Ms. Morris is adept at adapting outreach strategies to meet the individual needs of each community she serves. Using a variety of appropriate educational methods, techniques, activities, and materials, outreach is conducted with a focus on social vulnerability and promoting equity.

HIGHLIGHTS

- Has conducted outreach to over 200+ jurisdictions and assisted in the development of 71+ Hazard Mitigation Plans across five states (TX, NM, OK, NY, LA)
- Assisted in the development of Community Wildfire Protection Plans (CWPP) for Jefferson County, TX, and Grant County, NM
- Conducted outreach for 2 Regional Flood Planning Groups in TX (Lower Red and Guadalupe) to increase public and local official involvement in Regional Flood Planning
- Working knowledge of State and Federal emergency management regulations, legislation, guidelines, policies, and procedures
- Represented the State of Texas during post-disaster operations and coordinated the provision of post-disaster assistance

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners, (2024-Present)

- Conducts outreach to participating jurisdictions while providing educational materials and education on hazards that affect an area.
- Conducted outreach for 2 Regional Flood Planning Groups in Texas (Lower Red and Guadalupe) to increase public and local official involvement in Regional Flood Planning
- Assists in developing hazard mitigation plans to reduce hazard risk and enhance community resilience in accordance with various state and FEMA guidelines.
- Contributes to the drafting of other planning mechanisms, including Community Wildfire Protection Plans and a Pre-Disaster Housing Plan for the binational Paso del Norte Region.
- Prepares grant applications to secure funding for hazard mitigation funding efforts and projects.

Regional Mitigation Coordinator, Texas Division of Emergency Management (TDEM), (2024)

- Assisted in organizing programs involving local, state, and federal agencies, volunteer groups, and the public related to hazard mitigation.
- Convened and facilitated stakeholder workgroups to review, develop, clarify, and update Local Hazard Mitigation Plans.
- Provided guidance to staff and the community regarding grant administration and compliance.
- Reviewed submitted grant applications and Local Hazard Mitigation Plans for award eligibility.
- Assisted in preparing and processing applications for disaster projects in accordance with applicable state and federal laws.
- Monitored compliance with applicable requirements.
- Oversaw grant-related expenditures to ensure compliance with state and federal guidelines.
- Identified opportunities to engage other emergency management authorities in coordinating hazard mitigation activities.

Disaster Assessment & Recovery Program Specialist, Texas A&M AgriLife Extension Service, (2022 - 2024)

- Collaborated with stakeholders, developing and implementing statewide program activities to coordinate regional assistance for emergency and disaster victims.
- Assisted in organizing hazard mitigation programs.
- Assisted Extension committees in developing plans to reach annual and/or long-range goals.
- Coordinated stakeholder workgroups to review, develop, clarify, and update Local Hazard Mitigation Plans.
- Taught hazard mitigation program specifics to various audiences and collaborated with other state agencies on emergency response training efforts.
- Supported the Texas Animal Health Commission and served as a liaison between local landowners/livestock producers and Texas A&M Forest Service during wildfire suppression operations.
- Collaborated with the Texas Division of Emergency Management and local jurisdictions/entities to complete documentation related to the FEMA Public Assistance (PA) Program.

Previous Experience

Prior to the above experience, Ms. Morris acted as a Marketing & Communications Specialist for The Branded P – Graphic Design.

SHAWNA PAYAN, MPH, CEM
Mitigation Specialist

EDUCATION

Doctor of Public Health (in progress)

Master of Public Health, Public Health, The University of Texas At El Paso

Graduate Certificate in Technical Writing

Bachelor of Science, Health Promotion, University of Texas At El Paso

TECHNICAL SPECIALTIES

Certified Master Instructor for CERT

COOP Level I

Type 3 AHIMT

Strategic Planning

Grant Management

With a Master's of Public Health degree from the University of Texas at El Paso, Shawna Payan is a dedicated professional with a proven track record of grant and project management. Having overseen FEMA grant applications, mitigation projects, and mitigation plans and plan updates in 36 counties in TDEM Region 7, Ms. Payan is adept at providing communities with the tools they need to enhance their resilience. She has assisted in the development of 50+ Plans, and counting, and has developed 15 separate grant applications. Her expertise spans emergency management roles, including planning, operations, community relations, recovery, and mitigation.

HIGHLIGHTS

- Developed and managed grants totaling over $19.7 million, including grants for the Department of Justice (DOJ), Center for Disease Control (CDC), the City of El Paso Parks and Rec afterschool programs, LPDM, BRIC, and HMGP
- Has facilitated over 125 education and engagement initiatives with local and community partners
- Skilled in developing and reviewing hazard mitigation plans for TDEM and FEMA approval
- Extensive experience ensuring compliance with grant-related expenditures

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners, (2024-Present)

- Conducts outreach to participating jurisdictions while providing educational materials and education on hazards that affect the planning area.
- Assists in developing hazard mitigation plans to reduce hazard risk and enhance community resilience in accordance with various state and FEMA guidelines.
- Drafts hazard profiles for human-caused and natural hazards.
- Prepares grant applications to secure funding for hazard mitigation funding efforts and projects.

Hazard Mitigation Coordinator, Texas Division of Emergency Management (TDEM), (2022 - 2024)

- Oversaw FEMA grant applications, mitigation projects, and hazard mitigation plans for 36 counties in Region 7.
- Worked collaboratively with local and community partners to conduct education and community engagement relating to emergency management.
- Delivered FEMA courses at the state level as a lead or co-instructor and ensured grantees' and sub-recipients' compliance with grant conditions by monitoring and analyzing agreements, contracts, expenses, activities, hazard mitigation plans, and federal and state regulations.

- Reviewed submitted grant applications and local hazard mitigation plans to determine applicants' eligibility for awards based on established criteria.
- Assisted jurisdictions with creating scopes of work and deliverables associated with FEMA disaster and non-disaster grants, and helped with updating or creating hazard mitigation plans, reviewing them before submission to FEMA for approval.
- Representing TDEM in the emergency operations center (EOC) and the state operations center (SOC), she participated in activations or deployments on an incident management team (IMT).
- Verified the nature and amount of grant-related expenditures by examining payroll records, contracts, timesheets, inventory asset accounts, account payables, and real estate records, ensuring all expenditures comply with the defined scope of work and state and federal guidelines.
- Prepared reports and made presentations, including specialized presentations and briefings for governmental officials, TDEM leadership, external partners, and others.

Public Health Preparedness Liaison, City of El Paso Department of Public Health, (2020 - 2022)

- Served as the primary point of contact, fostering strong relationships between internal teams and external partners.
- Conducted public health preparedness outreach activities, including critical incident exercise planning, training, and evaluation of protocols.
- Supervised teams of over 20 employees and organized, coordinated, and implemented the City of El Paso DPH emergency planning and response initiatives.
- Led PHEP plan development and coordination; plans created and updated included mass care support, volunteer management, SNS, radiological response, mass fatality, and responder health and safety. These plans led to continued accreditation through NACCHO and DSHS.
- Assisted with state grant budget procedures, amendments, revisions, and redirections, and was responsible for scopes of work and deliverables for multiple funding sources for PHEP. During COVID-19, PHEP was housed at the El Paso EOC, where Shawna's duties included providing updates during briefings, coordinating staff, and acting as a liaison at community and agency meetings. She represented Public Health Preparedness (PHP) in meetings and committees with partners and stakeholders.

Previous Experience

Prior to the above experience, Ms. Payan acted as a Health Education Specialist for the City of El Paso Department of Public Health.

WILL PARKER
Mitigation Specialist

EDUCATION

University of Texas, Bachelor of Journalism

SKILLS

Social Media Management
Adobe Creative Cloud
Video Production
Branding
Proofreading

Will Parker is a highly experienced and versatile technical writer offering expertise in copywriting, communications, and Hazard Mitigation Plan development. He brings to his role as Mitigation Specialist a successful track record in team leadership, client service, internal training, developing and implementing communication plans, and improving workflows. He has conducted outreach for more than 100 jurisdictions by developing materials for distribution and facilitating 50+ workshops and public meetings. Will sustains a proven track record of providing clear, concise, and consistent communications in his outreach and Plan development. Deep expertise combined with an understanding of the importance of effective project management, stakeholder management, and the ability to adapt to audience needs. Collaborative cross-functional leader continually focused on building relationships and developing talent to produce highly effective teams, increasing productivity, and improving outcomes.

HIGHLIGHTS

- Assisted in the development of 60+ Hazard Mitigation Plans
- Adept at facilitating outreach meetings and drafting materials
- Managed outreach, a contact database, and correspondence with nearly 2,000 stakeholders for the Texas General Land Office River Flood Basin Study
- Expert technical writing skills

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners, (2023 – Present)

- Develops and drafts Hazard Mitigation Plan text, including hazard and community profiles, develops outreach materials, translates complex technical material at public meetings and workshops, and gathers research for comprehensive Plan development.
- Conducted outreach and public engagement tasks for the Texas General Land Office River Flood Basin Study. His responsibilities included drafting outreach materials, maintaining a contact database, and facilitating presentations to stakeholders.
- As part of FEMA and HUD's Pre-Disaster Housing Initiative, contributed to New Jersey's Recovery Support Function Plan for housing.
- Assisted in the development of nearly 20 Drought Contingency Plans and contributed to the drafting of Jefferson County's Community Wildfire Protection Plan.

Fulfillment Agent, LegalZoom, (2022 – 2023)

- Led a team of 6 to maintain a team KPI achievement of 100% of monthly quota for orders touched, while cross-training with 2 other departments to boost overall productivity by 10% and maintain a 2-day order turnaround time for clients. Oversaw fulfillment and accuracy for more than 22,000 orders per year for a company with $610M in revenue/year, achieving 115% of established order quota for $4.5MM/year while maintaining a sub 0.8% error rate over an average of 3%.

- Directed a special project team of 6, developing strategies and process improvements to train a third party to oversee administrative work, increasing the order completion rate by 20% and reducing the time between client contact by 3 days.
- Liaised with Director-level executives to sunset a product due to governmental changes, creating copy and a refund action plan that was sent to over 600 affected customers, retaining 85% of customers' business with other products.
- Implemented a suite of operational and workflow improvements, reducing overall processing time from 15 to 10 minutes per order within one year, saving over 800 hours of staff time per year and increasing client satisfaction by 25%.

501c3 Document Specialist, LegalZoom, (2020 – 2022)

- Managed document creation and operations for a range of 4 document types and more than 15K clients, filing more than 2,700 documents a year with government bodies to generate over $645K annually for the company. Identified factual and copy errors in customer-facing documentation and created updated and corrected documents, resolving an issue that affected 10% of total orders, increasing customer satisfaction with that product by 40%.
- Trained a new hire to achieve 100% of established quotas with a <2% error rate 2 months faster than expected, while coaching the customer care team, reducing client contacts from 5 to 3 and order fulfillment time from 18 to 11 days.
- Spearheaded an initiative to revamp training documents, identifying outdated documents and redrafting training instructions for State tax identifications, reducing the team-wide error rate on this product by 30%.

Producer / Newsroom Member, The Drag Audio Production House, (2020)

- Oversaw podcast production and script editing for a podcast which peaked at 8 on Apple's true crime charts and has a 4.8/5 rating, while developing a company workflow process for a team of 25, increasing production speed by 15%.
- Developed and executed marketing plans for said podcast.
- Completed up to 5 novel pre-production and production assignments per week for 6 different podcasts, ensuring all shows were 100% on or ahead of schedule, while condensing 20 hours of research into a 10-minute report to showrunners.

DIAMOND MCKINNEY
Mitigation Specialist

EDUCATION

Bachelor of Arts Psychology, Texas State University (2021)

SKILLS

QuickBase

TIGR

PUC Mapping Tool

GIS Mit Viewer

CREDENTIALS/TRAINING

Project Management

Client Relations

Financial Analysis

Bookkeeping

Human Resource Management

Advanced Microsoft Office

SPSS Statistical Analysis Software Literacy

Stata Statistical Analysis and Data Science Literacy

Advanced Microsoft Excel

Diamond McKinney is an experienced mitigation specialist with expertise in outreach, conducting compliance reviews, administrative duties, coordinating RFIs, and providing policy guidance. She has assisted the Texas General Land Office (GLO) with reviewing project applications for the HUD Community Development Block Grant - Mitigation (CDBG-MIT). She is knowledgeable about mitigation planning and funding requirements and understands what it takes to receive funding for mitigation planning and projects.

HIGHLIGHTS

- Has conducted subrecipient management for more than 40 contracts totaling over $132 million in CDBG funds
- Lead the review of over 28 Regional Mitigation Program (RMP) applications
- Successfully reconciled data for more than 65 applications
- Ability to handle sensitive information appropriately
- Strong verbal and written communication skills
- Proven eye for detail and high level of understanding of grant requirements

PROFESSIONAL EXPERIENCE

Mitigation Specialist, H2O Partners (2022 – Present)

- Drafting of Hazard Mitigation Plan text, including planning process, community profiles, translating complex technical material and gathering research for Plan development.
- Reviewing project applications for the administration of HUD Community Development Block Grant – Mitigation (CDBG-MIT) funding for eligible mitigation activities and state mitigation competitions through the Texas General Land Office (GLO) with particular focus on repetitive loss of property and critical infrastructure.
- Served as 1 of 3 Data Reconcilers, responsible for QAQC control of all applications during final submission after the RFI process.
- Served as CR team lead, which involved attending meetings with leadership and identifying information themes pertinent to the whole team and adding it to an ongoing spreadsheet for the team's use. Ms. McKinney is relied on heavily to provide various training to team members and new hires.

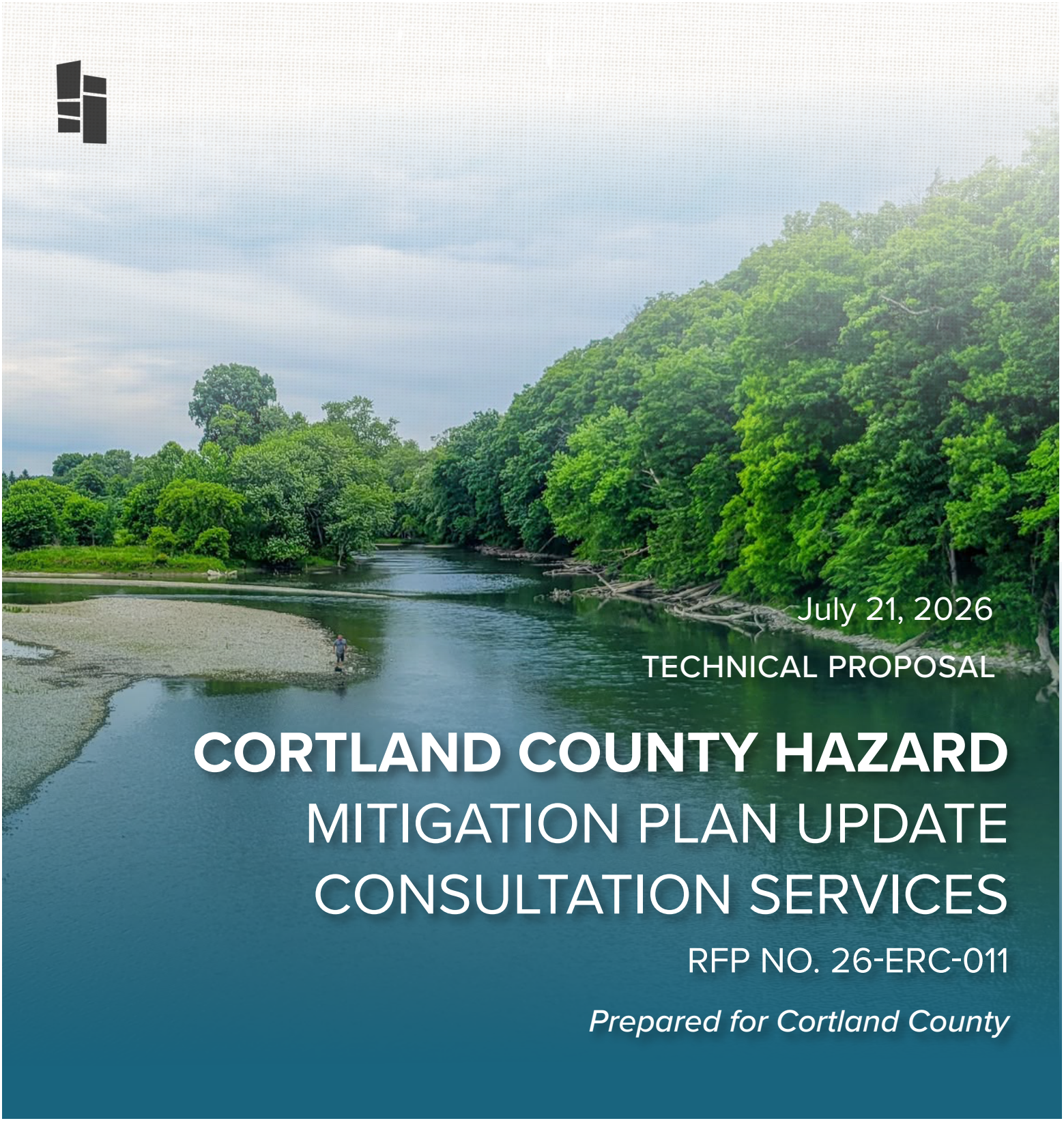
- Created several templates and review tools to enhance team efficiency.
- Determining competition eligibility through a comprehensive scoring process.
- Coordinating with GLO staff and Subject Matter Experts (SME) to develop Requests for Information (RFI's) from grantees.
- Providing cross-cutting policy guidance through all program phases, which include Davis-Bacon, Uniform Relocation Act, Section 3, Fair Housing, Section 504, and Environmental Review.

Senior Operations Specialist, Jo Ann Howard & Associates (2021 - 2022)

- Oversight of monthly, status, and quarterly financial reporting with respect to TDI deadlines.
- Assistance in liquidation processes for estate disbursement of funds, including approvals, appeals, and payment implementation.
- Ensured the biweekly processing of payroll, certifying correct billing codes, activity hours, and descriptions for invoice preparation.

Bookkeeper, American Campus Communities (2019 - 2021)

- Ensured overall accuracy of all accounts receivable.
- Processed and reconciled daily payments and deposits to ensure appropriate revenue and expenses were maintained.
- Implemented all processes involving resident transfers/move-outs/move-ins.
- Facilitated regular financial transactional audits and delinquency practices.
- Assisted with on-site operations.
- Obtained over $650,000 in sales in rental property.
- Developed and implemented marketing strategies used to target diverse demographics for leasing purposes.
- Communicated and enforced numerous guidelines and stipulations mandated by legal contracts.
- Conducted market research.



July 21, 2026

TECHNICAL PROPOSAL

CORTLAND COUNTY HAZARD MITIGATION PLAN UPDATE CONSULTATION SERVICES

RFP NO. 26-ERC-011

Prepared for Cortland County

Prepared by:

Highland Planning

820 South Clinton Avenue, #3
Rochester, NY 14620
Albany | Rochester | Buffalo
(585) 504-1672
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with support from

Tributary, LLC *a subsidiary of AVAIL, the Albany Visualization and Informatics Lab at the University at Albany*

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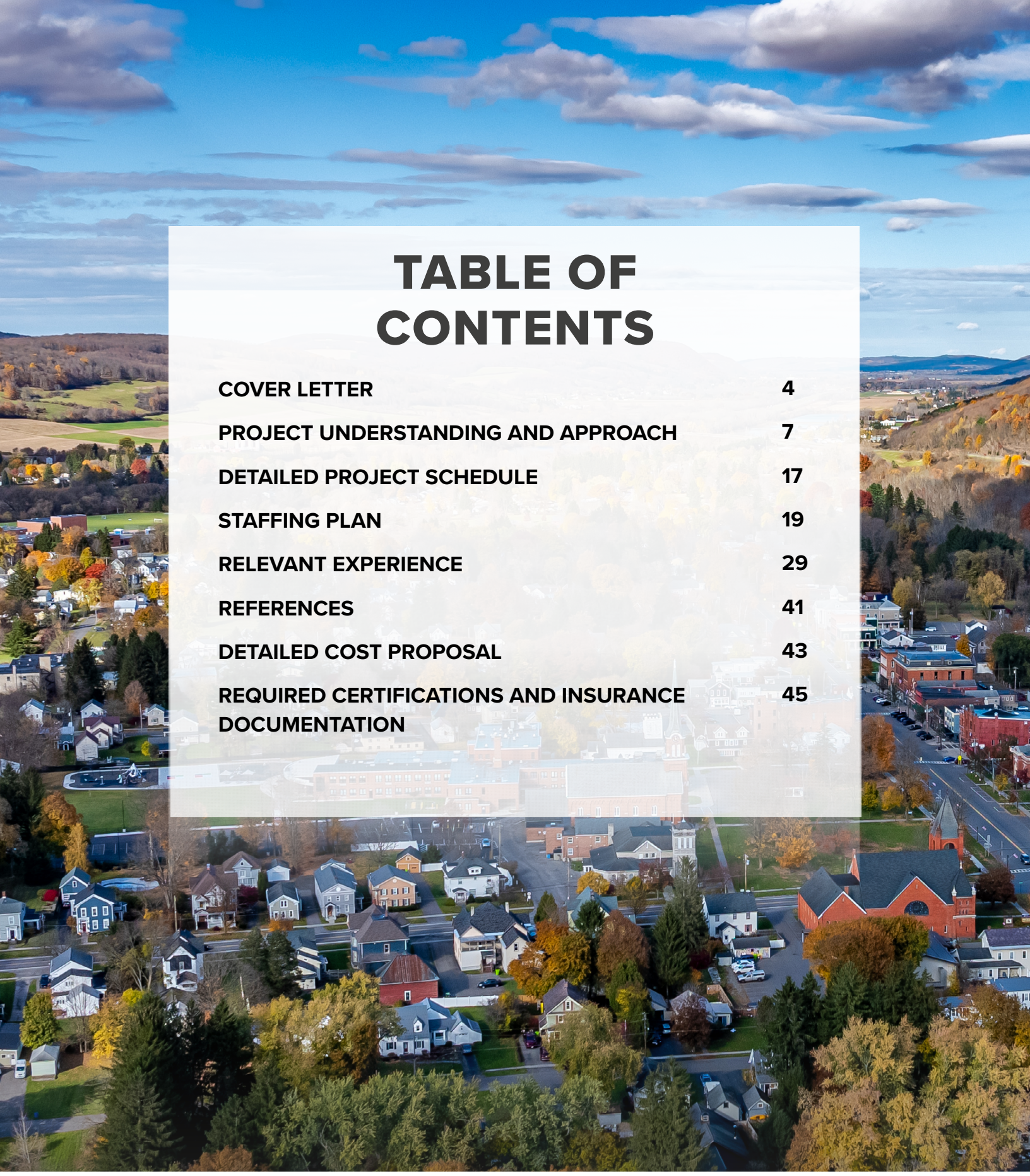

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July 21, 2026

HIGHLAND PLANNING
820 South Clinton Ave
Rochester, NY 14620
(585) 504-1672

Courtney Metcalf
Deputy Director
Cortland County Department of Emergency Response and Communications
60 Central Avenue, Suite 306
Cortland, NY 13045

Dear Ms. Metcalf:

Highland Planning is pleased to submit this proposal in response to RFP 26-ERC-011 for the Cortland County's Hazard Mitigation Plan Update Consultation Services. Highland Planning LLC is a New York State certified Woman-Owned Business Enterprise (WBE) founded in 2007 and headquartered in Rochester, with offices in Buffalo and Albany. For nearly two decades, we have specialized in community planning, public engagement, and more recently climate resilience and mitigation planning across New York State. We understand that this project is about more than updating a regulatory document. It is an opportunity to strengthen coordination among Cortland County and its participating jurisdictions, identify practical and locally supported mitigation actions, and position communities for future funding and implementation. Highland Planning is uniquely qualified for this assignment for three key reasons.

1. Exclusive Experience with MitigateNY Platform and Hazard Mitigation Planning. Highland Planning led the development of planning guidance, templates, and local planning tools for the MitigateNY platform in partnership with the New York State Division of Homeland Security and Emergency Services (DHSES) and the Albany Visualization and Informatics Lab (AVAIL). Our partners at Tributary are the same team that developed and continues to support MitigateNY 2.0. This unique experience gives us an unmatched understanding of the platform, allowing us to efficiently guide Cortland County through the transition to a fully integrated MitigateNY-based planning process.

2. Engagement-Driven Approach Built on Local Knowledge and Partnership. We design planning processes that center community voices and build local ownership. In Cortland County, our engagement approach is focused on local coordination and collaboration to develop a nuanced understanding of local risks and impacts. We will build on our relationships from work on the Village of Homer Comprehensive Plan and Downtown Revitalization Initiative and Village of Marathon NY Forward, and work closely with County leadership, local jurisdictions, agency partners, and community organizations to ensure that the Plan reflects lived experience, community priorities, and broadly-supported and viable mitigation actions.

3. Focus on Actionable and Implementation-Ready Mitigation Strategies. We believe the most successful hazard mitigation plans are those that communities can implement immediately following adoption. Through facilitated workshops, mitigation action development sessions, and collaborative prioritization exercises, we will work with Cortland County and participating jurisdictions to develop realistic, fundable, and impactful mitigation actions. Our team will help identify potential funding sources, implementation partners, and project development needs, creating a roadmap that supports both near-term action and long-term resilience.

In the following proposal, we outline our qualifications, project understanding, and approach to completing a successful update for Cortland County and its participating jurisdictions. While we have highlighted key elements of our methodology, we are a flexible and collaborative team that will tailor our approach to the County's needs, schedule, and priorities. We understand the importance of maintaining momentum toward compliance with FEMA and NYS DHSES requirements while delivering a planning process that creates lasting value for local communities. We look forward to continuing our work with Cortland County to develop a comprehensive, actionable, and community-driven Hazard Mitigation Plan that strengthens resilience across the County and positions its communities for success.

Sincerely,

Elizabeth Podowski King, PLA, AICP
Director of Planning + Design
Highland Planning LLC
Liz@highland-planning.com
585-649-1210

HIGHLAND PLANNING
Listen. Design. Transform.

INCORPORATION

2007 in New York State

CERTIFICATIONS

- Women-Owned Business Enterprise (WBE)
- Disadvantaged Business Enterprise (DBE), re-certification in process

HEADQUARTERS

- 820 S. Clinton Ave Rochester, NY 14620

OTHER LOCATIONS

- Buffalo, NY
- Albany, NY

NUMBER OF EMPLOYEES

- 16

WITH OPEN MINDS, INNOVATIVE PRACTICES, AND OUR COLLECTIVE EXPERIENCE, **WE HELP COMMUNITIES AND NATURE THRIVE.**

Founded in 2007, Highland Planning is a certified women-owned planning + design studio with offices in Buffalo, Rochester, and Albany, New York. A passion for social good drives us, and we specialize in developing creative public engagement, planning, and design strategies through collaborative partnerships across the northeastern United States.

Our 'Highland Way' approach is rooted in the International Association of Public Participation (IAP2) methodology. This philosophy ensures stakeholder engagement processes that are inclusive, transparent, and productive. Our customized approach, honed through extensive experience facilitating complex multi-stakeholder initiatives, can add significant value by navigating sensitive topics and building consensus among diverse participants. The 'Highland Way' is designed to meet each community where they are—ensuring that every engagement is inclusive and impactful.

Our unique approach sets us apart. We combine technical expertise with emotional intelligence, allowing us to navigate challenging conversations while building trust and achieving meaningful outcomes. We listen to, design with, and transform communities through our work, helping key stakeholders and implementing partners make better, more informed decisions that improve the quality of life for all.

WE IMPLEMENT CREATIVE PUBLIC ENGAGEMENT, PLANNING AND DESIGN STRATEGIES **THROUGH COLLABORATIVE PARTNERSHIPS.**

PLANNING + URBAN DESIGN

Every community is different, and every project is unique. We learn the context, craft a shared vision, test alternatives, and collaboratively develop place-based solutions. We offer planning, urban design, and analysis services to provide a high quality of life for all.

PUBLIC ENGAGEMENT

Our public engagement philosophy is rooted in the International Association of Public Participation's (IAP2) process and brought to life through our approach, ***The Highland Way.*** This community-centered method ensures every voice is included — from traditionally represented to historically unheard — and that engagement is meaningful, not just performative. Grounded in trust, collaboration, innovation, and sustainable positive impact, the Highland Way embraces change and transforms it into opportunity.

MARKETING + COMMUNICATIONS

Messaging matters. Successful engagement inspires community action, allowing the positive change we all want to see. From developing an outreach campaign from the ground up to developing creative tools to increase awareness of your existing project, we'll reach your audience where they are.

TRIBUTARY LAB

Tributary designs and develops web-based tools that support evidence-based decision making in hazard mitigation planning and other public-sector domains. Drawing on customizable open-source software, geographic information systems (GIS), data analytics, and interactive visualization, Tributary helps agencies move from static planning documents to dynamic, data-driven platforms that keep risk information current and accessible.

Tributary is an offshoot of the Albany Visualization and Informatics Laboratory (AVAIL) at UAlbany SUNY, operating independently to serve clients outside the SUNY Research Foundation's scope. The company is fully remote and built on the open-source software developed and proven at AVAIL over two decades.

The Tributary team brings more than 20 years of experience in software development, data science, project management, and public agency consulting. Staff hold expert-level skills across the full data lifecycle — from ingestion and analysis to visualization, maintenance, and public dissemination. Notably, Tributary developed the MitigateNY platform for the New York State Division of Homeland Security and Emergency Services (DHSES), and directly led its deployment in developing Local Hazard Mitigation Plans for Sullivan, Delaware, Fulton, and Hamilton counties in 2021–2022.

Alex Muro, lead developer and data scientist, brings 20+ years of experience in geospatial software and data science across transportation, hazard mitigation, demographics, and community planning. Eric Krans has 20 years of project management experience, including a decade at AVAIL managing enterprise software programs for DHSES, FEMA's Cooperating Technical Partners Program (CTP), and NYSDOT. Shaunak Sangdod contributes deep software engineering expertise following his M.S. in Computer Science at UAlbany. Adam Tobey brings six years of applied experience at the intersection of data science tools and planning practice, building on his M.S. in Urban and Regional Planning.

Together, the team has built a suite of interoperable open-source platforms covering the full arc of hazard mitigation data work: data ingestion, risk analysis, plan authoring, public-facing presentation, and ongoing maintenance. These tools are domain-agnostic at their core but have been applied with particular depth in local hazard mitigation planning — enabling counties and municipalities to meet FEMA requirements with up-to-date, spatially rich, and genuinely usable plans.

PROJECT UNDERSTANDING + APPROACH

Mapping work from Highland Planning's Broadway Multimodal Resiliency Study

APPROACH AND SCHEDULE

Our team approaches the County's Local Hazard Mitigation Plan (LHMP) Update as more than a compliance exercise. We see it as an opportunity to deliver a clear, actionable strategy for sustained risk reduction that reflects the realities of Cortland County's communities, landscape, and capacity.

Our work is guided by a simple principle: all disasters are local and effective mitigation strategies must be locally informed, broadly supported, and implementable. We prioritize community and stakeholder engagement, partnership building, and practical outcomes that support the County and its municipalities in advancing resilience and risk reduction, even in an uncertain funding landscape.

A Focus on Engagement, Partnership, and Local Knowledge

From day one, we will work closely with Cortland County's Department of Emergency Response and Communications and Department of Planning and Economic Development to design a planning process that centers local knowledge, organizational capacity, and lived experiences. Engagement will be continuous and intentional—bringing municipal leaders, agencies, organizations, and residents into the process early and often to validate data, refine priorities, and co-create solutions. This engagement-forward approach ensures that the LHMP update reflects the County's geography the unique topographies of the Southern Tier and distinct community hubs while building the consensus required for implementation.

To meet Cortland County's requirements, we will implement a structured stakeholder engagement framework that includes:

- **Core Planning Group:** Cortland County Department of Emergency Response and Communications, Planning Department, DHSES, and consultant team (biweekly coordination)
- **Steering Committee:** County departments, municipalities, agencies, and key stakeholders
- **Jurisdictional Teams:** Representatives from the County's 19 municipalities
- **Community & Stakeholders:** Residents, businesses, nonprofits, and institutional partners

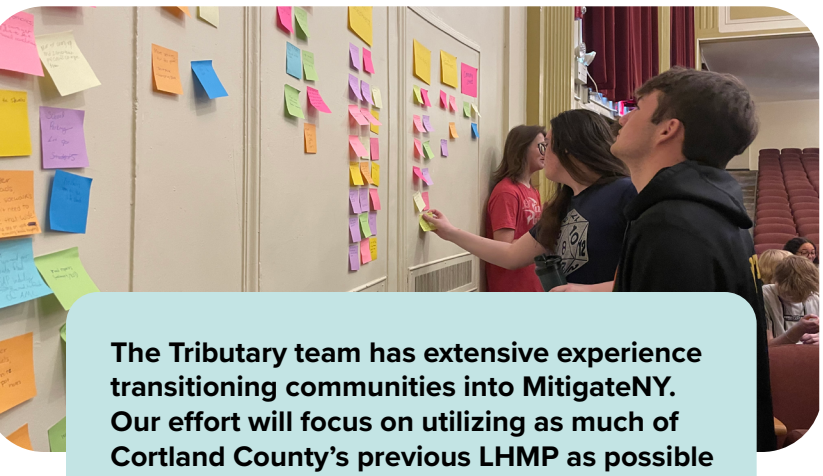
Along with the County's recent Elevate Cortland Strategic Development Plan, our work with the Villages of Homer and Marathon provides valuable insight into local participation trends, enabling us to develop an engagement approach that is responsive to stakeholder preferences. While in-person meetings remain an important tool for collaboration and community dialogue, we have found that virtual meetings and asynchronous tools such as online surveys are often more effective for engaging key stakeholders, agency partners, or municipal staff. These lessons learned will inform our engagement strategy that prioritizes flexible participation opportunities while maintaining in-person engagement where it provides the greatest value.

KEY STAKEHOLDERS

- Cortland County:
  - Department of Emergency Response and Communications
  - Planning and Economic Development Department
  - Highway Department
  - Department of Health – Environmental Health Division
  - Soil & Water Conservation District
- Cortland County Business Development Corporation
- Guthrie Cortland Medical Center
- SUNY Cortland
- Finger Lakes–Lake Ontario Watershed Protection Alliance (FLLOWPA)
- Cortland County Local Emergency Planning Committee (LEPC)
- Emergency Services
- Neighboring Counties
- Representatives from FEMA Region II
- NYS Division of Homeland Security and Emergency Services (DHSES)

Strategic Use of Existing Plan, Resiliency Plan Efforts, and MitigateNY Platform Expertise

With our partner Tributary, comprised of staff from the Albany Visualization and Informatics Lab (AVAIL) who developed and continue to support the MitigateNY platform, we will efficiently transfer the existing plan into the new MitigateNY 2.0 platform. Because much of the County's previous LHMP is likely still relevant and can be carried forward, our team will design a planning process that retains as much of the existing plan as possible, creating more time and space for engagement and action development.



The Tributary team has extensive experience transitioning communities into MitigateNY. Our effort will focus on utilizing as much of Cortland County's previous LHMP as possible and flagging content for local review and update during plan migration. Our team has found that this approach makes the initial planning effort more efficient and creates more time for identifying vulnerabilities and scoping actionable solutions.

Once the data is integrated into the MitigateNY 2.0 system, our team will conduct a hazard risk assessment focused on identifying changes in the frequency and impacts of natural disaster occurrences, changes in development patterns, new or emerging hazards of concern, and changes in population and infrastructure vulnerabilities since the last LHMP.

During this initial phase of transitioning the old plan into the new system, our team will effectively locate the areas of Cortland County's LHMP that require attention and prepare all data and content for review by the County and its jurisdictions during the planning process. The time saved on data organization, processing and presentation will allow more time to be spent focusing on interjurisdictional and interdepartmental collaboration, targeted updates, and the development of feasible and robust mitigation actions.

This streamlined approach ensures the planning effort is efficient, while still meeting FEMA and NYS DHSES requirements. Cortland County's current plan includes a list of 160 mitigation actions. Building on this, our goal is to move the County further along the continuum from risk awareness to meaningful and robust mitigation actions.

Advancing Sustained Risk Reduction and Resilience

We will ground mitigation strategies and proposed actions in the fundamental principle that how and where communities build directly affects long-term risk reduction. Particular attention will be given to understanding and addressing the barriers that prevented eight towns from adopting the previous plan, ensuring that recommended actions are practical, locally relevant, and supported by a clear path to implementation.

This includes:

- Aligning mitigation with land use, infrastructure, and development policies and practices
- Integrating climate considerations into hazard mitigation
- Addressing the needs of underserved and vulnerable populations as those often most affected by hazards
- Ensuring actions are feasible given the County's capacity and available resources and compatible with other adopted plans

Delivering a Plan with Lasting Value

Our ultimate goal is to deliver more than a compliant plan that simply "checks the box." We will provide the County and its communities with a plan that:

- Clearly communicates risk in a locally meaningful way
- Identifies actionable, prioritized mitigation strategies
- Builds partnerships and shared ownership
- Aligns mitigation actions with local capacity and available funding sources
- Supports implementation over the next five years and beyond

Supporting Cortland County's Climate Resilience Plan

Our team is an active subcontractor on the County's Climate Resilience Plan. Our efforts to develop the County Profile and Asset Inventory will provide a strong foundation for the LHMP and positions our team to support plan connections. Additionally, our development and delivery of Community Participation efforts enable our team to bring lessons learned and community preferences into this plan update.

WORK PLAN BY PHASE

We recommend grouping key tasks into a phased approach aligned directly with Cortland County's defined eight-task framework. This phasing will expedite data collection and analysis, quickly identify key changes since the last LHMP, and focus time and effort on the creation of robust mitigation actions.

PHASE 1: ORGANIZING THE EFFORT, ESTABLISHING BASELINE CONDITIONS, AND BUILDING AWARENESS

Includes Scope of Work Task 1: Organize the Planning Effort

Objectives

Phase 1 establishes the foundation for a successful planning process by organizing the planning effort, aligning partners, and developing a shared understanding of Cortland County's existing conditions. This phase includes integrating the County's existing LHMP into the MitigateNY 2.0 platform, efficiently leveraging newly available data, and identifying meaningful updates. A key component of this phase is compiling and reviewing recent planning efforts that influence future development patterns, infrastructure investments, and land use decisions across the County. This ensures the LHMP Update reflects not only hazard risk, but also the broader policy and planning context shaping long-term vulnerability and resilience. Concurrently, this phase introduces the planning effort to stakeholders and the public, establishing awareness and setting expectations for continued participation.

Key Activities

Kickoff and Approach Refinement: We will meet with Core Planning Group, including the County's Department of Emergency Response and Communications and Planning and Economic Development Department (recommended) to confirm approach, refine the workplan, and establish Steering Committee, Jurisdictional Teams, and Key Stakeholders. We will understand lessons learned and best practices from the last LHMP, discuss institutional gaps presented by staff turnover, and learn more about the Local Emergency Planning Committee (LEPC) and their role. We will also discuss initial engagement strategy, schedule, and communication methods. We will hold bi-weekly meetings with the Core Planning Group to update on progress, assess bottlenecks, and collaborate on upcoming efforts.

Steering Committee Launch: We will host a virtual call to launch the Steering Committee, introduce the planning process, gather initial input on significant changes since the last update (new issues, shifting hazards of concern, major natural disasters / storm events, new developments, etc.), including the noted changes to the Community Profile and magnitude of hazards, and confirm priorities and datasets. We will also check in on the status of existing Mitigation Actions and Plan Maintenance Updates. The Steering Committee will provide oversight and guidance on the plan priorities, support engagement and input throughout plan development, act as the point of contact for all partners and the various interest groups throughout the process, and review and approve the final plan.

Data Collection and Identifying Gaps in the Existing LHMP: We will review available feedback on the existing plan from annual updates as available, coordinate with DHSES to determine data gaps, and begin to coordinate with State and Federal partners to gather necessary data. We will work with the Core Planning Group and Steering Committee to determine recent and relevant plans (e.g., comprehensive plans, local watershed plans, infrastructure studies, capital plans) that influence development patterns and risk exposure.

Outreach and Engagement Launch: Our team will develop a public outreach and engagement strategy for the planning process; add a public-facing page to MitigateNY to host engagement-related information; draft a press release, and provide narrative and graphics for a social media campaign to promote the mitigation planning process and opportunities to get involved.

PHASE 1 DELIVERABLES

- Final workplan
- Core Planning Group and Steering Committee meeting facilitation and summaries
- Data inventory and gap assessment, and compilation of additional plans, studies, and locally available data.
- Outreach Strategy, website, press release, and social media collateral

Summary of Proposed Meetings

Meeting	How Many	Who
Core Planning Team	Bi-monthly, 16-18 session	County Department of Emergency Response and Communication, Highland, Tributary, DHSES
Steering Committee	5 -7	Committee Members + Core Planning Team , Local Emergency Planning Committee
County Working Sessions	2	Steering Committee, Partners, Other Departments, Neighboring Counties
Public Workshops	2	The public
Jurisdictional Interviews	19	Jurisdictional Teams, Highland and Tributary (other Core Planning Team members optional)
Multi-Jurisdictional Actions Workshop	2	Jurisdictional Teams + Steering Committee

PHASE 2: UPDATING COMMUNITY PROFILES, RISK AND VULNERABILITY ASSESSMENTS, AND CORRESPONDING CAPABILITIES

Includes Scope of Work

Task 2: Profile The Community and Existing Conditions

Task 3: Select, Profile, And Evaluate Impacts of Hazards of Concern

Task 4: Capability Assessment and Resource Integration

Objectives

Phase 2 represents the core of the planning process, where data, local knowledge, and stakeholder input are integrated to update community profiles, refine hazards of concern, and confirm local capabilities and resources. Building on Phase 1, this effort includes a focused review of the existing LHMP alongside other relevant local and regional plans, ensuring alignment and integration across planning initiatives. Rather than recreating baseline analyses, this phase prioritizes identifying significant changes in development, climate conditions, infrastructure, and community priorities. Through structured working sessions with DHSES, the Steering Committee, Jurisdictions, and other key partners, this phase emphasizes collaboration, validation, and co-creation of risk problem statements.

Key Activities

MitigateNY Migration and Preliminary Data Reviews: We will review the County's existing LHMP and MitigateNY datasets for significant changes over the past five years. This will enable our team to present updated baseline conditions, hazards of concern, vulnerabilities, and High Hazard Dam considerations to the Steering Committee for initial review, with the ability to prioritize in depth review of sections with significant changes in data.

Profile the Community and Existing Conditions and Vulnerabilities: Our partners at Tributary will review and highlight significant shifts in demographics and populations, social vulnerability, local economies and development trends. We will review local datasets developed through the previous LHMP with state and federal data; NFIP and Flood Risk Analysis for FIRM adoption status, repetitive loss (RL) and severe repetitive loss (SRL) properties, and floodplain management practices across jurisdictions; FEMA Risk MAP, disaster declaration records, and local GIS data. This comprehensive inventory will provide a strong foundation for the risk assessment and will be seamlessly incorporated into the MitigateNY platform, ready for review in coordination with the County, Jurisdictions, and other stakeholders.

Assess Vulnerabilities, Hazards, and Capabilities Working Sessions: Facilitated working sessions bring together the County, agency partners, local jurisdictions, and other key stakeholders to develop preliminary problem statements through an assessment of the updated hazard data paired with local updates and input. We recommend two working sessions with county stakeholders prior to conducting one-on-one sessions with each of the 19 jurisdictions. These working sessions could be paired with the monthly LEPC meetings. During these working sessions we propose to:

- ***Review Vulnerabilities:*** Through the migration of the current LHMP, we will provide updated quantitative data as a starting point for evaluation of vulnerability across the social, natural, and built environment. Input by stakeholders will be used to produce a complete overview of hazard vulnerabilities as experienced by all communities.
- ***Evaluate High Hazard Dams:*** Coordinate with the County, jurisdictions, and NYSDEC to update dam classifications, failure impacts, and the scope of needed repairs.

- ***Reassess Risk and Hazards of Concern:*** The County's previous LHMP identifies earthquake, flooding, severe storm, severe winter storm, drought, extreme temperatures, and harmful algal bloom as hazards of concern. Building on the technical data analysis of hazard maps, National Flood Insurance Program (NFIP) data, disaster records, and built environment data, we will seek validation or updates to the available risk assessment from the Steering Committee, key stakeholders during Working Sessions, and from the public through the Community Survey. We will support the County in understanding changes to risk across all hazards since the last LHMP, revisit and refine the County's Risk Assessment and problem statements, and work to update the selected Hazards of Concern. We will then support each jurisdiction to assess the local impacts of the County-selected Hazards of Concern, identify additional Hazards of Concern (if relevant), discuss disaster impacts (including cascading impacts and climate considerations), assess risks, and identify impacts to critical assets and infrastructure. We work collaboratively with each jurisdiction to develop risk problem statements and identify and develop the required mitigation actions for each Hazard of Concern.
- ***Revise Capability Assessment and Active Integration:*** Building on the County's existing inventory of resources, plans, and programs, we will work with Cortland County, local jurisdictions, and other stakeholders to identify and integrate additional relevant local and regional planning documents and corresponding land use and development review mechanisms that influence hazard mitigation actions. We will also ensure Roles and Capabilities are updated to reflect staffing changes and organizational shifts.

Incorporate Community Insights and Lived Experiences: During Phase 2, community input will ground the technical analysis in lived experience and additional local knowledge. We propose two complementary engagement mechanisms to validate and refine Hazards of Concern, ensuring that the Risk Assessment reflects the best available data as well as firsthand experiences that may not be fully captured in the data. Community input will also help identify emerging issues and localized impacts, and inform how mitigation actions are prioritized based on community input.

- ***Online Community Survey:*** We will develop and distribute an online survey designed to capture the experiences of residents, businesses, and community members across the County. The survey will focus on how individuals have experienced past hazard events, perceived changes in risk over time, and areas of concern that may not be reflected in existing data. It will be promoted through the project webpage on MitigateNY, social media, and through networks of the Core Planning Team and Steering Committee to maximize broad and representative participation.
- ***Public Workshop:*** We will convene a public workshop following the development of the updated Risk Assessment, draft Hazards of Concern, and draft Jurisdictional Annexes. This session will combine information-sharing and feedback collection. We will build awareness of identified risks while inviting participants to validate Hazards of Concern, react to draft problem statements, and share perspectives on community risk reduction priorities. The workshop results will kick off the next phase, informing the refinement of mitigation strategies and aligning proposed actions with local priorities and community support.
- ***Development of Risk-Based Problem Statements:*** We will synthesize all work in this phase to translate hazard and vulnerability findings into clear problem statements that define gaps in capabilities, exposure, and community resilience.

PHASE 2 DELIVERABLES

- Updated Community Profile and Existing Conditions for Cortland County and its jurisdictions, including the People and Communities, Built Environment, and Natural Environment sections of MitigateNY 2.0 and one round of review and consolidated edits
- Updated Vulnerability Assessment, Risk Assessment, Disaster Declarations, Hazard Profiles, and Hazards of Concern for Cortland County and its jurisdictions, including Natural Hazards, Disasters, Non-Natural Hazards, and Climate Change sections of MitigateNY 2.0 and one round of review and consolidated edits
- Updated Capability and Resource Inventory for County and Jurisdictions, including Capabilities Table and Roles Form sections of MitigateNY 2.0 and one round of review and consolidated edits
- Online Survey development, hosting, promotion support, and summary of results
- One Steering Committee meeting
- 19 jurisdictional annex interviews (one with each jurisdiction)
- Two Working Sessions with Cortland County and key stakeholders to assess county vulnerabilities, capacity, and hazards and develop risk problem statements.
- Virtual Public Workshop facilitation and activity development, logistics support, and input summaries

PHASE 3: CO-CREATING EFFECTIVE AND ROBUST MITIGATION STRATEGIES, ACTIONS, AND PRIORITIES

Includes Scope of Work

Task 5: Mitigation Strategy, Actions, and Plan Integration

Objectives

In Phase 3, we will refine and enhance the County's Mitigation Strategy into clear, prioritized, and implementable Actions grounded in the updated Risk Assessment and capability inventory and responsive to community priorities. Through a structured and collaborative process, we will work with the County and participating jurisdictions to finalize hazard risk problem statements, update mitigation goals, and develop a robust set of mitigation actions including for High Hazard Dams.. We will facilitate multi-jurisdictional coordination, recognizing that many hazards transcend municipal boundaries and require coordinated solutions.

We will support the County in developing a subset of priority actions to a higher level of refinement and implementation readiness. This includes scope refinement, order-of-magnitude cost estimates, and identification of funding pathways, positioning projects for state and federal grant funding. The result will be a Strategy and set of Actions that provides a practical roadmap for sustained risk reduction over the life of the plan while meeting FEMA and DHSES requirements.

Key Activities

The development of mitigation strategies and actions will be driven primarily through a structured series of Working Sessions, supported by targeted preparation and synthesis between sessions.

Develop County Strategy and Actions: Building on the Annual Plan Updates, we will facilitate a Working Session with the County and key partners to review the existing inventory of mitigation actions (160 actions); refine mitigation goals and objectives so they are aligned with updated hazards and risks; review and validate problem statements linking vulnerabilities and capability gaps; and identify new actions tied to new problem statements, ensuring a clear connection between vulnerabilities and proposed solutions.

Enhance Prioritization Framework: Based on the preceding tasks and analyses, as well as FEMA requirements, MitigateNY guidance, and current hazard mitigation best practices, we will develop a transparent prioritization framework that evaluates actions based on alignment with plan goals, risk-reduction potential, feasibility, cost-effectiveness, funding opportunities, implementation readiness, organizational capacity, benefits to vulnerable populations and critical facilities, and community priorities. The framework will be designed for consistent use by participating municipalities and will be reviewed and approved by the Steering Committee.

Develop Jurisdiction Priorities and Action: We will convene a collaborative, multi-jurisdictional Working Session to develop new mitigation actions and refine existing actions based on updated risk information and coordination across jurisdictions to identify shared or scalable solutions and minimize actions that relocate rather than resolve hazard impacts. We will support Jurisdictions to identify at least one mitigation action per hazard of concern.

Community Survey on Strategy and Actions: Community input will be used to validate the Mitigation Goals and Objectives, and help prioritize Mitigation Actions. The survey could be used to collect input on specific proposed actions in support or prioritization or to inform the prioritization criteria.

Action Prioritization: Our team will apply the prioritization framework to the submitted action and projects, and then convene the Steering Committee to review and finalize the results. We will refine priority actions to improve clarity, feasibility, and alignment with available resources, finalize actions for inclusion in the LHMP, and clearly indicate priority actions. All jurisdictions will approve the final language of assigned Actions prior to inclusion in the plan. Jurisdictions may identify two projects or actions for consideration as part of the scoping subset (see next bullet).

Scope Subset of Priority Actions: Our team will advance up to five priority actions toward implementation-ready status, developing project profiles, supporting scope refinement, generating preliminary cost estimates, and identifying aligned funding pathways from FEMA and NYS.

PHASE 3 DELIVERABLES

- Mitigation Goals and Objectives aligned with updated hazards and community priorities
- Mitigation Action Inventory, including updated existing actions and new proposed actions
- Prioritized Mitigation Action Tables with all actions evaluated and scored using the updated prioritization framework
- Implementation-Ready Action and Project Packages with cost estimates, refined scopes, and funding pathways for five priority actions.
- Online Survey development, hosting, promotion support, and summary of results

PHASE 4: IMPLEMENTATION, DRAFT PLAN, APPROVALS AND ADOPTION

Includes Scope of Work

Task 6: Implementation and Plan Maintenance

Task 7: Draft Plan

Task 8: Plan Adoption

Objectives

Phase 4 focuses on consolidating the results of prior phases into a cohesive, accessible, and actionable Multi-Jurisdictional Hazard Mitigation Plan for Cortland County with corresponding Jurisdictional Annexes. We will build on the existing LHMP and make adjustments as needed to confirm how the plan will be integrated, implemented, monitored, and maintained over its five-year lifecycle, ensuring that jurisdictions are prepared for adoption, and that governing agencies are confident in the draft plan. We will gain stakeholder and community buy-in through a final workshop that provides another opportunity to build awareness about the community's risks and vulnerabilities paired with activities to gain input on the final mitigation strategies and priority actions.

Key Activities

- **Assess Plan Maintenance, Monitoring, Ongoing Engagement, and Evaluation framework:** Facilitate discussions with the Core Planning Team and Steering Committee regarding barriers and opportunities for annual plan maintenance. Identify solutions that build on other routine actions taken by the Steering Committee and Jurisdictional Teams to support timely interim updates and ongoing engagement opportunities. Establish key responsibilities and timelines to schedule 5-year update.
- **Confirm Complete Draft LHMP in MitigateNY 2.0 Platform and Facilitate Reviews:** The LHMP will be edited and updated throughout the process in coordination with the Core Planning Group and Steering Committee. This final review will ensure all sections have been reviewed and revised where necessary. Each jurisdiction will also be provided the draft Jurisdictional Annexes for a final round of review and edits. We will also facilitate review by DHSES (including completion of the Local Mitigation Plan Review Tool) prior to making the LHMP available for public comment to ensure the plan is deemed Approvable Pending Adoption (APA).
- **Facilitate Final Public Workshop, along with Formal Public Review and Comment Period:** We will provide support on logistics, presentations, promotion, and engagement activities for the final public workshop. We will also provide mechanisms to review and submit comments beyond the workshop, in accordance with DHSES and FEMA requirements. Our team will coordinate final edits based on public input with the Steering Committee and finalize the plan for submission.
- **Plan Submission, Final Plan Edits and Coordination, and Jurisdiction Adoption:** Our team will support the County's submission to DHSES and FEMA and incorporate agency feedback. Once the LHMP is finalized, our team will coordinate jurisdictional timelines and requirements for adoption and provide supporting materials to enable adoption. We will update the MitigateNY 2.0 Platform with adoption dates once the adoption process is completed by all Jurisdictions.

PHASE 4 DELIVERABLES

- Updated Plan Maintenance approach with clear roles, responsibilities, and workplan
- Draft LHMP, including Jurisdictional Annexes, and 1 round of edits from Core Planning Group, Steering Committee, and Jurisdictions.
- FEMA Local Mitigation Plan Review Tool (completed and submitted)
- "Location in Plan" crosswalk identifying where all requirements are addressed
- Full documentation of planning process and stakeholder participation
- Workshop facilitation and activity development, promotional materials, logistics support, and input summaries
- Plan revisions and response to DHSES and FEMA comments
- Final LHMP with public comments noted and addressed and ready for submission to DHSES and FEMA
- Timeline and supporting documents for Jurisdictional Adoption

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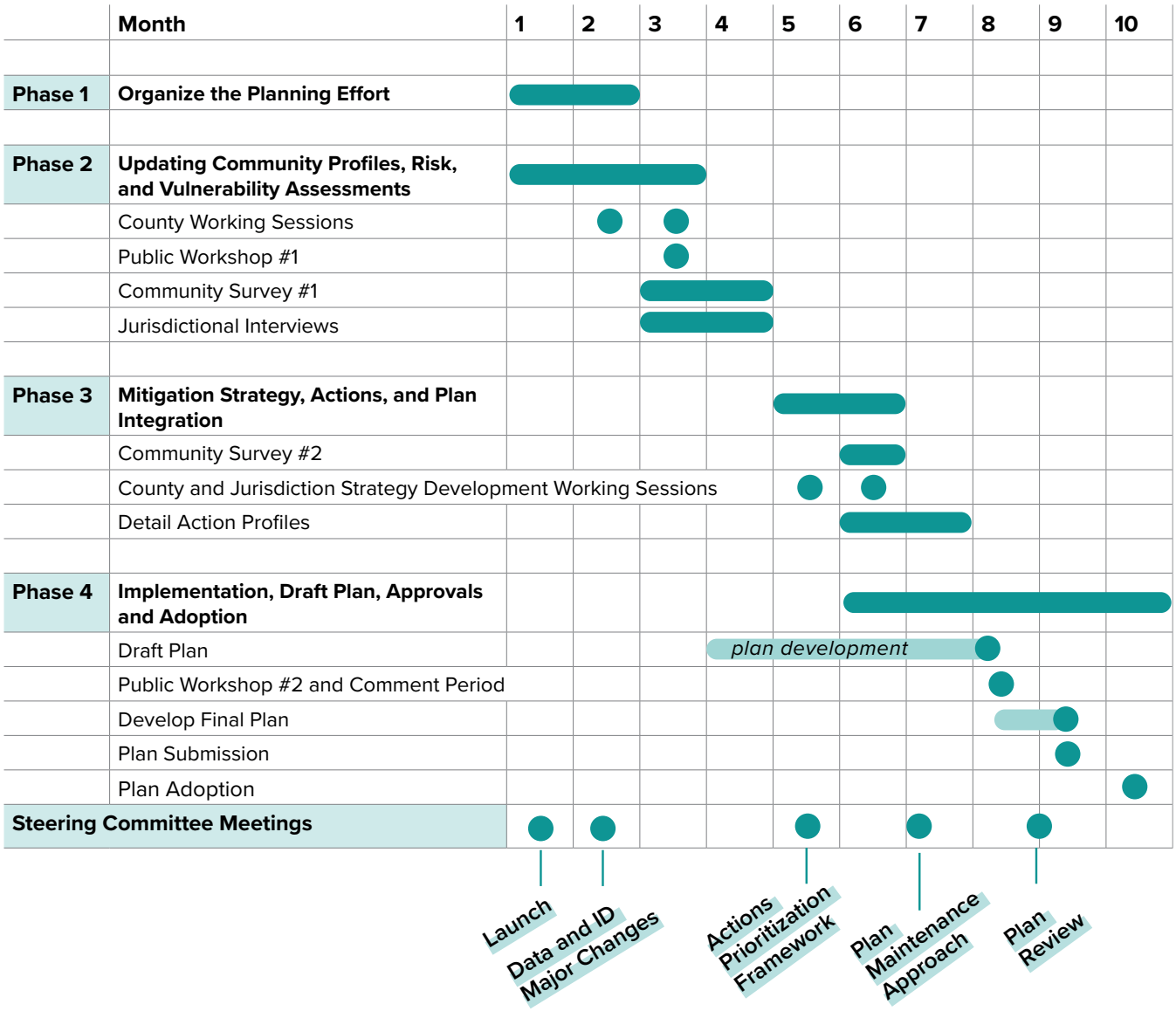
DETAILED PROJECT SCHEDULE

DETAILED **PROJECT SCHEDULE**



WE CAN HELP GET THE COUNTY **BACK INTO COMPLIANCE.**

We understand that time is of the essence with the pending August 2026 expiration of Cortland County's approved Multi-Jurisdictional Hazard Mitigation Plan. As our combined team brings significant experience with the MitigateNY 2.0 platform, we believe a draft plan can be delivered in less than 10 Months. If we plan on September 2026 start, this would result in submission to DHSES by May 2027.

STAFFING PLAN

STAFF ORGANIZATION

Project Manager

Diana Searl
COO
Highland Planning

Principal

Liz Podowski King, PLA, AICP
Director of Planning + Design
Highland Planning

Project Team

Sara Constantineau
Planner
Highland Planning

Emma Falkenstein
Planner
Highland Planning

Subconsultant Project Team

TRIBUTARY LAB

Alex Muro
Lead Programmer
Tributary, LLC

Eric Krans
Program Manager
Tributary, LLC

Shaunak Sangdod
Software Engineer
Tributary, LLC

Adam Tobey
Research Analyst
Tributary, LLC

Elizabeth Podowski King, PLA, AICP

Principal / Director of Planning + Design

HIGHLAND PLANNING

liz@highland-planning.com

Albany, NY

Liz is a licensed landscape architect and certified planner with sixteen years of experience supporting public sector projects across New York State. She thoughtfully approaches every project from an interdisciplinary perspective, valuing the people, culture, ecology, and connections that define a place. Her experience includes adaptation and resilience planning, corridor studies to enhance multi-modal accessibility and connectivity, and the integration of natural systems into urban environments. Liz is driven by a passion for designing places that improve the quality of life for all. She is a talented communicator, an active listener, and has extensive experience implementing creative outreach strategies tailored to community needs.

EXPERIENCE

16 years total experience

EDUCATION

- Master's of Landscape Architecture, University of Oregon (2013)
- Master's of Science, Pennsylvania State University (2007)
- Bachelor's of Science, Minor in GIS, Pennsylvania State University (2007)

CERTIFICATIONS/LICENSES

- Licensed Landscape Architect (NY, VT)
- Certified Planner, American Institute of Certified Planners (AICP)

AFFILIATIONS

- Capital District Planners Association, Executive Committee Member, 2023-present
- Founder, Capital District Planners Association & UAlbany Planning Mentorship Program, 2023-present

RELEVANT PROJECT EXPERIENCE

MitigateNY 2.0 | UAlbany Visualization and Informatics Lab | New York State | Project Manager. Liz is leading Highland Planning's role in developing a Planning Guide and Local Hazard Mitigation Plan (LHMP) Template for the statewide MitigateNY platform. Working with the NYS Division of Homeland Security and Emergency Services (DHSES) and the Albany Visualization and Informatics Lab (AVAIL), she oversees development of practical tools and best practices that help municipalities prepare compliant, implementation-ready hazard mitigation plans. Her work helps local governments streamline plan development while addressing community climate risks and mitigation priorities.

Albany County | Multi-Jurisdictional Hazard Mitigation Plan | Albany County, NY | Planner. Liz led development of six municipal annexes for the Towns of Berne, Knox, Rensselaerville, and Westerlo and the Villages of Colonie and Voorheesville. She facilitated working sessions with local officials to identify hazards, assess vulnerabilities, evaluate mitigation capacity, and develop feasible actions that address community-specific risks and priorities.

Clinton County Climate Resilience Plan | Clinton County, NY | Principal. Liz provides strategic oversight for development of the Countywide Resilience Plan, guiding technical analysis, public engagement, and implementation planning. Working with County staff, NYS Department of State, and the consultant team, she oversees vulnerability assessments, resilience strategies, and project prioritization to address flooding, extreme weather, and other climate-related risks while positioning the County for future funding opportunities.

Albany County Climate Resilience Plan | Albany County, NY | Project Manager. Liz worked with Albany County and local municipalities to develop a countywide Climate Resiliency Plan addressing flooding, extreme heat, and other climate risks. She led development of an asset inventory, parcel-level climate risk assessment, and resilience strategies focused on vulnerable populations. Her team created an interactive web map to support stakeholder decision-making and identified projects including critical facility relocation, open space preservation, and green infrastructure improvements to reduce flooding and heat impacts.

Capital Region Transportation Council | Broadway Multimodal Resiliency Study | Albany County, NY | Project Manager. Liz led an interdisciplinary team in developing a corridor-wide plan for 6.5 miles of Broadway/NY 32, integrating active transportation, transit improvements, green infrastructure, and urban forestry strategies to address long-term corridor resilience.

Diana Searl

Project Manager

HIGHLAND PLANNING

diana@highland-planning.com Albany, NY

Diana is a seasoned manager and technical government advisor with 15+ years expertise in federally funded community and economic development, disaster recovery and resilience, and affordable housing. She is an experienced practitioner, working across cities, states, and community-based organizations to design, develop, and manage grant programs and projects that achieve community objectives. Diana is a problem solver at heart and enjoys the process of understanding a challenge and offering creative and strategic solutions that reflect the local context and capacity. She develops strong working relationships, and quickly fosters trust through efficient, effective, and candid communication. Diana is focused on supporting communities to build their resilience through strategic, responsive, and equitable public investments.

EXPERIENCE

15 years experience in:

- Recovery & Revitalization
- Community & Economic Development
- Grants Administration
- Technical Assistance
- Affordable Housing Development

EDUCATION

- Master in City Planning, Massachusetts Institute of Technology
- Bachelor of Arts, Public Policy, University of Michigan

ADDITIONAL SKILLS

- Financial Management & Budgeting
- Strategic Planning
- Training & Meeting facilitation
- Fluent in Spanish

CERTIFICATION

- Fellowship, Clean Energy Leadership Institute

RELEVANT PROJECT EXPERIENCE

MitigateNY 2.0 | UAlbany Visualization and Informatics Lab | New York State | Deputy Project Manager. Diana supported the NYS Division of Homeland Security and Emergency Services (DHSES) and AVAIL in launching the MitigateNY 2.0 platform. She coordinated weekly meetings, tracked decisions and action items, managed consultant coordination, and maintained project documentation across multiple teams. Her work supported a successful platform launch and clear documentation for future system enhancements.

California Multifamily Housing Disaster Recovery & Mitigation Programs | California Department of Housing and Community Development | Subject Matter Expert. Diana supported the design and implementation of more than $750 million in CDBG-DR and CDBG-MIT funded multifamily housing programs. She led program design, policy development, training curriculum, guidance materials, and technical assistance for state and local partners. She also developed standardized tools for underwriting, compliance, and project monitoring, helping communities navigate complex federal requirements while advancing housing production and equity goals.

HUD Community Compass Technical Assistance Program | U.S. Department of Housing and Urban Development | Project Manager & Technical Assistance Lead. Diana managed technical assistance and capacity-building services for state and local governments administering Community Development Block Grant Disaster Recovery funding. She oversaw program launch activities, curriculum development, training workshops, and individualized technical assistance. Working closely with HUD and grantees, Diana assessed organizational capacity, developed practical implementation tools, facilitated peer learning, and supported compliance, reporting, and program delivery across multiple jurisdictions.

Baldwin County Local Recovery Plan | Baldwin County Commission | Baldwin County, AL | Subject Matter Expert. Following Hurricanes Sally and Zeta, Diana served as housing and economic development subject matter expert for Baldwin County's $43 million disaster recovery allocation. She helped assess unmet recovery needs, evaluate program options, and develop housing, economic development, infrastructure, and mitigation strategies for the County's Local Recovery Plan. Diana also created a technical assistance and capacity-building framework to prepare County staff for successful implementation of future CDBG-DR funding.

HIGHLAND PLANNING

Sara Constantineau

Planner

sara@highland-planning.com

Albany, NY

Sara is an experienced landscape designer and urban planner who works at the intersection of environmental design, planning, and community engagement. With a master's degree in landscape architecture from SUNY College of Environmental Science and Forestry and experience in both public and private sectors, Sara brings a unique blend of technical expertise, creative problem-solving, and community-centered approaches to her work. Her proficiency in various design software, GIS applications, and planning tools allows her to effectively communicate complex ideas while collaborating with communities to achieve their goals. Sara's experience working at multiple scales makes her a versatile asset to every community she works with.

EXPERIENCE

12 years total experience

EDUCATION

- Master of Landscape Architecture, SUNY College of Environmental Science and Forestry
- Bachelor of Arts, International Affairs, Minor in History, Northeastern University

CERTIFICATIONS

WEDG Associate

AFFILIATIONS

NY Upstate ASLA Climate Action Committee Co-Chair

SKILLS

- Adobe Design Suite
- ArcGIS Pro
- AutoCAD, Revit
- Lumion
- Rhino, Grasshopper
- Sketchup
- Unity, Unreal Engine

RELEVANT PROJECT EXPERIENCE

MitigateNY 2.0 | UAlbany Visualization and Informatics Lab | New York State | Planner. Sara is supporting the development of the MitigateNY online platform to streamline local hazard mitigation planning efforts statewide. Sara facilitated a structured discovery process and conducted use case interviews, translating insights into a Planning Guide and Local Hazard Mitigation Plan (LHMP) template that will enable local planners to efficiently prepare high-quality, compliant, and community-specific LHMPs.

Clinton County Resilience Plan | Clinton County, NY | Project Manager. Sara is working closely with Clinton County staff and NYS Department of State to develop a countywide Climate Resilience Plan addressing risks from flooding, storm events, extreme heat, and other climate-related hazards. Sara is leading the development of a county profile and asset inventory including economic, infrastructure, natural, cultural, and health and social assets; a climate risk assessment to quantify flood risk, heat vulnerability, social vulnerability, and overall climate risk; and public engagement efforts to ensure public outreach emphasizes vulnerable communities most affected by climate impacts.

Watertown-Jefferson County Transportation Council (WJCTC) | Resiliency Study | Jefferson County, NY | Planner. Sara served as a planner on the consultant team supporting the Watertown–Jefferson County Transportation Council's Resiliency Study, where she evaluated the impacts of extreme weather on transportation infrastructure and vulnerable populations across the Study area. She conducted research on regional climate change trends and led focus group sessions that incorporated interactive mapping tools to capture local insights on extreme weather events, social vulnerability, and resilience opportunities. Sara also led the development of the Study's climate change summary, synthesizing technical analysis and input into an accessible narrative.

Champlain-Adirondack Biosphere Network | Atlas for Climate & Environmental Change | New York and Vermont | Climate Associate. Sara worked closely with academic, municipal, and nonprofit partners to develop an interactive digital platform supporting climate adaptation efforts across the Champlain-Adirondack bioregion. She facilitated meetings, focus group sessions, and presented at the UNESCO Regional Bureau for Science and Culture to integrate feedback and local knowledge into the atlas design.

Emma Falkenstein

Planner

HIGHLAND PLANNING

emma@highland-planning.com

Rochester, NY

Emma is an enthusiastic community planner with experience in long-range planning, community and economic development, and environmental justice. Her portfolio consists of public sector and non-profit projects that build vibrant and inclusive communities through unique and implementable approaches to planning, design, and engagement. She works with communities throughout New York State and beyond to undertake community development projects and has led over eight comprehensive plans, two local waterfront revitalization programs, and numerous economic development and downtown revitalization strategies.

EXPERIENCE

4 years planning experience

- Long-Range Planning
- Land Use & Zoning
- Community Development
- Public Engagement

EDUCATION

- Master of Science in Urbanization and Development, The London School of Economics and Political Science
- Bachelor of Arts, Anthropology and International Relations, Hobart and William Smith Colleges

CERTIFICATIONS

- AICP Candidate, American Institute of Certified Planners (2024 - Present)
- International Association for Public Participation (IAP2) Fundamentals of Public Participation Certificate

AFFILIATIONS

- Member, American Planning Association
- Young Urban Preservationists

RELEVANT PROJECT EXPERIENCE

Village of Homer Smart Growth Comprehensive Plan | Village of Homer, NY | Project Manager. Emma serves as Project Manager, leading a people-centered planning process grounded in inclusive engagement and technical analysis. She manages the development of the community profile, including demographic, housing, economic, and land use analyses, and supports the review of existing plans and regional initiatives. Emma coordinates stakeholder outreach, surveys, and workshops and translates community input into a shared vision, policy framework, and implementation matrix. Her leadership ensures a cohesive, data-informed plan that reflects community values and advances sustainable, Smart Growth-based development.

Marathon NY Forward Strategic Investment Plan | Village of Marathon, NY | Engagement Planner. Emma led public engagement to inform Marathon's Strategic Investment Plan, which will direct $4.5 million in NYS Department of State funding to catalytic downtown revitalization projects. She designed and implemented an extensive process including public workshops, online surveys, and pop-up events to reach residents and stakeholders in accessible settings. Emma synthesized feedback to ensure community priorities guide project development and state investment decisions, aligning with DOS's vision for vibrant, mixed-use downtowns while responding to Marathon's local context.

Monroe County Climate Adaptation and Resiliency Plan | Monroe County, NY | Engagement Planner. As lead engagement planner, Emma designed and implemented an equity-centered engagement approach for the County's Climate Adaptation and Resilience Plan, foregrounding social impact and environmental justice. The strategy includes focus groups, working groups, pop-up events, public meetings, and targeted communications and outreach. Emma coordinates opportunities for residents and stakeholders to share lived experiences, priorities, and concerns. Her work ensures that communities most affected by climate change are meaningfully included and that their perspectives directly inform the planning process, resilience strategies, and final recommendations.

Alex Muro

PRINCIPAL | LEAD PROGRAMMER

Alex Muro is Principal and Lead Programmer at Tributary where he directs a talented team of professional software developers and data scientists to design and deliver data driven planning solutions. Alex guides business and product development at Tributary Lab including software product management, project scoping, worfklow integration, and data analysis and interpretation,. Alex has designed and developed software and data solutions for a variety of public agencies including DHSES, NYSDOT, FHWA, USDOT, FEMA, and NYMTC.

PROJECT HIGHLIGHTS

Albany Visualization and Informatics Lab (AVAIL)

2014-Present

Alex is Senior Researcher and Lead Programmer at AVAIL where he directs software product managment. Situated in the Department of Geography and Planning at UAlbany, AVAIL is staffed with computer scientists and planners, and it specializes in data science solutions for complex planning problems.

MitigateNY

2018-Present

Alex has been serving since 2018 as Lead Programmer on the development of a hazard mitigation planning platform for the New York State Division of Homeland Security and Emergency Services – the nation's first web-based statewide hazard mitigation plan: https://mitigateny.org/ & https://buildings.mitigateny.org

TransportNY

2014-Present

Alex has served as Lead Developer on a transportation analytics software platform for New York State Department of Transportation (NYSDOT). The platform is used by NYSDOT and the New York State Association of MPOs to track roadway performance measures and to measure change in behavior from project implementation and incidents. The platform also includes a statewide Freight Atlas that processes, organizes, maps and analysizes the performance and capacity of the state's freight infrastructure.

FEMA Cooperating Technical Partner - Hazard Dataset

2019-Present

Alex is lead programmer on the design and development of a new dataset that fuses multiple publicly available natural hazard data sources into a more comprehensive and complete dataset. He is also leading the development of a paltform for disseminating the data to hazard mitigation planners and researchers across the nation.

EXPERTISE

Software Product Management
Web-based Software
Data Design and Development
Data Analysis
Landuse and Transportation
Workflow Process Analysis
UI / UX

EDUCATION

B.S. Computer Science
University at Albany, SUNY

PROFESSIONAL HIGHLIGHTS

Lead Programmer, AVAIL, University at Albany, NY 2004-present

Lead Programmer, Electorate, Winner of Innovation Award
2015-2018

Founder, Restoration Festival, Weekend Music Festival
2011-2016

Founder, Five Kill Records
2019-Present

Founder, Musician, Sgt Dunbar and The Hobo Banned,
2006-Present

Eric Krans

PRINCIPAL | PROGRAM MANAGER

Eric Krans manages a talented team of professional programmers, data scientists and planning project managers in designing and delivering data driven planning solutions. Eric guides business and product development at Tributary Lab including program management, software product management, client relations, project scoping, data analysis and interpretation, technical writing, workflow integration, and resiliency and hazard mitigation planning. Eric has experience managing projects for clients ranging from low-income urban constituents to national foundations, and state and federal agencies including DHSES, NYSDOT, FHWA, USDOT, and FEMA.

PROJECT HIGHLIGHTS

Albany Visualization and Informatics Lab (AVAIL)

2014-Present

Eric is the Program Manager at AVAIL where he guides business development, software product managment, and special projects. Situated in the Department of Geography and Planning at UAlbany, AVAIL is staffed with computer scientists and planners, and it specializes in data science solutions for complex planning problems.

MitigateNY

2018-Present

Eric has been serving since 2018 as Lead Project Manager on the development of a hazard mitigation planning platform for the New York State Division of Homeland Security and Emergency Services – the nation's first web-based statewide hazard mitigation plan: https://mitigateny.org/ & https://buildings.mitigateny.org

Capital Region Indicators

2018-Present

Eric guided the development of a software platform for tracking key indicators of community health. The Capital Region Indicators project is a collaboration between a variety of planning agencies and philanthropists in New York's Capital Region.

The Veggie Mobile

2006-2014

Eric built the mobile produce market known as the Veggie Mobile for Capital Roots in Troy, NY, in 2006. He developed the program into a multi-faceted distribution hub that sources locally produced foods for distribution to low-income urban areas and instutions such as schools and child care centers.

EXPERTISE

Project Management
Software Product Management
Data Collection and Analysis
Technical Writing
Transportation Planning
Resiliency and Mitigation Planning

EDUCATION

B.A. English
B.A. Communications
University of Massachusetts, Amherst

PROFESSIONAL HIGHLIGHTS

Program Manager, AVAIL, University at Albany, NY 2014-present

Healthy Places Program Manager, Capital District Community Gardens, Troy, NY 2006-2014

Musician and Business Development, The Parlor, Five Kill Records, 2000-present

English Language Lecturer, Assumption University, Bangkok, Thailand 2005-2006

Teacher, Massasoit School, Braintree MA, 2004-2005

Project Assistant, Cramer Communications, Norwood, MA 2002-2004

Shaunak Sangdod

SOFTWARE ENGINEER

Shaunak Sangdod is a Software Engineer at AVAIL. Shaunak has extensive experience developing data software solutions for agencies such as FEMA, NYS Division of Homeland Security and Emergency Services (DHSES), and the Center for Women in Government and Civil Society (CWGCS). His expertise lies in developing innovative solutions for data integration, geospatial analysis, and enhancing data visualization to support informed decision-making.

PROJECT HIGHLIGHTS

Albany Visualization and Informatics Lab (AVAIL)

2019-Present

Shaunak develops innovative solutions focused on data integration, visualization, analysis, and planning at AVAIL. He specializes in developing advanced data-driven components, web-based GIS solutions, and enhancing data accuracy and accessibility across various projects. His contributions significantly improve planning efforts, enhance decision-making processes, and provide stakeholders with clearer insights into complex business processes.

Immigrant Integration Index (CWGCS)

2018-2019

Shaunak led and served as the principal developer for the Immigrant Integration Index project. Shaunak developed automated data processing based on research methodologies developed by CWGCS and created a portal to visualize data through interactive maps and charts. This initiative streamlined data handling and enhanced the accessibility of data for stakeholders.

CTP Hazard Fusion Data

2019-Present

Shaunak serves as the primary developer for the Hazard Fusion Data project for FEMA's Cooperating Technical Partners Program (CTP). Shaunak merged NCEI and several FEMA datasets to achieve a more accurate representation of losses due to natural hazards. Shaunak developed data visualization tools for users to analyze and export the dataset for decision-making.

MitigateNY

2019-Present

Shaunak spearheads development on an enterprise data solution for NYS DHSES. He developed advanced data-driven components, built web-based GIS solutions with integrated customizable visualization and informatics modules, and created tools for local and state hazard mitigation planning, enhancing data presentation and user interaction.

EXPERTISE

Web development
Data Integration
Data Analysis
Data Visualization
Geospatial Analysis

EDUCATION

M.S. Computer Science
University at Albany, SUNY

B. Tech. Computer Engineering
Dharmsinh Desai University

PROFESSIONAL HIGHLIGHTS

Data Science Programmer, AVAIL, University at Albany, SUNY, 2019-present

Adam Tobey

RESEARCHER, ANALYST, SUPPORT SPECIALIST

Adam Tobey is a Senior Researcher, Analyst and Support Specialist at Tributary Lab where he provides hazard mitigation and transportation planning expertise as well as assists with data analytics, project development, and project reporting. He collaborates with a talented team of student and professional programmers, data scientists, and regional planning project managers in designing and delivering data driven planning solutions.

PROJECT HIGHLIGHTS

Albany Visualization and Informatics Lab (AVAIL)

2019-Present

Adam is the Senior Research Support Specialist at AVAIL where he applies technical planning expertise to the software product development process. Situated in the Department of Geography and Planning at UAlbany, AVAIL is staffed with computer scientists and planners, and it specializes in data science solutions for complex planning problems.

Transportation Information Gateway (TIG)

2020-Present

Adam is project manager on the Transportation Information Gateway project (TIG) where he guides the software development process of the TIG platform for the New York Metropolitan Transportation Council (NYMTC). The TIG is a platform designed to house and visualize datasets for collaborative planning. It utilizes the open-source sofware products that power Tributary's solutions.

MitigateNY

2019-Present

Adam has serving since 2019 as a researcher, planner, and support specialist on the development of a hazard mitigation planning platform for the New York State Division of Homeland Security and Emergency Services–the nation's first web-based statewide hazard mitigation plan:
https://mitigateny.org/ & https://buildings.mitigateny.org

FEMA Cooperating Technical Partners - Hazard Dataset

2019-Present

Adam serves as support specialist on the Historic Hazard Fusion data project for FEMA's Cooperating Technical Partners (CTP) program.

EXPERTISE

Data Research and Analysis
Software Product Quality Assurance and Control
Technical Writing
Resiliency and Mitigation Planning
Transportation Planning

EDUCATION

Master of Regional Planning and Urban Development,
University at Albany, SUNY

B.A. Computer Art,
University at Oneonta, SUNY

PROFESSIONAL HIGHLIGHTS

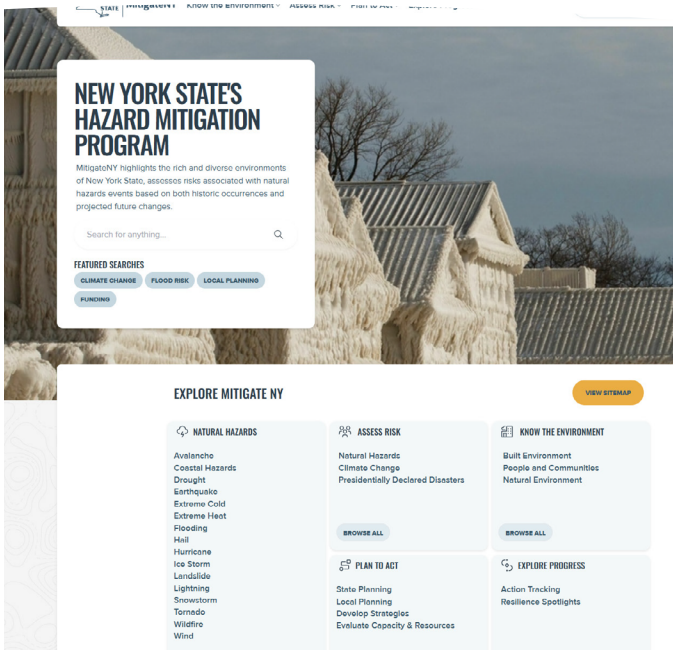
Senior Research Support Specialist, AVAIL, University at Albany, NY, 2019 - present

Intern, New York State Department of State: Division of Local Government Services, Albany, NY, 2019

Conservation Advisory Council Founding Member, East Greenbush, NY 2021 - 2023

RELEVANT EXPERIENCE

HIGHLAND PLANNING



MitigateNY 2.0 Planning Guide and Platform Development

New York Statewide

The Project

Highland Planning is leading the development of a Discovery Report, Planning Guide, and Local Hazard Mitigation Plan (LHMP) Template to strengthen and streamline local hazard mitigation planning on the MitigateNY platform across New York State. As part of this effort, Highland Planning conducted a structured discovery process with the NYS Division of Homeland Security and Emergency Services (DHSES) and the Albany Visualization and Informatics Laboratory (AVAIL) to assess the MitigateNY digital platform and identify opportunities for alignment with local planning efforts. Highland Planning conducted use case interviews with hazard mitigation consultants and local planners to identify existing processes, challenges, and highlight opportunities to integrate planning processes with platform features. These efforts will lead to the development of a Planning Guide to provide local planners with clear direction, tools, and best practices for using MitigateNY to develop robust and compliant LHMPs. In addition to technical content development, Highland Planning is providing project management leadership to ensure comprehensive coordination and integration of project activities among all stakeholders, including DHSES and AVAIL.

The Impact

Through robust collaboration with DHSES and AVAIL on the development of the LHMP Template and Planning Guide, Highland Planning is ensuring that LHMPs developed on the MitigateNY platform will not only meet federal and state requirements but also empower local planners to produce high-quality plans tailored to their communities. The Template and Planning Guide will streamline the hazard mitigation planning process statewide, enabling planners to conserve time and resources and shift their focus from data collection to assessing local hazards and developing actions that reduce risk in their communities.

Services

- Project management
- Facilitation of focus group/use case interviews

Development of:

- Discovery report and platform overview report
- Local hazard mitigation planning guide
- Local hazard mitigation plan online template

Client Reference

Eric Krans
Data Science Program Manager
Albany Visualization and Informatics Lab (AVAIL),
University at Albany, SUNY
518-860-0438
ekrans@albany.edu

Timeframe

2025-2026

Albany County Multi-Jurisdictional Hazard Mitigation Plan

Albany County, New York

The Project

Highland Planning supported Barton & Loguidice and the Albany County Executive's Office with the Albany County Multi-Jurisdictional Hazard Mitigation Plan Update. A major component of the Hazard Mitigation Plan Update was gaining participation from all municipalities within the County to ensure their needs, capacity, and actions related to hazard mitigation are accurately documented. Highland Planning led the interviews and jurisdictional annex development for six municipalities: the Towns of Westerlo, Knox, Berne, and Rensselaerville and the Villages of Voorheesville and Colonie. Working closely with each community, Highland Planning held a series of in-person and virtual meetings to clearly document natural hazards, describe the impacts of those hazards, identify vulnerable communities, assess local capacity and needs, and propose feasible and relevant hazard mitigation actions.

The Impact

By facilitating a series of detail-oriented meetings, Highland Planning played an integral role in ensuring every municipality in Albany County was included in this Multi-Jurisdictional Hazard Mitigation Plan Update, and in turn, eligible for several hazard mitigation funding programs offered by the Federal Emergency Management Agency. Proactively planning for and mitigating natural hazards increases communities' resilience to future climate change, protects public health and well-being, and enhances a community's quality of life.

Services

- Municipal interviews
- Identification and development of hazard mitigation actions
- Development of jurisdictional annexes

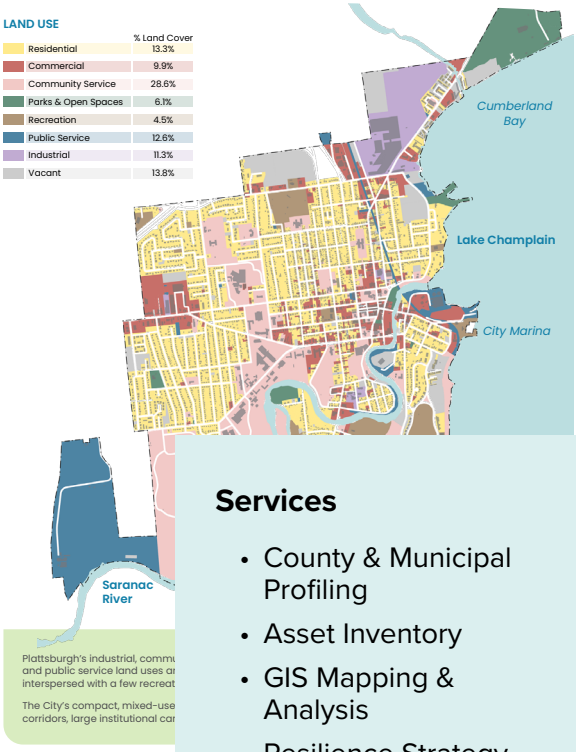
Client Reference

Patrick Curran
Policy Analyst
Albany County Executive's Office
518-447-5639
patrick.curran@albanycountyny.gov

Timeframe

February 2024 - December 2024

HIGHLAND PLANNING



Clinton County Countywide Climate Resilience Plan

Clinton County, New York

The Project

The Clinton County Countywide Resilience Plan is a comprehensive climate resilience initiative designed to help the County and its municipalities prepare for the increasing impacts of flooding, extreme temperature, precipitation, and severe weather systems, and projected long-term climate shifts. Developed in partnership with Clinton County, the New York State Department of State, and regional stakeholders, the Plan will establish a shared vision for resilience while identifying strategies, policies, and priority projects that strengthen community, environmental, and economic resilience across the county. The planning process integrates technical analysis with extensive public and stakeholder engagement to evaluate vulnerabilities, identify opportunities, and develop implementation-ready recommendations to ensure communities and businesses can maintain operations or recover quickly from climate-related disasters. Highland Planning is leading the development of the county profile and asset inventory, community engagement, communications, and implementation planning efforts to ensure the final Plan reflects local priorities and provides a practical framework for future resilience investments, intermunicipal collaboration, and grant funding opportunities.

The Impact

The Clinton County Countywide Resilience Plan will provide a roadmap for addressing current and future climate-related challenges while protecting the County's infrastructure, economy, natural resources, and quality of life. Highland Planning's data-driven approach integrates spatial analysis, asset mapping, and technical data with community input to ensure that municipal leaders, technical experts, businesses, and residents help shape the vision, priorities, and recommended actions for the Plan. By combining local knowledge with technical analysis, the project will identify practical resilience strategies and implementation-ready projects that can reduce vulnerability to flooding, stormwater impacts, extreme weather, and other environmental stressors. The resulting Plan will strengthen coordination among municipalities, establish a shared countywide resilience framework, and position Clinton County to compete for state and federal funding needed to advance priority projects and long-term resilience investments.

Services

- County & Municipal Profiling
- Asset Inventory
- GIS Mapping & Analysis
- Resilience Strategy Development
- Implementation Planning
- Funding & Grant Research
- Graphic Design & Visualization
- Public & Stakeholder Engagement
- Public Meetings & Pop-Ups
- Project Website Development

Client Reference

Shannon M. Thayer
Director of Planning
Clinton County Planning Department
518-565-4711
Shannon.Thayer@clintoncountyny.gov

Timeframe

January 2026 – Present, *with anticipated completion by March 2027*

HIGHLAND PLANNING

COMMUNITY-DRIVEN PLANNING IN **CORTLAND COUNTY**

Highland Planning has built a strong foundation of trusted partnerships and community engagement in Cortland County. Through downtown revitalization initiatives in Homer and Marathon—and the ongoing Village of Homer Smart Growth Comprehensive Plan—we have helped local leaders and residents define shared priorities, shape strategic investments, and create actionable plans that preserve community character while supporting sustainable growth.

Village of Homer Downtown Revitalization Initiative

Village of Homer, Cortland County, NY

In 2023, Highland Planning served as Public Engagement Lead for the Village of Homer's Downtown Revitalization Initiative, ensuring the community shaped the Strategic Investment Plan and its recommended investments. Working with the Village, Local Planning Committee, and consultant team, Highland Planning designed and implemented a multifaceted engagement program that included stakeholder interviews, three public workshops, two pop-up events, two online surveys, and outreach through the project website and social media. The team gathered input on downtown priorities, refined the community vision and goals, and helped residents evaluate potential projects. More than 600 survey responses were received, revealing strong support for growing local businesses, preserving historic buildings, improving public spaces, expanding housing options, and making downtown safer for walking and bicycling. Highland Planning helped launch Homer's first Fun Fall Night pop-up, which has since become an annual community fall tradition around Halloween. The resulting community-supported projects designed to strengthen Homer's historic, walkable, and welcoming downtown.

Village of Homer Smart Growth Comprehensive Plan

Village of Homer, Cortland County, NY

In 2026, Highland Planning is leading the Village of Homer's Smart Growth Comprehensive Plan Update, a process that will replace the Village's 2010 plan and guide decisions on land use, housing, economic development, infrastructure, transportation, historic preservation, recreation, sustainability, and downtown revitalization. Funded through a New York State Department of State Smart Growth Community Planning Grant, the project integrates technical analysis with public engagement. Highland Planning is coordinating the project team and Steering Committee, reviewing existing plans and regional initiatives, and developing a community profile examining demographic, housing, economic, and land use conditions. Engagement includes public workshops, community surveys, stakeholder outreach, Steering Committee meetings, project communications, and a "Meeting in a Box" toolkit that allows local organizations to host conversations and submit feedback. Highland Planning will translate community input and findings into a shared vision, goals, policies, recommendations, and implementation matrix that advance walkability, housing choice, resiliency, reinvestment, and Homer's distinctive small-town character.

Village of Marathon New York Forward

Village of Marathon, Cortland County, NY

Rendering by Highland Planning

In 2025, Highland Planning led public engagement for the Village of Marathon's New York Forward Strategic Investment Plan, ensuring priorities guided the community's $4.5 million downtown revitalization strategy. In collaboration with the Village, Local Planning Committee, State agencies, and consultant team, Highland Planning implemented an outreach process combining committee meetings, two public workshops, a pop-up at the 1890 Union Fair, two community surveys, a project website, and sponsor office hours. More than 100 people participated in the workshops, over 35 residents were engaged at the pop-up, and more than 200 survey responses were collected. Community input shaped Marathon's vision, goals, and evaluation of investments, highlighting priorities such as renovating historic and commercial buildings, supporting local businesses, expanding housing, improving public gathering spaces, strengthening walkability, and enhancing Lovell Field and the riverfront. The engagement process built understanding and support for nine recommended projects intended to attract investment, serve residents, and reinforce Marathon's rural character.

TRIBUTARY LAB

MitigateNY

The Tributary team, operating as AVAIL, began working with New York State Division of Homeland Security and Emergency Services (DHSES) in 2018 to digitize the hazard mitigation planning process. Alex Muro led a team of software developers and Eric Krans led a team of regional planners to develop an enterprise platform for DHSES and to test it in a series of pilot studies in county mitigation plans across the State.

The current MitigateNY 2.0 platform integrates together the open-source Data Management System (DMS) and Content Management System (CMS). Tributary's proposed software platform for NYSERDA will include both products integrated together to provide data management, analytic, and communicative capacities.

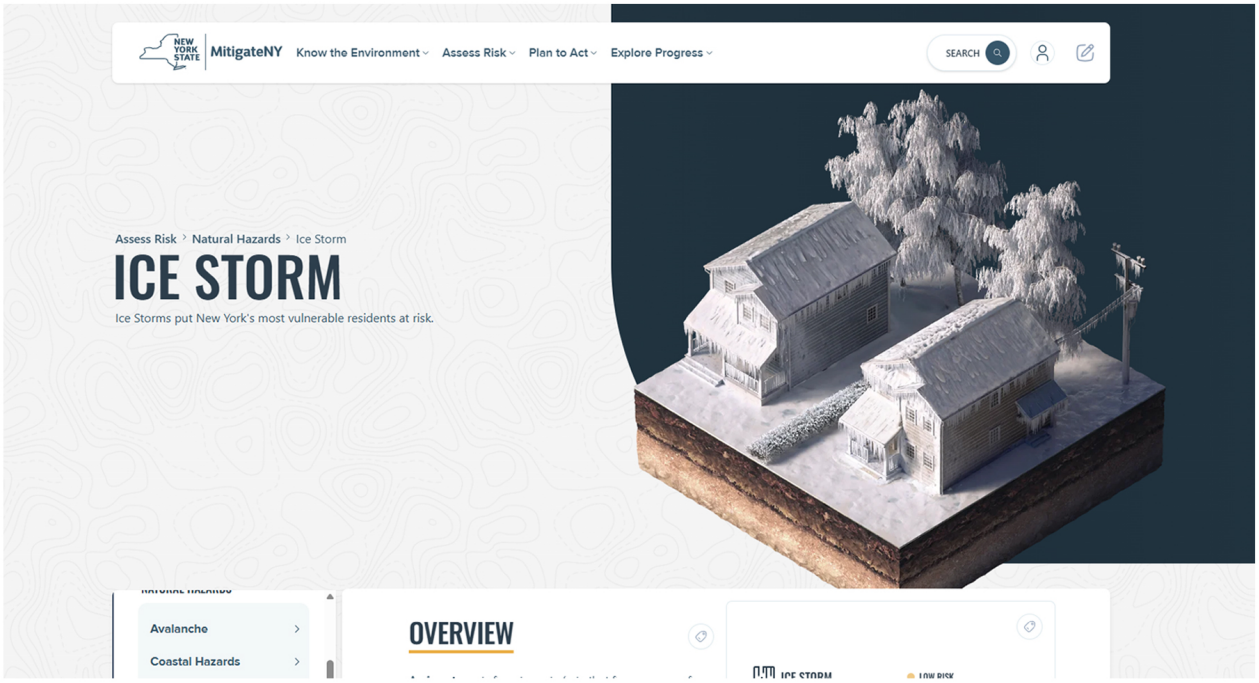
MitigateNY 2.0: https://mitigateny.org/
MitigateNY 1.0: https:hamilton.mitigateny.org/

Data Management and Content Management Systems

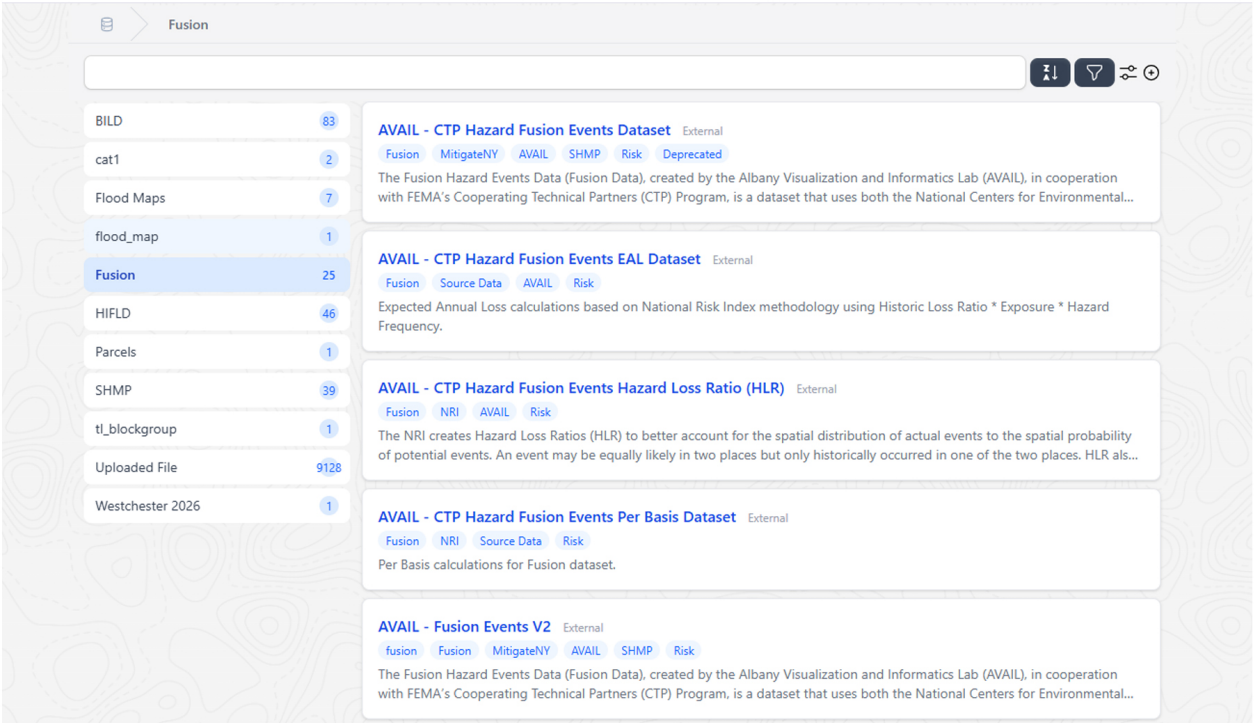
As a major part of its effort on all of its project, the Tributary team, operating as AVAIL, has developed a suite of data management (DMS) and content management (CMS) tools. The DMS tools allow users to upload, manage, and export a variety of tabular and geospatial data. The DMS tools also come with a GIS tool-suite for inuitively creating colorful custom maps. The data and the custom maps integrate seamlessly into the CMS, which provides users with an intuitive set of tools for building completely custom web-pages to communicate findings both internally and publicly.

https://buildings.mitigateny.org/explore_the_data
Password required, available upon request.

Examples of the CMS are available on that page. Click on Cen Rep in the user admin window to see the DMS.



Screenshot of MitigateNY 2.0, the 2023 NYS Hazard Mitigation Plan.



Screenshot of Tributary's open-source Data Management System (DMS).

TRIBUTARY LAB

Historic Hazard Fusion Dataset

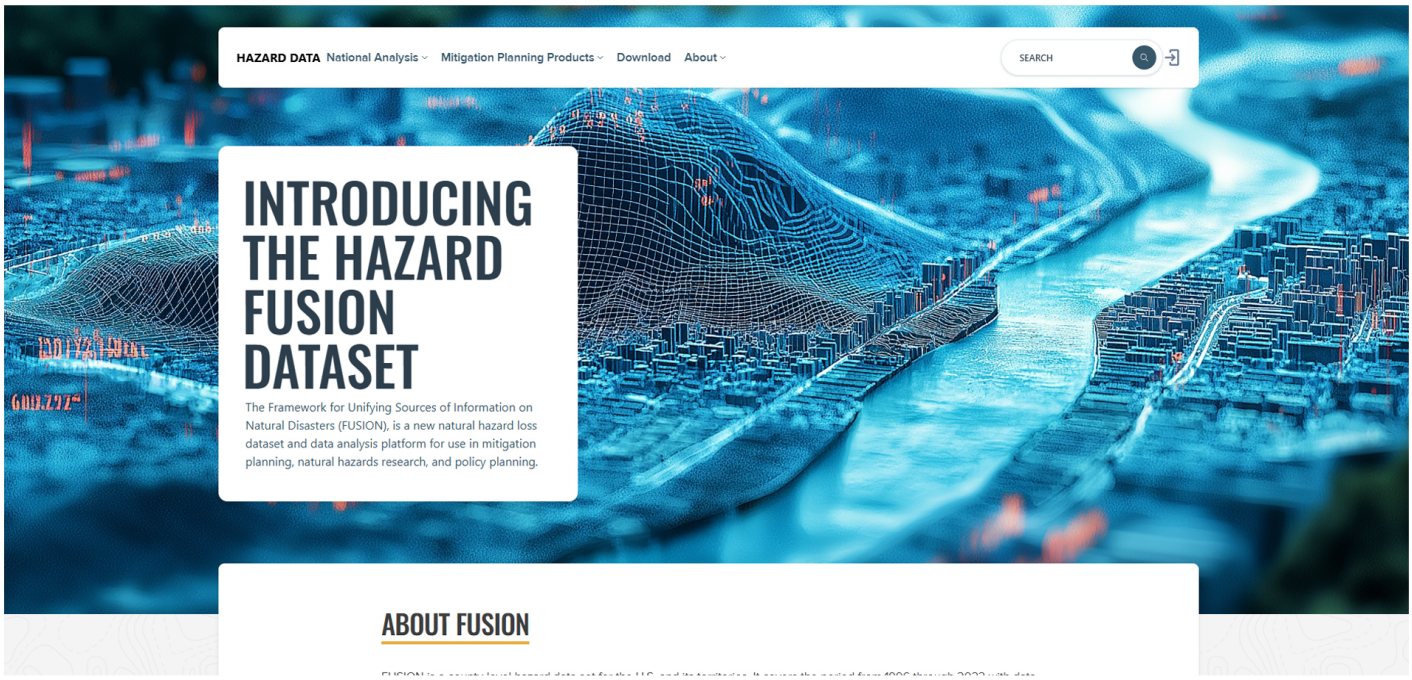
The Tributary team, operating as AVAIL, has been working with FEMA as a Cooperating Technical Partners (CTP) since 2019 to develop national historical hazard loss data and an associated platform for visualization and export. The team created a fusion dataset that brings together severe weather events data from the National Centers for Environmental Information (NCEI) with data on federally declared disasters from federal sources. The datset addresses shortcomings of each individual data source thereby improving resiliency and mitigation planning. The dataset is the first of its kind, and the team is in the process of disseminating its findings.

https://hazarddata.org/

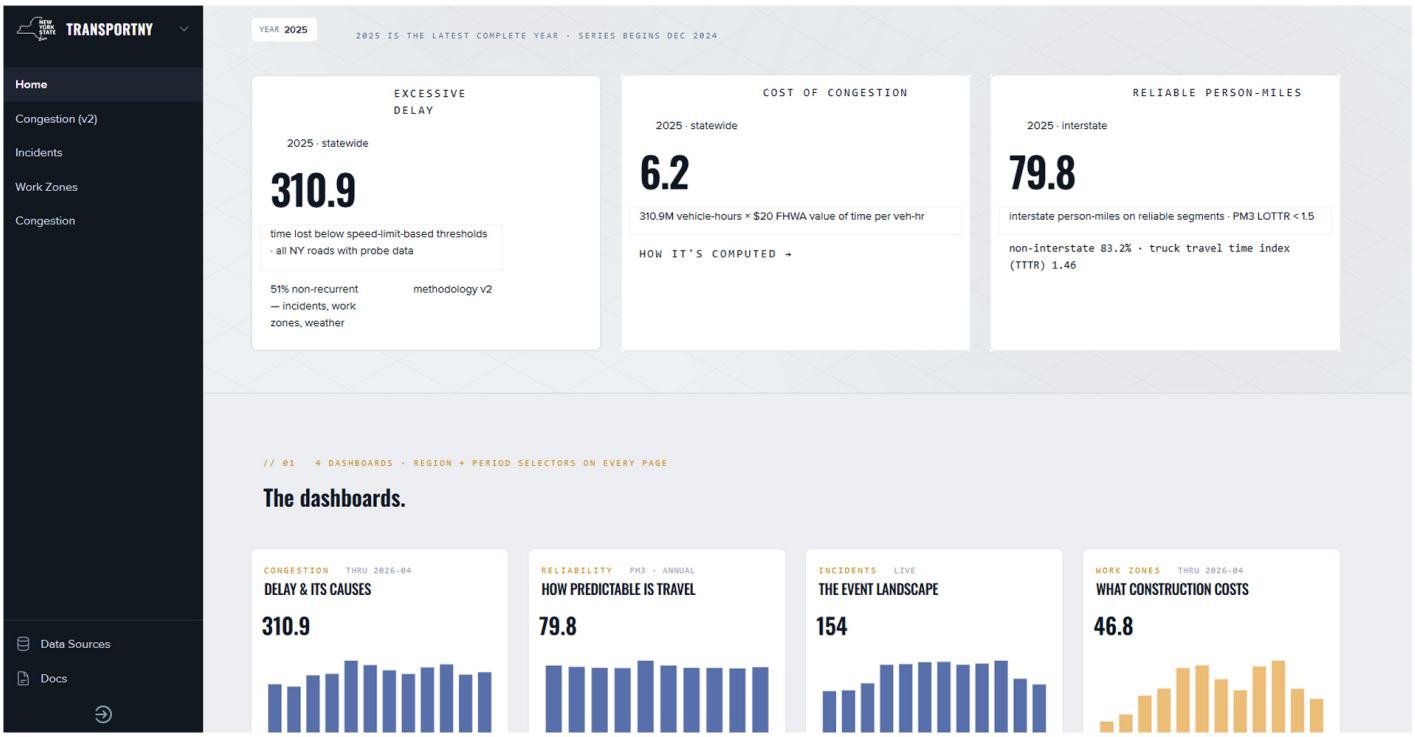
TransportNY

The Tributary team, operating as AVAIL, has been working with the New York State Department of Transportation (NYSDOT) since 2014 to develop performance measurement data analysis tools for transportation planning. The team built an enterprise software platform, called TransportNY, that includes macro-geographic tools for viewing and mass-exporting a variety of performance measures on road segments at the regional, county, and municipal levels. The platform also include custom business intelligence (BI) tools for analyzing performance at the route/corridor level, a freight atlas mapping tool, and an operations dashboard for measuring near-real time performance and incident impacts.

https://npmrds.transportny.org/



Screenshot of hazarddata.org, disasters page, which ranks declared disasters across the nation.



Screenshot of the TransportNY Platform TSMO application.

TRIBUTARY LAB

Buildings Information and Landuse Dataset (BILD)

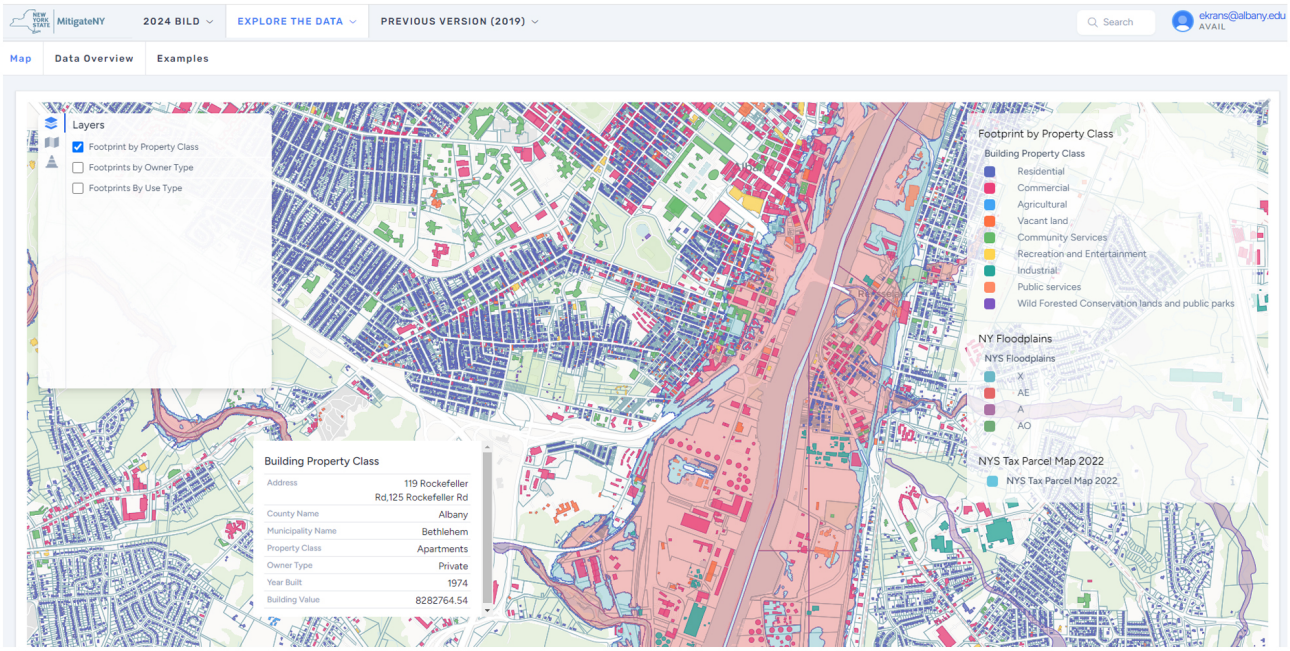
As part of the MitigateNY project, the Tributary team, operating as AVAIL, developed an enriched building footprints dataset for mitigation and resiliency planning. The first iteration of BILD was completed in 2019 and has been used in mitigation plans across the New York State at both the local and state levels. The second iteration, currently underway, will be enriched under guidance from a statewide Technical Working Group, by associating attributes from a variety of spatial datasets, including from the NYS Tax Parcel database, HIFLD, the State Financial System (SFS) and more.

https://buildings.mitigateny.org/
password required, available upon request

Mitigation Scenario Tool

As part of the MitigateNY project, the Tributary team, operating as AVAIL, developed a scenario tool for conducting analysis of the enriched building footprints dataset for mitigation and resiliency planning. The scenario has been used in 7 local mitigation plans across the New York State to assess risk to flooding, to collect building footprints into analysis zones, and to locate exact locations for infrastructure project planning. The scenario tool conflates building footprints with flood risk zones and provides GIS polygron selection tools that allow a user to set and save subsets of the data via the user interface.

https://delaware.mitigateny.org/
Password required, available upon request.



Screenshot of the BILD dataset, viewed from a map tool on the BILD website

Screenshot of the Scenario Tool located within the Local MitigateNY 1.0 Platform

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REFERENCES

REFERENCES

The following references can attest to the quality and dedication of the Highland Planning and Tributary project team.

Corrina Cavallo, Deputy Chief of Mitigation Programs
Mitigate NY *(reference for both Highland Planning and Tributary)*

NYS Division of Homeland Security & Emergency Services
Corrina.Cavallo@dhses.ny.gov
518-292-1155

HIGHLAND PLANNING

Patrick Curran, Policy Analyst
Albany County Hazard Mitigation Plan

Albany County Executive's Office
Patrick.curran@albanycountyny.gov
518-447-5639

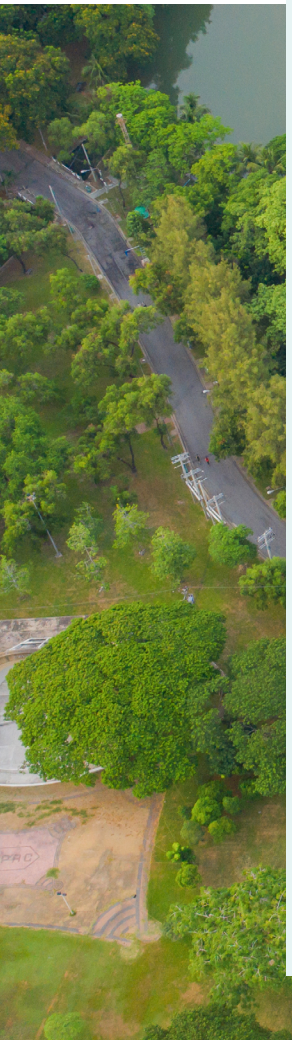
TRIBUTARY

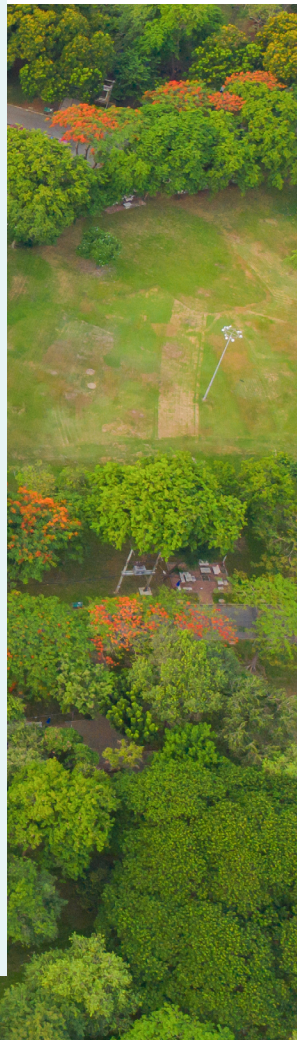
Kristin Janke Schneider, Environmental Planner

Delaware County Department of Planning, Parks, & Watershed Affairs
kristin.schneider@co.delaware.ny.us

Stephanie Gootman, Assistant Project Manager

Federal Emergency Management Agency (FEMA)
stephanie.gootman@fema.dhs.gov





DETAILED COST PROPOSAL

COST **PROPOSAL**

		Proposed Fee	Estimated Hours
Phase 1	**Organizing the Effort, Establishing Baseline Conditions, and Building Awareness**		
Task 1	Organize the Planning Effort	$21,620.00	129
Also includes kickoff, migration of paper plan into Mitigate NY, website, and engagement plan.			
Phase 2	**Updating Community Profiles, Risk and Vulnerability Assessments, and Corresponding Capabilities**		
Task 2	Profile the Community and Existing Conditions	$16,995.00	98
Task 3	Select, Profile, and Evaluate Impacts of Hazards of Concern	$30,625.00	178
Task 4	Capability Assessment and Resource Integration	$17,130.00	102
Also includes 2 working sessions with County, agency consultations, 19 jurisdictional interviews, community survey and public workshop on hazards and vulnerabilities.			
Phase 3	**Co-Creating Effective and Robust Mitigation Strategies, Actions, and Priorities**		
Task 5	Mitigation Strategy, Actions, and Plan Integration	$37,080.00	214
Also includes two collaborative working sessions on Actions development, coordination with Resilience Plan projects, refinement of subset of Actions with detailed project profiles, and community survey on risk reduction priorities.			
Phase 4	**Implementation, Draft Plan, Approvals and Adoption**		
Task 6	Implementation and Plan Maintenance	$3,225.00	18
Task 7	Draft Plan	$17,120.00	98
Task 8	Plan Adoption	$5,200.00	30
Also includes public workshop, management of all final documents on MitigateNY platform, incorporation of comments from public, DHSES, and FEMA, and adoption facilitation.			
Expenses	Travel between Albany and Cortland County x 3; Workshop Materials x 1	$1,000.00	
	Total	**$149,995.00**	**867.00**

Rates		
Principal	Liz Podowski King, AICP, PLA	$195.00
PM	Diana Searl	$190.00
Planners	Sara Constantineau / Emma Falkenstein	$165.00
Principal, Project Manager	Eric Krans	$190.00
Senior Researcher	Adam Tobey	$150.00
Principal, Lead Developer	Alex Muro	$190.00
Senior Developer	Shaunak Sangdod	$175.00

ROLES AND RESPONSIBILITIES

Highland Planning will lead the update process overall, including planning, coordination, facilitation, engagement, and all working sessions and workshops. We will collect and confirm updates, develop mitigation Action packages, and deliver the plan update for approval.
Proposed Fee: $100,900

Tributary will lead the migration of all content of the existing LHMP into the new Mitigate NY 2.0, provide technical expertise and data analysis, and support integration of updates on the platform.
Proposed Fee: $49,095

PRICE ASSUMPTIONS

- Steering Committee meetings, County Working Sessions, and Jurisdictional engagements will be a mix of in-person meeting and virtual meetings.
- County and Jurisdictions are able to provide data and plans in an electronic format.
- Core Planning Team supports on logistics, introductions, and participant lists to ensure productive sessions

REQUIRED CERTIFICATIONS AND INSURANCE DOCUMENTATION

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Tanya Zwahlen

2 Business name/disregarded entity name, if different from above.

Highland Planning LLC

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

5 Address (number, street, and apt. or suite no.). See instructions.

820 South Clinton Avenue #3

Requester's name and address (optional)

6 City, state, and ZIP code

Rochester NY 14620

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

4	6	–	0	9	0	1	9	3	4

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person [signature] Date 9/10/24

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);
2. Certify that you are not subject to backup withholding; or
3. Claim exemption from backup withholding if you are a U.S. exempt payee; and
4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and
5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441–1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, Withholding of Tax on Nonresident Aliens and Foreign Entities.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;
2. You do not certify your TIN when required (see the instructions for Part II for details);
3. The IRS tells the requester that you furnished an incorrect TIN;
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or
5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under *"By signing the filled-out form"* above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

- **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

- **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or "doing business as" (DBA) name on line 2.

- **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

- **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

- **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner's name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.

- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.

- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.

- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

2—The United States or any of its agencies or instrumentalities.

3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.

5—A corporation.

6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.

7—A futures commission merchant registered with the Commodity Futures Trading Commission.

8—A real estate investment trust.

9—An entity registered at all times during the tax year under the Investment Company Act of 1940.

10—A common trust fund operated by a bank under section 584(a).

11—A financial institution as defined under section 581.

12—A middleman known in the investment community as a nominee or custodian.

13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over $600 required to be reported and direct sales over $5,000[1]	Generally, exempt payees 1 through 5.[2]
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

[1] See Form 1099-MISC, Miscellaneous Information, and its instructions.

[2] However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a).

J—A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at *www.SSA.gov*. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/EIN*. Go to *www.irs.gov/Forms* to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to *www.irs.gov/OrderForms* to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account*
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor[2]
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee*
b. So-called trust account that is not a legal or valid trust under state law	The actual owner[1]
6. Sole proprietorship or disregarded entity owned by an individual	The owner[3]
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor*
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity[4]
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

[4] List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

* **Note:** The grantor must also provide a Form W-9 to the trustee of the trust.

** For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to *phishing@irs.gov*. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at *spam@uce.gov* or report them at *www.ftc.gov/complaint*. You can contact the FTC at *www.ftc.gov/idtheft* or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see *www.IdentityTheft.gov* and Pub. 5027.

Go to *www.irs.gov/IdentityTheft* to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

New York State Department of State
Division of Corporations, State Records and Uniform Commercial Code
One Commerce Plaza, 99 Washington Avenue
Albany, NY 12231
www.dos.state.ny.us

CERTIFICATE OF INCORPORATION
OF

Highland Planning

(Insert Corporate Name)

Under Section 402 of the Business Corporation Law

FIRST: The name of the corporation is:

Highland Planning

SECOND: This corporation is formed to engage in any lawful act or activity for which a corporation may be organized under the Business Corporation Law, provided that it is not formed to engage in any act or activity requiring the consent or approval of any state official, department, board, agency or other body without such consent or approval first being obtained.

THIRD: The county, within this state, in which the office of the corporation is to be located is: Monroe County

FOURTH: The total number of shares which the corporation shall have authority to issue and a statement of the par value of each share or a statement that the shares are without par value are: 200 No Par Value

FIFTH: The Secretary of State is designated as agent of the corporation upon whom process against the corporation may be served. The address to which the Secretary of State shall mail a copy of any process accepted on behalf of the corporation is:

17 Mulberry Street Rochester, New York 14620

NEW YORK STATE

Department of Taxation and Finance

Election by a Federal S Corporation to be Treated As a New York S Corporation

CT-6

(12/20)

Employer identification number: 46-0901934	This election is to be effective for the tax year beginning (retroactive elections, see instr.): 01-01-21	For office use only
Legal name of corporation: HIGHLAND PLANNING LLC	Mark an X in the box if federal election is pending: X	Date received
DBA or trade name (if any):	Telephone number: 585-315-1834	
Mailing address — Mailing name (if different from legal name): C/O	State of incorporation: NEW YORK; Date of incorporation: 08-09-12	
Number and street or PO box: 820 SOUTH CLINTON AVENUE #3	Date began business in New York State: 08-09-12	
City: ROCHESTER, State: NY, ZIP code: 14620	Number of shares issued and outstanding: 100	

The federal election to treat the corporation as an S corporation is effective for the tax year beginning	Total number of shareholders	No. of shareholders who are nonresidents of NY State
01-01-21	1	

Indicate the month and day your tax year ends: 12-31

Shareholders' unanimous consent and individual affirmation: By signing below each shareholder of the above corporation elects to include all amounts required by Tax Law, Article 22, section 660, in computing his or her New York taxable income and certifies that the personal information given below is to the best of his or her knowledge and belief true, correct, and complete.

See instructions if a continuation sheet or a separate consent statement is needed.

A — Name and address of each shareholder (include ZIP code)	B — Social Security number or employer identification number	C — Stock owned or percentage of ownership (see instructions): Number of shares or percentage of ownership	C: Date acquired	D — Shareholder's signature (see instructions) For this election to be valid, all shareholders must signify consent by signing below.
TANYA ZWAHLEN 17 MULBERRY STREET ROCHESTER, NY 14620	033-60-2328	100%	08-09-12	

Certification: I certify that this election and any attachments are to the best of my knowledge and belief true, correct, and complete.

Authorized person	Printed name of authorized person: Tanya M Zwahlen	Signature of authorized person	Official title: PRESIDENT & CEO	
	Email address of authorized person: tanya@highland-planning.com	Telephone number: 5853151834	Date: 3/15/21	
Paid preparer use only (see instr.)	Firm's name (or yours if self-employed): GORDON CHODAK CHAPIN & WOLCH CPAS PC	Firm's EIN: 16-1485545	Preparer's PTIN or SSN: P00142856	
	Signature of individual preparing this election: STEVEN J. GORDON	Address: 40 OFFICE PARK WAY PITTSFORD, NY 14534	City / State / ZIP code	
	Email address of individual preparing this election: STEVE@GCC-CPA.COM	Preparer's NYTPRIN or Excl. code: 03	Date: 03-15-21	

Fax form to: 518-435-8605 (see instructions)

NYCA0401L 07/31/20

1032

Form **2553** (Rev 12-2017)

Name: HIGHLAND PLANNING LLC

Employer identification number: 46-0901934

Part I Election Information (continued) **Note:** If you need more rows, use additional copies of page 2.

J Name and address of each shareholder or former shareholder required to consent to the election. (see instructions)	K **Shareholder's Consent Statement.** Under penalties of perjury, I declare that I consent to the election of the above-named corporation (entity) to be an S corporation under section 1362(a) and that I have examined this consent statement, including accompanying documents, and, to the best of my knowledge and belief, the election contains all the relevant facts relating to the election, and such facts are true, correct, and complete. I understand my consent is binding and may not be withdrawn after the corporation (entity) has made a valid election. If seeking relief for a late filed election, I also declare under penalties of perjury that I have reported my income on all affected returns consistent with the S corporation election for the year for which the election should have been filed (see beginning date entered on line E) and for all subsequent years. Signature	Date	L Stock owned or percentage of ownership (see instructions) Number of shares or percentage of ownership	Date(s) acquired	M Social security number or employer identification number (see instructions)	N Shareholder's tax year ends (month and day)
TANYA ZWAHLEN 17 MULBERRY STREET ROCHESTER, NY 14620	[signature]	3/15/21	100%	8/09/12	033-60-2328	12/31

CPCZ1213L 08/09/17

Incorporator Information Required

X _____
(Signature)

Tanya Mooza Zwahlen
(Type or Print Name)

17 Mulberry Street
(Address)

Rochester, NY 14620
(City, State, Zip Code)

CERTIFICATE OF INCORPORATION
OF

Highland Planning
(Insert Corporate Name)

Under Section 402 of the Business Corporation Law

Filed by: Tanya Mooza Zwahlen
(Name)

17 Mulberry Street
(Mailing Address)

Rochester, New York 14620
(City, State and Zip Code)

Note: This form was prepared by the New York State Department of State for filing a certificate of incorporation for a business corporation. It does not contain all optional provisions under the law. You are not required to use this form. You may draft your own form or use forms available at legal stationery stores. The Department of State recommends that legal documents be prepared under the guidance of an attorney. The fee for a certificate of incorporation is $125 plus the applicable tax on shares required by Section 180 of the Tax Law. The minimum tax on shares is $10. The tax on 200 no par value shares is $10 (total $135). Checks should be made payable to the Department of State for the total amount of the filing fee and tax.

For DOS use only

NEW YORK STATE OF OPPORTUNITY.

Division of Corporations, State Records and Uniform Commercial Code

New York State
Department of State
DIVISION OF CORPORATIONS, STATE RECORDS AND UNIFORM COMMERCIAL CODE
One Commerce Plaza
99 Washington Ave.
Albany, NY 12231-0001
www.dos.ny.gov

(This form must be printed or typed in black ink)

ARTICLES OF ORGANIZATION OF

Highland Planning LLC

(Insert name of Limited Liability Company)

Under Section 203 of the Limited Liability Company Law

FIRST: The name of the limited liability company is:

SECOND: The county within this state in which the office of the limited liability company is to be located is: Monroe County

THIRD: The Secretary of State is designated as agent of the limited liability company upon whom process against it may be served. The address within or without this state to which the Secretary of State shall mail a copy of any process against the limited liability company served upon him or her is:

X *(Signature of Organizer)*

Tanya Mooza Zwahlen
(Print or Type Name of Organizer)

State of New York
Department of State } ss:

I hereby certify, that HIGHLAND PLANNING LLC a NEW YORK Limited Liability Company filed Articles of Organization pursuant to the Limited Liability Company Law on 08/09/2012, and that the Limited Liability Company is existing so far as shown by the records of the Department. I further certify the following:

A Certificate of Publication of HIGHLAND PLANNING LLC was filed on 10/30/2012.

A Biennial Statement was filed 04/18/2018.

I further certify, that no other documents have been filed by such Limited Liability Company.

***

Witness my hand and the official seal of the Department of State at the City of Albany, this 18th day of April two thousand and eighteen.

Brendan W. Fitzgerald
Executive Deputy Secretary of State

*201804190086 * AL*

WWW.DOS.NY.GOV

AMENDED & RESTATED OPERATING AGREEMENT
OF
HIGHLAND PLANNING LLC

A NEW YORK LIMITED LIABILITY COMPANY

The undersigned sole member (the "Member") in accordance with the Limited Liability Company Law of the State of New York, as amended from time to time (the "LLC Law"), hereby declares the following to be the amended and restated Operating Agreement of such limited liability company (this "Agreement"):

WHEREAS, Highland Planning LLC (the "Company") was formed as a New York limited liability company, pursuant to the Articles of Organization filed with the New York Secretary of State on August 9, 2012;

WHEREAS, the affairs of the Company are governed by an Operating Agreement (the "Original Agreement"); and

WHEREAS, the Member desires to enter into this Agreement in order to amend and restate the Original Agreement in its entirety.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Member amends and restates the Original Agreement in its entirety as follows:

1. Name. The name of the limited liability company is Highland Planning LLC (the "Company").

2. Purposes. The purpose for which the Company has been formed is to engage in any lawful act or activity for which limited liability companies may be organized under the LLC Law.

3. Office. The principal office of the Company in the State of New York is 820 South Clinton Avenue #3, Rochester, NY 14620.

4. Member. The name and the business, residence or mailing address of the Member is as follows:

Tanya Mooza Zwahlen
17 Mulberry Street
Rochester, NY 14620

5. Capital Contributions. The Member agrees to make capital contributions to the Company (its "Capital Contribution") in exchange for a 100% Membership Interest in the Company (the "Membership Interest"). Such capital contribution shall consist of the assets described on Schedule A attached hereto. The Member is not required to make any contribution of property or money to the Company in excess of its Capital Contribution.

6. Management. The business and affairs of the Company shall be managed by the Member. The Member shall have the complete discretion, power and authority in the management and control of the business of the Company, shall make all decisions affecting the business of the Company and shall manage and control the affairs of the Company to carry out the business and purposes of the Company.

7. Allocation of Profits and Losses. The Company's profits and losses shall be allocated on equal shares to the Member, in the event that additional members are added in the future.

8. Distributions. The Company shall make distributions to the Member at the times and in the aggregate amounts determined by the Member.

9. Assignments. The Member may assign all or any part of its Membership Interest at any time, and, unless the Member otherwise provides, any transferee shall become a substituted member automatically. In such event, this Agreement shall be amended in accordance with Section 16 hereof to reflect the new member(s).

10. Dissolution. The Company shall dissolve, and its affairs shall be wound up, upon the earliest to occur of (a) the written consent of the Member or (b) an event of dissolution of the Company under the LLC Law.

11. Distributions upon Dissolution. Upon the occurrence of an event set forth in Section 10 hereof, the Member shall be entitled to receive, after paying or making reasonable provision for all of the Company's creditors to the extent required by the LLC Law, the remaining funds of the Company.

12. Withdrawal. The Member may withdraw from the Company at any time.

13. Limited Liability. The Member shall not have any liability for the obligations of the Company except to the extent required by the LLC Law.

14. Officers. The Company shall have those officers, and holding those titles and duties, as determined by the Member. Tanya Mooza Zwahlen shall be the initial president, secretary, and treasurer of the Company.

15. Indemnification. To the fullest extent permitted by applicable law, the Member, any affiliate of the Member, any officers, directors, shareholders, members, partners or employees of the affiliate of the Member, and any officer, employee or expressly authorized agent of the Company or its affiliates (collectively "Covered Person"), shall be entitled to indemnification from the Company for any loss, damage, claim or liability incurred by such Covered Person by reason of any act or omission performed, or omitted to be performed, or alleged to be performed or omitted to be performed, by such Covered Person in good faith on behalf of the Company and in a manner reasonably believed to be within the scope of authority conferred on such Covered Person by this Operating Agreement, except that no Covered Person shall be entitled to be indemnified in respect of any loss, damage, claim or liability incurred by such Covered Person by reason of his gross negligence, actual fraud or willful misconduct with respect to such acts or omissions.

16. Amendment. This Agreement may be amended only in writing signed by the Member.

17. Governing Law. This Agreement shall be governed by and construed under the laws of the State of New York, excluding any conflicts of laws rule or principle that might refer the governance or construction of this Agreement to the law of another jurisdiction.

[Signature Page Immediately Follows]

IN WITNESS WHEREOF, the undersigned has caused this Operating Agreement of Highland Planning LLC, to be executed as of the 1 day of March, 2019.

Member

Tanya Mooza Zwahlen

Schedule A

Member Capital Contributions

Member	Capital Contribution	Percentage of Ownership
Tanya Mooza Zwahlen	[$]	100%

NEW YORK STATE

MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISE ("MWBE")

CERTIFICATION

Empire State Development's Division of Minority and Women's Business Development grants a

Women Business Enterprise (WBE)

pursuant to New York State Executive Law, Article 15-A to:

Highland Planning, LLC DBA Highland Planning

Certification Awarded on: November 24, 2025
Expiration Date: November 24, 2030
File ID#: 51513

NEW YORK STATE OF OPPORTUNITY. Division of Minority and Women's Business Development

A Division of Empire State Development

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/13/2026

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

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

PRODUCER

State Farm

Jackie Ortiz
225 Alexander St
Rochester, NY 14607

CONTACT NAME: Angela
PHONE (A/C, No, Ext): 5853251960 FAX (A/C, No): 5853252111
E-MAIL ADDRESS: angela@jackieortiz.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : State Farm Fire and Casualty Company	25143
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED

Highland Planning LLC
850 S Clinton Ave
Rochester, NY 14620

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:			98-AA-B631-1	05/01/2026	05/01/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 3,000,000 $ 1,000,000 $ 10,000 $ 3,000,000 $ 6,000,000 $ 6,000,000 $
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			98-AA-B631-3	05/01/2026	05/01/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $			98-BU-F109-7	05/17/2026	05/17/2027	EACH OCCURRENCE AGGREGATE $	$ 3,000,000 $ 3,000,000 $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N ☐ (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					☐ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $

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

CERTIFICATE HOLDER

Cortland County
60 Central Avenue
Cortland, New York 13045

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

1001486 132849.12 03-16-2016

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: _____ Date: July 14, 2026

Title: Owner and Chief Executive Officer

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Tanya Mooza Zwahlen Date: July 14, 2026

Signature: Tanya Mooza Zwahlen Title: Owner and Chief Executive Officer

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 14th day of July, 2026 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence
_____	_____
_____	_____
_____	_____
_____	_____

If Bidders are a corporation, complete the following:

Name	Legal Residence
_____	_____
President	
_____	_____
Vice President	
_____	_____
Secretary	
_____	_____
Treasurer	

Identifying Data:

Potential Contractor: Highland Planning, LLC
Address: 820 S. Clinton Ave, # 3, Rochester, NY 14620
Telephone #: 585-504-1672 Title: Owner and Chief Executive Officer
E-Mail Address: Tanya@Highland-Planning.com

If applicable, Responsible Corporate Officer
Name: Tanya Mooza Zwahlen Title: Owner and Chief Executive Officer

Signature: Tanya Mooza Zwahlen

Joint or combined bids by companies or firms must be certified by each participant.

Tanya Mooza Zwahlen

Legal name of person or firm	Legal name of person or firm
Highland Planning, LLC	
Name	Name
Tanya Mooza Zwahlen	
Title	Title
Owner and Chief Executive Officer	
Address	Address
820 S. Clinton Ave, # 3, Rochester, NY 14620	

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: July 14, 2026

Name: Tanya Mooza Zwahlen

Position: Owner and Chief Executive Officer

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

__X__ I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: Tanya Mooza Zwahlen

Company: Highland Planning, LLC

Date: July 14, 2026

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: Highland Planning, LLC
   820 S. Clinton Ave, # 3, Rochester, NY 14620
2. Normal Operating Hours:
   a. Weekdays 8 am to 5 pm
   b. Saturdays _____ am to _____ pm
   c. Sundays _____ am to _____ pm
   d. Holidays _____ am to _____ pm
3. Number of Years in Business: 19
4. Firm History (attach additional pages as necessary):
   Founded in 2007, we have been providing creative planning, urban design and public engagement services across New York State.
5. Number of employees on your payroll: 16
6. Do any of your employees have any other special certifications or rating? (Yes) / No
   If yes, specify: AICP - American Planning Association of Certified Planners, International Association of Public Participation (IAP2)
7. Do you have any special equipment that is available to service the County RFP? Yes / (No)
   If yes, specify: _____
8. What is the overall size of your facility? 1,500 square feet of office space
9. Do you have a locked, fenced and secured storage area? (Yes) / No
10. How far in advance must appointments be scheduled? 24 Hours
11. In case of emergency, will you accommodate the County with same day services when possible?
    (Yes) / No
12. Shop Distance from 60 Central Avenue, Cortland, NY 119 Miles

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Tanya Mooza Zwahlen	Tanya Mooza Zwahlen
PRINT NAME	SIGNATURE (Must be 50% Company Owner)
Owner and Chief Executive Officer	July 14, 2026
TITLE	DATE

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1 Request for Hazard Mitigation Plan Updated Consultation Services Dated July 10, 2026

Addendum No. 2 _____ Dated _____

Addendum No. 3 _____ Dated _____

Addendum No. 4 _____ Dated _____

Addendum No. 5 _____ Dated _____

Addendum No. 6 _____ Dated _____

Addendum No. 7 _____ Dated _____

Addendum No. 8 _____ Dated _____

Addendum No. 9 _____ Dated _____

Addendum No. 10 _____ Dated _____

Highland Planning, LLC
(Name of Bidder)

By: Tanya Mooza Zwahlen

Title: Owner and Chief Executive Officer

Proposal prepared by:

HIGHLAND PLANNING

820 South Clinton Avenue, #3
Rochester, NY 14620
Buffalo | Rochester | Albany
(585) 504-1672 | highland-planning.com

21 July 2026

Response to RFP No. 26-ERC-011: Hazard Mitigation Plan Update Consultation Services

Proposal Contact:

Jo Kephart
VP, Bids and Proposals
(877) 245-6382
jo.kephart@chloeta.com

CHLOETA

701 Cedar Lake Blvd, Suite 320 | Oklahoma City, OK 73114 | Chloeta.com

CHLOETA
701 Cedar Lake Blvd, Suite 320
Oklahoma City, OK 73114
chloeta.com | (877) 245-6382

Cover Letter

21 July 2026

Subject: Response to 26-ERC-011 Hazard Mitigation Plan Update Consultation

ATTN: Savannah Hempstead, Clerk of the Legislature
Cortland County Legislature
60 Central Avenue, Suite 306
Cortland, NY 13045

Dear Ms. Hempstead,

Chloeta is pleased to submit our qualifications to provide professional hazard mitigation planning services for the update of the Hazard Mitigation Plans on behalf of Cortland County utilizing the MitigateNY planning framework. Our proposal demonstrates Chloeta's proven expertise, technical capabilities, and commitment to delivering high-quality, compliant, and actionable mitigation planning solutions that support the County's long-term resilience objectives.

As a nationally recognized consulting firm specializing in emergency management, resilience, and disaster recovery, Chloeta brings extensive experience in developing and updating FEMA-compliant hazard mitigation plans for state, tribal, and local governments across the country. Leveraging a nationwide network of experienced professionals, responsive project management, and industry-leading technical capabilities, we provide the depth of resources necessary to meet project requirements efficiently and effectively.

Through proactive communication, collaborative stakeholder engagement, and a commitment to excellence, Chloeta will deliver exceptional value to the County. Our financial stability, proven performance, and ability to mobilize resources nationwide ensure a seamless project experience and results that exceed expectations.

Chloeta's Unique Entity Identifier (UEI) is MVB3NM8N39L5, and our Commercial and Government Entity (CAGE) Code is 5K6E2. Chloeta has no current or pending litigation against us or any of our principals in the past five (5) years that were greater than $500,000. Chloeta has been party to a limited number of legal matters, all of which have been resolved without disruption to operations or contractual performance. No litigation has been similar in nature to the performance of services required by this RFP.

Should you have any questions regarding our proposal, please contact us toll-free at (877) CHLOETA (245-6382) or via email at jo.kephart@chloeta.com. We appreciate your consideration and look forward to the opportunity to support the County in advancing its hazard mitigation and resilience goals.

Sincerely,

Jo Kephart

Jo Kephart, Vice President, Bids & Proposals

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Executive Summary

Chloeta is pleased to submit this proposal to update the Cortland County Multi-Jurisdictional Hazard Mitigation Plan (HMP) in accordance with FEMA 44 CFR Part 201, New York State Division of Homeland Security and Emergency Services (NYS DHSES) requirements, and the MitigateNY planning framework. With extensive experience developing FEMA-approved hazard mitigation plans for state, tribal, county, and local governments—including successful projects throughout New York—our team brings the technical expertise, regulatory knowledge, and project management capabilities needed to deliver a comprehensive, implementation-focused plan that enhances community resilience while maintaining eligibility for future Hazard Mitigation Assistance funding.

At a minimum, Chloeta agrees to provide the services and deliverables identified below and will leverage industry best practices, innovative technologies, and a client-focused approach to ensure the successful completion of this HMP project.

Requirements	*Chloeta Agrees*	
	Yes	No
• Experience preparing FEMA-approved Hazard Mitigation Plans.	☒	☐
• Knowledge of FEMA mitigation planning requirements and NYS DHSES standards.	☒	☐
• Experience facilitating multi-jurisdictional planning efforts.	☒	☐
• GIS and hazard analysis capabilities.	☒	☐
• Public outreach and stakeholder engagement experience.	☒	☐
• Familiarity with New York State local government operations.	☒	☐
• Licenses, permits and certifications relating to the necessary qualifications.	☒	☐
• Chloeta's signatory is 100% owner/founder and has the authority to act on behalf of the business.	☒	☐
• Chloeta shall deliver to the Agency an updated, FEMA approved HMP within 9 months of contract execution.	☒	☐

Supported by an ISO 9001:2015-certified Quality Management System and a multidisciplinary team of experienced emergency management professionals, Chloeta is uniquely positioned to deliver a Hazard Mitigation Plan that not only satisfies federal and state requirements but also serves as a practical roadmap for reducing risk and strengthening long-term community resilience. We welcome the opportunity to partner with Cortland County on this important initiative and look forward to delivering a collaborative, high-quality planning process that equips the County and its participating municipalities to better prepare for, mitigate, and recover from future hazards.

Project Understanding & Approach

Chloeta understands that Cortland County seeks to update its Multi-Jurisdictional Hazard Mitigation Plan (HMP) in compliance with FEMA 44 CFR Part 201, New York State DHSES requirements, and the MitigateNY framework. The County's objective is to complete a FEMA- and DHSES-approved plan within nine months while strengthening community resilience through a collaborative and data-driven planning process. Drawing on our experience supporting hazard mitigation and resilience planning for communities throughout New York, Chloeta understands the State's planning expectations, DHSES coordination processes, and the importance of developing practical, locally supported mitigation strategies.

We recognize that this update is an opportunity to reassess evolving hazards, vulnerabilities, community conditions, and local mitigation capabilities across participating jurisdictions. Key priorities include updating risk and vulnerability information, evaluating development trends, strengthening mitigation strategies, improving implementation procedures, and increasing municipal participation and plan adoption.

A successful update will require meaningful engagement with participating jurisdictions, agencies, infrastructure owners, community organizations, and the public. Special emphasis will be placed on documenting participation, incorporating local knowledge, and ensuring underserved and socially vulnerable populations have opportunities to contribute.

The updated plan will utilize the best available data, including FEMA Risk MAP products, NFIP information, hazard mapping, historical disaster records, and critical infrastructure inventories to assess current and future risks. Chloeta also understands the importance of evaluating local capabilities, integrating existing plans and programs, and developing realistic, prioritized mitigation actions with clear implementation responsibilities, schedules, funding opportunities, and performance measures.

Finally, we recognize the importance of maintaining coordination with NYS DHSES and FEMA throughout plan development, review, approval, and adoption. Chloeta is committed to delivering a technically sound, stakeholder-driven, and implementation-focused Hazard Mitigation Plan that enhances resilience and supports continued eligibility for future mitigation funding opportunities.

Methodology

Chloeta specializes in delivering emergency management planning, consultation, and preparedness solutions that align with federal, state, tribal, and local standards. With over 500 years of combined experience, our firm ensures that all plans and projects are practical, compliant, and customized to address the specific needs of each client. Chloeta's recent projects highlight our ability to deliver effective solutions for diverse needs, such as:

- Updating plans for communities across the U.S., incorporating risk assessments, vulnerability analyses, and mitigation strategies.
- Enhancing emergency response frameworks through various technological services, including GIS-integrated plans, dashboards, and maps.
- Coordinating large-scale disaster response for government agencies, maintaining compliance with regulatory standards.

With a focus on clear role delineation and structured collaboration, Chloeta supports effective coordination among agencies and stakeholders during preparedness activities, disaster response, and recovery operations.

Data Utilization

Our team uses Esri ArcGIS tools to conduct spatial analysis and develop mapping products that align with FEMA requirements for hazard mitigation planning. Chloeta maintains experience with ArcGIS Pro and related tools used to evaluate hazard conditions across multi-jurisdictional planning areas. Our GIS specialists apply these tools to analyze hazard extents, infrastructure exposure, and population distribution across cities and counties. This analysis supports both the risk assessment and the development of mitigation actions that reflect conditions within the Region 4 and 6 areas. Mapping products are prepared with attention to clarity and usability so they can support both technical review and local decision-making.

GIS Applications

Chloeta applies GIS across several areas of the planning process to support analysis and communication:

- Hazard overlay mapping showing floodplains, wildfire risk areas, and other hazard extents in relation to developed areas
- Critical facility and infrastructure mapping identifying key assets and evaluating exposure to hazards
- Vulnerability and exposure analysis connecting hazard data with population and built environment conditions
- Land use and development mapping highlighting growth patterns and potential future exposure
- Population and social vulnerability mapping supporting understanding of community impacts

Mapping Products and Deliverables:

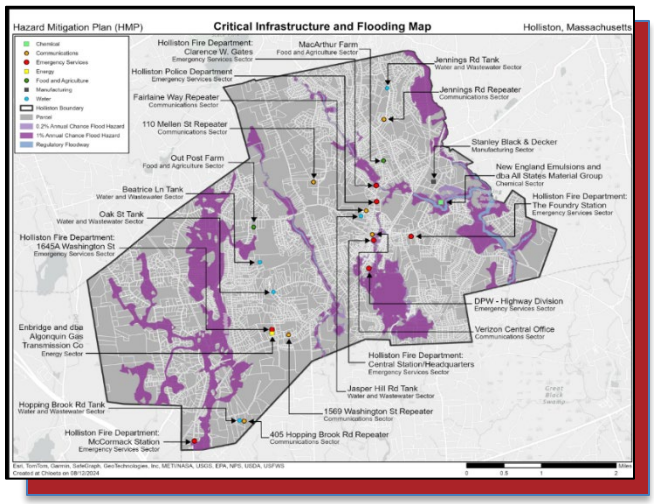
Our team develops mapping products that:

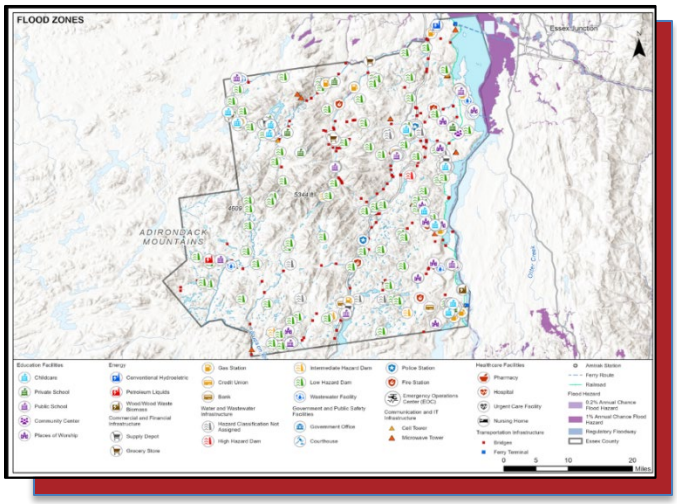
- ✓ Are formatted for inclusion in the plan as well as for use in meetings, presentations, and future updates
- ✓ Communicate risk patterns in a clear manner so stakeholders can understand how hazards affect specific areas within the region.
- ✓ Are delivered in digital formats compatible with local and state systems to support continued use beyond the planning process.

As part of this proposal, we have included two sample maps produced by Chloeta's GIS team in support of past planning efforts:

- **Critical Infrastructure and Flooding Map (Holliston, Massachusetts)** - This map was created as part of the Town of Holliston's LHMP update and displays emergency facilities and infrastructure in relation to flood hazard areas, supporting the vulnerability assessment and mitigation planning process.
- **Flood Zones and Hazard Facilities Map (Essex County, New York)** - Developed for Essex County's Multi-Jurisdictional Hazard Mitigation Plan, this map presents flood-prone areas alongside medical, critical, and hazardous facilities to assist in identifying site-specific risks and mitigation opportunities.

Please see the examples included below. These examples reflect Chloeta's ability to synthesize diverse datasets into clear, actionable visuals that strengthen risk communication, stakeholder engagement, and compliance with FEMA and state planning requirements.





Strategy Formulation

Chloeta will work with the HMPC, participating jurisdictions, and stakeholders to develop a mitigation strategy that translates risk assessment findings into practical, equitable actions and policies. The strategy will align mitigation actions with identified vulnerabilities, support FEMA and DHSES compliance, and provide a roadmap for future decision-making and funding opportunities.

Task	*Process & Approach*	*Outcome*
Goals & Objectives	Develop updated mitigation goals and objectives informed by the risk assessment and public input.	County-wide vision for reducing hazard risk.
Identification of Actions	Work with the County to identify a range of mitigation projects and policies that address hazards and vulnerable assets.	Comprehensive list of potential actions aligned with FEMA requirements.
Evaluation of Actions	Assess potential projects for cost-effectiveness, technical feasibility, community support, and available funding sources.	Clear understanding of project benefits and implementation feasibility.
Prioritization	Facilitate County discussions to prioritize actions based on agreed-upon criteria.	Ranked list of mitigation actions that can guide future funding requests.
Implementation Framework	Define responsibilities, timelines, and resources for each selected action.	Actionable roadmap for State and municipal partners.

Key Considerations

The following table summarizes key considerations and mitigation focus areas that will guide plan development.

Hazard	*Planning Considerations & Risk Factors*	*Potential Data Inputs*	*Mitigation Focus Areas*
Flooding (Riverine, Flash, Ice Jam)	Repetitive loss properties, flood-prone roadways, critical facility exposure, changing precipitation patterns, streambank erosion	FEMA Risk MAP, FIRMs, NFIP claims, repetitive loss data, flood studies, stream gauge data, local damage reports	Stormwater improvements, culvert upgrades, floodplain management, property protection, acquisition/elevation projects, resilient infrastructure
Severe Winter Storms	Heavy snow, ice accumulation, power outages, transportation disruptions, impacts to vulnerable populations	NOAA storm records, utility outage data, local emergency response records, highway department reports	Backup power, snow and ice management, critical facility resilience, public warning systems, shelter planning
Severe Thunderstorms, High Winds & Tornadoes	Wind damage to structures and utilities, downed trees, power outages, agricultural impacts	NOAA Storm Events Database, FEMA disaster records, utility outage reports, local damage assessments	Infrastructure hardening, vegetation management, safe rooms/shelters, emergency communications, backup power
Extreme Heat	Vulnerable populations, public health impacts, worker safety, increasing frequency and duration of heat events	NOAA climate data, CDC Social Vulnerability Index (SVI), public health records	Cooling centers, public outreach, heat emergency planning, urban tree canopy expansion
Drought	Agricultural impacts, water supply concerns, ecosystem stress, economic impacts	U.S. Drought Monitor, USDA data, water supply records, climate trends	Water conservation measures, drought response planning, agricultural resilience initiatives
Wildfire	Woodland-urban interface areas, drought conditions, access limitations, impacts to infrastructure and natural resources	NYS wildfire records, land cover data, local fire department records	Defensible space, public education, fuel management, emergency access improvements
Dam Failure	Downstream population exposure, infrastructure impacts, evacuation challenges	NYSDEC dam inventory, Emergency Action Plans (EAPs), inundation mapping	Dam maintenance and rehabilitation, emergency planning, warning systems, evacuation route improvements

Hazardous Materials Incident	Transportation corridors, fixed facilities, population exposure, environmental contamination	LEPC records, Tier II reports, transportation data, spill records	Response planning, training and exercises, public notification systems, facility coordination
Pandemic / Public Health Emergency	Healthcare capacity, vulnerable populations, workforce disruptions, continuity of operations	Public health records, CDC guidance, emergency response plans	Continuity planning, healthcare coordination, public communication, supply chain resilience
Utility Failure / Energy Disruption	Dependence on electric power, communications outages, impacts to critical facilities and services	Utility provider data, outage records, critical facility inventories	Backup power systems, microgrids, infrastructure redundancy, continuity planning
Climate Change Impacts (Cross-Cutting)	Increased precipitation, changing hazard frequency and severity, infrastructure stress, vulnerable populations	Climate projections, NOAA datasets, NYSERDA resources, FEMA climate guidance	Climate adaptation, resilient infrastructure design, nature-based solutions, long-term capital planning

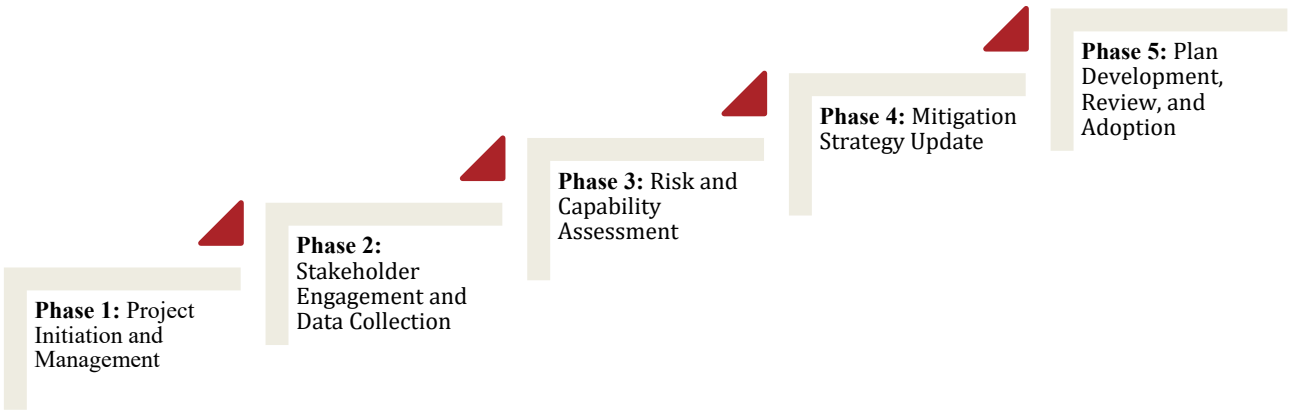
Summary of Vulnerable Assets and Populations

Vulnerability Category	*Exposure Characteristics*	*Key Considerations*
Population & Vulnerable Populations	Residents, older adults, low-income households, and individuals with disabilities	Life safety, evacuation, sheltering, and recovery needs
Critical Facilities & Lifelines	Emergency services, healthcare, schools, government facilities, utilities, and communications systems	Continuity of operations and service disruptions
Transportation Infrastructure	Interstate 81, roads, bridges, and culverts	Flooding, erosion, access, and evacuation routes
Residential, Commercial & Agricultural Assets	Homes, businesses, farms, and critical economic resources	Property damage, economic losses, and recovery challenges
Natural & Water Resources	Rivers, watersheds, wetlands, dams, and drainage systems	Flood risk, erosion, water quality, and environmental impacts
Community & Future Development Assets	Community facilities, historic resources, and growth areas	Community resilience, preservation, and risk-informed development

This hazard and vulnerable assets and populations framework will serve as the foundation for the statewide risk assessment and mitigation strategy development process. Chloeta will work collaboratively with the County and participating stakeholders to validate hazards, refine risk analyses, identify emerging threats, and prioritize mitigation actions that reduce risk, strengthen resilience, and support Cortland County's long-term hazard mitigation goals.

Project Approach

At Chloeta, we employ a collaborative project management methodology that delivers Hazard Mitigation Plan (HMP) updates aligned with FEMA requirements, County objectives, and established project schedules. Clear communication, technical quality, transparent decision making, and consistent collaboration guide every stage of plan development. Work will follow the MitigateNY planning framework together with the current FEMA Local Mitigation Planning Policy Guide and applicable New York State Division of Homeland Security and Emergency Services (NYS DHSES) mitigation planning standards. GIS analysis, regulatory compliance, grant administration, and stakeholder participation remain integrated across the project to produce a practical plan that strengthens resilience while maintaining eligibility for future mitigation funding.



Phase 1: Project Initiation and Kickoff: Chloeta will begin the project by convening a kickoff meeting with Cortland County, participating municipalities, and key project partners to confirm objectives, define roles and responsibilities, and establish expectations for plan development and approval. The kickoff meeting will also establish communication protocols, reporting procedures, milestone dates, and decision-making practices that promote accountability from project initiation through adoption. Existing planning documents, available technical resources, and comments from previous FEMA and State reviews will be evaluated early in the schedule to identify opportunities for refinement before technical analyses begin. Early coordination creates a common understanding of project priorities and establishes a clear direction for the remaining planning activities.

Project management procedures developed during project initiation will align technical activities with the County's schedule and administrative requirements. Documentation practices will satisfy state and federal planning expectations while creating an organized record of project decisions, participation, and technical work products. Regular progress updates will keep County staff informed of completed activities, upcoming milestones, and issues requiring discussion. *This phase can also be referred to as Task 1 in the project schedule table.*

Phase 2: Stakeholder Engagement and Data Collection: *This phase is comprised of Tasks 2,3, and 4 within the project schedule.* Chloeta will gather information from participating municipalities, public agencies, infrastructure representatives, community organizations, and other stakeholders with responsibilities related to hazard mitigation. Coordination activities will validate local priorities, capture

operational knowledge, and identify changes that have occurred since the previous planning cycle. Information collected during outreach will be evaluated alongside available technical data to establish a reliable basis for subsequent analyses.

Data Collection and Existing Plan Review:

Existing hazard mitigation plans, emergency management documents, comprehensive plans, capital improvement programs, land use policies, and related planning resources will be reviewed to evaluate planning assumptions, completed mitigation actions, and changing community conditions. Findings will be compared with current hazard information, GIS resources, and available technical datasets to determine where revisions are necessary and where previous analyses remain applicable. Available information will also be reviewed for completeness and consistency before incorporation into the planning process. Completing this evaluation creates a reliable technical baseline that improves the quality of the risk assessment, capability assessment, and mitigation strategy.

Stakeholder Outreach and Planning Team Outreach:

Planning Team meetings, municipal coordination meetings, interviews, and public outreach activities will provide opportunities to review technical findings and discuss local priorities before mitigation actions are developed. Participants will verify hazard information, identify implementation challenges, and recommend projects that reflect community needs and available resources. Public participation activities will encourage broad community involvement while seeking perspectives from populations that may experience disproportionate impacts from natural hazards. Incorporating local knowledge into technical analyses strengthens the final HMP and produces mitigation actions that participating jurisdictions can realistically implement.

Phase 3: Risk and Capability Assessment: *This phase is comprised of Tasks 5, 6, and 7 within the project schedule.* Chloeta will evaluate hazards affecting Cortland County by combining GIS analysis, historical disaster information, available technical datasets, and stakeholder input into a single assessment. Results will quantify hazard exposure, evaluate potential impacts to people and assets, and verify conditions affecting participating municipalities. The completed assessment establishes the technical basis for prioritizing mitigation actions and supporting future investment decisions.

Hazard Identification and Risk Assessment (HIRA)

GIS analysis will evaluate hazard exposure across critical facilities, transportation networks, utilities, community lifelines, environmental resources, and vulnerable populations. Available mapping, local data, and historical event information will be compared to identify areas facing the greatest potential impacts and validate existing planning assumptions. Assessment results will be reviewed with County staff and participating municipalities to confirm local conditions before mitigation priorities are established.

Capability and Vulnerability Assessment

Existing plans, policies, programs, staffing resources, funding capacity, and regulatory authorities will be evaluated to determine each jurisdiction's ability to implement mitigation activities. The assessment will examine organizational strengths, resource limitations, and opportunities to integrate hazard mitigation into existing planning and capital improvement initiatives. Community vulnerability will

also be evaluated to identify populations and facilities that may experience disproportionate impacts during future disasters. Findings from the assessment will guide development of realistic mitigation actions that align with local capabilities and implementation priorities.

Phase 4: Mitigation Strategy Development: Building upon the completed risk and capability assessments, we will update mitigation goals and objectives, identify potential projects and initiatives, and prioritize actions that reflect local conditions, community priorities, implementation feasibility, and available resources. Evaluation of proposed actions will consider anticipated risk reduction, responsible agencies, project readiness, and potential funding sources to create a practical implementation strategy. The completed mitigation strategy will provide Cortland County with a clear roadmap for reducing future risk while strengthening long-term resilience. *This phase is comprised of Tasks 8, 9, and 10 within the project schedule.*

Jurisdictional Coordination Meetings

Coordination meetings with participating municipalities will refine mitigation actions before preparation of the draft HMP. Technical findings will be compared with local operating experience to verify asset information, evaluate implementation constraints, and confirm project priorities. Discussions will also identify opportunities for regional collaboration where neighboring jurisdictions share similar hazards, infrastructure, or mitigation objectives.

Phase 5: Plan Development, Review, and Adoption: Chloeta will prepare draft and final HMP documents, coordinate review with County staff, NYS DHSES, and FEMA, and support plan adoption by participating jurisdictions. Review comments will be incorporated into subsequent drafts to maintain consistency with applicable planning requirements and facilitate agency approval. The completed HMP will provide Cortland County with an adopted, FEMA approvable plan that maintains eligibility for future Hazard Mitigation Assistance funding. *This phase is comprised of Tasks 11 through 20.*

Internal Quality Assurance and Quality Control Review

Every major deliverable will undergo an independent quality review before submission to the County or reviewing agencies. Narrative content, technical analyses, GIS products, tables, and supporting documentation will be evaluated for accuracy, consistency, and compliance with applicable planning requirements. Review comments will be resolved before documents are transmitted to minimize revisions during agency review.

Agency Review and Comment Resolution

Our team will coordinate with Cortland County, NYS DHSES, and FEMA to address review comments and prepare final plan revisions. Agency feedback will be tracked through resolution to document revisions and maintain consistency across plan sections. Updated materials will be resubmitted promptly to maintain the project schedule and facilitate final approval. Following agency acceptance, Chloeta will prepare final deliverables and supporting materials for plan adoption and project closeout.

Progress Reporting

Chloeta will work closely with Cortland County to establish a process for monitoring, evaluating, and updating the Hazard Mitigation Plan throughout the five-year planning cycle. This framework will ensure the plan remains relevant, aligns with other state and local planning mechanisms, and continues to meet FEMA and Cortland County requirements. To support effective project management and maintain transparency throughout the update process, Chloeta will provide biweekly status reports summarizing completed activities, upcoming tasks, key decisions, schedule progress, and any issues requiring State input. These regular updates will facilitate coordination, track project milestones, and ensure the plan update remains on schedule and responsive to stakeholder needs.

Task	*Process & Approach*	*Outcome*
Monitoring	Develop methods and responsibilities for tracking progress on mitigation actions.	Clear system for measuring plan implementation.
Evaluation	Establish an annual review process to assess plan effectiveness and identify necessary revisions.	Ongoing validation that the plan reflects current risks and priorities.
Update Schedule	Define procedures for completing the required five-year update, consistent with FEMA and NY DHSES guidance.	Ensures continued plan compliance and eligibility for federal funding.
Integration with Other Plans	Identify how the HMP will be incorporated into the Cortland County's Emergency Operations Plan, land use policies, and other planning documents.	Stronger alignment between hazard mitigation and day-to-day decision making.
Public & Stakeholder Engagement	Provide opportunities for the public, municipalities, and stakeholders to participate in plan maintenance activities.	Sustained involvement and support for mitigation actions.

The plan maintenance framework provides the Cortland County with a structured process for keeping the HMP relevant and actionable. Annual evaluations allow new hazards, data, or development patterns to be incorporated in a timely way, while the integration of hazard considerations into other County plans reinforces the importance of mitigation in everyday decisions. With this approach, the plan satisfies FEMA and NY DHSES requirements and remains a practical tool for guiding local resilience efforts.

Decision Making Process

Major project decisions affecting scope, schedule, or technical approach will be coordinated with the Cortland County and documented through meeting summaries and decision logs to ensure transparency and accountability.

Review, Sign-off and Approval Procedures

Chloeta will submit the updated Cortland County HMP for review, ensuring compliance and alignment with state and federal mitigation planning requirements. Any necessary revisions will be addressed to meet approval standards. Following the review, Chloeta will coordinate with state and municipal officials to present the plan for adoption. Once adopted, the final plan will be submitted to FEMA for approval under 44 CFR §201.6.

Quality Assurance/Quality Control Measures

Chloeta adheres to a strict Quality Management System (QMS), which is ***ISO 9001:2015 certified,*** in the performance of all contract management and associated activities. Our team is committed to providing the highest quality services designed to meet the needs of clients and projects. It is our policy that all technical consulting services and data collection activities be of the highest quality, appropriately documented, and scientifically valid. Our QMS is designed to ensure that the quality of services and data generated by the Team meets or exceeds the needs of clients/projects and complies with all applicable standards.

Simply stated, Chloeta has set the industry standard for superior customer service for all professional management and consulting services.

Internal Control Procedures – To ensure quality and compliance, all deliverables undergo a comprehensive multi-level Quality Assurance/Quality Control (QA/QC) review process prior to submission. Technical content, GIS products, data analyses, and draft plan sections are reviewed by senior planning professionals to verify accuracy, consistency, completeness, and compliance with FEMA's Local Mitigation Planning Policy Guide and applicable state requirements. Final deliverables receive executive-level review and approval before submission.

Flexibility & Risk Management – Chloeta recognizes that planning projects often evolve as new information becomes available, stakeholder priorities shift, or regulatory requirements change. Our scalable staffing model and experienced project management team provide the flexibility necessary to accommodate modifications in project requirements while maintaining schedule and quality objectives. Chloeta is well-positioned to address unforeseen challenges, incorporate emerging priorities, and successfully deliver a high-quality Hazard Mitigation Plan update on time and within budget.

Chloeta confirms that we possess the capacity, staffing depth, and organizational resources required to successfully deliver this project in accordance with the Cortland County's schedule and performance expectations. Our team is comprised of highly qualified and experienced hazard mitigation planning professionals who have successfully completed similar projects nationwide. With dedicated project leadership, scalable staffing resources, and established quality control processes, Chloeta is fully prepared to allocate the personnel and expertise necessary to meet all project milestones, deliverables, and deadlines while maintaining the highest standards of quality and client service.

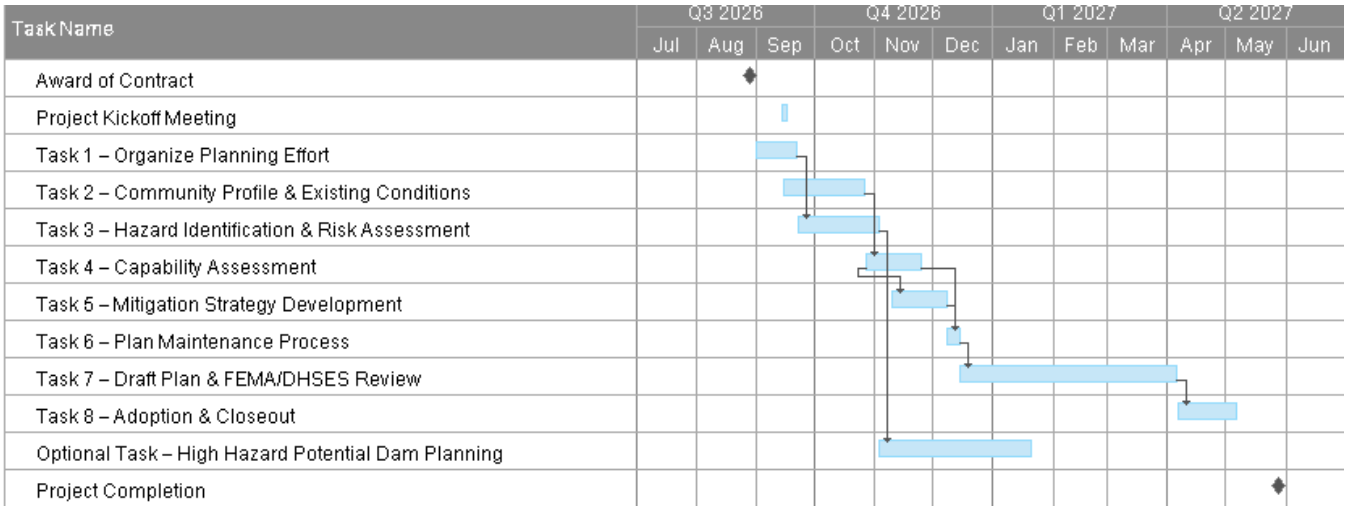
Value Added Hazard Mitigation Services

Beyond the scope of the Hazard Mitigation Plan update, Chloeta offers integrated capabilities that strengthen mitigation planning, improve implementation, and position communities for long-term resilience. Our multidisciplinary team combines planning expertise, emergency management experience, geospatial analysis, environmental compliance, and disaster recovery knowledge to help clients move seamlessly from planning to action.

- **Mitigation Strategy Implementation & Grant Readiness:** A Hazard Mitigation Plan is only valuable if it leads to implementation. Chloeta helps communities develop realistic, cost-effective mitigation actions that align with FEMA Hazard Mitigation Assistance (HMA) programs, BRIC priorities, Flood Mitigation Assistance (FMA), and other federal and state funding opportunities. Our grant specialists provide practical insight into project eligibility, benefit-cost considerations, environmental requirements, and funding strategies, improving communities' ability to compete for mitigation funding following plan approval.
- **Advanced GIS, Risk Assessment & Data Analytics:** Chloeta enhances traditional hazard mitigation planning through advanced GIS capabilities, spatial analysis, and data visualization. We integrate FEMA Risk MAP products, National Flood Insurance Program (NFIP) information, historical disaster data, climate trends, critical infrastructure inventories, and locally developed datasets to produce clear, actionable risk assessments that support informed mitigation decision-making and public communication.
- **Operational Emergency Management Perspective:** Unlike firms focused solely on planning, Chloeta brings extensive operational emergency management experience through our nationally deployable Incident Management Team (IMT) and emergency management professionals. This real-world experience informs practical mitigation strategies that reflect actual response and recovery challenges, ensuring recommended actions are operationally feasible and support whole-community resilience.
- **Situational Awareness & Emerging Hazard Analysis:** Chloeta's 24/7 Catastrophe Command Center continuously monitors hazards nationwide using meteorologists, GIS specialists, emergency managers, and data analysts. This capability enhances our understanding of evolving hazards, changing risk conditions, and emerging trends, allowing mitigation planning to incorporate the most current information and support future-oriented resilience strategies.
- **Wildfire & Natural Hazard Expertise:** Chloeta provides nationally recognized expertise in wildfire mitigation while also supporting comprehensive risk reduction across multiple natural hazards. Our specialists help communities evaluate changing hazard conditions, assess vulnerabilities, and identify mitigation measures that reduce long-term risk to people, property, critical infrastructure, and natural resources.
- **Environmental Planning & Project Delivery Support:** Successful mitigation projects require more than planning—they must also be implementable. Chloeta's environmental planning professionals provide expertise in NEPA compliance, permitting, and environmental review processes, helping communities anticipate implementation requirements early and reducing delays as mitigation projects move from concept to construction.

Together, these capabilities enable Chloeta to deliver more than a FEMA-compliant Hazard Mitigation Plan. We help communities develop actionable, data-driven mitigation strategies that support funding competitiveness, facilitate project implementation, and build lasting resilience against future disasters.

Detailed Project Schedule



Please see below for Chloeta's project schedule breakdown for this effort. At the outset of the project, Chloeta will finalize this timeline with Cortland County.

Task Name	*Start Date*	*End Date*	*Description*
Award of Contract	08/28/26	08/28/26	Execute the contract and authorize the project to begin.
Project Kickoff Meeting	09/14/26	09/14/26	Conduct an initial meeting to review project objectives, scope, schedule, roles, and data needs.
Task 1 – Organize Planning Effort	09/01/26	09/21/26	Establish the planning process, identify stakeholders, develop the public outreach strategy, and organize the planning team.
Task 2 – Community Profile & Existing Conditions	09/15/26	10/26/26	Update demographic, land use, infrastructure, and community data to establish current planning conditions.
Task 3 – Hazard Identification & Risk Assessment	09/22/26	11/02/26	Evaluate natural hazards, assess community vulnerability, estimate potential losses, and update the risk assessment.
Task 4 – Capability Assessment	10/27/26	11/23/26	Review existing plans, policies, programs, regulations, and resources that support hazard mitigation.
Task 5 – Mitigation Strategy Development	11/10/26	12/07/26	Develop mitigation goals, objectives, and prioritized actions to reduce identified risks.
Task 6 – Plan Maintenance Process	12/08/26	12/14/26	Update procedures for plan implementation, monitoring, evaluation, and future plan maintenance.
Task 7 – Draft Plan & FEMA/DHSES Review	12/15/26	04/05/27	Prepare the draft Hazard Mitigation Plan and coordinate review and comment resolution with NYS DHSES and FEMA.
Task 8 – Adoption & Closeout	04/06/27	05/05/27	Support plan adoption by participating jurisdictions, finalize documentation, and complete project closeout.
Optional Task – High Hazard Potential Dam Planning	11/03/26	01/19/27	Evaluate risks associated with high hazard potential dams and incorporate applicable mitigation strategies into the plan.
Project Completion	05/28/27	05/28/27	Submit the final approved plan and complete all contractual deliverables and administrative closeout.

Staffing Plan

Chloeta is committed to delivering a comprehensive, FEMA-compliant Hazard Mitigation Plan that identifies hazards, assesses risks and vulnerabilities, and develops actionable mitigation strategies to enhance community resilience. Through a collaborative planning process, Chloeta will work closely with project stakeholders, local officials, partner agencies, and the public to ensure that the resulting plan reflects community priorities, regulatory requirements, and best practices in hazard mitigation.

Staff Structure

Chloeta staffs each project with professionals whose expertise aligns with the region's hazards and operational environment, including backgrounds in emergency response, environmental engineering, geospatial analysis, healthcare, and public service. Team members are selected based on jurisdictional fit, technical qualifications, and familiarity with federal planning requirements.

A dedicated Project Manager will serve as the County's primary point of contact, overseeing project execution, schedule management, resource coordination, and stakeholder engagement. Supporting the Project Manager is a multidisciplinary team of hazard mitigation planners, GIS specialists, public engagement professionals, and technical subject matter experts, providing both specialized knowledge and staffing depth.

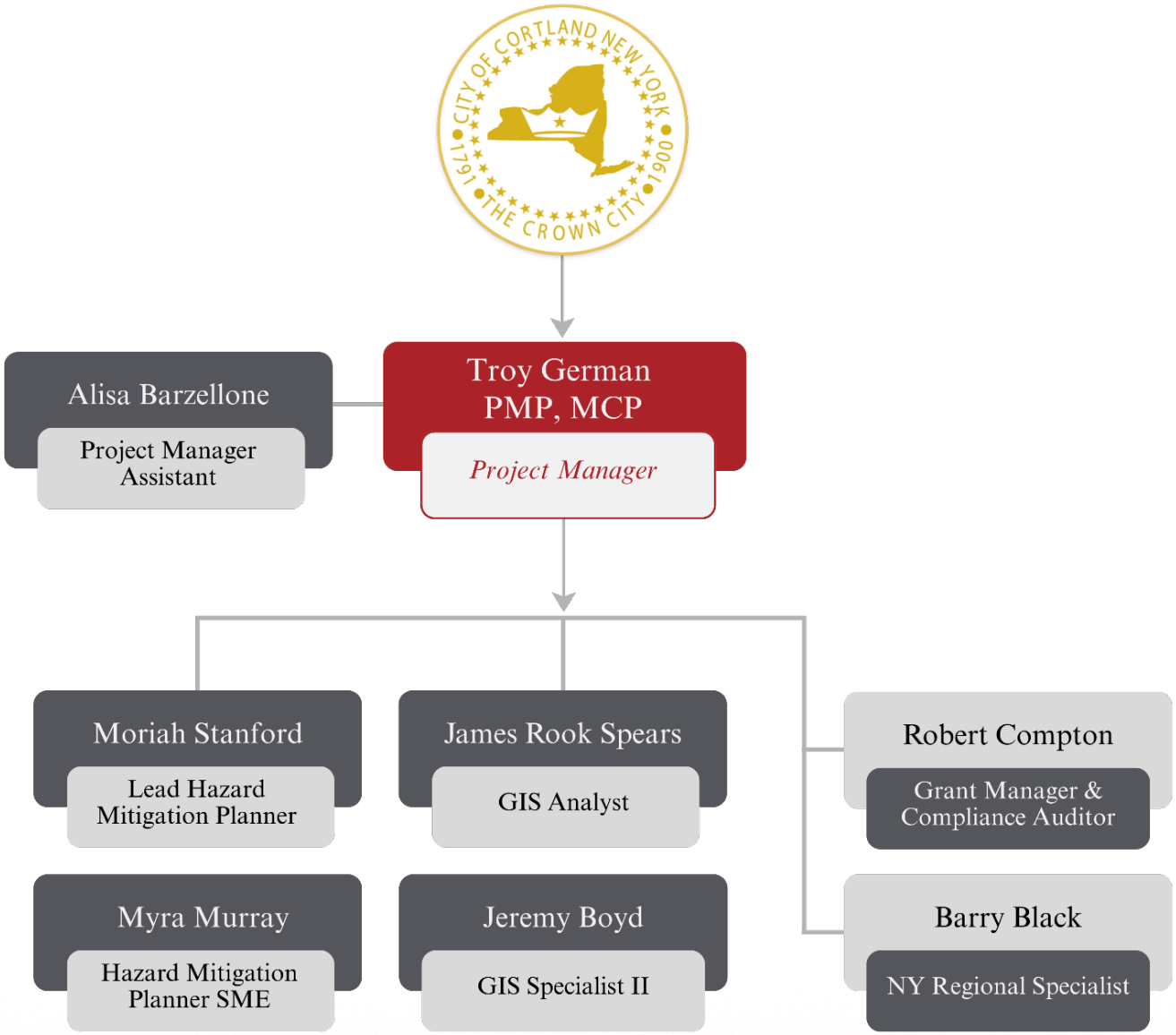
To ensure continuity throughout the Cortland County Hazard Mitigation Plan update, Chloeta will utilize multiple cross-trained plan writers and maintain all project records, schedules, data, and deliverables in centralized project management systems. This approach enables seamless staff transitions and uninterrupted progress when project needs evolve.

Chloeta also maintains a broad cadre of specialists in hazard mitigation, risk assessment, GIS, climate resilience, infrastructure, emergency management, and public outreach who can be deployed as needed. Combined with documented workflows, proactive communication, and rigorous quality control, this scalable staffing model ensures consistent project delivery, preserves institutional knowledge, and provides the Cortland County with reliable support from project kickoff through final plan approval.

Chloeta blends the agility of a small business with the operational capacity of a large organization, allowing for effective solutions to complex emergency management challenges. Chloeta utilizes industry standard project management approaches to ensure timely performance on contract deliverables on budget. To supplement these methodologies, we utilize software such as Costpoint and Microsoft Project in order to track progress, budgets, and schedules, enabling automated alerts for at-risk deliverables and proactive adjustments to timelines. All Chloeta contracts utilize a program manager/project manager approach, providing a multi-layer organizational structure that facilitates customer communication and contract performance.

Organization Chart

Chloeta will assign personnel with experience in hazard mitigation planning, risk analysis, and multi-jurisdictional coordination. Team members selected for this project have supported FEMA-compliant planning services and understand the technical and stakeholder requirements of their work. Roles are structured to ensure accountability and continuity on an ongoing basis in the planning process.



Meet Our Experts

KEY PERSONNEL		
Personnel	***Qualifications***	***Project Responsibilities***
Troy German, PMP, MCP Project Manager	• Project Management Professional (PMP) • FEMA COOP Master Practitioner (Level 2) • FEMA COOP Practitioner (Level 1) • ICS/NIMS Lead Instructor (ICS 100–400) • HSEEP Evaluator • Command & General Staff (National Fire Academy) • FEMA EMI Coursework (700+ hours) • IS-235, IS703, IS-775, IS-700, IS-800 • FEMA ESF Training • CDC/HHS-Recognized PHEP/HPP Training	Provides overall project management and delivery, client coordination, schedule and budget oversight, quality assurance, and FEMA compliance review, and reporting.
Alisa Barzellone Project Manager Assistant	• M.R.C.P., Regional & City Planning • B.S. Environmental Design • Community Engagement & Stakeholder Outreach • Planning Research & Data Collection • Adobe Creative Suite • Proposal & Technical Document Development	Supports project coordination, meeting scheduling, document management, invoicing support, stakeholder communications, and administrative tracking.
Moriah Stanford Lead Hazard Mitigation Planner	• B.S., Environmental Sustainability • FEMA IS-100, 120, 200, 230, 235 • IS-240–244, 328, 329 • IS-700, IS-800 • ICS/NIMS Instruction (ICS 100–400) • HSEEP Training • FEMA ESF Training	Leads hazard mitigation planning activities, base plan and annex drafting, capability and risk assessments, revision cycles, facilitate stakeholder engagement, develop mitigation strategies, and prepares FEMA-compliant plan documentation.
Myra Murray Hazard Mitigation Planner SME	• M.S., Emergency Preparedness • B.S., Community Health Education • FEMA HSEEP Certified • ICS 100, 200, 300, 400 • IS-700, IS-800 • Strategic National Stockpile Preparedness (FEMA/CDP) • Healthcare Leadership for Mass Casualty Incidents (FEMA/CDP) • CITI Research Ethics & Compliance Certification	Supports hazard vulnerability analysis, QA/QC review, FEMA compliance verification, audit readiness, resilience planning, consequence assessment, and integration of community resilience considerations into the mitigation strategy.
James Rook Spears GIS Analyst	• B.A., Geography • FEMA IS-100, 200, 700, 800 • NWCG S-341 GIS Specialist • ArcGIS Enterprise Administration • Python for GIS & Workflow Automation • ArcGIS Pro/Online/StoryMaps/Dashboards • REST API, SQL, GitHub	Develops GIS mapping and deliverables, HAZUS spatial analysis, hazard exposure assessments, data visualization products, and geospatial support for risk assessment and mitigation planning.

Jeremy Boyd GIS Specialist II	• Geospatial analyst supporting CWPP and wildfire mitigation planning • ArcGIS Pro/Online/StoryMaps/Dashboards • ArcGIS Enterprise Administration • NWCG S-341 GIS Specialist training • B.A., Geography	Develops GIS mapping and deliverables, HAZUS spatial analysis, hazard exposure assessments, data visualization products, and geospatial support for risk assessment and mitigation planning.
ADDITIONAL SUPPORT PERSONNEL		
Personnel	***Qualifications***	***Project Responsibilities***
Robert Compton Grant Manager & Compliance Auditor	• M.P.A. • B.S., Psychology • Compliance Monitoring • Stakeholder Support • Nonprofit Fundraising • 2 CFR 200 Contract Procurement • GAAP Financial Auditing • Full Life Cycle Grant Management • Duplication of Benefits • Davis Bacon, NEPA, URA • Data Analysis • Application Review	Supports mitigation funding alignment, resilience strategy integration, and FEMA grant compliance considerations.
Barry Black NY Regional Outreach Specialist	• Held Top Secret/SCI, DOE Q, and NATO Cosmic Security Clearances • Hazardous Materials Technician (HAZMAT) certification • FEMA National Incident Command System: 100, 200, 700, 702A, 800, and 836 • FEMA Exercise Design and Development • 2023: Recipient, FBI 9/11 First Responder Honor Ceremony, New York City, NY • B.S., Accounting	Supports state compliance, Mitigate, NY guidance, DHSES coordination, technical oversight, stakeholder engagement, committee participation, plan review, quality assurance, FEMA coordination, deliverable review

Please see our team's resumes in Appendix A.

Relevant Experience

Name	**Chloeta**
Address	701 Cedar Lake Blvd Suite 320, Oklahoma City, OK 73114
POC	Jo Kephart, Vice President, Bids & Proposals, jo.kephart@chloeta.com, (877) 245-6382
UEI	MVB3NM8N39L5
CAGE	5K6E2
Organizational Structure	Chloeta is a 100% Native American-owned and operated SBA-certified SDB. Incorporated in State of Oklahoma, Chloeta is a Limited Liability Company.

Chloeta is a nationally recognized leader in hazard mitigation planning and emergency management consulting, with extensive experience developing FEMA-approved Hazard Mitigation Plans for state, county, tribal, and local governments. Since 2008, we have helped communities identify risks, reduce vulnerabilities, and strengthen resilience through data-driven, actionable mitigation strategies.

For the Cortland County Multi-Jurisdictional Hazard Mitigation Plan Update, Chloeta brings the technical expertise and regulatory knowledge necessary to deliver a FEMA- and NYS DHSES-approvable plan in accordance with 44 CFR Part 201, current FEMA guidance, and the MitigateNY planning framework. Our team has extensive experience facilitating multi-jurisdictional planning efforts, conducting GIS-based risk assessments, evaluating local capabilities, developing mitigation strategies, and supporting stakeholder engagement and grant compliance activities.

We understand the diverse hazards affecting Cortland County, including riverine and flash flooding, severe winter storms, extreme temperatures, high winds, drought, severe storms, dam failure, landslides, and other natural hazards identified through the MitigateNY planning process. Chloeta will leverage best available hazard, infrastructure, NFIP, demographic, and climate data, combined with meaningful stakeholder and public engagement, to develop a comprehensive risk assessment and mitigation strategy that reflects local priorities and supports long-term resilience.

By combining technical excellence, proven FEMA and NYS DHSES mitigation planning experience, and a collaborative, stakeholder-driven approach, Chloeta will deliver a comprehensive and actionable Hazard Mitigation Plan that satisfies all regulatory requirements while serving as a practical decision-making tool for Cortland County and its participating municipalities. Our approach emphasizes meaningful municipal participation, successful plan adoption, integration with existing local planning mechanisms, and the development of implementable mitigation actions that strengthen long-term resilience and position participating jurisdictions for future FEMA Hazard Mitigation Assistance funding opportunities throughout the five-year planning cycle.

Regional Understanding

Chloeta has offices in the following addresses:

Headquarters
701 Cedar Lake Boulevard, Suite 320,
Oklahoma City, OK 73114

Satellite Office
28 Liberty Street
New York, NY 10005

Chloeta has extensive experience supporting hazard mitigation, emergency management, and resilience initiatives throughout the eastern United States, including New England, the Mid-Atlantic, Appalachia, and the Southeast. This regional experience enables our team to understand the hazards, regulatory requirements, and planning challenges facing communities while applying best practices across multiple FEMA Regions.

Our portfolio includes hazard mitigation planning projects in Maryland, Massachusetts, and New York. Chloeta is currently updating the Worcester County, Maryland Hazard Mitigation Plan, leading stakeholder engagement, GIS-based risk assessments, and development of FEMA-compliant mitigation strategies. In New York, Chloeta successfully completed the FEMA-approved Essex County Multi-Jurisdictional Hazard Mitigation Plan, coordinating with eighteen municipalities and working closely with the New York State Division of Homeland Security and Emergency Services (DHSES) to satisfy state and FEMA Region II requirements. The project included comprehensive risk assessments, public engagement, and development of actionable mitigation strategies that preserved the County's eligibility for Hazard Mitigation Assistance funding.

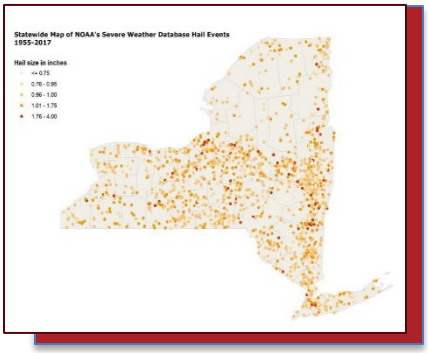


Figure 1 – Essex County, NY severe weather data map (Hail events 1955-2017)

Chloeta continues to expand its presence in Massachusetts through the recently awarded Town of Nantucket Hazard Mitigation Plan Update and a long-term contract with the Massachusetts Emergency Management Agency (MEMA) to deliver advanced NIMS/ICS training to emergency managers statewide. Together with our emergency management training work in Kentucky, these engagements demonstrate Chloeta's ability to partner with FEMA, state agencies, counties, and municipalities to develop practical, implementation-ready Hazard Mitigation Plans that strengthen resilience and support long-term risk reduction.

Grant Management

Chloeta understands the challenges local governments face in reducing disaster risk, maintaining FEMA funding eligibility, and managing multi-jurisdictional planning with limited resources. Our team has extensive experience supporting FEMA-funded hazard mitigation planning, grant administration, and disaster recovery, working directly with FEMA and state agencies, including the New York State Division of Homeland Security and Emergency Services (DHSES). Through comprehensive project management, quality assurance, and regulatory compliance support, Chloeta minimizes administrative burden while

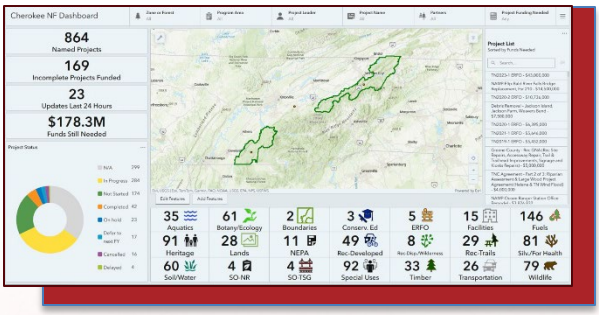


Figure 2 – Cherokee National Forest, TN, Hurricane Helene, funding tracking dashboard

delivering FEMA-compliant, implementation-ready Hazard Mitigation Plans that strengthen community resilience and position jurisdictions for future mitigation funding.

MitigateNY

Chloeta has experience developing hazard mitigation plans within New York's MitigateNY framework and understands how the platform supports FEMA-compliant planning and coordination with DHSES. During the successful FEMA-approved update of the Essex County Multi-Jurisdictional Hazard Mitigation Plan, Chloeta utilized New York-specific guidance, hazard datasets, and MitigateNY resources while coordinating closely with DHSES throughout the review process. This experience enables our team to efficiently integrate MitigateNY into the planning process, streamline state coordination, and reduce the administrative burden on Cortland County and its participating jurisdictions.

Completed Projects

Chloeta's project team brings deep, cross-disciplinary experience in hazard mitigation planning, stakeholder coordination, GIS analysis, emergency management operations, project budgeting, and schedule management. Each team member has supported multi-jurisdictional plans in diverse geographic regions, with experience in regulatory compliance, public engagement, budget development and tracking, schedule coordination, and the development of implementable mitigation actions. Our combined expertise in FEMA-aligned planning, local hazard profiling, interagency coordination, cost-effective project delivery, and milestone-driven planning ensures that the Cortland County's priorities will be met with accuracy, efficiency, technical precision, and adherence to project timelines and budget objectives.

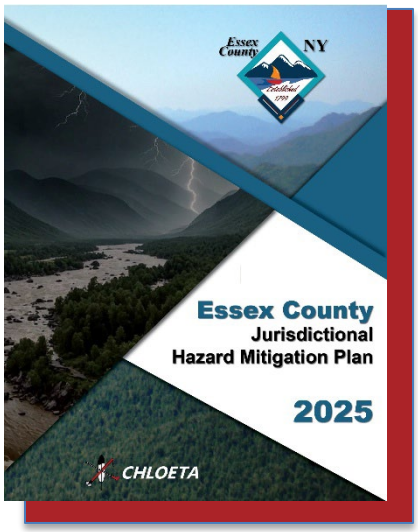
Together, Chloeta personnel have completed the following planning projects.

Client / Location	*Project*	*Period of Performance*	*Highlights*
Cherokee Nation, OK	Hazard Mitigation Plan Update (HMP)	03/2023 – 04/2023	Reviewed and updated mitigation planning for a 14-county service area covering approximately 1.37 million people; extensive tribal, local, state, and federal stakeholder coordination.
Town of Holliston, MA	Hazard Mitigation Plan Update (HMP)	03/2024 – 11/2025	FEMA/MEMA-approved HMP update including GIS analysis, public outreach, capability assessment, and mitigation strategy development.
City of Medical Lake, WA	Hazard Mitigation Plan (HMP)	04/2024 – 06/2025	Developed post-Gray Road Fire mitigation plan integrating climate resilience, risk assessment, recovery planning, and FEMA compliance.
Essex County, NY	Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)	07/2024 – 06/2025	Updated FEMA-approved plan covering 18 towns and 4 villages; hazard profiling, GIS-based risk assessment, and mitigation strategy development.

Modoc County & City of Alturas, CA	Local Hazard Mitigation Plan (LHMP)	07/2024 – 06/2027	FEMA-approved LHMP update addressing wildfire, drought, flooding, severe weather, and climate resilience.
Tule River Tribe, CA	Tribal Hazard Mitigation Plan (THMP)	2024	Developed standalone FEMA-compliant Tribal HMP addressing wildfire, flooding, drought, extreme heat, and landslide risk.
Candler County, GA	Hazard Mitigation Plan Update (HMP)	01/2025 – 02/2026	Countywide hazard mitigation planning addressing hurricanes, tornadoes, flooding, severe weather, and community resilience.
Park County, CO	Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)	02/2025 – 01/2026	Updated FEMA-compliant plan for county, municipalities, fire districts, and ambulance district; wildfire, flooding, winter storm, and wind hazard mitigation.
Taos County, NM	Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)	06/2025 – 02/2026	Countywide mitigation planning emphasizing wildfire, flash flooding, post-fire flooding, and continuity of operations.
Talladega County, AL	Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)	02/2025 – 12/2025	Developed FEMA-compliant plan covering county government, 10 municipalities, and 15 volunteer fire departments.
Pueblo de San Ildefonso, NM	Tribal Hazard Mitigation Plan (HMP)	12/2025 – 12/2026	Developing FEMA-compliant Tribal HMP using GIS analysis, capability assessment, and mitigation project prioritization.
SECAHR Region (5 Counties), CO	Regional Hazard Mitigation Plan Update (MJHMP)	12/2025 – 12/2026	Regional HMP update covering Otero, Baca, Bent, Kiowa, and Prowers Counties.
City of Aurora, MO	Emergency Response Plan (ERP) / Emergency Operations Plan (EOP)	11/2024 – 03/2026	Developed comprehensive ERP/EOP, hazard analysis, stakeholder engagement, training, and tabletop exercise support.
Chapel Hill-Carrboro City Schools, NC	Comprehensive Emergency Operations Plan (EOP)	06/2025 – 12/2025	Updated district-wide EOP for more than 12,000 students across 20 facilities; included training and tabletop exercise.
Del Norte County, CA	Public Health Disaster Response Plan	05/2024 – 06/2024	Updated disaster response and crisis communications planning for county health and human services operations.
Washington State Department of Agriculture	ESF-11 Agriculture & Natural Resources Annexes	01/2024 – 05/2024	Updated statewide ESF-11 annex and developed Food & Nutrition and Aquatic Resources response appendices.
City of Eugene / Springfield, OR	CWPP & Evacuation Plan	06/2024 – 02/2026	Developed multi-jurisdiction wildfire protection and evacuation planning annexes, GIS evacuation zones, and EOP integration.

References

Essex County, NY HMP



Agency: Essex County
Customer Contact Point: Josh Favro, Director/Fire Coordinator | 518-873-3901 | Joshua.Favro@essexcountyny.gov
Contract Number: ES-25-0010
Period of Performance: 07/01/2024 - 06/3/2025
Dollar Value: $47,197.13
Status: Completed – Final Plan approved by FEMA

Services:
Chloeta successfully updated the Essex County, New York Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) in accordance with the Disaster Mitigation Act of 2000, 44 CFR Part 201, and New York State Division of Homeland Security and Emergency Services (DHSES) guidance to maintain FEMA Hazard Mitigation Assistance eligibility. The project encompassed eighteen towns and four villages across a region vulnerable to flooding, severe winter storms, landslides, wildfires, and other natural hazards. Chloeta coordinated with County officials and participating jurisdictions to conduct GIS-based risk assessments, update hazard profiles, facilitate stakeholder and public engagement, evaluate mitigation capabilities, and develop prioritized mitigation actions. The completed plan met FEMA Local Mitigation Plan Review Tool standards and received approval from both DHSES and FEMA Region II, preserving eligibility for future federal mitigation funding.

Holliston, MA HMP Update

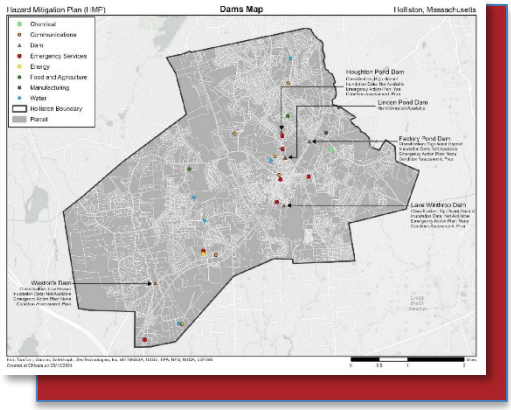


Figure 3 – Town of Holliston, MA high hazard dams

Agency: Town of Holliston, MA
Customer Contact Point: Chief Michael Cassidy | 508-429-4631 | cassidym@holliston.k12.ma.us
Contract Number: BD-24-1627-BOS17-BOS17-93687
Period of Performance: 03/19/2024 – 11/30/2025
Dollar Value: $19,461.29
Status: Completed

Services: Chloeta updated the FEMA- and Massachusetts Emergency Management Agency (MEMA)-approved Hazard Mitigation Plan for the Town of Holliston, Massachusetts, maintaining the Town's eligibility for federal mitigation funding while advancing long-term community resilience. The project included stakeholder coordination, public outreach, GIS-based hazard and vulnerability assessments, updates to hazard profiles and mitigation capabilities, and development of a prioritized mitigation strategy addressing inland flooding, winter storms, wildfire, extreme temperatures, earthquakes, and other local hazards. Chloeta coordinated with local departments, regional partners, FEMA, and MEMA throughout the planning and review process to deliver an implementation-ready plan that supports future mitigation investments and continued access to state and federal funding opportunities.

Worcester County, MD HMP

Agency: Worcester County, MD
Customer Contact Point: Katy Vieira, Assistant Chief – Emergency Management | (410) 632-3080 ext. 1002 | kvieira@worcestermd.gov
Contract Number: RFP BPM053348
Period of Performance: 04/07/2026-05/31/2027
Dollar Value: $89,887.12
Status: In Progress

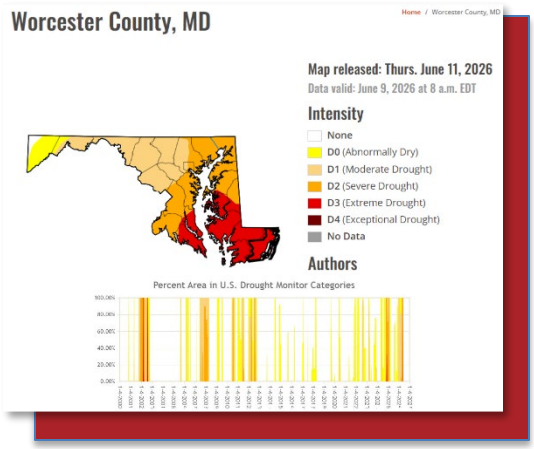


Figure 4 – Worcester County, MD drought monitor categories assessment

Services: Chloeta is updating Worcester County, Maryland's Hazard Mitigation Plan, providing comprehensive planning and emergency management services that include project management, stakeholder coordination, public outreach, and facilitation of the Hazard Mitigation Planning Committee. The project includes GIS-based hazard identification and vulnerability assessments, loss estimation, climate risk evaluation, and an assessment of existing mitigation capabilities to identify opportunities for reducing future disaster impacts. Chloeta is developing prioritized, actionable mitigation strategies, preparing all required planning documents, coordinating state and FEMA reviews, supporting local adoption, and guiding the plan through approval by the Maryland Department of Emergency Management (MDEM) and FEMA.

Town of Nantucket, Massachusetts HMP Update

Agency: Town of Nantucket, MA
Customer Contact Point: Thomas Blake, 508-228-7200, tblake@nantucket-ma.gov
Contract Number: 260025
Period of Performance: 07/01/2026 – 07/01/2027
Dollar Value: $45,350.00
Project Status: Awarded

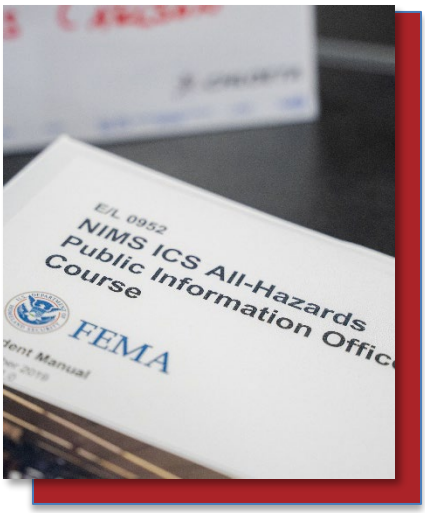
Figure 5 – Town of Nantucket, MA historic district zoning map

Services: The Town of Nantucket selected Chloeta to update its Hazard Mitigation Plan (HMP) to maintain compliance with FEMA and Massachusetts Emergency Management Agency (MEMA) requirements while strengthening the community's long-term resilience. Chloeta is leading a comprehensive planning process that includes stakeholder coordination, public outreach, GIS-based risk and vulnerability assessments, updates to critical facility inventories and hazard profiles, and development of prioritized mitigation strategies. Tailored to Nantucket's unique coastal environment, the plan addresses hazards such as coastal flooding, storm surge, sea level rise, hurricanes, and severe coastal storms, while incorporating local resilience initiatives and coordinating with MEMA and FEMA through review and final approval to produce a FEMA-compliant, implementation-ready Hazard Mitigation Plan.

Madison County, Kentucky ICS Position Specific Training for CSEPP

Agency: Madison County, KY
Customer Contact Point: Kendra Kendrick | 859-624-4787 | kendra.kendrick@madisoncountyky.us
Contract Number: 230003
Period of Performance: 01/18/2023 - 01/17/2026
Dollar Value: $53,604.46
Status: Completed
Services: Chloeta provided Madison County and its Emergency Management Agency/Chemical Stockpile Emergency Preparedness Program (CSEPP) with All Hazards Position Specific Courses and other courses related to emergency management. These courses encompassed disaster management and contributed to a larger training program over a three (3) year period. Chloeta provided All Hazards Position Specific Courses, IMT-related courses, and other courses pertaining to the development of staff to manage major disasters, including All-Hazards Finance/Admin, All-Hazards Liaison Officer, All-Hazards Planning Section Chief, and All-Hazards Division Group Supervisor. All courses provided contributed to the knowledge and skills of emergency personnel and responder training.

MEMA ICS Position Specific Training



Agency: Massachusetts Emergency Management Agency (MEMA)
Customer Contact Point: Jeff Tedesco & James McLaughlin | 508-820-2000 | jeff.tedesco@state.ma.us / james.mcloughlin@state.ma.us
Contract Number: BD-22-1013-PPN00-PPN-74699
Period of Performance: 08/01/22 - 09/30/2026
Dollar Value: $236,883.87
Status: Extended

Services: Chloeta provides emergency management training and hazard mitigation support to the Massachusetts Emergency Management Agency (MEMA), delivering advanced National Incident Management System (NIMS) and Incident Command System (ICS) Position-Specific courses for Emergency Operations Center (EOC) personnel and emergency managers throughout the Commonwealth. Services include qualified instructors, course materials, practical exercises, and administrative support for a comprehensive curriculum covering Incident Command, Command and General Staff, Operations, Planning, Logistics, Finance/Administration, Public Information, Liaison, Safety, Communications, and Resource Management. This ongoing partnership strengthens emergency management capabilities and community resilience across Massachusetts.

City of Medical Lake, Washington HMP

Agency: City of Medical Lake, WA
Customer Contact Point: Elisa Rodriguez | erodriguez@medical-lake.org | 509-565-5050
Period of Performance: 04/22/2024 - 06/15/2025
Dollar Value: $59,729.85
Status: Completed

Figure 6 – City of Medical Lake, WA HMP

Services: Chloeta developed a new Hazard Mitigation Plan (HMP) for City of Medical Lake, Washington that reflects updated hazard data, community priorities, and evolving climate risks to meet FEMA standards and Washington State requirements. The project was funded through Washington's Climate Commitment Act (as part of the Growth Management Act (GMA)) and supports the integration of a climate resiliency element into the City's Comprehensive Plan. Chloeta worked closely with City staff to organize and facilitate an advisory team, develop a comprehensive risk assessment, and identify a set of actionable mitigation and recovery strategies. The planning process incorporated detailed exposure and vulnerability analyses for community assets, evaluation of existing policies and plans, and extensive public engagement to reflect lived experience and local needs.

Cost Proposal

Chloeta is committed to providing our clients with the highest level of value through our services. Our total proposed cost for this effort is **$94,532.00**, which is a comprehensive, fully burdened amount to cover every cost element necessary to deliver the services described in the scope of work. Our cost is inclusive of direct labor, fringe benefits, fees, overhead, and other direct costs. Our pricing is developed using current labor rates, historical performance requirements, and risk allowances to ensure successful project execution. Through Chloeta's fixed pricing, we give our clients cost transparency and the assurance that we will efficiently manage resources while upholding quality and strict control measures.

Cost Summary

We have accounted for four (4) in-person visits to conduct the Planning Meetings during Tasks 1 and 2. All travel is made in compliance with the Federal Travel Regulations.

Task	*Description*	*Hours*	*Total*
1	Organize the Planning Effort	80	$ 11,518.00
2	Profile the Community & Existing Conditions	164	$ 22,528.00
3	Select, Profile, and Evaluate Impacts of Hazards of Concern	140	$ 12,757.00
4	Capability Assessment and Resource Integration	56	$ 4,953.00
5	Mitigation Strategy and Actions, and Plan Integration	82	$ 7,691.00
6	Implementation and Plan Maintenance	19	$ 1,725.00
7	Draft Plan	276	$ 26,577.00
8	Plan Adoption	21	$ 2,230.00
Optional Task	High Hazard Potential Dam (HHPD)	46	$ 4,553.00
		TOTAL:	**$94,532.00**

Cost Control

We control project costs through thorough planning and effective management using Smartsheet, Excel, Microsoft Project, and Deltek Costpoint. Our strategies allow project managers to quickly address issues to prevent cost overruns. Chloeta emphasizes timely, accurate reporting and disciplined baseline management. Management staff ensure cost control by implementing established measures and providing real-time cost information weekly. We compare budget to actual costs and forecast project completion costs using real-time data. We assess resource requirements during project proposals to pursue manageable contracts. We maintain constant communication with clients and provide specific cost reports as needed. Weekly budget reviews and detailed monthly reports guide discussions with clients. Our regular reviews ensure everyone is updated on progress and available funds. Our accounting office collaborates with clients' accountants for seamless cost reporting.

Our cost control policies help complete projects within budget and on schedule. Fixed-price and not-to-exceed contracts protect clients from unforeseen costs. Additional work is coordinated with the client to ensure fair cost negotiation. We focus on labor-specific expenses and ensure work is completed as specified, modifying only at the client's request.

Costpoint allows us to track all costs to the project level by inputting projected labor hours and expenses on front end so we can monitor and make adjustments to ensure the project is on track in real time.

General Assumptions

- Project completion assumes timely participation by County staff and municipalities and completion within the anticipated nine-month schedule.
- FEMA/DHSES review durations are outside the Consultant's control and may affect the schedule but not the proposed fee.
- Grant application preparation, Benefit-Cost Analyses, engineering design, environmental permitting, surveying, translation services, and litigation support are excluded unless separately authorized.

Task Assumptions

- Organize the Planning Effort
    - County will designate a single Project Manager and municipal points of contact.
    - County will provide existing HMP files, FEMA/DHSES review comments, GIS data, and relevant planning documents within two weeks of kickoff.
    - Consultant fee includes one kickoff meeting, three Core Planning Group meetings, three Steering Committee meetings, and up to five jurisdictional coordination workshops/webinars.
    - Meeting facilities (or virtual platform access) will be provided by the County.
- Profile the Community & Existing Conditions
    - County and participating jurisdictions will provide available demographic, land use, infrastructure, critical facility, and planning datasets.
    - Consultant will rely on publicly available federal, state, and local datasets where local data are unavailable.
    - No field surveys, asset inventories, or engineering inspections are included.
    - Includes up to two (2) public meetings
- Select, Profile, and Evaluate Impacts of Hazards of Concern
    - Risk assessment will utilize FEMA, DHSES, NFIP, Risk MAP, NOAA, USGS, Census, and other available datasets.
    - No new hydrologic, hydraulic, geotechnical, structural, or engineering analyses are included.
    - Municipal staff will review hazard profiles and provide local input during scheduled workshops.
- Capability Assessment and Resource Integration
    - Participating jurisdictions will provide existing plans, ordinances, policies, and capability information.
    - Consultant will document existing capabilities but will not prepare new ordinances or regulations.
    - Strategic funding sources will be identified at a planning level.
- Mitigation Strategy and Actions, and Plan Integration
    - Municipalities will identify and prioritize mitigation actions with consultant facilitation.
    - Planning-level cost estimates and implementation schedules will be prepared; detailed engineering cost estimates are excluded.
    - One mitigation action per hazard per jurisdiction will be developed consistent with DHSES requirements.
- Implementation and Plan Maintenance

  - Consultant will prepare monitoring, evaluation, and maintenance procedures for the five-year planning cycle.
  - County will assume responsibility for ongoing implementation following plan adoption.
- Draft Plan
  - Fee includes one administrative draft, one public review draft, one DHSES review draft, and one final plan.
  - One consolidated round of FEMA/DHSES review comments is included. Additional review cycles resulting from major scope changes are additional services.
  - County review periods are assumed not to exceed 15 business days.
- Plan Adoption
  - Consultant will prepare adoption packages and coordinate with participating jurisdictions.
  - Each municipality is responsible for scheduling and adopting the plan through its governing body.
  - Attendance at governing board meetings beyond the final presentation is not included unless authorized.
- High Hazard Potential Dam (HHPD)
  - Optional High Hazard Potential Dam (HHPD) services, if selected, assume coordination with up to two dam owners and the NYS Dam Safety Office; additional facilities or engineering coordination would require a scope amendment.

Travel & Reimbursable Assumptions

- The fee assumes limited in-person travel, including up to four (4) stakeholder/public meeting sessions.
- All other coordination will occur virtually unless otherwise requested.

Appendix A - Resumes

Chloeta has provided our team's resumes below for your reference.

Troy German

PROJECT MANAGER

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

20+ Years of Experience

Expertise

- Hazard Mitigation Planning
- Risk Assessment & Vulnerability Analysis
- Mitigation Strategy Development

Education

Mid-America Christian University, BA, 2021

Training & Certifications

- FEMA Level 2 COOP Master Practitioner (260+hrs)
- Emergency Management Institute (704+ hrs.)
- Command and General Staff
- Incident Commander trained and instructor (All-Hazard)
- Command Staff trained and instructor (All-Hazard)
- General Staff trained and instructor (All-Hazard)
- National Center for Domestic Preparedness 2009
- Instructor Training Certification (40hrs)
- National Fire Academy
- Command and General Staff (80hrs)

Employment History

- Program Manager, Chloeta | 2022 – Present
- Incident Management Team Program Manager, Oklahoma Highway Patrol | 2012 – 2019
  Statewide Occupant Protection Coordinator, Oklahoma Highway Patrol | 2014 – 2016
- Troop Supervisor, Chloeta | 2022 – Present
- Marine, US Marine Corp | 1997 – 2002

PROFILE

Mr. German will serve as Project Manager. He will be responsible for overall project management, coordination with participating jurisdictions and stakeholders, facilitation of planning meetings, oversight of hazard identification and risk assessment activities, development of mitigation strategies, quality assurance of plan deliverables, and ensuring compliance with FEMA and hazard mitigation planning requirements.

PROJECT EXPERIENCE

Hazard Mitigation Plan – Park County, CO. ***Project Manager***
Customer: Park County, Colorado | **Period:** February 2025 – January 2026
Updated the County's Multi-Jurisdictional Hazard Mitigation Plan to maintain FEMA compliance and eligibility for mitigation funding.
Responsibilities included stakeholder coordination, risk assessment oversight, mitigation strategy development, and ensuring compliance with FEMA planning requirements.

Hazard Mitigation Plan – Southeast Colorado All Hazards Region (SECAHR), CO. ***Project Manager***
Customer: Southeast Colorado All Hazards Region | **Period:** December 2025 – December 2026
Supported a regional Hazard Mitigation Plan update for five counties, including hazard identification and risk assessment, capability assessment, and mitigation strategy development.
Responsibilities included leading multi-jurisdictional coordination, overseeing risk assessments, supporting mitigation action development, and guiding the plan through state and FEMA review.

Hazard Mitigation Plan – Modoc County, CA. ***Project Manager***
Customer: Modoc County Office of Emergency Services | **Period:** July 2024 – June 2027
Updated the Local Hazard Mitigation Plan for Modoc County and the City of Alturas to maintain FEMA compliance and mitigation funding eligibility.
Responsibilities included stakeholder coordination, hazard and capability assessments, mitigation strategy development, and management of plan approval activities.

Hazard Mitigation Plan – Taos County, NM. ***Project Manager***
Customer: Taos County, New Mexico | **Period:** June 2025 – February 2026
Updated the Multi-Jurisdictional Hazard Mitigation Plan in accordance with FEMA guidance, incorporating hazard risk analysis and mitigation planning.
Responsibilities included managing plan development, coordinating stakeholders, overseeing hazard analyses, and ensuring FEMA compliance.

Alisa Barzellone

PROJECT MANAGER ASSISTANT

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

2+ Years of Experience

Expertise

- Hazard Mitigation Planning Support
- Community & Stakeholder Engagement
- Planning Research & Documentation

Education

- Master of Regional & City Planning, University of Oklahoma
- Bachelor of Environmental Design, University of Oklahoma

Training & Certifications

- ArcGIS
- AutoCAD
- Adobe Creative Suite (Photoshop, Illustrator, InDesign)
- Microsoft Office Suite

Employment History

- Proposal Writer I, Chloeta | May 2025 – Present
- Graduate Assistant, Institute for Quality Communities | Aug 2024 – Dec 2024
- Intern, City of Des Moines Department of Parks and Recreation | Sep 2022 – Mar 2023

PROFILE

Ms. Barzellone will serve as Project Management Assistant. She will support project coordination, stakeholder communications, meeting scheduling and logistics, public involvement activities, documentation management, and tracking of project schedules and deliverables. She will assist the Project Manager and planning team in developing organized, FEMA-compliant planning documentation and maintaining project records throughout the planning process.

PROJECT EXPERIENCE

Southeast Colorado All Hazards Region (SECAHR) Natural Hazard Mitigation Plan, CO. ***Project Management Assistant***
Customer: Southeast Colorado All Hazards Region (SECAHR) | **Period:** December 2025 – December 2026
Supporting development of a multi-jurisdictional Hazard Mitigation Plan serving Otero, Baca, Bent, Kiowa, and Prowers Counties in accordance with FEMA requirements and the Colorado State Hazard Mitigation Plan.
Responsibilities include supporting stakeholder coordination, public involvement activities, meeting documentation, project tracking, and development of planning deliverables.

RELEVANT COURSEWORK

- Environmental Planning
- Infrastructure Planning
- Urban Planning Research Methods
- Land Use & Development Law
- Economic Development Planning
- Transportation Planning
- Public Health & the Built Environment

Moriah Stanford

LEAD HAZARD MITIGATION PLANNER

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

5+ Years of Experience

Expertise

- **Risk Assessment**
- **FEMA Compliance**
- **Mitigation Strategy**

Education

Bachelor of Science,
Environmental Sustainability
University of Oklahoma

Training & Certifications

- FEMA Local Hazard Mitigation Planning (Region 6)
- ICS / NIMS (IS-300,400)
- HSEEP Training

Employment History

- Emergency Management Planner | Chloeta | 2025–Present
- Hazard Mitigation Planning Team Lead | Oklahoma Department of Emergency Management | 2023–2025
- Hazard Mitigation Planner | Oklahoma Department of Emergency Management | 2020–2023
- Intern | Disaster Resilience Network | 2019–2020

PROFILE

Ms. Stanford will serve as Lead Hazard Mitigation Planner. She will lead hazard mitigation planning activities, including hazard identification and risk assessment, vulnerability analysis, mitigation strategy development, stakeholder engagement, plan documentation, and FEMA compliance review. She will coordinate planning inputs from participating jurisdictions and support development of approvable and adoption-ready Hazard Mitigation Plans that meet FEMA requirements.

PROJECT EXPERIENCE

Hazard Mitigation Plan – Town of Holliston, MA. ***Emergency Management Planner***
Customer: Town of Holliston, Massachusetts | **Period:** March 2024 – November 2025
Updated the Town's FEMA- and MEMA-approved Hazard Mitigation Plan to maintain mitigation funding eligibility and support long-term community resilience.
Responsibilities included supporting risk and vulnerability assessments, stakeholder coordination, mitigation strategy development, and preparation of FEMA-compliant planning documentation.

Multi-Jurisdictional Hazard Mitigation Plan – Talladega County, AL. ***Emergency Management Planner***
Customer: Talladega County, Alabama | **Period:** February 2025 – December 2025
Developed a FEMA- and AEMA-compliant Multi-Jurisdictional Hazard Mitigation Plan serving the County, participating municipalities, and local fire districts.
Responsibilities included supporting hazard identification and risk assessment activities, coordinating plan review comments, and assisting with revisions to ensure FEMA compliance.

Hazard Mitigation Plan – Park County, CO. Emergency Management ***Planner***
Customer: Park County Government | **Period:** February 2025 – January 2026
Updated the County's Multi-Jurisdictional Hazard Mitigation Plan in accordance with FEMA requirements and the Colorado State Hazard Mitigation Plan.
Responsibilities included supporting hazard and vulnerability analyses, stakeholder engagement, mitigation strategy development, and plan documentation.

Hazard Mitigation Plan – Candler County, GA. Emergency ***Management Planner***
Customer: Candler County Emergency Management Agency | **Period:** January 2025 – February 2026
Updated the County's FEMA- and GEMA-approved Hazard Mitigation Plan to maintain eligibility for federal mitigation funding.
Responsibilities included supporting risk assessments, evaluating mitigation capabilities, coordinating plan revisions, and ensuring compliance with FEMA planning requirements.

Myra Murray

HAZARD MITIGATION PLANNER SME

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

10+ Years of Experience

Expertise

- Hazard Mitigation & Preparedness
- Emergency Operations & Coordination
- Disaster Response & Recovery

Education

- Bachelor of Science, Security & Emergency Management, University of Alaska Fairbanks
- Associate of Science, Emergency Management, Rose State College

Training & Certifications

- Incident Command System (ICS)
- National Incident Management System (NIMS)
- Continuity of Operations (COOP)
- Exercise & Operational Planning
- Mitigation Planning

Employment History

- Emergency Management Technician, City of Shawnee Emergency Management | 2025 – Present
- Incident Management Executive Specialist, Federal Emergency Management Agency (FEMA) | 2024 – Present
- Patient Care Technician, SSM Health Saint Anthony's | 2023 – 2024
- Security Specialist, Department of the Air Force (Civil Service) | 2014 – 2018
- Security Forces, Department of the Air Force | 2007 – 2011

PROFILE

Emergency management professional with experience supporting hazard mitigation, emergency operations, and disaster recovery initiatives across municipal, federal, and military environments. Strong background in emergency planning, operational coordination, and interagency collaboration supporting preparedness and resilience objectives. Experienced in EOC support, mitigation planning principles, operational documentation, and coordination with FEMA and state emergency management partners.

PROJECT EXPERIENCE

Hazard Mitigation Planning Support & Risk Assessment Coordination. Emergency Management Technician. City of Shawnee Emergency Management | August 2025 – Present.
Supports planning activities that contribute to community hazard mitigation and resilience initiatives. Responsibilities include assisting with hazard identification and risk assessment activities, collecting and analyzing planning data, coordinating with local departments and external partners, and supporting development and maintenance of emergency management plans. Works with stakeholders to identify vulnerabilities, preparedness gaps, and opportunities to reduce long-term disaster risk.

Stakeholder Coordination & FEMA Planning Support. Emergency Management Technician. City of Shawnee Emergency Management | August 2025 – Present.
Responsibilities include coordinating with Oklahoma Emergency Management, FEMA representatives, local agencies, and community stakeholders to support emergency management and resilience planning efforts. Assists with documentation, planning meetings, corrective action tracking, and implementation of initiatives that support FEMA planning requirements and community preparedness objectives.

Community Resilience & Disaster Recovery Planning. Incident Management Executive Specialist. Federal Emergency Management Agency (FEMA) | November 2024 – Present.
Supports disaster recovery and resilience initiatives through coordination with federal, state, local, tribal, and territorial partners. Responsibilities include participating in planning meetings, supporting recovery strategy development, facilitating stakeholder communication, and assisting with implementation of programs designed to strengthen community resilience and reduce future disaster impacts.

Interagency Planning & Hazard Mitigation Program Coordination. Incident Management Executive Specialist. Federal Emergency Management Agency (FEMA) | November 2024 – Present.
Supports emergency management planning efforts by coordinating among government agencies, community organizations, and private-sector partners. Responsibilities include supporting planning workshops, contributing to strategic planning discussions, facilitating information sharing, and assisting with implementation of preparedness and mitigation-focused initiatives that align with FEMA guidance and best practices.

Hazard Analysis, Risk Assessment & Emergency Planning. University of Alaska Fairbanks / Rose State College | August 2019 – May 2023.
Completed academic studies focused on hazard identification, vulnerability analysis, emergency planning, preparedness, and emergency management program development. Coursework included risk assessment methodologies, threat analysis, emergency operations planning, and community resilience concepts that directly support Hazard Mitigation Planning processes.

James “Rook” Spears

GIS ANALYST

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

4 Years of Experience

Expertise

- Geospatial Analysis & Mapping
- GIS Automation (Python)
- Data Visualization & Reporting

Education

Bachelor of Arts, Geography, University of Central Oklahoma

Training & Certifications

- PCEP Python Certification
- ArcGIS Enterprise Administration
- ArcGIS Pro, ArcGIS Online, Dashboards, StoryMaps
- SQL, REST API, GitHub

Employment History

- GIS Specialist II, Chloeta | 2023 – Present
- GIS Specialist I, Chloeta | 2022 – 2023
- GIS Consultant / IMT GIS Specialist, Chloeta | 2022

PROFILE

Geospatial analyst with experience supporting environmental and emergency management projects through spatial analysis, mapping, and data automation. Skilled in translating complex datasets into clear, decision-support tools including maps, dashboards, and reports that support planning and operational needs. Proficient in ArcGIS platforms and Python-based automation, with experience supporting Incident Management Teams (IMTs) and developing geospatial products that enhance situational awareness and data-driven decision-making.

PROJECT EXPERIENCE

Park County Multi-Jurisdictional Hazard Mitigation Plan Update, CO. GIS Specialist.
Customer: Park County Government | **Period:** February 2025 – January 2026
Supported the update of Park County's FEMA-compliant Multi-Jurisdictional Hazard Mitigation Plan. Responsibilities included developing GIS maps, spatial datasets, and hazard visualization products supporting risk assessment, vulnerability analysis, stakeholder engagement, and mitigation planning activities. Assisted the planning team in communicating hazard information and identifying areas vulnerable to natural hazards throughout the County.

Talladega County Multi-Jurisdictional Hazard Mitigation Plan, AL. GIS Specialist.
Customer: Talladega County | **Period:** February 2025 – December 2025
Supported development of the Talladega County Multi-Jurisdictional Hazard Mitigation Plan through GIS analysis and map production. Responsibilities included developing hazard maps, maintaining geospatial datasets, supporting risk assessment efforts, and producing visual products used to communicate hazard exposure, community vulnerabilities, and mitigation priorities to stakeholders and decision-makers.

Candler County Hazard Mitigation Plan Update, GA. GIS Specialist.
Customer: Candler County Emergency Management Agency | **Period:** January 2025 – February 2026
Supported development of the FEMA- and GEMA-approved Hazard Mitigation Plan update for Candler County. Responsibilities included GIS mapping, spatial analysis, hazard data management, and development of planning maps supporting risk assessment, mitigation strategy development, and stakeholder engagement throughout the planning process.

Jeremy Boyd

GIS SPECIALIST II

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

10+ Years of Experience

Expertise

- GIS & Spatial Analysis
- Wildfire Mapping & Reporting
- Geospatial Data Management

Education

Bachelor of Science, Geography, University of Oklahoma

Training & Certifications

- ArcGIS Pro & ArcGIS Enterprise
- SQL & Geospatial Database Management
- GIS Automation & Survey123
- Programming: Python, C+, Java, Arcade

Employment History

- Data Analyst, Chloeta | Aug 2023 – Present
- GIS Specialist III, Oklahoma Transportation Cabinet | Jun 2022 – Jun 2023
- Map Drafting Technician, Monterey County Assessor's Office | Jul 2018 – Dec 2022
- Data Entry Technician, Vectren via Keller Schroeder | Oct 2016 – Oct 2017
- GIS Technician Contractor, Enable Midstream via Adecco | Jul 2015 – Jul 2016

PROFILE

Data analyst and GIS specialist with experience supporting wildfire response, infrastructure mapping, and geospatial database management. Strong background in ArcGIS platforms, spatial analysis, QA/QC, and automation supporting operational decision-making and incident response. Experienced in developing maps, dashboards, reports, and geospatial workflows to support wildfire operations, environmental planning, and infrastructure management.

PROJECT EXPERIENCE

Essex County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), NY. GIS Specialist.
Customer: Essex County, New York | **Period:** July 2024 – June 2025
Supported the update of the FEMA-approved Essex County Multi-Jurisdictional Hazard Mitigation Plan covering eighteen towns and four villages. Responsibilities included developing GIS-based hazard maps, supporting vulnerability and risk assessments, compiling geospatial datasets, and creating mapping products used to evaluate flooding, severe winter storms, landslides, wildfire, and other identified hazards. Assisted the planning team with spatial analysis, capabilities assessment support, public outreach mapping, and development of mitigation planning products that supported FEMA review and plan approval.

Kansas State University Community Wildfire Protection Plans (CWPPs), KS. GIS Specialist.
Customer: Kansas State University / Kansas Forest Service | **Period:** August 2025 – March 2027
Supports development of Community Wildfire Protection Plans for Butler, Chase, and Leavenworth Counties. Responsibilities include GIS analysis, wildfire risk mapping, development of Wildland-Urban Interface (WUI) datasets, creation of countywide hazard maps, and analysis of wildfire risk information from the Kansas Forest Action Plan and Kansas Wildfire Risk Assessment. Supports stakeholder engagement efforts through development of mapping products, StoryMap content, and geospatial analyses used to identify mitigation priorities and improve community wildfire resilience.

Wildfire Incident Mapping & Geospatial Analysis Support. GIS Specialist.
Customer: Multiple Federal, State, and Local Agencies | **Period:** August 2023 – Present
Provides GIS and mapping support for wildfire planning and response operations. Responsibilities include developing incident maps, spatial analysis products, dashboards, and geospatial datasets used to support situational awareness, risk evaluation, and operational decision-making. Produces cartographic products that communicate hazard conditions, resource needs, and planning information to stakeholders and emergency management personnel.

Geospatial Data Management & Infrastructure Mapping Support. GIS Specialist III.
Customer: Oklahoma Transportation Cabinet | **Period:** June 2022 – June 2023
Supported statewide GIS initiatives through development and maintenance of transportation infrastructure datasets. Responsibilities included data collection, QA/QC review, spatial analysis, and map development supporting public-sector planning and infrastructure management activities. Assisted with geospatial data management and development of mapping products used to support planning and operational decision-making.

Robert Compton

GRANT MANAGER & COMPLIANCE AUDITOR

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

20+ Years of Experience

Expertise

- Federal Grant Management
- Grant Compliance & Monitoring
- FEMA & CDBG Program Administration

Education

- Master of Public Administration
  Valdosta State University
- Bachelor of Science, Psychology
  Valdosta State University

Training & Certifications

- 2 CFR Part 200 Uniform Guidance
- NEPA Compliance
- Davis-Bacon Act Compliance
- Uniform Relocation Assistance (URA)
- Federal Acquisition Regulations (FAR)
- GAAP & GAAS Financial Auditing
- Community Development Block Grant (CDBG) Administration
- FEMA Public Assistance (PA) Grant Administration

Employment History

- Senior Grant Consultant / Subject Matter Expert, CRI Advisors | 2024 – 2025
- Senior Community Development Representative / Grant Manager, Georgia Department of Community Affairs | 2004 – 2024
- Economic Development Specialist, Southern Georgia Regional Commission | 2002 – 2003

PROFILE

Mr. Compton will serve as Grant Manager & Compliance Auditor. He will provide grant administration and compliance support, monitor adherence to federal and state requirements, review project documentation for regulatory compliance, support financial and procurement oversight, and assist the project team in maintaining accurate records and reporting throughout project execution.

PROJECT EXPERIENCE

Florida CDBG Disaster Recovery & Hazard Mitigation Grant Program. ***Senior Grant Consultant / Subject Matter Expert***
Customer: Florida Department of Commerce | Period: February 2024 – February 2025
Provided compliance monitoring and technical assistance for Disaster Recovery and Hazard Mitigation grant programs supporting local governments throughout Florida.
Responsibilities included reviewing grant documentation, monitoring compliance with 2 CFR Part 200 procurement requirements, preparing FEMA Public Assistance reimbursement requests, developing expenditure projections, and updating compliance policies and monitoring procedures.

Georgia Community Development Block Grant (CDBG) Program. ***Senior Community Development Representative / Grant Manager***
Customer: Georgia Department of Community Affairs | Period: February 2004 – February 2024
Administered and monitored more than 450 federally funded Community Development Block Grant projects supporting infrastructure, housing rehabilitation, and community development initiatives.
Responsibilities included managing the full grant lifecycle, conducting compliance monitoring and financial audits, providing technical assistance to local governments, reviewing grant applications, and ensuring compliance with NEPA, Davis-Bacon, Uniform Relocation Assistance, procurement, and federal grant requirements.

Economic Development Grant Administration. ***Economic Development Specialist***
Customer: Southern Georgia Regional Commission | Period: January 2002 – December 2003
Supported development and administration of federal and state economic development grant programs for local governments.
Responsibilities included preparing grant applications, maintaining compliance documentation, administering grant files, and supporting CDBG, EDA, GEMA, SBA, and USDA-funded projects.

Barry Black

NEW YORK REGIONAL SPECIALIST

CHLOETA | 701 Cedar Lake Boulevard, Suite 320 | Oklahoma City, OK | 877.245.6382 | chloeta.com

30+ Years of Experience

Expertise

- Regional Emergency Management Coordination
- Interagency & Stakeholder Collaboration
- Risk Communication & Incident Coordination

Education

- Bachelor of Science, Accounting
  University of Alabama

Training & Certifications

- FBI Master Bomb Technician
- FBI Master Police Instructor
- FBI Hazardous Devices School
- FBI Weapons of Mass Destruction Coordinator
- FEMA National Incident Management System (ICS/NIMS)
- FEMA Exercise Design and Development
- Hazardous Materials Technician (HAZMAT)
- Top Secret/SCI Security Clearance (Ret.)

Employment History

- Adjunct Faculty Member, University of Central Oklahoma | 2020 – Present
- Special Agent, Federal Bureau of Investigation | 1988 – 2019
- Financial Field Auditor, Liberty Mutual Insurance | 1986 – 1988

PROFILE

Mr. Black will serve as New York Regional Specialist for the Hazard Mitigation Plan Updates. He will provide regional insight and stakeholder coordination support based on his extensive experience working with New York emergency management and public safety agencies. He will support coordination with local jurisdictions, facilitate engagement with emergency management partners, and advise the project team on regional emergency management practices and interagency collaboration.

PROJECT EXPERIENCE

September 11 World Trade Center Response – New York City, NY. ***FBI Special Agent / Bomb Technician***
Customer: Federal Bureau of Investigation | Period: September 2001
Supported emergency response operations following the terrorist attacks on the World Trade Center, working alongside New York City emergency response agencies during one of the nation's largest multi-agency incident responses. Responsibilities included coordinating with the New York City Emergency Services Unit (ESU) and other federal, state, and local response partners while supporting incident operations and interagency coordination.

National Critical Incident Response Program. ***FBI Special Agent / Bomb Technician***
Customer: Federal Bureau of Investigation | Period: 1988 – 2019
Supported planning, coordination, and response for nationally significant incidents and National Special Security Events throughout the United States. Responsibilities included coordinating with federal, state, local, military, and international partners; supporting emergency response planning; providing technical expertise; and assisting with interagency operations for complex incidents and major public events.

National Special Security Events & Emergency Coordination. ***FBI Special Agent***
Customer: Federal Bureau of Investigation | Period: 1988 – 2019
Supported security planning and emergency coordination for National Special Security Events, including political conventions, Olympic Games, Super Bowls, presidential visits, and other high-profile events. Responsibilities included coordinating with emergency management partners, supporting operational planning, facilitating interagency communication, and assisting with incident preparedness and response activities.

Appendix B – Forms & Certifications

Chloeta has provided the requested forms and certifications below for your reference.

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed: Mark Masters Date: 06/24/2026

Title: Founder

EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Mark Masters Date: 06/24/2026

Signature: Mark Masters Title: Founder

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 24th day of June, 20 26 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

If Bidders are a ~~corporation~~ LLC, complete the following:

Name	Legal Residence
Mark Masters, Founder	Oklahoma
President	
Emily Cochran, Senior Vice President	Oklahoma
Vice President	
Chet Dodrill, Sr. Director	Oklahoma
Secretary	
Bill Barnes, CFO	Oklahoma
Treasurer	

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: 06/24/2026

Name: Mark Masters

Position: Founder

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

__✓__ I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: Mark Masters

Company: Chloeta Holdings LLC

Date: 06/24/2026

Identifying Data:

Potential Contractor: Chloeta Holdings LLC
Address: 701 Cedar Lake Blvd Suite 320, Oklahoma City, Oklahoma 73114
Telephone #: (877) 245-6382 Title: Founder
E-Mail Address: business.development@chloeta.com

If applicable, Responsible Corporate Officer
Name: Mark Masters Title: Founder

Signature: Mark Masters

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

EXHIBIT E

PRIVACY AND SECURITY (HIPAA)

The purpose of this clause is to set forth the requirements for privacy and security of protected health information ("PHI") mandated by 45 CFR Part 164 as they apply to the services provided by CONTRACTOR on behalf of COUNTY.

(A) CONTRACTOR understands the importance of the privacy of a patient's PHI, and agrees to protect that right to the extent necessary under this Agreement and under current federal, state, and local regulations and laws. All PHI will be handled in a private and/or confidential manner. For purposes of this Agreement, PHI is any data or other information as defined by the Department of Health and Human Services in the Code of Federal Regulations, 45 CFR §164.501.

(B) Further, CONTRACTOR understands that County's patients are intended third-party beneficiaries of this Agreement, and have all the rights and privileges of any third-party beneficiary under current law.

(C) Uses and disclosures of PHI that are permitted are those necessary in order for CONTRACTOR to:

1. Properly manage and administer its functions.
2. Meet its legal responsibilities.
3. Provide data aggregation services relating to the health care operations of the COUNTY.
4. Make those disclosures required by law such as in situations of abuse, neglect, or domestic violence. The uses and disclosures permitted are limited to the PHI necessary to meet the requirements of the law that compels the use or disclosure.
5. Make disclosures in response to a judicial or administrative proceeding through a lawful process such as a subpoena or discovery request.

(D) The uses and disclosures of PHI that are required are those disclosures necessary:

1. For patients to review their PHI.
2. To provide an accounting of disclosures in accordance with 45 CFR §164.528.
3. To allow the Secretary of Health and Human Services to determine County's compliance with 45 CFR §164.504.

(E) CONTRACTOR shall make the following assurances to COUNTY:

1. CONTRACTOR agrees that it shall not use or disclose any patient's PHI for any purpose not expressly stated in this Agreement. Further, CONTRACTOR shall not use or disclose PHI in any manner or context prohibited by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and subsequent federal, state, and local

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: 701 Cedar Lake Blvd Suite 320

   Oklahoma City, Oklahoma 73114

2. Normal Operating Hours:

   a. Weekdays 12 am to 12 pm
   b. Saturdays 12 am to 12 pm
   c. Sundays 12 am to 12 pm
   d. Holidays 12 am to 12 pm

3. Number of Years in Business: 16
4. Firm History (attach additional pages as necessary): See attached.
5. Number of employees on your payroll: 148
6. Do any of your employees have any other special certifications or rating? Yes / No

   If yes, specify: Project Management Professional (PMP)
7. Do you have any special equipment that is available to service the County RFP? Yes / No

   If yes, specify: Industry Standard. More information available opon request.
8. What is the overall size of your facility? 30,000 Square Feet.
9. Do you have a locked, fenced and secured storage area? Yes / No
10. How far in advance must appointments be scheduled? 24 hours.
11. In case of emergency, will you accommodate the County with same day services when possible?

    Yes / No
12. Shop Distance from 60 Central Avenue, Cortland, NY 1,410 Miles.

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Mark Masters	Mark Masters
PRINT NAME	SIGNATURE (Must be 50% Company Owner)
Founder	07/14/2026
TITLE	DATE

CHLOETA

EMERGENCY MANAGEMENT
CAPABILITY STATEMENT

Chloeta provides renowned expertise on a nationwide basis for all phases of Emergency Management: Mitigation, Preparedness, Response, and Recovery

ACCOLADES

- **SBA National Young Entrepreneur of the Year**
- **U.S. Department of Commerce 2x Award Winner**
- **Inc. 5000 Fastest Growing Businesses in America 3x**
- **Entrepreneur Magazine, Entrepreneur 360 Award**
- **White House Council on Small Business**

DBE CERTIFIED ENTERPRISE | GSA Schedule Contract GS10F049BA | STATE OF WASHINGTON DEPARTMENT OF ECOLOGY

CONTRACT VEHICLES

- GSA Schedule GS10F049BA
- SEAPORT NxG N0017819D7347
- Washington DES Master Contract No. 09321 Category 1: Spill Management

PAST PERFORMANCE

- Iowa Department of Health, Mass Fatality Exercise
- 63rd Civil Support Team, CBRNE Training
- Mid-America Regional Council LEPC, HazMat Tabletop Exercise
- Commonwealth of Kentucky, FMAG Training
- Cherokee Nation of Oklahoma, All Hazards Incident Management Team (AHIMT) Services
- City and County of Honolulu, Incident Management Team (IMT) Evaluator Services
- Marine Corps Air Station Beaufort, Spill Management Team (SMT) tabletop exercise (TTX)

FEMA

SERVICES

- Homeland Security Exercise & Evaluation Program (HSEEP) Exercises
- Incident Command System (ICS) Training
- National Incident Management System (NIMS) Training
- National Response Framework (NRF) Support
- Emergency Support Function Activation and Staffing
- Emergency Operations Center (EOC) Staffing Augmentation
- Points of Distribution (POD) Training and Administration
- Community Development Block Grant (CDBG) and other Grant Administration
- FEMA Reimbursement Packets Construction and Auditing
- Engineering & Infrastructure Management
- All-Hazards Incident Management Teams (AHIMT) for Deployment
- Spill Management Teams (SMT)
- Oil Pollution Act of 1990 (OPA90) Support
- Chemical Biological Radiological Nuclear and Explosive (CBRNE) Training and Exercises

CONTACT INFO

701 Cedar Lake Blvd Suite 320
Oklahoma City, OK 73114
+1 877 245 6382 | 24/7/365
www.chloeta.com
info@chloeta.com

CAGE/NCAGE
5K6E2

UEI
MVB3NM8N39L5

FEIN
26-3474042

Buy Indian Act ISBEE

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1	Acknowledged	Dated	7/13/2026
Addendum No. 2		Dated	
Addendum No. 3		Dated	
Addendum No. 4		Dated	
Addendum No. 5		Dated	
Addendum No. 6		Dated	
Addendum No. 7		Dated	
Addendum No. 8		Dated	
Addendum No. 9		Dated	
Addendum No. 10		Dated	

Chloeta Holdings LLC
(Name of Bidder)

By: Mark Masters

Title: Mark Masters, Founder

JOINT CONSENT OF THE
MEMBER AND MANAGER OF
CHLOETA HOLDINGS, LLC

July 11, 2025

The undersigned, who collectively constitute all of the Members and Mangers of Chloeta Holdings, LLC, an Oklahoma limited company {the "Company"), hereby authorize, approve, consent and agree to the adoption of the following resolutions in accordance with the Operating Agreement of the Company {as amended, the "Operating Agreement"). Capitalized terms used in the Joint Consent and not separately defined have the meanings ascribed to them in the Operating Agreement.

WHEREAS, the Company desires to set forth which individuals have the power and authority to operate and conduct business on behalf of the Company, including, without limitation, binding the Company to obligations.

NOWTHEREFORE BE IT RESOLVED, that the individuals set forth below (the **"Authorized Signers")** shall have the power and authority to operate and conduct business on behalf of the Company, including, but not limited to, by entering into contracts, agreements, or other transactions on behalf of the Company, under the conditions and within the limitations described herein, all such power and authority subject to those permitted by the Operating Agreement and the Oklahoma Limited Liability Company Act, as applicable:

Authorized Signer Name	Authorized Signer Title
Mark Masters	Executive Chairman and Chief Executive Officer
Heath Tebow	Chief Operating Officer
Bill Barnes	Chief Financial Officer
Bryan Masters	Chief Information Officer
Chet Dodrill	Senior Director, Contract Administration
Emily Cochran	Senior Vice President, Business Development and Strategy

FURTHER RESOLVED, that each Authorized Signer named above shall have the authority pursuant to this Resolution to bind the Company under the following conditions and pursuant to the following limitations:

For any contract, agreement, or other transaction with an actual or potential monetary value or commitment up to $150,000.00, the written approval of one Authorized Signer is required to effectively bind the Company;

For any contract, agreement, or other transaction with an actual or potential monetary value or commitment between $150,000.00 and $250,000.00, the written approval of two Authorized Signers or a single member of the Executive Leadership Team (ELT) is required to effectively bind the Company;

For any contract, agreement, or other transaction with an actual or potential monetary value or commitment above $250,000.00, the written approval of two Authorized Signers is required with one being a member of ELT to effectively bind the Company;

FURTHER RESOLVED, that the Authorized Signers each shall have the authority to grant to any employee or agent of the Company a limited power of authority whereby an individual who is not an Authorized Signer under this Resolution may have the power and authority to operate and conduct business on behalf of the Company, including, but not limited to, by entering into contracts, agreements, or other transactions on behalf of the Company, all such power authority subject to those permitted by the Operating Agreement and the Oklahoma Limited Liability Company Act, as applicable; provided, however, that such grant must be limited to a single transaction or a series of related transactions, must be in writing, and must be limited in value, whether real, potential, or promised, to no more than $25,000.00. ELT may grant temporary authority to any employee up to $150,000;

FUTHER RESLOVED, the Company's appointment of the Authorized Signers as of the date of this Joint Consent is hereby authorized, approved, and confirmed in all respects; and

FUTHER RESOLVED, that any interested third party, including, without limitation, any counterparty entering into any contract, agreement, or other transaction with the Company, may conclusively rely upon this Joint Consent as evidence of the grant of all necessary authority to the individuals set forth above to enter into such contracts, agreements, or other transactions on behalf of the Company.

This Joint Consent may be executed in multiple counterparts (including by means of facsimile or other electronic media), each of which shall be deemed an original and all of which shall constitute but one Joint Consent of the Members and Managers of the Company.

The undersigned hereby certify that they comprise all of the Members and Managers, respectively, of Chloeta Holdings, LLC, an Oklahoma limited liability company, entitled and required to vote on the foregoing matters, and each of them does hereby consent and agree to the foregoing actions, resolutions and matters effective as of the date set forth above.

SOLE MEMBER:

Mark Masters **Mark D. Masters**

□/fL-
Mark D. Masters

SOLE MANAGER:

_____

Mark Masters

CHLOETA
701 Cedar Lake Blvd, Suite 320
Oklahoma City, OK 73114
877.245.6382
chloeta.com

July 8, 2026

RE: New York State Certificate of Authority – Not Applicable

To Whom It May Concern:

Chloeta respectfully submits this letter in response to the solicitation requirement for a New York State Certificate of Authority.

At this time, Chloeta is not required to register to collect New York State sales and use tax and, therefore, has not been issued a New York State Certificate of Authority. As a result, this requirement is not applicable to Chloeta, and no Certificate of Authority is available for submission.

This letter is provided in lieu of the Certificate of Authority to explain its non-applicability to our company. Should additional information or documentation be required, Chloeta will promptly provide it upon request.

Thank you for your consideration.

Respectfully,

Jordin Glascock
VP, Risk, Compliance and Supplier Management
Chloeta

NMSDC | National Minority Supplier Development Council | Advancing Economic Impact Together

This certificate attests that the below mentioned company is an NMSDC-Certified Minority Business Enterprise(MBE):

Chloeta Holdings, LLC

DBA-Chloeta

AU723203

Certificate Number

08-12-2025

Issuance Date

09-30-2026

Expiration Date

Ying McGuire
CEO and President
NMSDC

541620,611430,541611,541370,
541690,541990,561320,561621,
562910,611710

NAICS Codes

-

UNSPSC Codes

Supporting Regional Affiliate: Southwest MSDC

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Chloeta Holdings LLC

2 Business name/disregarded entity name, if different from above.

Chloeta

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☑ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . S

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

701 Cedar Lake Blvd Ste 320

Requester's name and address (optional)

6 City, state, and ZIP code

Oklahoma City, OK 73114

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

2	6	–	3	4	7	4	0	4	2

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person** Ginny Cochran | **Date** 9/12/25

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/17/2025

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

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

PRODUCER	**CONTACT NAME:** Shasha Nguyen
Conservation United	**PHONE (A/C, No, Ext):** (855) 570-2797 **FAX (A/C, No):** (602) 388-8110
PO Box 759	**E-MAIL ADDRESS:** shasha@insuranceunited.com
Higley AZ 85236	**INSURER(S) AFFORDING COVERAGE** / **NAIC #**
INSURED	**INSURER A :** Underwriters at Lloyd's London — 15792
Chloeta Holdings, LLC	**INSURER B :** Admiral Insurance Company — 24856
701 Cedar Lake Blvd, Ste 320	**INSURER C :**
	INSURER D :
	INSURER E :
Oklahoma City OK 73114	**INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 2026-12/17 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			FS5006802	12/17/2025	12/17/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG Contractors Pollution	$ 5,000,000 $ 100,000 $ 5,000 $ 5,000,000 $ 5,000,000 $ 5,000,000 $ 2,000,000
	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ $ $ $
B	[ ] UMBRELLA LIAB [X] OCCUR [X] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			SPE41386579802	12/17/2025	12/17/2026	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N [ ] If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ $ $
A	Professional Liability			FS5006802	12/17/2025	12/17/2026	Each Claim Deductible	$2,000,000 $200,000

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

EVIDENCE ONLY

CERTIFICATE HOLDER

Chloeta Holdings, LLC
701 Cedar Lake Blvd, Ste 320
Oklahoma City OK 73114

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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RFP Requirement	ISC	Highland / Tributary	Tetra Tech	H2O Partners	TRI	Continutity Operations Group	Chloeta	MCM
FEMA/NYS DHSES approvable plan under 44 CFR Part 201	✔	✔	✔	✔	✔	✘	✔	✔
Complete within nine-month project period	✔	✔	✔	✔	✔	✘	✔	✔
Use and maintain MitigateNY as planning framework/system	✘	✔	✔	✘	✔	✘	▲	✘
Task 1 - Organize planning effort	✔	✔	✔	✔	✔	✘	✔	✔
Task 2 - Community profile/existing conditions	✔	✔	✔	✔	✔	✘	✔	✔
Task 3 - Hazard identification/risk assessment	✔	✔	✔	✔	✔	✘	✔	✔
Task 4 - Capability assessment/resource integration	✔	✔	✔	✔	✔	✘	✔	✔
Task 5 - Mitigation strategy/actions/integration	✔	✔	✔	✔	✔	✘	✔	✔
Task 6 - Implementation and plan maintenance	✔	✔	✔	✔	✔	✘	✔	✔
Task 7 - Draft plan and review comment resolution	✔	✔	✔	✔	✔	✘	▲	✔
Task 8 - Adoption assistance for all jurisdictions	✔	✔	✔	✔	✔	✘	✔	✔
Municipal/jurisdictional participation documentation	✔	✔	✔	✔	✔	✘	✔	✔
Public and stakeholder outreach	✔	✔	✔	✔	✔	✘	✔	✔
GIS mapping and quantitative risk assessment	✔	✔	✔	✔	✔	✘	✔	✔
Vulnerable/underserved populations	▲	✔	✔	✔	✔	✘	✔	▲
NFIP/floodplain/repetitive-loss analysis	✔	▲	✔	✔	✔	✘	✔	✔
HHPD/dam risk planning	✔	▲	✔	✔	✔	✘	✔*	✔
FEMA Local Plan Review Tool/crosswalk	✔	✔	✔	✔	✔	✘	✔	✔
Experience in NYS	✔	✔	✔	✔	✔	✘	✔	✘
MWBE Certfied (NYS)	✘	✔	✘	✔	✘	✘	✘	✘
Veteran Owned Certified (NYS)	✘	✘	✘	✘	✘	✔	✘	✘
Cost Proposal	**$199,950.00**	**$149,995.00**	**$ 112,530.00**	**$112,450.00**	**$99,152.00**	**$ 98,800.00**	**$ 94,532.00**	**$ 79,626.30**
Special Notes:			*Wrote 2021 HMP			*Missing Exhibit F that County Required w/ RFP	*Used City of Cortland Logos / Only work with 2 Dam Owners for HHPD in the the price.	*Missing Exhibit F, W9 and Insurance Cert. that County Required w/ RFP

Hazard Mitigation Plan Update Consultation

RFP No. 26-ERC-011

Cortland County, New York

June 2026

TETRA TECH

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Cover Letter

Courtney Metcalf, Deputy Director
Cortland County Department of Emergency Response and Communications
60 Central Avenue
Cortland, NY 13045

July 21, 2026

Subject: Hazard Mitigation Plan Update Consultation (RFP No. 26-ERC-011)

Dear Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) submits this proposal to support Cortland County with the update of its Hazard Mitigation Plan (HMP). We understand the County is seeking a qualified consultant to conduct the planning activities necessary to develop a FEMA- and New York State Division of Homeland Security and Emergency Services (NYS DHSES)-approvable HMP in accordance with 44 CFR Part 201 and current New York State mitigation planning standards. We also understand the County intends to use the MitigateNY planning framework to streamline the process, strengthen collaboration, and support participation and adoption by all municipalities. Tetra Tech is the ideal partner for Cortland County because we bring the New York-specific hazard mitigation planning experience, MitigateNY familiarity, FEMA/NYS DHSES compliance expertise, and facilitation approach needed to deliver an approvable, actionable plan within the County's nine-month project timeline.

- **Broad New York State hazard mitigation planning experience.** Tetra Tech brings one of the most extensive hazard mitigation planning portfolios in New York State, having successfully completed more than 65 FEMA-approved HMPs, including countywide updates for Broome, Cattaraugus, Cayuga, Chenango, Dutchess, Genesee, Jefferson, Lewis, Livingston, Monroe, Otsego, Putnam, Rockland, Suffolk, Ulster, Washington, Westchester, Wyoming, and Yates Counties. These plans were developed in compliance with FEMA requirements and NYS DHSES mitigation planning standards. Our team understands how New York's counties, cities, towns, villages, special districts, and local departments operate; how to build meaningful participation across jurisdictions; and how to translate hazard risk, capability assessments, and local priorities into fundable mitigation actions.

> We are proud to be trusted by the County as its **incumbent provider for hazard mitigation planning services** and **proven long-term partner in emergency management planning.** We renew our commitment to provide swift, dedicated, and compliant service, as we have previously with the 2021 Cortland County HMP Update.

- **Project team with MitigateNY experience.** Our proposed planning staff, led by project manager Jessica Stokes, has direct experience using MitigateNY, including ongoing collaboration with NYS DHSES and the Albany Visualization and Informatics Lab (AVAIL) to develop the Sullivan and Wyoming County HMPs. This active experience gives our team real-time insight into State expectations, MitigateNY functionality, data integration needs, and platform efficiencies that can be applied immediately to Cortland County's HMP update. We will use this knowledge to help the County manage

planning documentation, risk and vulnerability information, jurisdictional inputs, mitigation strategy development, and review requirements in a clear and efficient manner.

- **A collaborative process built for municipal participation, public outreach, and plan adoption.** We recognize that Cortland County's previous planning process included participation from all municipalities, but several jurisdictions did not adopt the plan. Our approach will emphasize early and sustained engagement with the City of Cortland; the Towns of Cincinnatus, Cuyler, Freetown, Lapeer, Marathon, Solon, Taylor, and Truxton; and all other participating jurisdictions to support full participation and adoption. We will also help the County engage the Planning Partnership, Steering Committee, Local Emergency Planning Committee, municipal departments, neighboring communities, regional agencies, nonprofit and community-based organizations, businesses, academia, emergency responders, and the public. This inclusive process will support the County's goals for stronger local input, better documentation, and mitigation actions that reflect real community priorities.
- **Technical expertise to develop an approvable and implementable HMP.** Tetra Tech will provide the full range of services required by the RFP, including organizing the planning effort; conducting stakeholder and public outreach; completing community and vulnerability profiles; updating hazard identification and risk assessments; assessing capabilities; developing mitigation strategies; preparing plan implementation and maintenance procedures; supporting grant management and compliance documentation; coordinating with NYS DHSES and FEMA; preparing draft and final plan documents; addressing review comments; and assisting with municipal adoption. Our team's GIS, hazard analysis, mitigation planning, and grant compliance experience will help Cortland County develop a plan that is not only approvable, but practical to implement.

We look forward to supporting Cortland County in updating a mitigation plan that reduces risk, strengthens resilience, supports future funding opportunities, and reflects the priorities of the County and its participating jurisdictions. As an authorized representative of the firm, I am authorized and empowered to sign this proposal and bind the firm in contractual commitments.

Technical Representative:
Jessica Stokes, Project Manager
(973) 630-8017 | jessica.stokes@tetratech.com

Contractual Representative:
Kayla Lemaire, Senior Contracts Administrator
(407) 735-6580 | EMRR.Contracts@tetratech.com

Sincerely,
Tetra Tech, Inc.

Jonathan Burgiel | Business Unit President

CERTIFICATE OF CORPORATE RESOLUTION

TETRA TECH, INC.

To: Cortland County, NY

I hereby certify to you that I am a duly elected and qualified Senior Vice President, General Counsel and Secretary of Tetra Tech, Inc., a Delaware corporation (the "Company"), and that, as such, I am authorized to execute this Certificate on behalf of the Company. I further certify to you on behalf of the Company that:

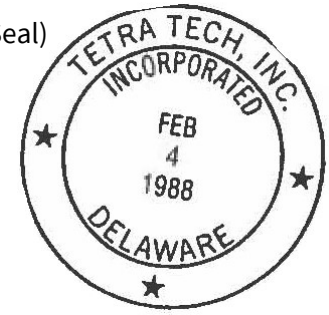
Jonathan Burgiel, Business Unit President within the Company's United States Infrastructure Division of the Government Services Group, is authorized and empowered, in accordance with the Company's Signature Approval Authority Matrix, as approved by the Company's Board of Directors, for and on behalf of the Company, to sign a proposal in response to the Cortland County RFP for Hazard Mitigation Plan Update Consultation (RFP No. 26-ERC-011). Further, Mr. Burgiel is authorized and empowered to sign any resulting contract and is authorized to bind the Company.

IN WITNESS WHEREOF, I have hereunto set my hand as of this 17 day of July 2026.

Preston Hopson

Senior Vice President, General Counsel and Secretary

(Seal)



Project Understanding and Approach

Project Understanding

Cortland County is seeking consultant support to update its Multi-Jurisdictional Hazard Mitigation Plan (HMP) in accordance with the Disaster Mitigation Act of 2000 (DMA 2000), 44 CFR Part 201, FEMA's Local Mitigation Planning Policy Guide, and current New York State Division of Homeland Security and Emergency Services (NYS DHSES) mitigation planning requirements. More than a regulatory requirement, this update represents an opportunity to reassess evolving hazards, strengthen municipal coordination, refine mitigation priorities, and position Cortland County and its participating municipalities to compete successfully for future FEMA Hazard Mitigation Assistance (HMA) funding.

Tetra Tech approaches this update from a position of continuity. Our team developed Cortland County's current 2021 Hazard Mitigation Plan and has since completed or is currently updating more than 20 countywide HMPs across New York State. Rather than beginning with a blank slate, we already understand the County's existing mitigation framework, planning partnerships, hazard profiles, jurisdictional annexes, and previous FEMA and NYS DHSES review process. This institutional knowledge allows us to focus the update on meaningful changes since 2021 instead of recreating information that remains valid, improving efficiency while reducing the workload placed on County staff and participating municipalities.

Our experience developing the 2021 HMP also provides valuable insight into Cortland County's planning priorities and long-term mitigation challenges. The previous plan demonstrated that flooding continues to present one of the County's most significant natural hazards, particularly along the Tioughnioga River and its tributaries, where repetitive loss properties, vulnerable transportation corridors, and critical infrastructure remain ongoing concerns. The 2021 risk assessment also identified vulnerable road and bridge crossings, critical facilities located within flood hazard areas, and transportation routes such as Route 392 that have experienced flood-related access disruptions. The updated plan should build upon these findings by evaluating how changing development patterns, updated flood data, infrastructure investments, and evolving climate conditions influence current and future risk.

Beyond updating technical analyses, we recognize that one of the County's greatest opportunities is strengthening municipal participation and long-term implementation. Cortland County's 19 municipalities vary significantly in size, staffing, technical resources, and planning capacity. Our experience throughout New York has demonstrated that successful HMP updates depend less on the number of meetings conducted and more on sustained, hands-on engagement that enables local officials to validate risk information, identify realistic mitigation actions, and develop jurisdictional annexes they understand and ultimately support. During this update, we will build on the relationships established during the 2021 planning process while placing additional emphasis on jurisdiction-specific coordination, streamlined data collection, and collaborative mitigation action development to encourage full municipal participation and adoption.

Since completing the County's current HMP, Tetra Tech has continued to help shape hazard mitigation planning throughout New York State. Our team has worked directly with NYS DHSES and the Albany Visualization and Informatics Lab (AVAIL) to implement the State's MitigateNY platform while updating countywide HMPs across FEMA Region 2. These projects have provided valuable lessons regarding efficient stakeholder engagement, development of grant-ready mitigation actions, integration of localized GIS and Hazus analyses, and

preparation of plans that move efficiently through NYS DHSES and FEMA review. We will apply those lessons directly to Cortland County by leveraging existing planning information where appropriate, focusing new efforts on changes since 2021, and developing mitigation actions that are practical to implement and well-positioned for future funding opportunities.

Tetra Tech understands that the updated HMP must ultimately serve as more than a FEMA compliance document. It should become the County's primary decision-making framework for reducing long-term disaster risk, protecting critical infrastructure and community lifelines, guiding future development, and integrating hazard mitigation into local planning and capital improvement decisions. Our objective is to deliver a practical, data-driven, and implementable plan that reflects local priorities, streamlines State and FEMA review, strengthens municipal ownership, and provides Cortland County with a resilient roadmap for the next five years.

Task 1: Organize the Planning Effort

In Task 1, Tetra Tech will work with the County to organize the key components for this plan update process. This initial task will establish the foundation for delivering a plan that complies with the Disaster Mitigation Act of 2000 (DMA 2000), 44 CFR Part 201.6, the FEMA Local Mitigation Planning Policy Guide (effective April 2025), the FEMA Local Mitigation Planning Handbook (effective June 2025), and NYS DHSES local hazard mitigation planning guidance.

Tetra Tech will initiate the Cortland County HMP update by establishing a strong organizational framework designed to support broad stakeholder participation and transparency and build sustained momentum throughout the planning process. Tetra Tech will implement a project management structure designed to support the active engagement of approximately 19 jurisdictions identified for participation in the update and the County. This structure will include clearly defined communication protocols, coordination pathways, schedule and task tracking tools, and quality-assurance processes.

Project Kickoff

Tetra Tech's project manager will facilitate a **virtual 1– to 2-hour project initiation meeting** with the County project manager once notified of the contract award and receiving a notice to proceed. During this meeting, our project manager will review the objectives of the project, the planning process, and the project schedule. The agenda will include reviewing the 2021 HMP, discussing the sections to be updated, defining County assets, identifying hazard-specific subject matter experts, initiating data collection efforts, and discussing the public engagement strategy.

Project Management Plan

Tetra Tech brings a proven project management framework refined across thousands of successful planning efforts; however, we recognize that every client, stakeholder group, and project environment is unique. Our approach is intentionally scalable and adaptable, allowing us to tailor the level of structure, tools, and controls to fit the County’s preferred workflow, decision-making style, and project needs. We will use our project management framework to deliver each task within the proposed schedule and budget.

Tetra Tech will develop a project management plan (PMP) that establishes the meeting schedule and objectives, task assignments, coordination strategy, and reporting tools needed to guide the HMP update

from initiation through completion. The PMP will define organizational roles; outline communication pathways among the County, participating jurisdictions, and Tetra Tech; and provide a clear structure for coordinating work across project tasks. The successful execution of each task is based on the following factors:

Scheduling	Monitoring Contract Milestones	Cost Control
A schedule will be defined at kickoff for each of the project's tasks, including ample time for review and input from the Planning Partnership and stakeholders. This schedule will be adhered to throughout the project.	Our project manager will monitor the project's milestones from commencement to conclusion to verify that interim deadlines are met. Tetra Tech's project managers have the authority and ability to implement necessary measures to execute tasks successfully.	Tetra Tech's accounting system will enable our project manager to monitor the progress of the project against expenses per subtask under the project's tasks.

Through early coordination and ongoing communication, we will work with the County to adjust and refine our approach so that it reflects mutually agreed-upon processes and best supports the desired project outcomes. This balance of a reliable framework and flexible application enables us to deliver consistent quality while honoring the unique requirements of each client and planning context.

Progress Reporting

Effective progress reporting is critical to maintaining transparency, fostering collaboration, and delivering a high-quality plan that meets project deadlines. Tetra Tech's progress reporting approach integrates structured updates and open communication to keep the County informed throughout the project life cycle. Tetra Tech will submit **monthly progress reports** summarizing completed work, deliverables produced, and anticipated next steps. We will provide the **percentage of work complete for the overall project as well as the percent complete by task**. In addition to monthly progress reports, Tetra Tech will host **monthly status meetings** with the Core Planning Group (CPG), as outlined in Task 2.

Confirm Jurisdictional Participation

Our experience working across multiple FEMA Regions and States has equipped us with the knowledge to develop an effective standard for confirming participation in the planning process. To ensure that participants are actively involved and contributing to the content development for the plan, we will provide recommendations for the CPG, described below, to review and approve regarding the minimum standards required to confirm that a participant has participated and contributed to the plan in a meaningful way. These recommendations may include minimums for attending key planning meetings, providing local data for risk and capability assessment, and contributing to the development of a jurisdictional annex that includes identified hazards, vulnerability, and at least two mitigation actions.

Tetra Tech recommends that once the minimum standards for participation have been approved by the CPG, that each plan participant formally commits to the process by executing a "Letter of Intent to Participate" (LOI), using text provided by Tetra Tech and informed by the CPG. This will provide a formal opportunity for participants to acknowledge and agree to the minimum standards for participation.

Once a participant has executed a LOI, our team will track and document feedback received from each participant throughout the planning process. This will include noting attendance during meetings, capturing feedback and input during meetings, and tracking responses to surveys (e.g., hazard identification, capabilities assessment, risk ranking review, updates on prior actions, etc.). We will develop an appendix for the 2027 HMP that contains documentation collected throughout the process and provides a summary of participation and feedback received.

In addition to documenting participation commitments, Tetra Tech will work with each jurisdiction to identify the individual(s) responsible for shepherding the plan through local review and adoption. Early identification of these champions helps establish accountability, improves continuity throughout the planning process, and reduces delays during the final adoption phase.

Establish and Mobilize Planning Teams

Working with the County Lead, Tetra Tech will identify appropriate participants for the CPG, the Steering Committee, Jurisdictional Teams, and Stakeholders, including other agencies (stakeholders) and neighboring communities. We will review the 2021 planning teams and identify additional candidates to invite to participate in the plan update process. This will provide an opportunity to expand the planning teams and gain greater representation from jurisdictions, stakeholders, and the public. Tetra Tech will confirm and document jurisdiction participation, outlined in greater detail below. During each phase of the planning process, input from local government officials, stakeholders, and the public will be solicited to reflect diverse perspectives and specific needs.

During the kickoff meetings for each planning team, we will develop a shared foundational understanding of hazard mitigation, the planning process, and a summary of historic hazard impacts within the County. Additionally, **participants will be provided with relevant federal and state hazard mitigation planning guidelines and resources tailored to their roles in the planning process**.

Core Planning Group
The CPG will be responsible for coordinating the planning process and overseeing the scope of work. The CPG will be made up of discipline leads from the Tetra Tech team, representatives from the County (suggested participants: County project manager, a GIS liaison, and a public information liaison), and representatives from NYS DHSES. From project inception to completion, **30-minute virtual monthly project coordination meetings** will be held by the CPG to discuss project status, identify issues in the planning process, review deliverables, and confirm meeting content for the additional planning team and public meetings.
Steering Committee
The Steering Committee will play a principal role in the oversight of the HMP update process and advise the CPG on community needs and concerns to ensure community representation throughout the planning process. The Steering Committee will be made up of representatives from local emergency services, Code Enforcement, the Board of Supervisors, Public Works, the Sheriff's Office, subject matter experts, and members of the CPG and Jurisdictional Teams. In collaboration with the CPG, Tetra Tech will review the previous Steering Committee participants and identify additional candidates to include on the 2027 Steering Committee. Tetra Tech will prioritize identifying representatives from the following sectors:

- Emergency Management
- Economic Development
- Land Use and Development
- Housing
- Health and Social Services
- Infrastructure
- Natural and Cultural Resources

The Steering Committee will meet **five times for up to two hours** to review and provide input on the following planning activities:

- Kickoff (in-person): Review goals, timeline, data needs, and the 2021 HMP; outline public outreach strategy.
- Risk Assessment: Validate data inputs and discuss vulnerability and impacts.
- Mitigation Strategy (in-person): Confirm updated goals and mitigation actions. Identify new actions.
- Mitigation Action Prioritization: Review new actions and prioritize.
- Plan Review: Evaluate draft content and confirm next steps for adoption and implementation.

Jurisdictional Teams

Jurisdictional Teams will play a key role in the HMP update by assessing their local risks, evaluating capabilities, identifying mitigation actions, and adopting, implementing, and monitoring the plan. Each team will include a broad range of stakeholders such as Town Supervisors, Deputy Supervisors, Municipal Clerks, and representatives from Planning, Highway, Public Works, and Stormwater Management departments to reflect the diverse needs of the community. The Jurisdictional Teams will coordinate their jurisdiction's input, oversee development of the jurisdictional annex, and participate in meetings.

The Jurisdictional Teams will convene **five times as a consolidated group**. These meetings will cover the following activities:

- Kickoff (in-person during the same timeframe as the Stakeholder and Public meeting): Review goals, timeline, data needs, and the 2021 HMP; outline public outreach strategy.
- Risk Assessment: Validate data inputs and discuss vulnerability and impacts.
- Mitigation Strategy (in-person during the same timeframe as the Stakeholder and Public meeting): Confirm updated goals and mitigation actions. Identify new actions.
- Mitigation Action Prioritization: Review new actions and prioritize.

Plan Review: Evaluate draft content and confirm next steps for adoption and implementation.

In addition to the group sessions, **Tetra Tech will lead one individual virtual meeting with each jurisdiction for up to one hour** to solicit input from the local representative and to develop their jurisdictional annex. Because local adoption is a critical outcome of this planning effort, Tetra Tech will use jurisdiction-specific meetings to confirm that mitigation actions, capabilities, and risk information accurately reflect local priorities and operational realities. This approach promotes local ownership of annex content and helps ensure elected officials and municipal leadership are familiar with the plan before it reaches the formal adoption stage.

Stakeholders

A successful planning effort includes active participation and buy-in from community leaders, stakeholders, and the public. FEMA's effective Local Mitigation Planning Policy Guide (April 2025) emphasizes the role of collaboration among various sectors to strengthen mitigation capabilities with strategies to support the whole community. Tetra Tech will work with the CPG and Steering Committee to invite the following stakeholders to participate in the HMP update by serving as a stakeholder and to engage as many as possible

in a meaningful way.

- Local and regional agencies involved in hazard mitigation activities
- Agencies that have the authority to regulate development
- Elected or appointed officials
- Colleges, universities, and school districts; hospitals, congregate care centers, nursing homes, prisons, and other institutions with resident populations
- Chambers of commerce, business leaders, and major employers
- Historic districts and historical preservation organizations
- Neighborhood groups and housing organizations
- Groups representing infrastructure that runs through the County (e.g., New York State Department of Transportation)
- Representatives from New York State (e.g., NYS DHSES, NYSDEC Dam Safety, NYSDOS) and federal (e.g., FEMA, USACE) agencies
- Community-based organizations and nonprofit organizations that work with and support communities
- Officials from neighboring communities

Stakeholders will convene **twice virtually and twice in-person**; these meetings will be consolidated with the Public meetings. These meetings will cover the Kickoff (in-person), Risk Assessment Review (virtual), Mitigation Strategy Development (in-person), and Plan Review (virtual).

The Public

In addition to the layers of local government and stakeholder involvement described above, the planning process will promote public awareness of risks and elevate the conversation about making a safer, more resilient community. A plan that accurately reflects the community's values and priorities will generate more community support. That support will lead to success in carrying out mitigation actions and projects that reduce risk.

We will convene the Public **twice virtually and twice in-person**; these meetings will be consolidated with the Stakeholder meetings. These meetings will cover the Kickoff (in-person), Risk Assessment Review (virtual), Mitigation Strategy Development (in-person), and Plan Review (virtual).

Our process is designed to align with FEMA's Local Mitigation Planning Policy Guide, fostering an environment for participation and outreach activities to be meaningful, well-documented, and compliant with state and federal expectations. Outreach methods generally include facilitated presentation meetings, interactive interviews for data collection, and workshops to review and update risk assessments or develop problem statements and mitigation actions. Our outreach efforts also include using social media platforms, online surveys, jurisdictional websites, email, fliers in high-traffic public locations, and existing public forums.

Early in the planning process, Tetra Tech will work with the Steering Committee to develop metrics for tracking the effectiveness and efficacy of the public outreach efforts. This may include the number of people who submit the various surveys, the number of attendees at public meetings, the number of hits to the project website, contacts from residents to County and jurisdiction officials based on outreach, and other factors. Based on the measured results of the outreach efforts, Tetra Tech will work with the Steering Committee to determine additional strategies for reaching residents, businesses, and other stakeholders.

Documenting the planning process is essential to ensure transparency, accountability, and compliance with FEMA and state requirements. **Tetra Tech will prepare meeting agendas and presentations, maintain attendance records, and capture detailed meeting minutes throughout the planning process**. Documentation will be organized into a section of the plan that demonstrates compliance with FEMA and state standards for tracking participation.

Supporting General Stakeholder Engagement

Tetra Tech will provide stakeholder engagement support through regular participation in Local Emergency Planning Committee (LEPC) meetings, to support ongoing coordination, information sharing, and alignment with local and regional emergency management priorities. Our team will attend virtual LEPC meetings as needed to provide project updates, gather input, and identify emerging issues that may influence project outcomes. In addition, Tetra Tech will participate in one in-person LEPC meeting, strategically scheduled to coincide with other in-person meetings and workshops being conducted as part of this effort. This approach maximizes efficiency while fostering stronger relationships with stakeholders, encouraging meaningful dialogue, and supporting a collaborative planning process that reflects local needs and perspectives.

Problem Identification Survey

Our GIS team will develop, maintain, and monitor a simple online geospatial tool through which residents and other stakeholders can report how hazards affect Cortland County and its communities. The survey will allow a user to place a pin on a digital map and describe the problem (e.g., water collects on the road, lack of backup power at a critical facility, etc.).

Public and Stakeholder Mitigation Surveys

We will develop, maintain, and monitor a set of online surveys designed to gauge household and stakeholder assessments of local hazard risks and impacts to people, community services, buildings, and infrastructure for natural hazards that may impact Cortland County. The surveys offer opportunities for the public to describe issues of concern, share hazard history, and identify vulnerable sectors of their communities. The results are specific, qualitative supplements to the vast data assessments conducted by Tetra Tech staff throughout the planning process.

Press Releases and Public Notices

Other methods of outreach may include developing and distributing informational brochures, media releases, and social media posts and leveraging existing public forums to promote project awareness and participation. We will assist with developing and distributing the different methods chosen by the County.

Review Previous Feedback Received from FEMA and NYS DHSES

Tetra Tech will review the County's existing plan, including reviewing feedback from FEMA and NYS DHSES; the FEMA Review Tool for the previous plan, the 2023 NYSHMP; the MitigateNY; other existing studies, reports, and technical information; current and future land use; zoning ordinances; comprehensive plans; emergency operation plans; soil surveys; census data; local flood maps; and county and local GIS data. This review will identify portions of the current HMP that need updating, enhancement, or integration of new data and technology. In collaboration with the CPG, we will establish a set of guiding principles for the HMP update process based on the findings of these reviews. This review will result in a recommendation for the plan's format, framework, and content. This will be provided to the CPG and Steering Committee for review and approval.

Our review of the 2021 HMP will be to assess both the successes and challenges encountered in implementing the 2021 HMP throughout the designated period of performance. We will work with the Steering Committee and Jurisdictional Teams to assess the actions taken toward implementing the mitigation actions from the previous plan and determine the status of each (i.e., not started, completed, no longer relevant, ongoing capability), including details for those not completed. The plan update may validate and carry over actions proposed in the previous plan if those actions are still relevant to reduce the risks of identified hazards in the plan's current risk assessment.

Collect Data

Tetra Tech will implement a data collection program designed to fulfill the identified needs of risk assessment, planning, and mitigation action development in this plan. Data collection efforts will focus on publicly available state, regional, county, and census tract data and locally developed and managed data related to demographics, previous hazard events, future conditions, asset inventories, infrastructure, vulnerable populations, land use, environmental/natural resources, and the local economy.

Request and Collect Data from Local, State, Federal and Non-governmental Planning Partners

This effort will build upon past and ongoing initiatives, regulatory frameworks, and historical data, avoiding duplication of efforts and fostering alignment across jurisdictions. A coordinated outreach effort will be conducted to request relevant resources from a broad range of stakeholders. These requested resources will include:

- **Land Use and Zoning Ordinances** to understand development regulations, growth patterns, and restrictions in hazard-prone areas.
- **Emergency Response and Disaster Recovery Plans and Damage Assessments** to align hazard mitigation efforts with preparedness and response activities.
- **Environmental Studies and Impact Assessments** to evaluate risks related to flooding and other natural hazards.
- **Infrastructure Resilience Studies** to assess the vulnerability of transportation networks, utilities, and critical facilities.

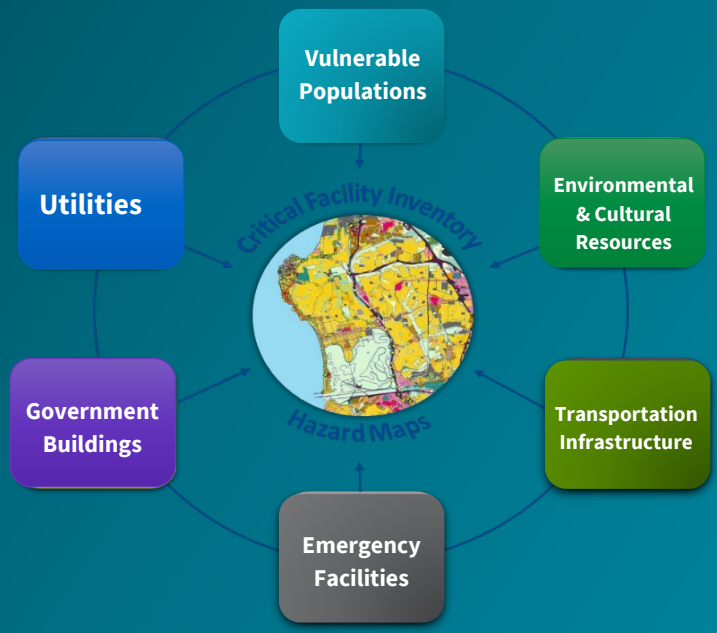
- **Socioeconomic and Demographic Reports** to understand how different community segments are affected by hazards.
- **Local and State Policy Documents** related to hazard mitigation, climate adaptation, sustainability, and public safety.
- **Historical Records and Local Media Accounts** documenting past disasters, response efforts, and community impacts to improve risk assessment accuracy.

Task 2: Profile the Community and Existing Conditions

Community Assessment

This task will serve as the foundation for developing each community's jurisdictional annex in MitigateNY. The user-friendly annex chapters, which are required by the State, include a community profile, hazard identification and ranking, hazard event history, National Floodplain Insurance Program (NFIP) data and summary, critical facilities information, risk assessment components, capability assessment (administrative, regulatory, and fiscal) and identification and prioritization of local mitigation alternatives specific to each participating jurisdiction. Our team will pre-populate each annex with information from the previous HMP and incorporate new information based on current publicly available quantitative and qualitative data.

Tetra Tech will update the **critical facility inventory** (e.g., government offices, police, fire, emergency medical services [EMS] facilities, and schools) to include a summary of lifelines for the planning area based on spreadsheet, database, and GIS files provided by the CPG and Steering Committee. This will provide quantifiable results, such as detailed impacts of identified hazards, that can be leveraged to develop specific, implementable mitigation actions.



Profiling each jurisdiction will involve evaluating and documenting demographic data, including at-risk populations (i.e., underserved and socially vulnerable communities), governmental operations and structures, and the local economy. Understanding these elements will help shape policies that address community needs and enhance resilience. **We will use publicly available data, such as the American Community Survey and CDC's Social Vulnerability Index, to identify at-risk populations and U.S. Census information to document the jurisdiction's demographic makeup.** An assessment of land use, zoning regulations, and development trends will be conducted. This will include reviewing changes since the last plan, forecasting future development, and analyzing transportation networks and services. Additionally, historic sites, structures, and districts will be documented and assessed with each jurisdiction to encourage their preservation through risk reduction

measures, as applicable. **We will request jurisdictions to provide us with permitting data to determine the volume of new development since the previous plan and use ESRI's ArcGIS Reporter App to collect additional data.**

Tetra Tech will assist each jurisdiction to evaluate essential critical facilities, infrastructure, community assets and transportation routes and networks that are vital to public safety and daily operations. The assessment will inform strategies for strengthening and maintaining critical infrastructure to support continuity of operations, long-term resilience, and community well-being. **We will incorporate these assets into the exposure analysis to determine where they are vulnerable to hazard impacts.**

Additionally, an analysis of the natural environment will be performed, covering water bodies and floodplains, wetland areas, restricted or protected lands, open space and other vital community resources to encourage conservation of these areas, and their hazard risk reduction co-benefits, as well as possible integration of nature-based solutions during the risk assessment and mitigation strategy development phases of the planning process.

This data-driven approach will be enriched through input from the Steering Committee and Jurisdictional Teams and other local stakeholders so that the assessment accurately reflects lived experiences and community-specific conditions. Information on hazard-prone areas, critical assets, and at-risk populations will be compiled and integrated into the broader hazard identification and risk assessment. This information will be gathered during meetings with each participating jurisdiction. **We will request jurisdictions to provide us with known problem areas to assist in informing the jurisdiction's mitigation strategy and use ESRI's ArcGIS Reporter App to collect additional data.**

During each phase of the planning process, input from local government officials, stakeholders and the public will be solicited to reflect diverse perspectives and specific needs. During the public meetings, Tetra Tech will confirm the information included in the community profile with the meeting attendees.

Task 3: Select, Profile, and Evaluate Impacts of Hazards of Concern

At the cornerstone of an effective plan is a detailed risk assessment constructed from data and science. Using the MitigateNY Risk Assessment as the primary data source, Tetra Tech will validate and enhance inputs, integrate local datasets, and model impacts with GIS and FEMA's Hazus to quantify exposure and losses across priority hazards. We will develop a quantitative risk assessment to rank hazards based on the outputs from this assessment. We will estimate the planning area's overall vulnerability at a level sufficient to support comparative hazard ranking.

Identification of Hazards of Concern and Hazard Profiling

Tetra Tech will lead an in-depth review of hazards affecting the County. We will gather and analyze data on hazards to which the County is susceptible such as disaster declarations, incident reports, new technical data, mapping, loss records, climate change research, and hazard-specific studies conducted since the County's last plan update. This will be a data-driven, stakeholder-informed process that uses tools such as the National Risk Index, FEMA's Map Service Center, NOAA's National Centers for Environmental Information Storm Events

Database, the 2023 State of New York HMP (MitigateNY), the 2023 NYS Climate Impact Assessment (the formal update to the 2014 NYS ClimAID), and other existing resources available at the federal, state, and local levels.

Tetra Tech will work with the Steering Committee and Jurisdictional Teams to review and validate the identified hazards of concern in the 2021 HMP. This will include evaluating potential additions, sub-hazards and hazard types, and other revisions based on participants' expertise and alignment with the State's HMP. **Tetra Tech will update the plan with a total of 7 hazards of concern; climate change will be assessed for each hazard.** Discussions will go beyond hazard identification to address potential impacts and explore social, economic, and environmental vulnerabilities. We assume that the County will include the hazards of concern from the most recent HMP:

- Drought
- Earthquake
- Extreme Temperature
- Flood
- Harmful Algal Bloom
- Severe Storms
- Severe Winter Storm

We will work with the Steering Committee and Jurisdictional Teams to obtain up-to-date information on the hazards and develop updated hazard profiles. The profiles will be updated to include a brief hazard definition, recent historical occurrences and losses, location, extent/magnitude, probability of occurrence within the planning area, and cascading impacts. **The risk narrative will leverage MitigateNY county risk profiles and datasets to streamline NYS DHSES review.**

High Hazard Potential Dams

If requested by the County or required under grant guidance, Tetra Tech can support integration of High Hazard Potential Dam considerations into the planning process.Tetra Tech will address applicable High Hazard Potential Dam (HHPD) planning requirements throughout the HMP update by integrating HHPDs into the same planning framework applied to all other hazards. The planning process will document coordination with local dam owners, operators, and the state dam safety agency and incorporate relevant plans, studies, reports, and technical data. HHPDs will be incorporated into the risk assessment, including evaluation of failure scenarios, downstream impacts, and associated vulnerabilities, with documentation of data limitations. Capabilities related to HHPDs will also be reflected in the capabilities assessment, ensuring that existing programs, regulatory tools, and operational capacities related to dam safety and emergency management are captured.

The mitigation strategy will include goals that address long-term risk reduction associated with HHPDs that pose unacceptable risks to life and property, with clearly defined linkages between these goals and proposed mitigation actions. A range of mitigation actions will be identified and advanced through the same screening and prioritization process used for all hazards. This process will consider factors such as risk reduction potential, cost-effectiveness, implementation feasibility, responsible parties, funding opportunities, and timelines. Based on the New York State Department of Environmental Conservation (NYS DEC), 3 of the 17 dams in Cortland County are classified as high hazard

Data Collection and Inventory Assets

We will conduct a review of available datasets and model outputs within the MitigateNY Risk Assessment. This review will document findings related to data quality, opportunities to enhance spatial resolution, and areas where supplemental local data may be required to fill gaps. While MitigateNY offers a consistent, statewide

foundation for risk assessment, it relies on data developed for the 2023 State HMP and provides results only at the county level. As a result, it does not fully capture the finer-scale conditions necessary to inform jurisdiction-level risk. Our review will identify targeted opportunities to incorporate the best available local datasets, strictly to address missing or outdated information, while maintaining alignment with the State's methodology and laying the foundation for a transparent, defensible risk assessment.

Once the review of the MitigateNY Risk Assessment is complete, Tetra Tech will equip the CPG and Steering Committee with tools and worksheets to support a structured data-collection approach designed to obtain necessary information quickly and efficiently. The intent of this data collection effort will be to integrate jurisdiction- and asset-specific data to increase the usability of the risk assessment.

To support efficient coordination, we will provide a user-friendly GIS data wish list that will be used for Tetra Tech to request data and for the CPG and Steering Committee to track submittals and monitor overall data collection progress. This will allow us to easily identify updated datasets and identify gaps. Data collection efforts will focus on available state, regional, county, and local data in the areas of:

- Hazards and events
- Asset inventory
- Vulnerable populations
- Underserved communities
- Population projections
- Regulations and procedures
- Future development trends
- Critical infrastructures
- Economic impacts
- Land use

Collected data will be compiled and returned to the CPG and Steering Committee in an interactive format for review and validation. This provides a streamlined visual method for the CPG and Steering Committee to identify changes to community assets since the 2021 HMP.

Risk and Vulnerability Assessment

For information not available in the MitigateNY Risk Assessment data, Tetra Tech will perform a thorough assessment of the County's vulnerability to the identified hazards to supplement this data. We will use tools such as GIS/Hazus, benefit-cost analyses (BCA) tools, and the best available scientific data and historical/local knowledge of past occurrences. We will identify the assets at risk and estimate the impact of each hazard individually. We then aggregate those results to estimate the County's risk in order to rank the hazards.

Because this HMP will be submitted to FEMA as an update to the currently approved plan for the County, the updated vulnerability assessment must include the following steps:

- Collect the best available data to identify the extent and location of hazard events to which the planning area is susceptible (natural hazards are mandatory, non-natural hazards are optional).
- Review historical events that have occurred during the performance period of the previous plan.
- Determine the probability of occurrence or frequency of hazard events based on the newest data.
- Identify assets at risk from each hazard, including:
    - People – general population, underserved communities, and socially vulnerable populations
    - Structures – including new and existing buildings
    - Community lifelines and other critical facilities
    - Natural, historic, and cultural resources

    - Economic and other activities that are of value to the community
- Analyze and document the impacts each hazard can have on the identified assets.

For the identified hazards of concern, a vulnerability analysis will be performed to determine the number and type of structures at risk; the impact on life, safety, and health and the need and procedures for warning and evacuation; the critical facilities at risk and the impact of the hazard on those facilities; and projected development/redevelopment trends for each hazard area.

In addition, the flood hazard risk assessment will include a review of FEMA-identified repetitive loss properties within the planning area, if updated data is available. Tetra Tech will request data from FEMA related to the locations of repetitive loss (RL) and severe repetitive loss (SRL) properties, flood insurance policies, and flood insurance claims.

In addition to summarizing current vulnerability, **Tetra Tech will examine three factors of change that can affect the planning area's vulnerability to hazards: (1) changes in population, (2) changes in development, and (3) other identified conditions as appropriate**, including the impacts of climate change. Identifying these changes and incorporating them into the risk assessment allows them to be effectively considered when developing a mitigation strategy to address future vulnerabilities.

Hazus Analysis

The primary tool utilized in the development of this risk assessment will be Hazus. Tetra Tech will perform level 2, user-defined analyses supported by information provided by the County. **The Hazus models, their data inputs, and their results will be provided to Cortland County after this project to update the County's existing datasets.** Hazus data will be formatted such that it can support both the plan content and the public involvement strategy. For hazards not addressed by the Hazus model, vulnerability analyses will use GIS applications as appropriate.

Our FEMA Hazus Advanced Level 2 analysis will include:

✓ One probabilistic earthquake scenario (2,500-year mean return period)
✓ Two flood scenarios (1% and 0.2% annual chance events)
✓ One dam failure scenario
✓ Two wind scenarios (100- and 500-year mean return periods)

Hazard Ranking

Using the vulnerability assessment results, **Tetra Tech will calculate overall rankings for each hazard of concern for each jurisdiction**. The ranking will quantify risk for each hazard of concern so that a comparative analysis of hazard probability and impacts can be performed. This protocol will help to inform action plan development with a focus on hazards with the greatest probability and impacts.

The method used for this includes four risk assessment categories: probability of occurrence, impact (on population, on property, and the economy), adaptive capacity, and climate change. Each will be assigned a weighting factor to calculate an overall ranking score for each hazard of concern. Based on the scores, each hazard will be assigned a high, medium, or low ranking. The rankings will be presented to the CPG, Steering Committee, and Jurisdictional Teams for review and to adjust rankings accordingly based on lived experiences and local knowledge.

Data-Driven, Stakeholder-Informed Risk Assessment

Why It Matters and How Tetra Tech Delivers

Tetra Tech delivers a risk assessment process that translates complex hazard data into clear, actionable insights for decision-makers. Rather than relying on generalized datasets or static modeling, Tetra Tech emphasizes community-specific, asset-level, and jurisdiction-specific analysis that reflects real-world vulnerabilities and operational implications. We begin with a working session with stakeholders to identify the most authoritative and relevant data sources for each community and asset type. This may include County- or jurisdiction-maintained data, information from MitigateNY, or, where needed, a national source. Once the data sources are confirmed, we develop a web map and Excel spreadsheet that compiles key facility information. Stakeholders review these materials and provide input to refine the inventory, update records, correct locations, and remove facilities that are no longer active. These localized, asset-level analyses are aggregated into a countywide assessment, producing a comprehensive, FEMA-compliant risk profile that captures Cortland County's unique vulnerabilities.

Why Does This Matter to Cortland County?

Cortland County's landscape, characterized by rural agricultural areas, small communities, river valleys, and varied topography, creates hazard conditions that differ across the County. Risk is not uniform, and without a tailored approach to hazard identification and vulnerability assessment, the County could underestimate its exposure or overlook critical assets, resulting in mitigation strategies that fall short of community needs. Tetra Tech's approach provides Cortland County with the most relevant, accurate, and actionable risk information available, grounding the mitigation strategy in real on-the-ground conditions, demographic trends, and projected future impacts such as climate-driven extreme weather.

How Have We Done This Successfully?

Our proposed project manager, **Jessica Stokes**, has implemented this methodology across New York through localized hazard profiling and in-depth vulnerability analysis:

- **Seneca Nation of Indians (2026):** The Nation's territory spans four counties, creating a diverse risk landscape. To capture local conditions accurately, Jessica led a territory-specific risk assessment that reflected the unique characteristics of each area. This localized approach identified the most significant risks to Nation members, assets, and visitors and informed targeted mitigation actions to reduce risk and minimize operational disruptions across the Nation.

Task 4: Capability Assessment and Resource Integration

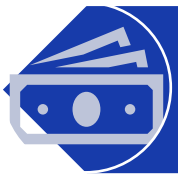
Tetra Tech will work with the County and its partners to update the capabilities identified during the 2021 planning process using an online survey to collect input and convening the Steering Committee and Jurisdictional Teams for the capabilities assessment meeting to review the findings. After our review, we will document how each participant currently integrates the HMP's data, information, goals, and actions into other planning mechanisms. **Tetra Tech will analyze this information to identify strengths, gaps, and opportunities to expand local capacity for hazard mitigation.** Integration is reported for the categories noted below:

Regulatory

Current ordinances that integrate hazard mitigation (local flood damage prevention ordinance, stormwater management, community wildfire protection plans, etc.)

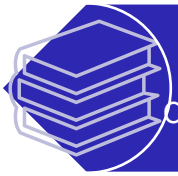
Operational and Administrative

Local boards and departments that integrate mitigation in their current processes



Funding

Funding sources at the local level that may be used to fund mitigation projects



Education/Outreach

Current actions the community is taking to integrate mitigation into outreach to the public

Adaptive Capacity

Local adaptive capacity to deal with the potential impacts of future climate conditions

Tetra Tech will conduct a capability and gap assessment to identify where existing programs, resources, policies, and staffing are strong and where limitations may hinder effective mitigation. By evaluating each jurisdiction's administrative, technical, regulatory, financial, and outreach capabilities, and identifying gaps that may require state or federal assistance, proposed mitigation actions will reflect local capacity and focus on the areas of highest need. The assessment of existing community capabilities will involve:

- **Inventory of Current Authorities (codes, ordinances, and regulations), Plans, and Programs:** Identify and document current authorities, policies, programs, staffing, funding, and other resources currently in place within the planning area and each participating jurisdiction.

- **Infrastructure Analysis:** Review and document existing infrastructure, such as flood control systems, that positively or negatively impact the planning area's vulnerability to hazards.
- **NFIP Participation:** Assess Cortland County and its jurisdictions' participation in the NFIP and compliance with NFIP requirements. This will include reviewing floodplain management programs to determine adoption of minimum NFIP standards and the most recent FIRMs; designation of a local floodplain administrator; documenting procedures for substantial damage and substantial improvement; identifying areas for improvement; and documenting RL and SRL data.
- **Strategies for Improvement:** Develop mitigation actions to expand and improve existing capabilities based on the findings of the capability assessment.

Task 5: Mitigation Strategy and Actions, and Plan Integration

Building on the results of the updated risk assessment, Tetra Tech will work closely with the Steering Committee and Jurisdictional Teams to develop a practical, actionable mitigation strategy for each participating jurisdiction. The mitigation strategy will function as the County's long-term roadmap for reducing the potential losses identified in the risk assessment. Our approach aligns updated mitigation goals, objectives, and actions with community priorities; addresses the County's most significant risks; meets current NYS DHSES and FEMA planning standards; and strengthens each jurisdiction's ability to implement and maintain mitigation efforts.

Review and Update Goals and Objectives

We will work with the Steering Committee to review and update the existing hazard mitigation planning goals and associated objectives, considering and reflecting changes in priorities since the last plan. We will use an online survey or poll to review the goals and objectives and collect comments from stakeholders. Tetra Tech will then compile the results and present them to the Steering Committee and Jurisdictional Teams to finalize for the draft HMP update.

In collaboration with stakeholders, we will review these plan components and ask:

- Are they still relevant to the current conditions in the planning area?
- Are they measurable?
- Is there a clear pathway to implementation?
- Do they identify the resilience paths for the planning area?
- Is there anything missing?

Develop Problem Statements, Review Possible Activities, and Develop Mitigation Catalog

Once the goals for the HMP update have been confirmed by stakeholders, Tetra Tech will guide the Steering Committee and Jurisdictional Teams in identifying mitigation actions that align with those goals and objectives and reduce risks and vulnerabilities identified in the risk assessment. Problem statements will be developed to clearly define the risks and vulnerabilities to be addressed and to identify gaps in existing capabilities that will be translated into actionable mitigation measures.

Tetra Tech will outline a range of mitigation action types (e.g., property protection, public education and awareness, natural resources protection, structural projects), and the Steering Committee and Jurisdictional Teams will determine which approaches are applicable to identified problem areas. The outcome of this exercise will be a mitigation catalog, which will serve as a starting point in developing mitigation strategies for the HMP update and documentation that alternative strategies have been considered. The mitigation catalog will mirror the NYS DHSES Local Hazard Mitigation Plan (LMHP) Proposed Action Database format to verify that the proposed actions include the information required by the State. We will pre-populate action fields to MitigateNY's data schema and perform an internal quality control check before the information is uploaded to MitigateNY. This reduces NYS DHSES' comment cycles and support future consistency with HMA grants.

Identify and Prioritize Mitigation Actions

Tetra Tech will then conduct a Mitigation Strategy meeting with the Steering Committee and Jurisdictional Teams to develop mitigation actions based on the problem statements that address the full range of identified hazards. During the meeting, the County and jurisdictions will discuss actions to include and identify points of contact to lead the implementation of the project, timeframes for completion, cost, funding programs, and benefits. We will incorporate as much detail as is available (e.g., lowest floor elevation, the market value of existing structures, etc.) from the County. **Each jurisdiction adopting the updated HMP is required to identify a minimum of one action for each hazard of concern; we will work with participating jurisdictions to include a minimum of two new or carryover actions.**

For jurisdictions containing the SFHA a flood risk reduction action will be included. As described in the RFP, we will prioritize engaging the local highway departments to identify mitigation hazards that address a variety of hazards and community concerns, beyond flooding. We will offer our State of New York partners the opportunity to attend and contribute to this workshop.

The project team will facilitate a review of past and ongoing mitigation efforts, including those outlined in the current HMP. This review will assess progress on existing actions and inform decisions to revise, remove, or introduce new mitigation measures. The team will continue to capture potential mitigation projects identified throughout the planning process by plan participants, stakeholders, and the public through outreach efforts.

Hands-On Mitigation Action Development

Why It Matters and How Tetra Tech Delivers

Tetra Tech's approach goes beyond meeting minimum guidance requirements; we walk participation jurisdictions step-by-step through FEMA requirements, mitigation action development, benefit-cost considerations, and project scoping. We help communities understand their risks, identify feasible strategies, and transform ideas into grant-ready, FEMA-compliant mitigation actions. This approach builds capabilities and capacity and accelerates implementation not just planning.

Why Does This Matter to Cortland County?

Cortland County communities face a range of complex, localized hazards that affect each municipality differently. With a predominantly rural population and varying levels of local capacity, the County's mitigation actions must be both multi-beneficial and tailored to the unique realities of its towns and villages. Without personalized, hands-on support, participating jurisdictions may struggle to develop feasible mitigation actions that meaningfully address their greatest risks and vulnerabilities. Tetra Tech's approach provides Cortland County with consistent, high-quality technical guidance that strengthens future project implementation, improves the quality and specificity of mitigation actions across participating jurisdictions, and reduces administrative burden on County staff. By building local capabilities and improving project feasibility, we help Cortland County lay the foundation to secure more federal dollars.

How Have We Done This Successfully?

Our proposed mitigation strategy lead, **Karen Montes-Berrios**, has taken this approach repeatedly across Region 2, with proven results:

- **Passaic County, NJ HMP (2025):** Karen led hands-on, in-person workshops that guided municipalities through the development of mitigation actions aligned with FEMA standards, using scenario-based exercises to identify risk and shape implementable solutions. These sessions helped local officials refine past actions, craft new ones, and prepare for benefit-cost analysis and grant applications.

- **Hudson County, NJ HMP (2025):** Karen supported the creation of innovative, dual-benefit mitigation actions that leverage local capacity, integrate nature-based solutions, and comply with FEMA HMA requirements. These creative strategies have advanced both resilience and community livability through projects that are technically sound and feasible to implement.

The Mitigation Strategy Review meeting will also focus on prioritizing mitigation actions using criteria such as relative costs and benefits, responsible parties, funding mechanisms, and feasible implementation timelines. A planning-level benefit-cost review will be conducted to confirm that proposed actions are reasonable relative to their anticipated benefits, including reduced property and infrastructure losses, enhanced public safety, minimized economic disruption, and qualitative improvements such as quality of life and ecosystem protection. The outcome of the meeting will include clearly defined responsibilities for implementation, along with identified funding opportunities and realistic timelines to advance priority mitigation actions.

To carry out a comparative prioritization of each action, Tetra Tech will employ the Social, Technical, Administrative, Political, Legal, Economic, and Environmental (STAPLEE) method as endorsed by FEMA. This method provides a systematic framework for evaluating actions based on seven distinct categories. Tetra Tech will initiate the prioritization process based on the information provided by the Steering Committee and Jurisdictional Teams.

Task 6: Implementation and Plan Maintenance

Tetra Tech, in collaboration with the County, will develop a structured approach for plan maintenance, including regular reviews and updates to confirm continued alignment with program requirements and local needs. The plan maintenance strategy will define the procedures and timelines for annual reviews and full plan updates. The plan maintenance strategy will also outline the evaluation process, identifying who will lead evaluations, how they will be conducted, and when scheduled reviews will occur.

Methodology for Monitoring, Maintaining, and Evaluating the Plan

Together with the County, Tetra Tech will develop clear, effective, and efficient procedures for regular plan review and maintenance. Tetra Tech will begin the plan maintenance strategy update by working with the County to assess the effectiveness of the plan maintenance strategy identified in the previous HMP. After reviewing accomplishments and identifying areas needing improvement, Tetra Tech will suggest a strategy that meets program requirements, reflects the needs and desires of local communities, captures information to make the 5-year plan update easier, and supports implementation.

The plan maintenance strategy will guide the Steering Committee and Jurisdictional Teams on how to review and maintain the plan, monitor progress of project implementation, document and publicize mitigation success stories, and continue to quantify and reduce long-term risk throughout the planning area. To meet FEMA requirements, we will identify who is responsible for keeping the plan current; the process to facilitate an annual review of the implementation of the plan and obtain status updates of the mitigation strategy; and how the Steering Committee and Jurisdictional Teams will continue to be engaged throughout the 5-year period of performance for the plan. We recommend that the County continues to convene the Steering Committee and Jurisdictional Teams and utilize these stakeholders as the leaders for keeping the plan current.

In partnership with the CPG, Tetra Tech will develop a 5-year maintenance schedule for the plan. This schedule will incorporate milestones for each quarter of the year and will be designed to align with FEMA's recommended 5-year implementation cycle. This alignment will position the County to adequately prepare for future updates.

Continued Public Participation

At the conclusion of the plan development process, the Tetra Tech team will develop a written analysis of key findings ascertained through the engagement of stakeholders as well as public outreach efforts. They will be integrated into the plan maintenance strategy and identify opportunities to keep stakeholders and the public engaged as the plan is implemented for the next 5 years. Additionally, the recommendations will include geographic areas for future community outreach as well as identify mitigation-related topics to be investigated in the future. These recommendations will be derived from feedback received on the risk assessment, Hazus analysis, social vulnerability analysis, survey results, and other sections of the plan.

Task 7: Draft Plan

Tetra Tech will populate the MitigateNY platform with updated HMP information for Cortland County and the 19 participating jurisdictions in compliance with FEMA and NYS DHSES requirements. MitigateNY will serve as the official system of record. To support County, stakeholder, and public review needs, Tetra Tech will also prepare a written version of the plan, formatted cleanly and consistently, without excessive graphic design, as a companion reference document. This written version will reflect the same content entered in MitigateNY and will be provided solely for review, comment resolution, meeting facilitation, archival purposes, and adoption processes. The companion reference document will be separated into different Volumes. MitigateNY will remain the authoritative source of all plan elements, and the written version will function as an accessible export of that content.

Volume I	Appendices
• Executive Summary • Section 1: Introduction • Section 2: Planning Process • Section 3: County Profile • Section 4: Risk Assessment • Section 5: Capability Assessment • Section 6: Mitigation Strategy • Section 7: Plan Maintenance Procedures	• Sample Adoption Resolution • Jurisdiction Adoption Resolutions • Participation Matrix • Meeting Documentation • Public and Stakeholder Outreach & Engagement • Risk Assessment Supplemental Information • Mitigation Strategy Support Documentation • Plan Maintenance Tools • Linkage Procedures (if applicable) • Critical Facilities (as appropriate)
Volume II	
• Section 8: Planning Partnership Introduction • Section 9: Jurisdiction Annexes	

Additionally, at key milestones, Tetra Tech will generate PDF exports from the MitigateNY platform to facilitate internal County review, public posting, NYS DHSES review, and final adoption documentation. These exports will not supersede MitigateNY but will serve as convenient reference snapshots for those who prefer or require document-based review.

We will develop the draft HMP update based on the results of the risk assessment, capability assessment, mitigation strategy development, and stakeholder and public engagement activities. The draft will comply with FEMA's 2025 Local Mitigation Planning Policy Guide and NYS DHSES standards, and each participating jurisdiction's annex will include the required elements.

Drafting Jurisdictional Annexes

In accordance with the FEMA 2025 Local Mitigation Planning Policy Guide, Tetra Tech will develop jurisdictional annexes for 19 participating jurisdictions and Cortland County. **Tetra Tech will provide technical assistance throughout annex development.** Jurisdictions will be familiarized with how to complete their annex via a phased deployment of tools and templates. This support will include structured worksheets and templates, facilitated data-collection tools, and individualized touchpoints such as virtual meetings to guide each entity through hazard identification, risk assessment, capability assessments, and mitigation strategy development.

Through these interactions, Tetra Tech will walk each jurisdiction through the full annex development process, including hazard identification, validation of localized risk findings, capability and gap assessments, and the identification and refinement of jurisdiction-specific mitigation strategies. This approach not only streamlines annex development but also strengthens local ownership of the content, resulting in more actionable, feasible, and planning-aligned annexes that reflect Cortland County's unique communities and support the countywide mitigation vision.

Publish and Distribute Draft

Building on prior tasks, Tetra Tech will prepare and publish the draft HMP on the MitigateNY platform, including countywide elements and jurisdictional annexes. The draft will document the planning process and public involvement, describe the planning area's goals, policies, capabilities, and existing conditions, and present an updated assessment of hazards, vulnerabilities, and risks for participating jurisdictions. It will clearly document all participating jurisdictions. It will summarize relevant federal, state, and local programs and provide a prioritized mitigation strategy that identifies recommended actions for each hazard, along with responsible parties, estimated costs, potential funding sources, cost-effectiveness, and implementation timelines.

The plan will also outline procedures for adoption, implementation, and ongoing maintenance, including monitoring progress, reporting annually, and scheduling future updates. It will document compliance with FEMA and NYS DHSES requirements and incorporate status updates on actions from the previous plan, as well as newly identified mitigation measures. Each section will clearly highlight updates since the 2021 plan, reflecting new data, revised risk information, and stakeholder and community input.

Quality Assurance

Tetra Tech's quality program will play an important role in this project. We will maintain high-quality technical performance through strict adherence to our corporate Quality Management Plan, which describes quality assurance and quality control (QA/QC) requirements and is based on 10 quality system elements required by *American National Standard: Quality Systems for Data and Technology Programs—Requirements with Guidance for Use* (ANSI/ASQ E4-2014).

The assigned QC reviewer will work with the project manager to establish the appropriate QC review level, balancing the need for responsiveness with the importance and intended use of the project deliverables. This begins with the establishment of clear project guidelines at the outset, verifying team members are aligned with the expectations for deliverables, including FEMA compliance, New York-specific considerations, and stakeholder priorities. These guidelines are incorporated into the PMP and referenced throughout the project life cycle.

Deliverables undergo a thorough review by subject matter experts, who validate technical accuracy and confirm alignment with the FEMA Local Mitigation Planning Policy Guide (effective April 11, 2025) and the companion Local Mitigation Planning Handbook (effective June 12, 2025), through the 2025 Local Plan Review Tool (PRT). Following technical reviews, each deliverable is assessed by the project manager, who evaluates its consistency with project objectives, stakeholder input, and overall quality standards. This step includes reviewing the document's structure, clarity, and accessibility to a wide range of audiences, confirming that it is usable and informative for both technical and non-technical stakeholders.

To further strengthen internal controls, Tetra Tech employs version control protocols to manage updates and revisions efficiently. Each iteration of a deliverable is documented, with changes tracked and archived. This process provides transparency and allows stakeholders to understand how their feedback has been incorporated. It also reduces the risk of errors by maintaining a clear, organized record of revisions.

Internal Stakeholder Review

Tetra Tech will convene a plan review meeting with the Steering Committee and Jurisdictional Teams to review the framework of the full draft HMP prior to public release. This meeting will serve as an important quality control step to confirm that the plan reflects local priorities, risks, capabilities, and proposed mitigation actions. Tetra Tech will guide participants through the major plan components, focusing on areas requiring verification, and facilitate feedback on technical content, mapping, data interpretation, and the feasibility of proposed actions. The meeting will also provide an opportunity to resolve outstanding questions, address inconsistencies, and refine jurisdiction-specific elements to support alignment with local plans and priorities.

Following publication of the draft on MitigateNY, Tetra Tech will notify participating stakeholders and provide clear instructions, timelines, and technical support for completing an internal review. Each jurisdiction will be required to review and approve its annex prior to public comment. Tetra Tech will then compile and coordinate responses to feedback, working with the County project manager to address a single consolidated set of comments submitted with tracked changes.

Public Review Draft

Following internal review and revisions, Tetra Tech will produce a Public Review Draft of the HMP. The Public Review Draft will be available on MitigateNY, accompanied by an accessible survey and outreach campaign to solicit public comments. To maintain the project schedule, the public review period may be held concurrently with internal stakeholder reviews, as permitted by the County.

Public workshops, media releases, and social media postings will support broad community awareness and encourage engagement during the comment period. The public workshop will be a virtual workshop intended to discuss the updates to the plan and solicit feedback to be integrated into the draft for submittal to NYS DHSES and FEMA. Working with the CPG, Tetra Tech will assist in reviewing public input that has been received, and we will work with the CPG and Steering Committee to determine appropriate revisions to be made based on the feedback. Tetra Tech will address one round of public comments prior to the development of the draft for submittal to NYS DHSES and FEMA.

Draft for NYS DHSES Submittal

Once public comments are incorporated into the plan, Tetra Tech will update the plan in MitigateNY for submittal to NYS DHSES. **Tetra Tech will use FEMA's 2025 Local Mitigation PRT to document where each FEMA requirement is addressed in the plan**. We will notify NYS DHSES via email when the MitigateNY environment is prepared for review and approval. After the NYS DHSES review has been completed, Tetra Tech will address the State's "required revisions" in MitigateNY and in the supplemental written HMP before submitting the HMP to FEMA Region 2 (via MitigateNY).

Draft for FEMA Submittal

Once NYS DHSES comments are incorporated into the plan, Tetra Tech will revise the plan in MitigateNY for submittal to FEMA accompanied by the FEMA 2025 Local Mitigation PRT to document where each FEMA requirement is addressed in the plan. The plan in the MitigateNY platform will be sent to FEMA for review and approval. **After the FEMA review has been completed, Tetra Tech will address FEMA "required revisions" in MitigateNY and in the supplemental written HMP and coordinate with FEMA to obtain Approvable Pending Adoption (APA) status**.

Task 8: Plan Adoption

Following FEMA's APA status, Tetra Tech will work closely with Cortland County and the participating partners to support final plan adoption, integration, and long-term maintenance. Our approach will help participating partners adopt the updated HMP and provide them with the tools and processes needed to sustain progress over the next 5 years. Tetra Tech will document outreach and assistance efforts to support local adoption.

Jurisdictional representatives will lead the formal adoption process and submit the plan to their governing bodies for official adoption at public meetings. Tetra Tech will assist in this process by preparing model staff reports, adoption resolutions, and presentations for use by the participating partners. Subsequent to the jurisdiction adopting the plan, Tetra Tech will support submitting the adoption resolution to NYS DHSES.

Final Deliverables

Tetra Tech will enter the required plan information into MitigateNY as required by NYS DHSES and FEMA to meet each agency's requirements.

Tetra Tech will provide the GIS data, Hazus products, and other relevant electronic data developed during the planning process, along with documentation of the data provided, including source and other information, to help the County and participating stakeholders continue to leverage this critical information and support tracking of mitigation actions.

Detailed Project Schedule

Tetra Tech has developed the schedule shown in **Exhibit 1** to describe the tasks and anticipated timeline for project implementation. Based on information available within the RFP, Tetra Tech will begin the process within 5 business days of receiving a notice to proceed. Based on the RFP, we tentatively estimate that date to be September 14th, 2026.

Our experience and familiarity with current regulatory guidance will help streamline submission to the appropriate state and federal agencies and reduce the likelihood of revision requests prior to approval. The proposed schedule is designed to support completion of planning activities, agency reviews, revisions, and local adoption within the County's required nine-month project period. We will work closely with project stakeholders to establish a detailed project schedule that emphasizes efficiency and timeliness while ensuring that the goals and objectives of the process are fully achieved. We will review and refine the schedule below at project initiation and refine it in coordination with the County.

Please note that Tetra Tech does not control the duration of regulatory reviews at the state or federal levels. The project schedule may require adjustment if agency review periods extend beyond standard regulatory timeframes. We will proactively monitor review progress and coordinate with stakeholders to modify the timeline as needed, consistent with contract requirements and agency feedback.

Exhibit 1: Proposed Project Timeline

Task	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
	2026				2027				
Task 1. Organize the Planning Effort									
Project Kickoff	■								
Project Management Plan	■								
Confirm Jurisdictional Participation	■								
Establish and Mobilize Planning Teams	■	■							
Review Previous Feedback Received from FEMA and NYS DHSES	■	■							
Collect Data	■	■							
Task 2. Profile the Community and Existing Conditions									
Community Assessment	■	■	■						
Task 3. Select, Profile, and Evaluate Impacts of Hazards of Concern									
Identification of Hazards of Concern and Hazard Profiling	■	■	■						
Data Collection and Inventory Assets	■	■							
Risk and Vulnerability Assessment		■	■	■					

Task	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
	2026				2027				
Task 4. Capability Assessment and Resource Integration									
Inventory, Review and Assess Local Capabilities and Existing Resources									
Task 5. Mitigation Strategy									
Review and Update Goals and Objectives									
Develop Problem Statements, Review Possible Activities, and Develop Mitigation Catalog									
Identify and Prioritize Mitigation Actions									
Task 6. Implementation and Plan Maintenance									
Develop Plan for Monitoring, Maintaining, and Evaluating									
Task 7. Draft Plan									
Drafting Jurisdictional Annexes									
Internal Stakeholder Review									
Public Review Draft									
Draft for NYS DHSES Submittal									
Draft for FEMA Submittal									
Phase 8. Plan Adoption									
Local Adoption									
Final Deliverables									

Meeting the Project Schedule

Our team has supported over 300 HMP updates nationwide over the last two decades. This has provided us with a number of lessons learned and best practices to help our clients increase efficiencies in the planning process. We also recognize that real-world emergencies and other priorities will arise that may impact the project schedule and completion. In designing our approach for this project, we have carefully considered potential risks to the project and potential impact on project objectives, timeline, and costs. **Exhibit 2** identifies risks and describes our strategies to mitigate their impact.

Exhibit 2: Identified Risks and Mitigation Strategies

Identified Risks	Mitigation Strategies
Potential delays completing phases	• Dedicated project team ready to begin work immediately upon receiving notice to proceed. • Strong project management process that includes monthly reporting on deliverable progress and regular schedule updates.

Identified Risks	Mitigation Strategies
	• Reach-back to over 100 emergency management consultants in Tetra Tech's EMRR practice who can provide the necessary expertise and additional surge capacity as necessary to maintain the project schedule. • Experience working with the County, which can be leveraged for this project.
Insufficient analysis of hazards due to limited data and compressed timeline	• Leverage County's prior efforts to identify what hazard information must be updated. • Focus on incorporating new data and information from the previous 5 years. • Provide draft hazard sections to subject matter experts to review on an ongoing basis to confirm risk information is captured to address issues quickly.
Stakeholder engagement fatigue	• Meeting structure that maximizes stakeholder input while respecting already busy schedules. • Existing local and regional relationships that can be called upon to encourage engagement. • Engagement tools that can be quickly customized to streamline outreach efforts. • Leveraging prior efforts to reduce the amount of information being requested from stakeholders and the public.
Impact of a real-world event	• Build on stakeholder engagement mitigation strategies identified above to streamline and prioritize the information stakeholders are being asked to provide. • Experienced team of planners capable of working together to expedite document development, including over 100 emergency management consultants as identified in the mitigation strategies to mitigate schedule disruptions.

Assurance of Schedule Compliance

Our proposed project manager, Jessica Stokes, will be responsible for assuring schedule compliance.

Identifying Opportunities to Expedite

We utilize a proactive approach to anticipate challenges before they arise, integrating lessons learned from over 300 hazard mitigation planning projects to enhance efficiency and resilience. This includes:

- **Scenario-Based Planning:** Using historical data and predictive modeling, we assess potential obstacles and develop contingency strategies.
- **Integrated Compliance Frameworks:** Our team guides strict adherence to FEMA, NFIP, and CRS guidelines, reducing the risk of compliance issues.

We prioritize inclusive planning processes, helping equip governments and community organizations to sustain long-term resilience efforts.

Staffing Plan

Proposed Staff

Our proposed project team for the Cortland County HMP will be led by Ms. Jessica Stokes. Our project team includes experienced hazard mitigation planners, GIS analysts, and editorial professionals with deep experience developing FEMA-approved HMPs. This core team is supported by subject matter experts and planners across our company who stand ready to provide reach-back support as needed.

Project Manager

Jessica Stokes, MSEM, NJCEM

Extensive New York experience as the project manager for HMP updates for Sullivan, Seneca Nation of Indians, Cattaraugus, Genesee, and Putnam Counties.

9+ Years
of Experience

New York State
Knowledge

Operational and Technical
Skillset

Key Qualifications:

- **Proven HMP Leadership -** Project manager and lead planner for county and tribal HMPs across New York, New Jersey, Colorado, Pennsylvania, Ohio, and Texas, authoring core plan elements including hazard profiles, risk analyses, capability assessments, and jurisdictional annexes.
- **Deep New York State HMP Experience -** Led or supported HMP updates for Broome, Herkimer, Jefferson, Washington, Cattaraugus, Genesee, Seneca, Sullivan, Putnam, Ulster, Wyoming, and Yates Counties.
- **Technical Strength in Risk Assessment -** Skilled in hazard modeling, data gap analysis, and GIS-based risk interpretation, bringing robust analytical capabilities to hazard identification and vulnerability assessment.

Project Team

Our project team is composed of highly skilled professionals with extensive experience in hazard mitigation, emergency management, and resilience planning, each bringing unique expertise to support the development of a robust and effective HMP for Cortland County.

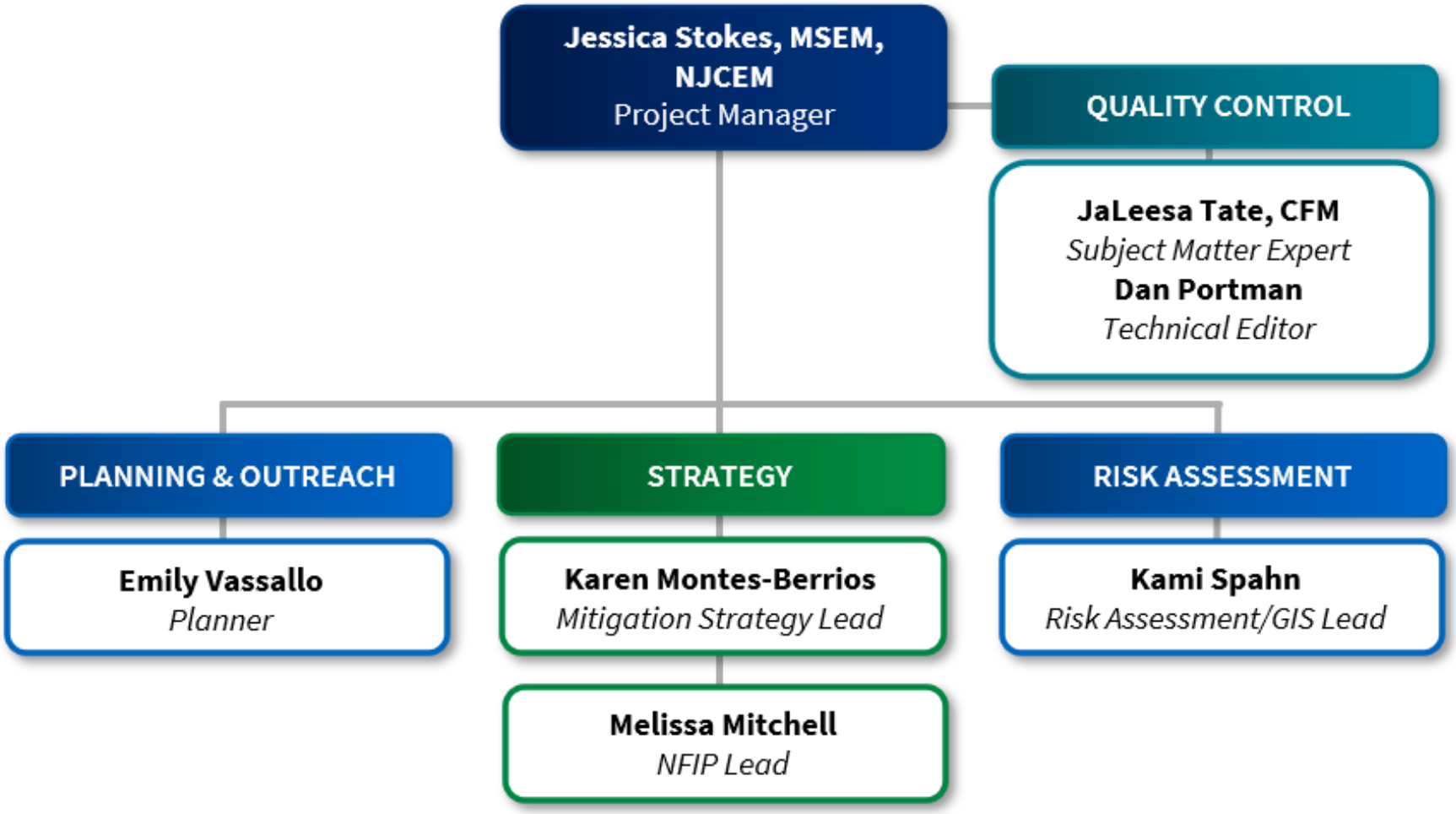
Exhibit 3: Proposed Staff Qualifications

Proposed Staff	Qualifications
Jessica Stokes, MSEM, NJCEM **Project Manager**	Jessica Stokes is a seasoned hazard mitigation project manager with 9 years of experience leading multi-jurisdictional HMPs, resilience initiatives, and emergency management programs for local, county, state, and tribal partners. She brings deep expertise in project management, risk assessment, GIS-based analysis, climate adaptation, and FEMA HMA programs, including BRIC, FMA, HMGP, and PDM, supported by a multidisciplinary academic background in emergency management, environmental hazards, and geography. Her extensive New York portfolio includes serving as project manager for Cattaraugus, Genesee, Putnam, Seneca, Sullivan, Ulster, Wyoming, and Yates Counties, as well as lead planner for Jefferson and Washington Counties, where she developed hazard profiles, jurisdictional annexes, outreach materials, and mitigation strategies aligned with NYS DHSES and FEMA requirements. For the Sullivan and Wyoming County updates, she is working side-by-side with NYS DHSES and AVAIL to develop the plan in the MitigateNY platform. Her prior service with the Camden County (NJ) Office of Emergency Management strengthened her capabilities in operational planning, emergency response, long-term care facility planning, Public Assistance reimbursement management, and grant application development. She is a New Jersey Certified Emergency Manager and FEMA Advanced Professional Series graduate.
Emily Vassallo **Planner**	Emily Vassallo is a community resilience and mitigation planner with over 5 years of experience supporting hazard mitigation planning, stakeholder coordination, and geospatial analysis for state and local governments. Ms. Vassallo has served as a lead planner and primary author for multiple multi-jurisdictional HMPs across New York, including Monroe, Ulster, Broome, Yates, Seneca, Genesee, Lewis, Jefferson, and several counties currently in progress such as Otsego, Sullivan, Chenango, Suffolk, and Putnam Counties. Her responsibilities include drafting plan components, such as county and hazard profiles, jurisdictional annexes, and appendices, as well as coordinating directly with municipal stakeholders to identify risks, capabilities, and mitigation strategies. She works closely with jurisdictions to develop actionable, grant-eligible mitigation projects aligned with FEMA requirements and local priorities.
Karen Montes-Berríos **Mitigation Strategy Lead**	Karen Montes-Berríos is an initiative-taking hazard mitigation specialist with over 7 years of experience who engages to improve natural hazards preparedness and enhance mitigation planning. She possesses in-depth understanding of hazard mitigation planning and climate adaptation preparedness. She has provided programmatic technical assistance to local and county planning mitigation efforts by assisting in planning development for mitigation strategies, hazard identification process, and vulnerability assessments. Additionally, she has developed multiple mitigation planning projects at the local, county, and state levels via programmatic technical assistance, providing project management oversight, and served as lead grant management specialist for planning projects. Possessing a thorough research

Proposed Staff	Qualifications
	background, Karen has a deep understanding of identifying vulnerabilities exposed by natural hazards and identifying strategies to address those vulnerabilities through hazard mitigation planning and project implementation.
Melissa Mitchell, CFM **NFIP Lead**	Melissa Mitchell is an NFIP/Community Rating System (CRS) program manager for Tetra Tech. She has over 22 years of experience working with floodplain management, planning, and zoning, commercial and residential development, and local government. She provides technical support to existing NFIP and FEMA CRS communities and leverages her background in the NFIP, CRS, and knowledge of city government to support our clients.
Kamille "Kami" Spahn **Risk Assessment and GIS Lead**	Kami Spahn is the GIS program coordinator for Tetra Tech's Emergency Management, Risk, and Resilience practice with 11 years of experience. Kami has worked in both the private sector and the local government level with a variety of project responsibilities, from performing risk assessments for numerous jurisdictions across the country to configuring various Esri-based Web Maps, Apps and Dashboards. She specializes in ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise, GIS data analysis, map design and production, natural hazard risk assessments using Hazus, Web Map, App and Dashboard creation, feature dataset manipulation, database management, and Microsoft Office. Risk Assessment and Mapping efforts are developed to comply with the FEMA State Mitigation Planning Policy Guide (effective May 19, 2025, FP 302-094-2), the Local Mitigation Planning Policy Guide (effective April 11, 2025, FP-206-21-0002), and 44 CFR Part 201 Mitigation Planning.
JaLeesa Tate, CFM **Subject Matter Expert**	JaLeesa Tate is a hazard mitigation and resilience leader with more than a decade of experience advancing risk-informed planning for state, county, and municipal governments. As the Director of Hazard Mitigation and Resilience Planning, she provides strategic oversight and technical guidance for multi-jurisdictional HMPs, flood resilience initiatives, and long-term community resilience efforts. Her career includes senior roles in both state and local government, where she led the development of mitigation policies and managed complex grant programs. Ms. Tate is experienced in translating complex climate and risk data into accessible, community-driven strategies; facilitating engagement with diverse rural and urban stakeholders; and supporting jurisdictions. She is known for her collaborative approach, clear communication, and ability to guide partners from risk identification through action development and implementation. As the quality control coordinator, she will review deliverables for accuracy, FEMA and state compliance, and completeness.
Dan Portman **Technical Editor**	Dan Portman has served as a technical editor and illustrator for 30+ years, applying his writing, editing, and graphics skills to developing documents that are thorough and clear. Formerly an engineer and a newspaper reporter and editor, Dan helps project teams convey complex information in a way that is both technically correct and easily understood. He works with in-house staff, clients, and subconsultants to produce effective, readable documents that meet client goals and company standards. He also creates original documents, based on analysis by professional staff, for clients who need products specially targeted to the general public. Dan produces public involvement materials such as fact sheets, newsletters, and informational signs. Skilled in the use of a wide range of illustration software, he generates graphics for reports and presentations that present technical information in clean, simple images.

Organizational Chart

Tetra Tech has provided our proposed organizational chart below.



Resumes

Resumes for proposed staff have been provided on the following pages.

Jessica Stokes, MSEM, NJCEM

Project Manager

9 YEARS OF EXPERIENCE

Areas of Expertise

Emergency Management Response and Recovery

Multi-Jurisdictional Multi-Hazard Mitigation Plan Development

Climate Adaptation and Resilience

Hazard Mitigation Assistance Grant Programs Management

Key Training/Certifications

New Jersey Certified Emergency Manager

FEMA Advanced Professional Series

FEMA National Emergency Management Basic Academy

FEMA Professional Development Series

Education

M.S. Emergency Management – Millersville University (2018)

B.A. Environmental Hazards and Emergency Management – Millersville University (2017)

B.A. Geography: Environmental Studies – Millersville University (2017)

EXPERIENCE SUMMARY

Ms. Jessica Stokes is a Hazard Mitigation Project Manager for Tetra Tech's Emergency Management, Risk, and Resilience Practice and also serves as the administrator for Tetra Tech's BATool[SM] plan maintenance tool. Ms. Stokes has a multi-disciplinary background in emergency management, grant writing and management, geographic information systems, and environmental studies. Her project management expertise includes handling client priorities, supervision and coordination of workflows and teams, and management across multiple plans.

Ms. Stokes has experience in writing and managing grants for Local, County, and State entities within the Hazard Mitigation Grant Program (HMGP), such as BRIC, FMA, and PDM opportunities. In addition, Ms. Stokes has successfully written and been awarded for projects funded by FEMA's Port Security Grant Program and the Highway Traffic Safety Grants Program in the State of New Jersey. Ms. Stokes served as a planner formerly with Camden County Office of Emergency Management in New Jersey, where she assisted with the review of jurisdictional emergency operation plans, long-term care facility emergency plans, and participated in the planning efforts to develop regional sheltering operations in the County. During the COVID-19 Pandemic, Ms. Stokes assisted in the purchasing, movement, and tracking of PPE, and served as the lead for Public Assistance reimbursements.

RELEVANT EXPERIENCE

Local Hazard Mitigation Plans in Colorado

Douglas County, Colorado, Project Manager (January 2025 – Continuing)
Design, develop, and deliver planning and funding consulting services that include hazard mitigation planning, resilience planning, climate adaptation planning, meeting coordination and facilitation, risk assessment and risk data interpretation, gap analysis, policy and regulatory analysis, multi-jurisdictional coordination, client liaison, FEMA HMA grant application support, and technical review. Manage planning staff and project scope, budget, schedule, and contract requirements to ensure client and team satisfaction.

Local Hazard Mitigation Plans in New Jersey

Burlington County, New Jersey, Lead Planner (June 2023 – June 2024)
Cape May County, New Jersey, Lead Planner (September 2024 - Continuing)
Somerset County, New Jersey, Lead Planner (March 2024 – January 2025)
Sussex County, New Jersey, Lead Planner (January 2023 – June 2024)
Create powerpoints and agendas, identify data gaps, prepare outreach materials. Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Work to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Burlington County, New Jersey, Project Manager (June 2024 – March 2025)
Sussex County, New Jersey, Project Manager (June 2024 – Continuing)
Design, develop, and deliver planning and funding consulting services that include hazard mitigation planning, resilience planning, climate adaptation planning, meeting coordination and facilitation, risk assessment and risk data interpretation, gap analysis, policy and regulatory analysis, multi-jurisdictional coordination, client liaison, FEMA HMA grant application support, and technical review. Manage planning staff and project scope, budget, schedule, and contract requirements to ensure client and team satisfaction.

Local Hazard Mitigation Plans in New York

Broome County, New York, Planner (June 2023 – June 2024)
Herkimer County, New York, Planner (October 2022 – December 2023)
Jefferson County, New York, Lead Planner (January 2024 – January 2025)
Warren County, New York, Planner (September 2022 – October 2022)
Washington County, New York, Lead Planner (January 2024 – January 2025)
Create powerpoints and agendas, identify data gaps, prepare outreach materials. Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Work to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Cattaraugus County, New York, Project Manager (May 2024 - Continuing)
Genesee County, New York, Project Manager (May 2024 - Continuing)
Seneca County, New York, Project Manager (June 2024 – December 2025)
Sullivan County, New York, Project Manager (September 2025 - Continuing)
Ulster County, New York, Project Manager (May 2024 – March 2025)
Yates County, New York, Project Manager (May 2024 – May 2025)
Design, develop, and deliver planning and funding consulting services that include hazard mitigation planning, resilience planning, climate adaptation planning, meeting coordination and facilitation, risk assessment and risk data interpretation, gap analysis, policy and regulatory analysis, multi-jurisdictional coordination, client liaison, FEMA HMA grant application support, and technical review. Manage planning staff and project scope, budget, schedule, and contract requirements to ensure client and team satisfaction.

Local Hazard Mitigation Plans in Ohio

Franklin County, Ohio, Planner (October 2022 – December 2023)
Create powerpoints and agendas, identify data gaps, prepare outreach materials. Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Work to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Local Hazard Mitigation Plans in Pennsylvania

City of Philadelphia, Pennsylvania, Lead Planner (May 2024 – Continuing)
Create powerpoints and agendas, identify data gaps, prepare outreach materials. Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Work to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Lancaster County, Pennsylvania, Project Manager (July 2024 – December 2025)
Design, develop, and deliver planning and funding consulting services that include hazard mitigation planning, resilience planning, climate adaptation planning, meeting coordination and facilitation, risk assessment and risk data interpretation, gap analysis, policy and regulatory analysis, multi-jurisdictional coordination, client liaison, FEMA HMA grant application

support, and technical review. Manage planning staff and project scope, budget, schedule, and contract requirements to ensure client and team satisfaction.

Local Hazard Mitigation Action Plans in Texas

Fort Bend County, Texas, Planner (September 2022 – September 2024)
Llano and San Saba Counties, Texas, Planner (September 2022 – December 2024)
Create powerpoints and agendas, identify data gaps, prepare outreach materials. Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Work to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Tribal Hazard Mitigation Plans in New York

Seneca Nation of Indians, Project Manager (February 2025 – Continuing)
Design, develop, and deliver planning and funding consulting services that include hazard mitigation planning, resilience planning, climate adaptation planning, meeting coordination and facilitation, risk assessment and risk data interpretation, gap analysis, policy and regulatory analysis, multi-jurisdictional coordination, client liaison, FEMA HMA grant application support, and technical review. Manage planning staff and project scope, budget, schedule, and contract requirements to ensure client and team satisfaction.

Baltimore City, Maryland | Disaster Preparedness and Planning Program 2023

Planner (March 2023 – February 2024)
Lead public outreach and engagement efforts, including the development of the public engagement strategy and facilitation of meetings. Develop hazard profiles.

State of Hawai'i | Hawai'i State Hazard Mitigation Plan 2023

Planner (November 2022 – February 2023)
Assemble the mitigation action table, assemble previous events information, update vulnerability tables in each hazard profile, write sections on socially vulnerable populations in each hazard profile, organize stakeholder information, gather statistics for dashboard.

State of New Jersey | New Jersey State Hazard Mitigation Plan 2024

Planner (January 2023 – April 2024)
Update mitigation strategy and capability assessment, assist with the facilitation of meetings and workshops, and conduct outreach and communications with participating agencies and stakeholders.

TETRA TECH

Emily Vassallo

Planner

5 YEARS OF EXPERIENCE

Areas of Expertise
Sustainability and Climate Change

Key Training/Certifications
GIS Certification from Shippensburg University

Education
BS in Sustainability from Shippensburg University

EXPERIENCE SUMMARY

Emily Vassallo is a community resilience and mitigation planner with over five years of experience supporting hazard mitigation planning, stakeholder coordination, and geospatial analysis for state and local governments. Ms. Vassallo has served as a lead planner and primary author for multiple multi-jurisdictional HMPs across New York, including Monroe, Ulster, Broome, Yates, Seneca, Genesee, Lewis, Jefferson, and several counties currently in progress such as Otsego, Sullivan, Chenango, Suffolk, and Putnam Counties. Her responsibilities include drafting comprehensive plan components such as county and hazard profiles, jurisdictional annexes, and appendices, as well as coordinating directly with municipal stakeholders to identify risks, capabilities, and mitigation strategies.

RELEVANT EXPERIENCE

Hazard Mitigation Plans

Somerset County, New Jersey (August 2025); Passaic County, New Jersey (August 2025); Hudson County, New Jersey (August 2025); Monroe County, New York (2023); Ulster County, New York (August 2024); Broome County. New York (August 2024); Yates County, New York (August 2024); Seneca County, New York (March 2025); Genesee County, New York (November 2025); Lewis County, New York (December 2025); Jefferson County, New York (December 2025); Otsego County, New York (Current); Sullivan County, New York (Current); Chenango County, New York (Current); Suffolk County, New York (Current); Putnam County, New York (Current)

Composed the main body of the plan, including the county profile, hazard profiles, jurisdictional annexes, and appendices. Also worked with jurisdictions to formulate potential grant funded actions based on their identified capabilities and problem areas. Worked to keep stakeholders and the public informed in the update process, including creating social media posts and flyers.

Report Writing and Mapping

Pennsylvania Department of Conservation and Natural Resources, Michaux State Forest, PA (October 2021-December 2021)

Compiled information from meetings with engineers into concise reports used by supervisors to obtain bridge grants for submission to counties. Researched comprehensive plans and zoning ordinances in relation to bridge project for recreational use in each county.

Karen M. Montes-Berríos, MS

Mitigation Strategy Lead

7 YEARS OF EXPERIENCE

Areas of Expertise

Hazard Mitigation and Climate Adaption

Preparedness, Response and Recovery

Subapplication Development

Grant Management

Bilingual Community Outreach

Key Training

AWR-356 Community Planning for Disaster Recovery

AWR-347 Climate Adaptation Planning for Emergency Management

G-393 Mitigation for Emergency Managers

IS-318 Mitigation Planning for Local and Tribal Communities

IS-329 State Hazard Mitigation Planning

IS-362 Multi-Hazard Emergency Planning for Schools

IS-366 Planning for the Needs of Children in Disaster

Education

University of Delaware, Master of Science in Disaster Science and Management, 2019

University of Puerto Rico Rio Piedras Campus, Bachelor of Arts in Journalism, minor in Geography, 2017

EXPERIENCE SUMMARY

Ms. Karen Montes-Berríos is an initiative-taking hazard mitigation specialist who engages to improve natural hazards preparedness and enhance mitigation planning. Fully bilingual in English and Spanish; she possesses in-depth understanding of hazard mitigation planning and climate adaptation preparedness. She has provided programmatic technical assistance to local and county planning mitigation efforts by assisting in planning development for mitigation strategies, hazard identification process and vulnerability assessments.

Additionally, she has developed multiple mitigation planning projects at local, county and state level via programmatic technical assistance, providing project management oversight and served as lead grant management specialist for planning projects. Possessing a thorough research background, Karen has thorough understanding of identifying vulnerabilities exposed by natural hazards and identify strategies to address those vulnerabilities through hazard mitigation planning and project implementation.

RELEVANT EXPERIENCE

Hazard Mitigation Grant Specialist (August 2024-Present)

Tetra Tech, Inc.

In this role, Karen is responsible for supporting clients in securing and managing grants aimed at reducing the risk and impact of future disasters. Her responsibilities include:

- Assisting clients in identifying eligible mitigation projects
- Writing and submitting grant applications for programs like FEMA's Hazard Mitigation Grant Program (HMGP) or Building Resilient Infrastructure and Communities (BRIC)
- Ensuring compliance with federal, state, and local regulations and grant guidelines
- Coordinating with engineers, planners, and other experts to develop detailed project scopes and budgets
- Monitoring grant-funded project progress and providing reports to ensure funding and project milestones are met
- Offering technical assistance and strategic guidance to help clients mitigate disaster risks effectively

Hazard Mitigation Specialist (2022 – 2024)
Hagerty Consulting

Karen supported the California Office of Emergency Services (CalOES)'s Hazard Mitigation program in both subapplication development and grants management; served as subject matter expert for hazard mitigation planning; provided programmatic technical assistance to 15+ planning projects ranging from LHMPs to planning-related activities by reviewing supporting documentation to satisfy programmatic planning requirements.

Karen led fast-track initiative for planning projects in California by working directly with subapplicants to provide hands-on programmatic technical assistance to submit comprehensive planning subapplications incorporating latest planning and programmatic guidance. She managed 30+ HMGP projects from pre-award to project closeout; provided technical assistance to subrecipient for programmatic requests such as policy guidance scope of work, quarter progress reports, reimbursements, project and closeout monitoring, budget modification requests, etc. Karen also provided support for grant administration technical assistance to team members and grant specialists. Supporting the Non-Disaster Unit in California, she provided programmatic technical assistance and grant management for 20+ BRIC, HMGP and FMA projects from pre-award status, addressing RFIs and after project award.

State Hazard Mitigation Officer (2019 – 2022)
Delaware Emergency Management Agency (DEMA)

Karen performed duties as the State Hazard Mitigation Officer for Delaware, leading mitigation planning activities and HMA grant management for projects located in all three counties. Serving as a subject matter expert on hazard mitigation planning; she assisted communities with identifying planning need, develop planning projects and review data to incorporate into mitigation plans. Additionally, she assisted Delaware's three counties (New Castle, Kent and Sussex) as programmatic reviewer for their LHMP and actively developed their mitigation actions, hazard identification process and vulnerability assessments. She led the HMA grant management program for Delaware, managing over 10 projects from project pre-award to project closeout.

Karen engaged in community planning outreach and public speaking on mitigation planning initiatives statewide in English and Spanish. She provided outreach on mitigation subject matter expertise as State Lead in the development of hazard mitigation project application development, planning, policies, procedures, and practices for state and local partners. As SHMO, Karen as chairperson for the Delaware State Hazard Mitigation Council (SHMC) and the State Hazard Mitigation Policy Group (SHMPG). Tasks included coordinating meetings involving State agencies and public organizations that might have a role in the implementation of statewide mitigation planning, conducting strategy meetings, and opportunities for input and comment on all draft deliverables.

As an planner supporting the State Emergency Operations Center during active disasters, Karen supporting the Planning Section in different activations; such as providing public outreach in Spanish to media (Radio/TV), print (Newspaper) and social media, and undertaking different roles within the Section as Situation Unit Leader, Deputy Planning Section Chief and Planning Section Chief. Additionally, she developed three Mitigation Strategy documents for three separate statewide declared disasters (DR4566 Tropical Storm Isaias in 2020, DR4526 COVID-19 in 2020 and DR-4627 Tropical Depression Ida in 2021). These strategies serve as priority guidance and mitigation planning activities the State of Delaware intends to pursue to enhance capabilities against natural hazards.

ADDITIONAL EXPERIENCE

Minority SURGE Scholar from Under-Represented Groups in Engineering and the Social Sciences Capacity in Disasters funded by the National Science Foundation (NSF), Food Security Planning in Disaster Settings in the U.S. Virgin Islands – August 2018 – July 2019

University Graduate Scholar Fellow, Disaster Research Center – University of Delaware (August 2017 – June 2019)

Undergraduate Research Assistant, Research Experiences for Undergraduates (REU) program by the National Science Foundation (NSF) at the National Weather Center, Spanial Analysis on Tornado Impacts in Norman, Oklahoma - University of Oklahoma (May 2016 – August 2016)

Undergraduate Research Assistant, Spatial Analysis in Puerto Rico's Vulnerability against Natural Hazards (Focus in Hurricanes and Droughts) - Department of Geography, University of Puerto Rico Rio Piedras Campus (May 2016 – August 2016)

TETRA TECH

Melissa Mitchell, CFM

NFIP Lead

22 YEARS OF EXPERIENCE

Areas of Expertise

National Flood Insurance Program

FEMA's Community Rating System

Floodplain Management

Substantial Damage

Local Government

Registrations/Affiliations

Association of State Floodplain Managers (ASFPM)

Internal Code Council (ICC)

Key Training/Certifications

PM 1

ASFPM Certified Floodplain Manager

ICC Permit Technician

E0273 NFIP, L0278 CRS, IS0279 Retrofitting, L0141 Instructional, IS212 HMAP, L276 BCA, IS30 eGrant

Education

Johnson County Community College – Overland Park, KS

A.G.S.

Vocational Certificate Construction Management

Ongoing Floodplain Management Continuing Education Units

Ongoing International Code Council Building Code Continuing Education Units

EXPERIENCE SUMMARY

Ms. Melissa Mitchell is a National Flood Insurance Program (NFIP)/Community Rating System (CRS) Program Manager for Tetra Tech. She has over 22 years of experience working with floodplain management, planning, and zoning, commercial and residential development, and local government. She provides technical support to existing NFIP and FEMA CRS communities and leverages her background in the National Flood Insurance Program (NFIP), CRS, and knowledge of city government to help our clients.

- International Code Council Permit Technician
- Certified Floodplain Manager
- NFIP/CRS subject matter expert
- Lead Tetra Tech NFIP/CRS instructor
- FEMA Community Assistance Contact (CAC) and Community Assistance Visit (CAV)
- CRS tabletop exercise
- CRS technical reports including Hazard Mitigation and Floodplain Management plans, Repetitive Loss Area Analysis, Program for Public Information
- Ordinance review and development
- Floodplain management technical guidance and material development
- In-person and virtual floodplain management training including FEMA L-273 and FEMA Building Science Substantial Damage Estimator
- FEMA Community Rating System outreach activities
- Disaster response support for Hurricane Helene and Hurricane Milton 2024 events: NFIP/CRS/SDE subject matter expert, outreach communication, damage estimates, FEMA SDE tool data analysis, and field support
- Building code and Building Code Effectiveness Grading Schedule

RELEVANT EXPERIENCE

Instructor

Federal Insurance and Mitigation Administration (FIMA) Substantial Damage Estimator (SDE) Course Instructor (June 2022 – Present)

Advancing Resilience in Communities (ARC) Production and Technical Services (PST) Contract

Ms. Mitchell is serving as an instructor supporting the FEMA field deployed courses. Paired with FEMA Building Sciences, FEMA Region staff, State NFIP Specialists, and local jurisdictions, she supports FEMA's Substantial Damage Estimator course criteria and delivery.

Tetra Tech Lead Instructor (2022 – Present)

Technical Training

Ms. Mitchell continues to provide technical training nationwide. Virtual and in-person courses delivered over the past 24-months include:

- Iowa Department of Homeland Security and Emergency Management: FEMA CRS Training and State of Iowa CRS Application workshop
- Buncombe County, North Carolina: Introduction to FEMA SDE Tool and Data Utilization, direct training tailored for the Floodplain Administrator and support staff.
- City of Largo, Florida: Introduction to FEMA SD Requirements and Data Utilization, direct training tailored to introduce multiple departments to the SD requirements.
- City of Portland, Oregon: Tabletop Exercise and After-Action Report, direct exercise developed to support CRS Activity 610, Flood Warning and Response
- Florida Floodplain Managers Association: CRS Manual Hacks – Activity 610, Flood Warning and Response
- FEMA Region 3 Advanced Floodplain Management Series: FEMA 2023 Dry Floodproofing Certificate Updates and Introduction to Elevation Certificates and Letter of Map Changes
- Iowa Floodplain and Stormwater Management Association: Introduction to FEMA Building Resilient Infrastructure and Communities Grant and Grant Technical Scoring Criteria
- Commonwealth of Pennsylvania, Pennsylvania Emergency Management Agency: State Model NFIP Ordinance Trainings (2)
- Unified Government of Wyandotte County, City of Kansas City: Introduction to NFIP/CRS Floodplain Management, direct training tailored for the Building Inspection Department.
- Commonwealth of Pennsylvania, Pennsylvania Emergency Management Agency: FEMA Substantial Damage Estimator 2-Day Courses (2)
- Harris County, Texas: FEMA Preliminary Damage Assessments and FEMA Substantial Damage Assessments, direct training tailored for the County's field inspection team.

Building Code

Lead Technical Support (December 2025-Present)

Santa Clara Pueblo Forestry Department, New Mexico | Resilient Community Building Codes and Building Code Effectiveness Grading Schedule (BCEGS) Technical Support (December 2025-Present)

Ms. Mitchell is providing lead technical support to the Santa Clara Pueblo Tribe for the adoption and implementation of resilient building codes. She will support the Tribe's BCEGS application and technical analysis, identifying a glide path to increase survey results.

Technical Support (December 2023 – Present)

Iowa Department of Homeland Security and Emergency Management | BRIC Building Code Plus Up and Building Code Advancement in Iowa

Ms. Mitchell is providing technical support to the State of Iowa to aid in the progress and enhancement of modern building code adoption. Technical assistance includes developing a report and matrix based on State-specific data, participating in community meetings, outreach, stakeholder engagement, and other tasks as directed by the State. This task provides technical support to ISO's BCEGS for local participation enhancement and classification improvement opportunities.

Hazard Mitigation Planning, FEMA Community Rating System (CRS) and Floodplain Management

Lead Technical Support (December 2025 – Present)

Pasco County, Florida | CRS Services

Ms. Mitchell is providing lead technical support services for the County's annual CRS recertification, Program for Public Information plan, and cycle verification. Providing cross-training services and direct support as assigned by the County to support the County's CRS program goals.

Lead Technical Support (October 2025 – Present)

City of Hollywood, Florida | CRS Floodplain Management Plan and Repetitive Loss Area Analysis

Ms. Mitchell provides lead technical support services as a CRS subject matter expert in the plan development of two technical CRS plans.

Lead Team Member (September 2024 – Present)

Florida and North Carolina Substantial Damage Technical Services

Ms. Mitchell is a lead team member for the Hurricane Helene and Hurricane Milton post-disaster 2024 events with a focus on floodplain management/NFIP objectives. She leads a data team of fourteen analysts in the assessment of building stock data and FEMA's substantial damage guidelines supporting communities' post-events. She deployed one day after Hurricane Helene to support emergency operations. Her work supports local, State, and Federal requirements of floodplain and building code management tasks under the Disaster Recovery Reform Act 1206. Working in partnership with Florida and North Carolina Building Officials, Floodplain Managers, CRS Coordinators, Tax Assessors, and GIS community departments to process data analytics that supports local and Federal inspection(s) and permitting regulations post event.

SME (March 2025 – Present)

Hillsborough County, Florida, Substantial Damage and Condemnation Process

Ms. Mitchell is supporting this project as the subject matter expert for structures identified as substantially damaged from three events. Following the guidelines of the community's condemnation process, Tetra Tech is supporting field inspections, structure assessment, building stock data, and assembling the documentation to support specific tasks under the condemnation process specific to substantial damage guidelines.

Technical Support (March 2025 – Present)

Pasco County, Florida, Floodplain/CRS/NFIP Technical Services

Ms. Mitchell is providing technical support services post Hurricane Helene and Milton specific to supporting outreach, stakeholder engagement, and tasks under the County's Program for Public Information.

Technical Support (May 2024 – Present)

Lee County, Florida, Floodplain/CRS/NFIP Technical Services

Tetra Tech maintains an on-call contract with Lee County and Ms. Mitchell will support floodplain management tasks as assigned.

Project Manager (March 2023 – Present)

Orange County, California | Floodplain Management Plan

Ms. Mitchell is the project manager supporting the development of a comprehensive floodplain management plan, CRS repetitive loss area analysis, and CRS Program for Public Information for the County of Orange. This multi-phase project includes a planning process, ordinance reviews, a steering committee, public outreach, coordination between stakeholders and participating communities, hazard assessment, mitigation possibilities, and identifying an action plan.

Project Manager, SME (March 2025 – Present)

Shandaken, New York | Substantial Damage Management Plan and CRS Technical Support

Ms. Mitchell is the project manager and subject matter expert supporting the development of a substantial damage management plan under FEMA's Community Rating System credit criteria. This task supports the community's 5-year CRS cycle verification, class improvement, staff training on the CRS program, and staff training on FEMA's Substantial Damage Estimator Tool.

Specialized Support (December 2022 – Present)

Long Beach, New York | Community Rating System

Ms. Mitchell provides specialized support to the community with their ongoing CRS program requirements, CRS Program for Public Information, and CRS Class 6 modification.

TETRA TECH

Kamille Spahn

Risk Assessment/GIS Lead

11 YEARS OF EXPERIENCE

Area of Expertise

ArcMap

ArcGIS Pro

ArcGIS Online

ArcGIS Enterprise

ArcGIS Web Maps, Apps, & Dashboards

ArcGIS Survey123/Survey123 Connect

Azure

Model Builder

CDMS

FEMA Hazus (v6.1)

GIS Data Analysis

GIS Database Management

Registrations/Affiliations

N/A

Education

B.A., Geography, Concentration: Global Issues, Rowan University, 2014

Gamma Theta Upsilon Geography Honor Society

Tau Sigma Transfer Honor Society

A.S., Elementary Education, Camden County College, 2012

EXPERIENCE SUMMARY

Mrs. Kamille Spahn is the GIS Program Coordinator for Tetra Tech's Resilience and Mitigation division for the Emergency Management Community Resilience Program. She obtained her Bachelors degree in Geography with a concentration in Global Issues from Rowan University in 2014 with Honors. Mrs. Spahn has worked in both the private sector and the local government level with a variety of project responsibilities, from performing risk assessments for numerous jurisdictions across the country to configuring various ESRI-based Web Maps, Apps and Dashboards. She specializes in ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise, GIS data analysis, map design and production, natural hazard Risk Assessments using Hazus, Web Map, App and Dashboard creation, feature dataset manipulation, database management and Microsoft Office. Risk Assessment and Mapping efforts are developed to comply with the FEMA State Mitigation Planning Policy Guide (effective May 19, 2025, FP 302-094-2), the Local Mitigation Planning Policy Guide (effective April 11, 2025, FP-206-21-0002), and 44 CFR Part 201 Mitigation Planning.

RELEVANT EXPERIENCE

Geographic Information Systems

United States Hazard Mitigation Plans – Lead GIS Analyst
(09/2022 – Present)

Mrs. Spahn was/is the GIS Lead for several United States Hazard Mitigation Plans.

- The following tasks are required in leading a GIS Risk Assessment: Reviewing and prepping technical data from the assessor, jurisdiction's GIS, and county and/or state's databases for spatial analysis; collecting and analyzing appropriate hazard data for analyses; running analyses in the ESRI ArcGIS platform and FEMA Hazus; summarizing spatial analyses results in tabular format; reviewing and writing a vulnerability assessment and methodology for the client based upon the spatial analysis of the hazard; assess risk to total and socially vulnerable populations, structures and critical assets; develop StoryMaps; perform QAQC of spatial data and analyses results; and mapping support.
- These projects assessed hazards such as: Flood 100-year, Flood 500-year, High Hazard Dam Failure, Levee Failure, NEHRP D and E Soil Types, Landslide Incidence and Susceptibility, Hazardous Materials, Radiological Incidents, Sea Level Rise, SLOSH (Sea, Lake, and Overland Surge from Hurricanes) Categories 1-4, Steep Slope, Subsidence, Lava

Flow Hazard Zones, Communities at Risk to Wildfire, Hurricane 100, 500 and 1,000 year Mean Return Periods, Historical Hurricane, Earthquake 500- and 2,500 year Mean Return Periods, Avalanche, Deep-Seated Landslides, Post-Fire Debris Flow, Wildfire Fuel and Wind- Driven Scenarios, Wildfire Severity Zones, Wildfire Interface and Intermix, Liquefaction, Tsunami, and Extreme Heat.

Western United States (07/2023 - Present)

- City of Los Angeles, CA
- Del Norte County, CA
- Hawaii County, HI
- Metropolitan Water District, CA
- Nevada County, CA
- Tahoe Truckee Unified School District, CA

Eastern United States (09/2022 - Present)

- Burlington County, NJ
- City of Baltimore, MD
- Dutchess County, NY
- Genesee County, NY
- Herkimer County, PA
- Lancaster County, PA
- Otsego County, NY
- Passaic County, NJ
- Seneca County, NY
- State of West Virginia
- Suffolk County, NY
- Sullivan County, NY
- Sussex County, NJ
- Ulster County, NY
- Warren County, NY
- Washington County, NY

Eastern United States High Hazard Potential Dam Plans – Lead GIS Analyst
(04/2023 – Present)

- Clarion County, PA (PEMA)
- Columbia County, PA (PEMA)
- York County, PA

United States Hazard Mitigation Plans – Support GIS Analyst
(09/2022 – Present)

Mrs. Spahn worked on several supportive tasks for United States Hazard Mitigation Plans, as either the Deputy GIS Lead or a support GIS Analyst.

- Tasks include, but are not limited to: sourcing and inventorying source GIS data used for analyses; developing structure and critical facility inventories; QAQC of analysis results; performing exposure analyses on hazards of concern on general building stock and critical facility inventories; summarizing spatial analyses results into a tabular format; developing a public web-interface using ESRI Experience Builder; and mapping support.

Western United States (09/2022 – Present)

- Adams County, WA
- California State
- City of Concord, CA
- City of Roseville, CA
- Cowlitz County, WA
- Douglas County, CO
- El Paso County, CO
- Hawaii State
- Honolulu City/County, HI
- Idaho State
- Lewis County, WA
- Maui County, HI
- Orange County, CA
- Placer County, CA
- Sonoma County, CA
- Tri-Valley, CA

Eastern United States (09/2022 – Present)

- Bedford County, PA
- Cattaraugus County, NY
- Chenango County, NY
- City of Philadelphia, PA
- Delaware County, PA
- Fulton County, PA

- Jefferson County, NY
- Lewis County, NY
- Monroe County, NY
- Somerset County, NJ
- Somerset County, PA
- Westmoreland County, PA

Central United States (10/2022 – Present)

- Harris County, TX
- Llano County, TX
- San Saba County, TX
- West Virginia State

United States Flood Mitigation Plans – Support GIS Analyst
(09/2024 – Present)

Mrs. Spahn worked on several supportive tasks for United States Flood Mitigation Plans, as the Deputy GIS Lead.

- Tasks include, but are not limited to: QAQC of structure inventories, maps and risk assessment analysis results

Project Areas

- City of Hollywood, FL
- Orange County, CA

United States Repetitive Loss Area Analysis – Support GIS Analyst
(09/2022 – Present)

Mrs. Spahn worked on several supportive tasks for United States Repetitive Loss Area Analyses, as the Deputy GIS Lead.

- Tasks include, but are not limited to: QAQC of structure inventories, maps and risk assessment analysis results

Project Areas

- City of Hollywood, FL
- City of Midland, MI
- Pequannock Township, NJ

Climate Vulnerability Assessment – Lead GIS Analyst
(04/2024 – 05/2025)

Mrs. Spahn was/is the GIS Lead for multiple Climate Vulnerability Assessments.

- The following tasks are required in leading a GIS Risk Assessment: Reviewing and prepping technical data from the assessor, jurisdiction's GIS, and county and/or state's databases for spatial analysis; collecting and analyzing appropriate hazard data for analyses; running analyses in the ESRI ArcGIS platform and FEMA Hazus; summarizing spatial analyses results in tabular format; reviewing and writing a vulnerability assessment and methodology for the client based upon the spatial analysis of the hazard; assess risk to total and socially vulnerable populations, structures and critical assets; develop StoryMaps; perform QAQC of spatial data and analyses results; and mapping support.
- These projects assessed hazards such as: Extreme Heat, Sea Level Rise, Coastal Erosion, Wildfire, and SLOSH (Sea, Lake, and Overland Surge from Hurricanes) Categories 1 and 5.

Project Areas

- City of Los Angeles, CA
- St. Lucie County, FL

TETRA TECH

JaLeesa D. Tate, CFM

Subject Matter Expert

12 YEARS OF EXPERIENCE

Areas of Expertise

Preparedness, Hazard Mitigation, and Climate Resilience

Grant Administration

Floodplain Management

Urban Planning and Community Development

Stakeholder and Community Engagement

Response and Recovery

Registrations/Affiliations

Association of State Floodplain Managers, 2016 - Present

Maryland Association of Stormwater and Floodplain Managers, Mitigation Co-Chair, 2016 – Present

National Emergency Management Association, SHMP Subcommittee Chair, 2018-2021

FEMA External Stakeholders Working Group, 2021

Key Training/Certifications

Certified Floodplain Manager, No. US-16-09169

Education

Salisbury University, B.S., Geography and Geosciences; Focus: Environmental/Land Use Planning, 2012

EXPERIENCE SUMMARY

Ms. Tate is a recognized leader in hazard mitigation with extensive experience as an Urban Planner and Emergency Manager. She has practical knowledge gained from her work in both rural and urban local government as well as state government. As a nationally acknowledged leader, Ms. Tate has offered solution-oriented recommendations related to climate resilience, flood risk reduction, and grant development. She has also delivered direct technical assistance to local governments and non-governmental organizations to help them secure grant funding and resources for the implementation of transformative resilience initiatives.

RELEVANT EXPERIENCE

Preparedness, Hazard Mitigation, Climate Resilience, and Grant Administration

Project Manager (2024 – ongoing)

Pennsylvania Emergency Management Agency | High Hazard Potential Dam Grant Integration

In collaboration with Commonwealth representatives and local communities, Ms. Tate is overseeing efforts to update a series of local hazard mitigation plans to meet the requirements of the Rehabilitation High Hazard Potential Dams Grant Program. This includes working with communities to identiy risk and solutions related to dams and conducting public outreach to raise awareness about potential impacts and vulnerabilities.

Project Manager (2024 – ongoing)

County of Hawai‘i Civil Defense | 2025 Multi-Hazard Mitigation Plan

Ms. Tate is serving as the Project Manager to update the County of Hawaii's hazard mitigation plan. For the update, the project team is focusing on assessing changes in impacts to the county over the past 5-years and integrating how social isolation can exacerbate these hazard impacts.

Project Manager (2024 – ongoing)

City and County of Honolulu Department of Emergency Management | 2025 Multi-Hazard Pre-Disaster Mitigation Plan

Ms. Tate is serving as the Project Manager to update and reimage the hazard mitigation plan. The plan will be reformatted to be more user-friendly and employ the use of graphics and visuals to improve risk communication to the general public.

Project Manager (2024 – ongoing)
City of Philaelphia Office of Emergency Management | 2025 All-Hazard Mitigation Plan
Ms. Tate serves as the Project Manager to develop the 2025 hazard mitigation plan, which prioritizes engaging communities and populations that have been historically excluded and underrepresented. Ms. Tate is spearheading efforts to coordinate four advisory teams, including a Public Steering Committee.

Project Manager (2023 – ongoing)
Schuylkill County Department of Planning | 2025 Hazard Mitigation Plan
Ms. Tate serves as the project manager working with rural jurisdictions in Schuylkill County to update the hazard mitigation plan. The planning process prioritizes coordinating and engaging the county's 67 municipalities and numerous special districts. During the planning process the project team organized a Hazard Mitigation Townhall to focus on identifying tangible, actionable solutions to the problems facing the communities.

Deputy Project Manager (2023 – 2024)
City of Los Angeles Planning Department | Climate Vulnerability Assessment
Ms. Tate provided technical subject matter expertise to develop the city's first climate vulnerability assessment. The assessment builds off of the city's hazard mitigation plan, which Ms. Tate also served as a Technical Advisor and focuses on the future projected impacts from climate change with a focus on impacts to socially vulnerable populations, public health, and the economy.

Lead Planner (2023 – 2024)
Southeast Michingan Council of Government | Flood Resilience Framework
Ms. Tate led the development of a resource guide, which identified grant programs applicable to the communities served by SEMCOG. Funding programs focused on those that support addressing impacts from climate change, reducing risk posed by natural hazards, equitable outcomes, nature-based solutions, and stormwater.

Technical Advisor (2024 – 2024)
Kaua'i Island Utility Cooperative | 2025 Natural Hazards Mitigation Report
Ms. Tate provided technical subject matter expertise to guide the development of the natural hazards mitigation report. The report was developed to assess the internal and external vulnerabilities the Kaua'i Island Utility Cooperative may face due to risks posed by natural hazards. The plan recognizes the importance of electric utilities and overall community resilience.

Lead Planner (2024)
Volusia County Environmental Management | Adaptation and Resilience Outreach Workshops
Ms. Tate led five trainings and workshops for local government staff and community members in Volusia County, FL. These engagements served to increase awareness and educate participants about the climate vulnerabilities and risks in the community. Additionally, participants were provided resources and trained on how to reduce risk and implement adaptation strategies.

Project Manager (2023 – 2024)
American Rivers | Washington State Nature-based Solutions Project Pipeline
Ms. Tate served as the Project Manager. During this project Ms. Tate worked with American Rivers to provide technical assistance to communities, non-profit organizations, and Tribes with limited capabilities and capacity. This project prioritized identifying nature-based solutions for flood risk reduction. This project was

completed with support from Washington Department of Ecology, Washington Emergency Management Division, and FEMA Region 10 through a Cooperating Technical Partners grant.

Project Manager (2023 – 2024)
Baltimore Department of Planning | 2023 Disaster Preparedness and Planning Project
Ms. Tate served as the Project Manager to update the City of Baltimore's Disaster Preparedness and Planning Project, which serves as the City's hazard mitigation plan. The plan is a climate-focused plan, which prioritizes the integration of climate action planning. The plan assesses flooding, coastal storms, severe storms, drought, extreme temperatures, earthquakes, soil movement, and human-caused hazards.

Planner (2023)
County of Hawai'i Planning Department | Policy Integration
Ms. Tate provided subject matter expertise to evaluate the county's ordinances, codes, and planning commission rules to identify opportunities to integrate resilience and floodplain management principles. This effort focused on providing recommendations to ensure compliance with Hawai'i Revised Statutes (HRS) §205A, Coastal Zone Management, as amended by Act 16 in 2021.

Deputy Project Manager (2022); Project Manager (2023)
California Office of Emergency Services | 2023 State of California Hazard Mitigation Plan
Ms. Tate served as the Deputy Project Manager to update the State of California's hazard mitigation plan. The Plan profiles thirty-four natural and human-caused hazards, with an emphasis on integrating equity considerations and climate change impacts into the risk assessment. The planning process utilizes a robust stakeholder engagement plan, which convenes nine working groups and one advisory group.

Deputy Project Manager (2022 – 2023)
West Virginia Emergency Management Division | 2023 State of West Virginia Hazard Mitigation Plan
Ms. Tate served as the Deputy Project Manager to update the State of West Virginia's hazard mitigation plan. The update focuses on providing a data-driven approach to assess risk and vulnerability. The plan will be developed to prioritize usability to ensure the plan is actionable.

Grant Writer (2023)
Tohopekaliga (Toho) Water Authority | Resilient Florida Grant
Ms. Tate aided in the development of the Buena Ventura Lakes Water Treatment Plant Flood Mitigation Improvements grant for submittal to the Resilient Florida Grant Program. The grant was awarded, and the Toho Water Authority received $1,529,187 to mitigate stormwater flooding onsite of a critical water treatment facility servicing 100,000 residents throughout Kissimmee, Poinciana, and unincorporated areas of Osceola County.

State Hazard Mitigation Officer/Branch Manager (2018-2021)
Maryland Department of Emergency Management
Ms. Tate led the State of Maryland's Hazard Mitigation Program overseeing the implementation of eight HMGP awards; closing four HMGP Disasters; successfully leading the State to receive 1 of 22 competitive FY20 BRIC awards; and championed the update of the State's 2021 Hazard Mitigation Plan. She was hands-on in every aspect of the grant management cycle for Disaster and Non-Disaster awards. Ms. Tate oversaw hazard mitigation planning for the entirety of the State, providing technical assistance and guidance for local multi-jurisdictional plans and training state staff for local mitigation plan reviews. Additionally, Ms. Tate served in several capacities to lead the State in building its resilience, including establishing partnerships with the Association of Climate Change Officers, the Netherlands Water Partnership, and the Nature Conservancy.

TETRA TECH

Dan Portman

Technical Editor

44 YEARS OF EXPERIENCE

Areas of Expertise

General and Technical Writing and Editing

Computer Graphics

Document Design and Production

Education

University of Washington, B.A., Communications

University of Notre Dame, B.S., Aerospace Engineering

EXPERIENCE SUMMARY

Dan Portman, Tetra Tech's technical editor and illustrator since 1992, applies his writing, editing and graphics skills to ensure that Tetra Tech documents are thorough and clear. Formerly an engineer and a newspaper reporter and editor, Dan develops documents that convey complex information in a way that is both technically correct and easily understood. He works with in-house staff, clients and subconsultants to produce effective, readable documents that meet client goals and company standards. He also creates original documents—based on analysis by professional staff—for clients who need products specially targeted to the general public. Dan produces public-involvement materials such as fact sheets, newsletters, and informational signs. Skilled in the use of a wide range of illustration software, he generates graphics for reports and presentations that present technical information in clean, simple images.

RELEVANT EXPERIENCE

Hazard Mitigation

Natural Hazard Mitigation Plan (2005) and Natural Hazard Mitigation Plan Update (2010), Snohomish County, WA

In 2005, Snohomish County, WA. got together with 12 cities and 30 special purpose districts within its borders to prepare a natural hazard mitigation plan. Snohomish County was one of the first jurisdictions in the country to prepare a hazard mitigation plan with so many participating partners under the recently adopted federal Disaster Mitigation Act. Tetra Tech, hired to prepare the 600-page document, established a two-volume format that has subsequently been used for many multi-jurisdiction hazard mitigation plans. Dan took submittals from the 43 agencies, including dozens of figures and hundreds of tables, and created a unified document to be submitted for state and federal approval. His efforts included editing to identify inconsistencies and establish a consistent tone, as well as developing a suitable document design for the many elements provided by the cities, districts and county. Five years later, the County hired Tetra Tech to update the plan, this time with 11 cities and 23 special purpose districts participating. Dan again integrated and edited the two-volume updated plan.

Nevada County Local Hazard Mitigation Plan Update (2023), Nevada County, CA

Tetra Tech prepared an update to a previous hazard mitigation plan for Nevada County, California, with planning partners including three cities and

five special purpose districts. The plan addresses avalanche, dam failure, drought, earthquake, extreme cold, extreme heat, flood, hazardous materials, landslide, volcano, wildfire, and winter storm

Schuylkill County Hazard Mitigation Plan (2024), Schuylkill County, PA
Tetra Tech prepared an update to a previous hazard mitigation plan for Schuylkill County, Pennsylvania, with planning partners including 67 municipalities. The plan addresses blight, dam failure, drought, flood, flash flood, ice jam, hazardous materials releases, hurricane, tropical storm, nor'easter, levee failure, subsidence, sinkhole, nuclear incident, pandemic, opioid addiction, radon exposure, tornado, windstorm, transportation accident, wildfire, and winter storm.

Sussex County Hazard Mitigation Plan Update (2024), Sussex County, NJ
Tetra Tech prepared an update to a previous hazard mitigation plan for Sussex County, New Jersey, with planning partners including 24 municipalities. The plan addresses dam failure, disease outbreak, drought, earthquake, flood, geological hazards, hazardous materials, hurricane, infestation, nor'easter, severe weather, severe winter weather, and wildfire.

Hawaii County Hazard Mitigation Plan (2024), Hawaii County, HI
Tetra Tech prepared an update to a previous hazard mitigation plan for Hawaii County, Hawaii. The plan addresses climate change/sea level rise, dam failure, drought, earthquake, flood, high surf/storm surge/coastal flood, high windstorms, landslide, tropical cyclone, tsunami, volcanic eruption, wildfire, and "other" hazards including community isolation, cyber attack, food supply, invasive species, mass events, and pandemic outbreak.

Broome County Hazard Mitigation Plan (2024), Broome County, NY
Tetra Tech prepared an update to a previous hazard mitigation plan for Broome County, New York, with planning partners including 23 municipalities. The plan addresses dam and levee failure, disease outbreak, drought, earthquake, extreme temperature, flood, invasive species, severe storm, severe winter storm, and wildfire.

Lancaster County Hazard Mitigation Plan (2024), Lancaster County, PA
Tetra Tech prepared an update to a previous hazard mitigation plan for Lancaster County, Pennsylvania, with planning partners including 57 municipalities and 25 special purpose districts. The plan addresses environmental hazards – gas and liquid pipelines, terrorism, winter storm, wildfire, hailstorm, pandemic and infectious disease, tornado, windstorm, environmental hazards – hazardous materials, substance use disorder and mental health, nuclear incident, drought and water supply deficiencies, invasive species, dam failure, and earthquake

Yates County Hazard Mitigation Plan (2024), Yates County, NY
Tetra Tech prepared an update to a previous hazard mitigation plan for Yates County, New York, with planning partners including nine municipalities. The plan addresses drought, epidemic, extreme temperatures, flood, harmful algal blooms, hazardous materials, landslide, severe storm, severe winter storm, transportation accidents, and utility failure.

Rockland County Hazard Mitigation Plan Update (2023), Rockland County, NY
Tetra Tech prepared an update to a previous hazard mitigation plan for Rockland County, New York, with planning partners including 23 municipalities. The plan addresses dam failure, disease outbreak, drought,

earthquake, extreme temperature, flood (riverine, ice jam, flash flood), landslide, severe storm, severe winter storm, and wildfire.

Seneca County Hazard Mitigation Plan (2024), Seneca County, NY

Tetra Tech prepared an update to a previous hazard mitigation plan for Seneca County, New York, with planning partners including 14 municipalities. The plan addresses dam failure, drought, earthquake, extreme temperature, flood, landslide, severe weather, and severe winter weather.

Armstrong County Hazard Mitigation Plan (2025), Armstrong County, PA

Tetra Tech prepared an update to a previous hazard mitigation plan for Armstrong County, Pennsylvania, with planning partners including 45 municipalities. The plan addresses dam failure, drought, earthquake, environmental hazards- hazardous materials release, environmental hazards – conventional wells, environmental hazards – unconventional wells, flood, flash flood, ice jam, invasive species, landslide, levee failure, pandemic and infectious disease, radon exposure, structural collapse, subsidence and sinkholes, terrorism, tornado, windstorm, transportation accident, utility interruption, wildfire, and winter storm.

Boise State University Hazard Mitigation Plan (2020), Boise, ID

Tetra Tech is working with Boise State University to develop the school's first stand-alone hazard mitigation plan, following two previous planning efforts in coordination with other jurisdictions. The new plan addresses the unique risks and needs that academic institutions face in hazard mitigation. Its purpose is to promote sound university policy designed to protect students, faculty, staff, citizens, critical facilities, infrastructure, intellectual property and the environment from natural and human-caused hazards. Hazard addressed in the new plan are active threat, air quality, civil unrest, cyberthreats and information technology threats, dam failure, earthquake, fire, flood, hazardous materials, power outage, public heath, and severe weather.

County of Hawaii Multi-Hazard Mitigation Plan (2019), Hawaii County, HI

Tetra Tech is preparing an update to a previous hazard mitigation plan for Hawaii County, Hawaii. Hazards to be addressed in the risk assessment include climate change/sea level rise, dam failure, drought, earthquake, flood, high surf/storm surge/coastal flood, high windstorms, landslide, tropical cyclone, tsunami, volcanic eruption, and wildfire.

Harris County Multi-Hazard Mitigation Action Plan (2019), Harris County, TX

Tetra Tech is preparing an update to a previous hazard mitigation plan for Harris County, Texas, with planning partners including 28 cities and 10 special purpose districts. Hazards under initial consideration for inclusion in the risk assessment include coastal erosion, dam or levee failure, drought, earthquake, energy pipeline failure, extreme heat, flooding, hail, hurricane and coastal storm, landslide, severe thunderstorm, sinkhole, subsidence, tornado, toxic release/hazardous materials, tsunami, wildfire, winter storm and freeze.

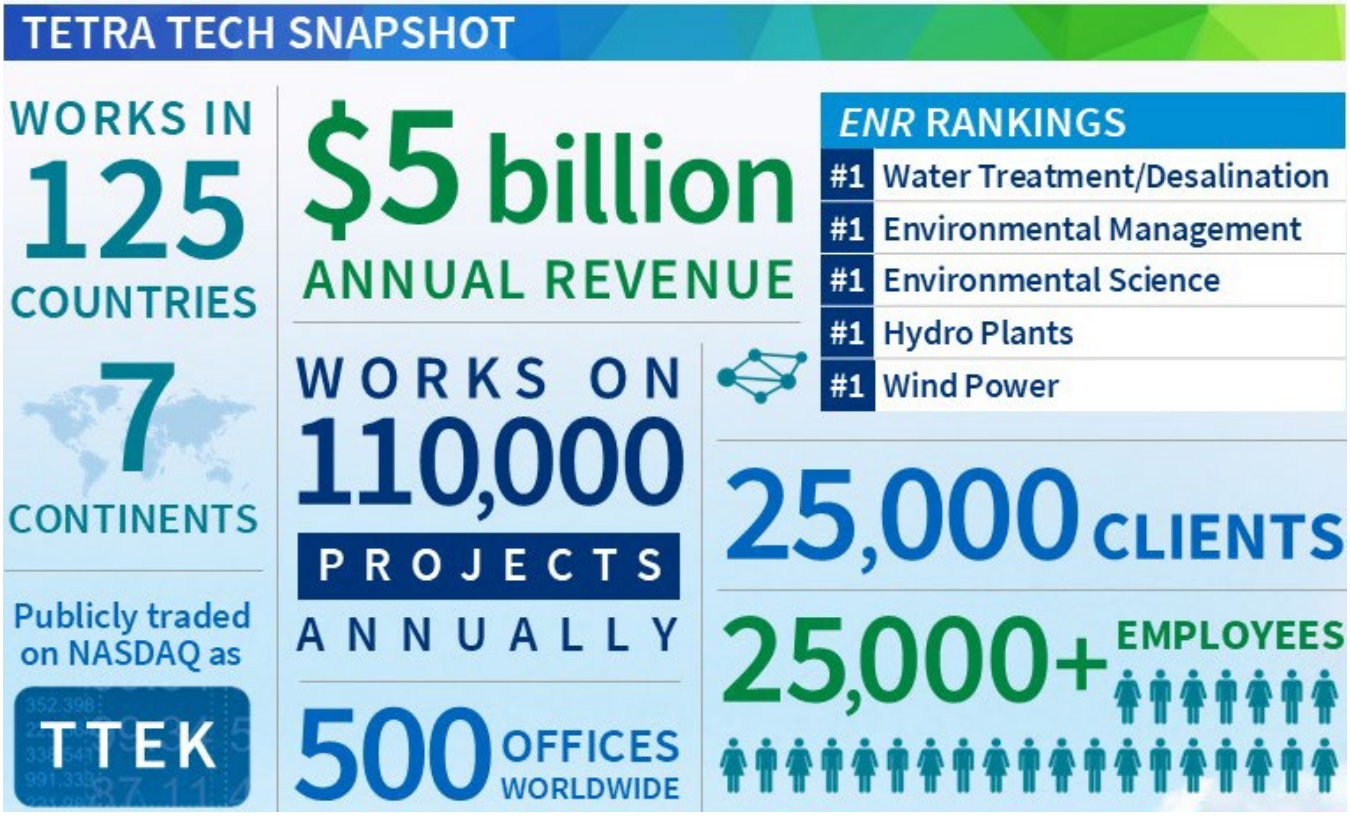
City of Pico Rivera Hazard Mitigation Plan (2019), Pico Rivera, CA

Tetra Tech updated a hazard mitigation plan for the City of Pico Rivera, California. The plan includes risk assessments for adverse weather, dam failure, drought, earthquake, flood, and climate change. It also addresses hazardous materials accidents, pipeline incidents, high occupancy urban fires, public health incidents, terrorism, transportation incidents, and special events.

Relevant Experience

Firm Overview

Tetra Tech, Inc. (Tetra Tech) is a leading provider of specialized management consulting and technical services, including hazard mitigation planning, emergency management planning, and risk assessments. Clients include a diverse base of public-sector and private sector organizations located throughout the United States and internationally. The company was founded in 1965 and became a publicly traded company (NASDAQ-TTEK) in 1991. The company's primary corporate office is located in Pasadena, California with local offices throughout New York State, including in Middletown, NY.



Our combined experience in hazard mitigation and resiliency planning provides a solid foundation for a multi-pronged approach to helping jurisdictions evolve into vibrant, resilient communities to address local planning challenges and to support economic vitality. Our approach is based on conducting an in-depth risk assessment to evaluate the vulnerability of a community's assets, including community lifelines, as well as a review of codes, plans, and regulations to integrate mitigation into each community's policy, plans, and processes to improve communities' abilities to implement mitigation and resiliency strategies effectively.

We also provide additional services directly associated with hazard mitigation. For example, we have helped develop Substantial Damage Response Plans under the FEMA Hazard Mitigation Technical Assistance Program (HMTAP) for communities, compiled BCAs for HMA grants, and provided technical guidance and assistance to communities seeking to enter or achieve higher ratings within the CRS program. For more than 15 years, we

have served as a mission support contractor for FEMA's advancement of Hazards U.S. (Hazus), the preferred software solution used to conduct risk assessments for hazard mitigation planning projects.

Tetra Tech's staff includes hundreds of emergency management practitioners, planners, and analysts. The depth of our resources and expertise to address a range of services helps our clients increase their resilience to the impacts of natural and human-caused events in their communities. With 25,000 employees in 500 offices in more than 125 countries on seven continents, Tetra Tech has the resources of a multi-billion-dollar company and can move at the speed of a 20-person office. Our capabilities include Hazard Mitigation Planning; Post-Disaster Recovery; FEMA Grant Application Development, Implementation, and Administration; Coastal Planning and Design; Architecture; Civil Engineering; Geotechnical Engineering; and Structural Engineering.

The following highlights our qualifications as national leaders in hazard mitigation planning, with New York-specific knowledge and experience.

Continuity from the 2021 HMP

As the author of the current Hazard Mitigation Plan, we understand the County's existing mitigation strategy, jurisdictional annexes, and prior FEMA/NYS DHSES comments, allowing us to focus on meaningful updates rather than recreating previous work.

Extensive New York Experience

Tetra Tech has completed or is currently updating more than 20 countywide Hazard Mitigation Plans across New York, giving our team deep familiarity with NYS DHSES expectations, MitigateNY, and local planning practices.

MitigateNY Implementation Experience

Our team has worked directly with NYS DHSES and AVAIL to develop plans within the MitigateNY platform, streamlining plan development, State review, and long-term maintenance.

Grant-Ready Mitigation Planning

We develop mitigation actions that are technically sound, implementable, and positioned to support future FEMA Hazard Mitigation Assistance funding opportunities.

Efficient FEMA & NYS Review

Our plans consistently satisfy FEMA and NYS DHSES requirements, reducing review cycles and helping counties maintain eligibility for federal mitigation funding.

Planning Through Implementation

Beyond planning, Tetra Tech supports FEMA Benefit-Cost Analyses, grant applications, project implementation, and grant management, helping clients move mitigation projects from concept to construction.

Hazard Mitigation Planning Experience

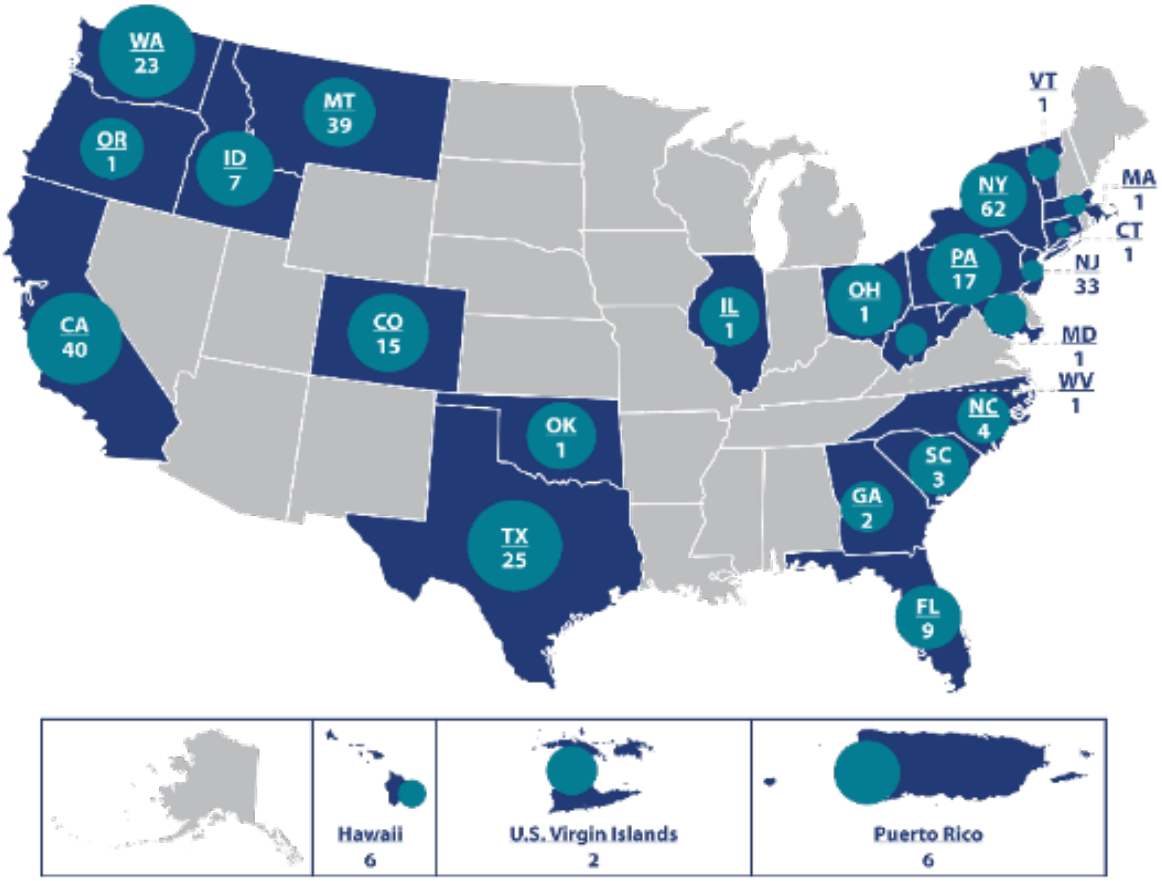
As a national leader in developing and implementing innovative hazard mitigation planning, community engagement, and risk-modeling projects, Tetra Tech has led single- and multi-jurisdictional hazard mitigation planning projects for a broad range of clients and environments, from highly urbanized to predominantly rural, from coastal plains to mountainous watersheds. **We have developed or updated 300+ HMPs supporting 3,100 jurisdictions, including universities, tribes, special districts, and over 2,800 municipalities.** We have extensive experience delivering the Disaster Mitigation Act of 2000 (DMA) and CRS-compliant plans nationwide.

Additionally, our team has conducted more than 2,000 BCAs to help over 100 clients seek over $2 billion in grant funding for projects related to flood, fire, earthquake, and landslides.

Tetra Tech Experience

- Successful record of leading the development of approved New York HMPs
- More than 100 planning professionals specializing in mitigation, resilience, and emergency management ready to support all aspects of plan finalization
- Project staff with first-hand experience working in New York with the AVAIL system and implementing effective stakeholder outreach
- Strong working relationship with FEMA Region 2

Exhibit 4: Tetra Tech Has Developed 300+ HMPs Nationwide



Our planning process has constantly evolved to address changes in federal and state plan development criteria and guidance appropriate for the variety of issues and interests engaging FEMA plan reviewers across the various FEMA regions. This experience translates into an efficient, cost-effective planning process and ultimately yields useful results and recommendations to meet the needs and interests of Cortland County.

Examples of Tetra Tech's HMP clients over the past 5 years include the following, with those located in FEMA Region 2 shown in bold. These projects demonstrate our ability to meet FEMA's most recent 2025 Local Planning Policy Guide as well as previous policy versions. These county-level plans demonstrate our ability to effectively manage multi-jurisdictional planning efforts and work with municipalities for stakeholder coordination, conducting capability and risk assessments, and developing mitigation actions.

- Armstrong County, PA HMP 2025
- **Burling County, NJ HMP 2024**
- **Cape May County, NJ HMP 2026**
- **Camden County, NJ 2022 HMP**
- City of Baltimore, MD HMP 2023
- City of Los Angeles, CA HMP 2024
- City/County of Honolulu, HI 2025 HMP
- Dauphin County, PA HMP 2025
- Del Norte County, CA HMP 2025
- Douglas County, CO HMP 2026
- Fort Bend County, TX HMP 2022
- Fulton County, PA HMP 2024
- **Gloucester County, NJ HMP 2022**
- Gwinnett County, GA HMP 2024
- Hawaii County, HI HMP 2024
- **Hudson County, NJ HMP 2025**
- **Hunterdon County, NJ HMP 2021**
- State of Iowa HMP 508-Compliance
- Lancaster County, PA HMP 2025
- Maui County, HI HMP 2025
- Metropolitan WDSC Local HMP
- **Mercer County, NJ HMP 2021**
- **Orleans County, NY HMP 2021**
- **Passaic County, NJ HMP 2025**
- Philadelphia, PA HMP 2026
- Schuylkill County, PA HMP 2024
- **Somerset County, NJ HMP 2025**
- Somerset County, PA HMP 2024
- Sonoma County, CA HMP 2026
- **State of New Jersey HMP 2024**
- **Sussex County, NJ HMP 2025**
- Westmoreland County, PA HMP 2025
- Nevada County, CA HMP 2023

Hazard Mitigation Planning Projects Performed in New York State

Tetra Tech has completed over 60 HMPs across New York State and has prepared countywide HMP updates in the Counties of Broome (2019, 2025), Jefferson (2025), Lewis (2020, 2025), Onondaga (2011, 2019), and Cayuga (2014, 2021). These plans have been developed in full accordance with the NYS DHSES planning standards and FEMA requirements. Tetra Tech's experience translates into an efficient, cost-effective planning process, resulting in HMPs designed to improve the ability of communities to effectively implement mitigation and resiliency strategies.

The following table summarizes Tetra Tech's hazard mitigation experience in New York State. For brevity, we have only listed HMP projects completed since 2021, with the inclusion of updates we completed for prior plans. Additional information is available upon request.

Exhibit 5: Hazard Mitigation Experience in New York State Since 2021

Plan Name	Client Name	HMP Year(s)	Link to plan, if available
Broome County HMP Update	Broome County Planning Department	2019, 2025	2024 Broome County Multi-Jurisdictional Hazard Mitigation Plan Update | Broome County

Plan Name	Client Name	HMP Year(s)	Link to plan, if available
Cattaraugus County HMP Update	Cattaraugus County Department of Public Works	2021, 2025	Explore the Plan - Cattaraugus County Hazard Mitigation Plan
Cayuga County HMP Update	Cayuga County Office of Emergency Management	2021	All Hazard Mitigation Plan | Cayuga County, NY
Chenango County HMP Update	Chenango County Department of Planning	2021, 2026 (in progress)	Hazard Mitigation Plan - 2026 | Chenango County, NY
Cortland County HMP Update	Cortland County Department of Emergency Response and Communications	2021	2021 Cortland County Multi-Jurisdictional All-Hazard Mitigation Plan
Dutchess County HMP Update	Dutchess County Department of Emergency Response	2026	N/A
Erie County HMP Update	Erie County Department of Homeland Security and Emergency Services	2022	2022 Erie County Hazard Mitigation Plan
Genesee County HMP Update	Genesee County Office of Emergency Management Services	2019, 2025	Explore the Plan - Genesee County Hazard Mitigation Plan Update
Herkimer County HMP Update	Herkimer County Office of Emergency Services	2024	N/A
Jefferson County HMP Update	Jefferson County Fire and Emergency Management	2025	Explore the Plan - Jefferson County Hazard Mitigation Plan
Lewis County HMP Update	Lewis County Planning and Community Development	2020, 2025	Lewis County, NY Hazard Mitigation Plan Update 2025
Livingston County HMP Update	Livingston County Planning Department	2022	Full-Livingston-County-NY-Hazard-Mitigation-Plan
Monroe County HMP Update	Monroe County Office of Emergency Management	2023	Monroe County, NY - Office of Emergency Management
Nassau County HMP Update	Nassau County Office of Emergency Management	2027 (in progress)	N/A
Town of New Castle, NY HMP Update	Town of New Castle Planning Division	2021	Microsoft PowerPoint - New Castle Cover_121820.pptx
Orleans County HMP Update	Orleans County Department of Planning	2021	Orleans County, NY
Otsego County HMP Update	Otsego County Planning Department	2021, 2026 (in progress)	Hazard Mitigation Plan
Putnam County HMP Update	Putnam County Bureau of Emergency Services	2021, 2027 (in progress)	2021 Putnam County Hazard Mitigation Plan Update

Plan Name	Client Name	HMP Year(s)	Link to plan, if available
Rockland County HMP Update	Rockland County Office of Fire and Emergency Services	2024	Explore the Plan - Rockland County Hazard Mitigation Plan
Seneca County HMP Update	Seneca County Office of Emergency Management	2025	Explore the Plan - Seneca County Hazard Mitigation Plan Update Seneca County 2024 HMP Update
Seneca Nation of Indians Tribal HMP Update	Seneca Nation Emergency Management Department	2026	N/A
Suffolk County HMP Update	Suffolk County Fire Rescue and Emergency Services	2021, 2026 (in progress)	N/A
Sullivan County HMP Update	Sullivan County Division of Planning, Community Development and Environmental Management	2026 (in progress)	N/A
Tompkins County HMP Update	Tompkins County Planning and Economic Development	2021	Climate Adaptation and Resiliency | Tompkins County
Ulster County HMP Update	Ulster County Department of Emergency Services	2024	Final Plan | Ulster County Hazard Mitigation Plan
Warren County HMP Update	Warren County Soil and Water Conservation District/Warren County Office of Emergency Services	2023	Vol I: _Warren County HMP_V1_final.pdf; Vol II: warrencountyny.gov/sites/default/files/ems/docs/_Warren CountyHMP_V2_final.pdf; and Appendices: warrencountyny.gov/sites/default/files/ems/docs/_Warren_2023_HMP_Appendices_final.pdf
Washington County HMP Update	Washington County Department of Public Safety	2026 (in progress)	N/A
Westchester County HMP Update	Westchester County Department of Emergency Services	2021	Hazard Mitigation Plan | Hazard Mitigation Plan
Wyoming County HMP Update	Wyoming County Office of Emergency Services	2021, 2027 (in progress)	2021 Hazard Mitigation Plan
Yates County HMP Update	Yates County Office of Emergency Management	2018, 2025	Explore the Approved Plan - Yates County Hazard Mitigation Plan Update

Experience Using MitigateNY Platform

Tetra Tech's knowledge and experience with the MitigateNY platform is grounded in direct collaboration with NYS DHSES and the development team at AVAIL. Our team brings both platform fluency and on-the-ground planning experience, fostering a seamless, compliant, and user-friendly planning process for Cortland County.

Direct Platform Use Experience

Tetra Tech's proposed staff for this project offers insight into the MitigateNY platform, **currently using the platform for ongoing HMP projects such as the 2026 Sullivan County HMP and the 2027 Wyoming County HMP.** Our team understands the design and structure of MitigateNY to meet FEMA's mitigation planning standards while promoting user-friendly navigation for local and state stakeholders. Our planners are able to guide the alignment of platform functionality with federal and state policy goals, making Tetra Tech one of the most knowledgeable practitioners in the State on MitigateNY's full capabilities. This hands-on experience means that Cortland County will benefit from a team that knows how to efficiently navigate, populate, and optimize the platform for successful plan submission.

Integration with Local Hazard Mitigation Plan (LHMP) Proposed Action Database

Tetra Tech is also highly proficient in utilizing the LHMP Proposed Action Database, an integral component of the MitigateNY system. **Our planning staff partnered with NYS DHSES to pilot this database and are deeply familiar with its structure, data fields, and formatting requirements.** The mitigation actions developed during Cortland County's planning process will align seamlessly with State and FEMA expectations, supporting both regulatory compliance and ease of funding application. We continue to collaborate closely with NYS DHSES as the platform and its tools evolve.

Technical Support and Partner Guidance

Recognizing that jurisdictions vary in their comfort with digital tools, Tetra Tech provides tailored support to planning participants to assist them in engaging effectively with MitigateNY. **We offer pre-populated annexes, guidance, and direct troubleshooting assistance throughout the process.** Our QA/QC protocols are structured to produce a final plan that clearly aligns its contents with state and federal requirements, minimizing delays during State and FEMA review. This hands-on guidance helps build local capacity while reducing the administrative burden on County staff and participating municipalities.

Tetra Tech's experience with the MitigateNY platform offers Cortland County significant value by streamlining plan development and review cycles through our familiarity with platform requirements and common challenges. Our team will seamlessly integrate key state and federal resources—such as the 2023 NYS Climate Impact Assessment and 2024 Extreme Heat Action Plan—directly into the HMP update. Additionally, we will enhance the County's alignment with funding opportunities, as MitigateNY is closely tied to both New York State and FEMA HMA grant application processes. With a leadership role in the platform's development and deployment, Tetra Tech is uniquely positioned to support Cortland County in delivering a fully compliant, efficient, and future-ready HMP that meets regulatory expectations and maximizes long-term community resilience.

References

Tetra Tech has provided references for similar services on the following pages. Letters of reference have been provided at the end of this section.

Sullivan County Hazard Mitigation Plan Update

Tetra Tech collaborated with Sullivan County to update the County's Hazard Mitigation Plan (HMP), marking our first hazard mitigation planning engagement with the County. The project includes close coordination with Sullivan County and its 22 participating municipalities, with a focus on updating the hazards identified by the Planning Partnership.

To guide the planning process, Tetra Tech convened a Steering Committee composed of representatives from a variety of agencies, including the County's Division of Public Safety, Division of Public Works, Division of Community Resources, Soil and Water Conservation District, Office of Sustainable Energy, and other County entities. In addition, Tetra Tech assisted in establishing the Sullivan County HMP Planning Partnership, which includes members of the Steering Committee along with representatives from every municipality within the County.

Working collaboratively with the County and its towns and villages, Tetra Tech compiled jurisdiction-specific information into individual jurisdictional annexes within the HMP. These annexes document each jurisdiction's unique mitigation priorities and implementation strategies, ensuring local needs and capabilities are reflected throughout the plan.

Client
Sullivan County Division of Planning, Community Development and Environmental Management

Location
Monticello, NY

Duration
May 2025–Ongoing

Reference Contact
Heather Brown, Commissioner
100 North Street
Monticello, NY 12701
(845) 807-0527
Heather.brown@sullivanny.gov

Although the project is currently in progress, several significant milestones have already been achieved. The planning process established strong stakeholder coordination and engagement, fostering consensus among partners while strengthening local capacity for mitigation planning. Through ongoing outreach and collaboration, the project aligned with existing initiatives and identified new mitigation actions that position the County for future grant opportunities. Public awareness was enhanced through a combination of in-person and virtual meetings, providing municipal officials and residents with valuable information about hazard mitigation, the planning process, and the risks posed by both natural and human-caused hazards.

The plan also incorporates updated hazard and vulnerability data, resulting in an enhanced risk assessment that supports informed decision-making and prioritization of mitigation investments. This effort includes leveraging geospatial datasets and mapping resources to visualize risk and inform mitigation strategies throughout the County.

A unique aspect of the project is the integration of the State of New York's MitigateNY platform, a digital environment for both State and County Hazard Mitigation Plans. Through coordination with the New York State Division of Homeland Security and Emergency Services (NYS DHSES) and AVAIL, Tetra Tech transposed the

written HMP into this digital platform. MitigateNY serves as a centralized, user-friendly online resource that provides data, tools, and guidance to help communities reduce natural hazard risks and build long-term resilience. Upon completion, the project will position Sullivan County to strengthen its long-term resilience, pursue future funding opportunities, and maintain compliance with federal mitigation planning requirements. The collaborative planning process and resulting deliverables will provide a strong foundation for ongoing risk reduction and community preparedness.

Chenango County Hazard Mitigation Plan Update

Tetra Tech collaborated with Chenango County to update the County's Hazard Mitigation Plan (HMP), marking our second hazard mitigation planning engagement with the County. The update process involved close coordination with Chenango County and its 29 participating municipalities, with a focus on updating the hazards identified by the Planning Partnership.

To guide the planning process, Tetra Tech convened a Steering Committee composed of representatives from a variety of agencies, including the County's Office of Emergency Services, Department of Public Works, Health Department, Soil and Water District, the Town of Pitcher, and other County entities. In addition, Tetra Tech assisted in establishing the Chenango County HMP Planning Partnership, which included members of the Steering Committee along with representatives from every municipality within the County.

Client
Chenango County Planning and Development Department

Location
Norwich, NY

Duration
June 2025–Ongoing

Reference Contact
Shane H. Butler, Director
5 Court Street,
Norwich, NY 13815
(607) 337-1640
shaneb@co.chenango.ny.us

Working collaboratively with the County and its towns and villages, Tetra Tech compiled jurisdiction-specific information into individual jurisdictional annexes within the HMP. These annexes documented each jurisdiction's unique mitigation priorities and implementation strategies, ensuring that local needs and capabilities were accurately reflected throughout the plan.

The project achieved several significant milestones. Strong stakeholder coordination and engagement fostered consensus among partners while strengthening local capacity for mitigation planning. Through ongoing outreach and collaboration, the planning process aligned with existing initiatives and identified new mitigation actions that position the County for future grant opportunities. Public awareness was enhanced through a combination of in-person and virtual meetings, providing municipal officials and residents with valuable information about hazard mitigation, the planning process, and the risks posed by both natural and human-caused hazards.

The updated plan incorporated current hazard and vulnerability data, resulting in an enhanced risk assessment that supports informed decision-making and prioritization of mitigation investments. This effort included leveraging geospatial datasets and mapping resources to visualize risk and inform mitigation strategies across the County.

The project focuses on timely FEMA approval and formal local adoption, ensuring the County's continued eligibility for federal funding programs, including the Building Resilient Infrastructure and Communities (BRIC) program, the Hazard Mitigation Grant Program (HMGP), and Flood Mitigation Assistance (FMA).

Overall, the project has positioned Chenango County to strengthen its long-term resilience, pursue future funding opportunities, and maintain compliance with federal mitigation planning requirements. The collaborative planning process and resulting deliverables provide a strong foundation for ongoing risk reduction and community preparedness.

Genesee County Hazard Mitigation Plan Update

Tetra Tech collaborated with Genesee County to update the County's HMP. This project marked Tetra Tech's second engagement with the County, having previously updated the plan in 2019. The project includes coordinating with the County, as well as the 21 participating municipalities, and focusing on updating the hazards identified by the planning team.

Client
Genesee County Office of Emergency Management

Location
Batavia, NY

Duration
August 2023–December 2025

Reference Contact
Tim Yaeger, Director Office of Emergency Management
7690 State St. Rd.,
Batavia, NY 14020
(585) 344-0078
tim.yaeger@geneseeny.gov

The plan incorporated updated hazard and vulnerability data, delivering an enhanced risk assessment that supports informed decision-making and prioritization of mitigation investments. This included leveraging geospatial datasets and mapping resources to visualize risk and guide mitigation strategies.

Tetra Tech conducted a set of municipal support meetings with municipal officials to collect more information to feed the planning process, and to answer any questions they had. Tetra Tech updated the county's risk assessment, profiling natural and man-made hazards that affect the county and its jurisdictions. While HMPs are not required to address man-made hazards, Tetra Tech includes these hazards in HMPs to help jurisdictions mitigate risks presented by all hazards. Tetra Tech and the county worked in-person and remotely with each jurisdiction to collect information on the hazards that affect them, their capabilities to conduct hazard mitigation activities, and mitigation actions to include in the updated HMP.

To enhance the tracking and monitoring of the overall mitigation strategy, Tetra Tech updated the State of New York's Hazard Mitigation Database. This assisted Genesee County in effectively monitoring and reporting progress on mitigation actions.

In this project, we have collaborated with the County to strategically identify opportunities that build upon our previous efforts while ensuring the effective utilization of County resources. The Genesee County HMP can be viewed on the Genesee County Hazard Mitigation Plan webpage.

HEATHER BROWN
COMMISSIONER

HEATHER JACKSY
DIRECTOR OF PLANNING

TELEPHONE: (845) 807-0527
EMAIL: PLANNING@SULLIVANNY.GOV
WEBSITE: WWW.SULLIVANNY.GOV

DIVISION OF PLANNING, COMMUNITY DEVELOPMENT & ENVIRONMENTAL MANAGEMENT

SULLIVAN COUNTY GOVERNMENT CENTER
100 NORTH STREET ▪ PO BOX 5012 ▪ MONTICELLO, NEW YORK 12701

June 19, 2026

Jonathan Burgiel
Business Unit President
2301 Lucien Way, Ste. 120
Maitland, FL 32751

RE: Letter of Reference for Tetra Tech

To Whom It May Concern:

Sullivan County is pleased to provide a reference letter for Tetra Tech, Inc., the firm that supported Sullivan County's Hazard Mitigation Plan (HMP) update, which started May 12, 2025 and is currently in State review. This goal of this project is to prepare and develop an updated Multi-Jurisdictional Hazard Mitigation Plan for submittal and approval to the New York State Division of Homeland Security and Emergency Services (NYS DHSES) and Federal Emergency Management Agency (FEMA).

Tetra Tech became involved after winning a competitive RFP process. This involvement with Tetra Tech marks the first time the firm prepared and developed an updated HMP for the County. During the course of this project, Tetra Tech has maintained active communication with County representatives, facilitated meetings and recorded participation, fostered relationships with local jurisdictions, developed materials to engage the public and stakeholders, and excelled in providing guidance and direction for plan development. Tetra Tech continues to work closely with Sullivan County, NYS DHSES, and AVAIL (Albany Visualization and Informatics Lab) to ensure the County's HMP is properly integrated into the MitigateNY platform. To further support the County's HMP, Tetra Tech is providing a supplemental written version of the plan. This provides invaluable information to the Sullivan County and its local jurisdictions so that we can maintain an active HMP and be eligible for funding through FEMA's Hazard Mitigation Assistance grant opportunities.

The Tetra Tech team has been incredibly responsive throughout the project. They have easily adapted to scope changes throughout the process and were flexible with availability to assist the County's 22 local jurisdictions in ensuring their annexes meet State and FEMA requirements. The personnel we continue to engage with are professional, attentive to detail, and meticulous at engaging with the public, stakeholders, and participating jurisdictions. Namely, Jessica Stokes and Emily Vassallo, the Project Manager and Planner with Tetra Tech, respectively, fostered relationships with the local jurisdictions and, through a combination of in-person and virtual

meetings, developed attainable and meaningful mitigation strategies for each jurisdiction, including the County. Both individuals provided a wealth of knowledge in relation to hazard mitigation, sustainability practices, and the emergency management cycle.

As the team assigned continues to perform an exceptional job and provide the services above and beyond my expectations, I highly recommend the firm to any entity seeking Hazard Mitigation Planning services.

Sincerely,

Heather Brown, Commissioner
Sullivan County Division of Planning, Community Development & Environmental Management

CHENANGO COUNTY DEPARTMENTS OF
PLANNING AND DEVELOPMENT &
LT. WARREN E. EATON AIRPORT (OIC)

Shane H. Butler, Director of Planning & Airport Admin
Matt Gladstone, Planner
Allison Yacano, Senior Planner
Frank Turner, Airport Operations

COB - Room 209, 5 Court Street, Norwich, NY 13815 Phone: (607) 337-1640 Fax: (607) 336-6551

June 17, 2026

Jonathan Burgiel
Business Unit President
2301 Lucien Way, Ste. 120
Maitland, FL 32751

RE: Letter of Reference for Tetra Tech

To Whom It May Concern,

Chenango County is pleased to provide a reference letter for Tetra Tech, Inc., the firm that supported Chenango County's Hazard Mitigation Plan (HMP) update, which started June 4, 2025 and is currently approaching State and FEMA review. The goal of this project was to prepare and develop an updated Multi-Jurisdictional Hazard Mitigation Plan for submittal to the New York State Division of Homeland Security and Emergency Services (DHSES).

Tetra Tech became involved after winning a competitive RFP process. This involvement with Tetra Tech marks the third time the firm prepared and developed an updated HMP for the County. During the course of this project, Tetra Tech maintained active communication with County representatives, facilitated meetings and recorded participation, fostered relationships with local jurisdictions, developed materials to engage the public and stakeholders, and excelled in providing guidance and direction for plan development. This provided invaluable information to Chenango County and its local jurisdictions so that we could maintain an active HMP and remain eligible for funding through FEMA's Hazard Mitigation Assistance Grant opportunities.

The Tetra Tech team was incredibly responsive throughout the project. They easily adapted to scope changes throughout the process. The personnel we engaged with were professional, attentive to detail, and meticulous at engaging in the necessary parties. Namely, Emily Vassallo, a planner with Tetra Tech, worked directly with not just the County, but also with each of the 28 local jurisdictions. Emily fostered wonderful relationships with the local jurisdictions and, through active engagement and conversation, developed attainable and feasible mitigation strategies for each jurisdiction, including the County.

As the team assigned did an exceptional job and provided services above and beyond my expectations, I highly recommend the firm to any entity seeking Hazard Mitigation Planning services.

If you have any questions or would like any further information, please do not hesitate to reach out to me via email at shaneb@chenangocountyny.gov, or via phone at (607) 337-1640.

Sincerely,

Shane H. Butler, Director of Planning & Airport Administrator
Chenango County Department of Planning and Development
Chenango County – Lt. Warren E. Eaton Airport (OIC)

GENESEE COUNTY OFFICE OF EMERGENCY MANAGEMENT

7690 State Street Road, Batavia, New York 14020
Phone: (585)344-0078 24/7 Emergency Contact: (585)343-3311 Fax: (585)345-3098

7.7.2026

Jonathan Burgiel
Business Unit President
2301 Lucien Way, Ste. 120
Maitland, FL 32751

RE: Letter of Reference for Tetra Tech

To Whom It May Concern:

Genesee County is pleased to provide a reference letter for Tetra Tech, Inc., the firm that supported Genesee County's Hazard Mitigation Plan (HMP) update, which started August 3, 2023 and concluded on May 31, 2026. This goal of this project was to prepare and develop an updated Multi-Jurisdictional Hazard Mitigation Plan for submittal and approval to the New York State Division of Homeland Security and Emergency Services (NYS DHSES) and Federal Emergency Management Agency (FEMA).

Tetra Tech became involved after winning a competitive Request for Proposals (RFP) process. This involvement with Tetra Tech marks the second time the firm has prepared and developed an updated HMP for the County. During the course of this project, Tetra Tech maintained active communication with County representatives, facilitated meetings and recorded participation, fostered relationships with local jurisdictions, developed materials to engage the public and stakeholders, and excelled in providing guidance and direction for plan development. This provided invaluable information to the Genesee County and its local jurisdictions so that we could maintain an active HMP and remain eligible for funding through FEMA's Hazard Mitigation Assistance grant opportunities.

The Tetra Tech team was incredibly responsive throughout the project. They easily adapted to scope changes throughout the process and were flexible with availability to assist the County's 21 local jurisdictions in ensuring their annexes met State and FEMA requirements. The personnel we engaged with were professional, attentive to detail, and meticulous at engaging in the necessary parties. Namely, Jessica Stokes and Emily Vassallo, the Project Manager and Planner with Tetra Tech, respectively, fostered relationships with the local jurisdictions and, through a combination of in-person, hybrid, and virtual meetings, developed realistic mitigation strategies for each jurisdiction, including the County. Both individuals provided a wealth of knowledge in relation to hazard mitigation, sustainability practices, and the emergency management cycle.

As the team assigned did an exceptional job and provided services above and beyond my expectations, I highly recommend the firm to any entity seeking Hazard Mitigation Planning services.

Sincerely,

Timothy Yaeger, Director
Genesee County Office of Emergency Management
7690 State Street Road,
Batavia, NY 14020

Detailed Cost Proposal

Tetra Tech proposes performing the scope of work on a **firm fixed price basis** for an amount **not to exceed $112,530.00.**

Exhibit 6: Cost Proposal

Task	Cost
Task 1: Organize the Planning Effort	$53,540.00
Task 2: Profile the Community and Existing Conditions	$2,555.00
Task 3: Select, Profile, and Evaluate Impacts of Hazards of Concern	$24,225.00
Task 4: Capability Assessment and Resources Integration	$4,480.00
Task 5: Mitigation Strategy and Actions and Plan Integration	$7,505.00
Task 6: Implementation and Plan Maintenance	$570.00
Task 7: Draft Plan	$17,465.00
Task 8: Plan Adoption	$2,190.00
TOTAL	**$112,530.00**

Cost Assumptions

This proposal is based on our current understanding of the project. Revisions will be subject to a mutual agreement on the final work scope/schedule and other technical/management requirements desired by the County. The final approved proposal will be part of the resulting contract or purchase order by reference or incorporated as an attachment. The costs in this proposal are based on the following cost assumptions:

- **Contract Terms & Conditions:** Tetra Tech assumes performance of the work under mutually agreeable contractual terms and conditions. Tetra Tech is performing services that will exercise the degree of skill, care, and diligence consistent with customarily accepted good practices and procedures at the time and location and for the type of services performed. Neither Tetra Tech nor the County will be responsible for delay that is:
    - Due to causes outside their control.
    - Not due to fault or negligence.
    - Not reasonably foreseeable or, if foreseeable, not able to be avoided by the exercise of reasonable efforts.
- **Project Lead:** The County will establish a Project Lead who will work with Tetra Tech to address administrative and financial aspects of the project in coordination with Tetra Tech's project manager.
- **Period of Performance:** Tetra Tech's proposed schedule is based on a Notice to Proceed no later than September 14, 2026. Should the schedule materially change during the period of performance, Tetra Tech may be entitled to equitable adjustments in schedule, price, or both.
- **Invoicing:** County will be invoiced monthly. Invoice payment terms are net 30 days.
- **Data Collection:** At the onset of the project, Tetra Tech will provide the County with a specific list of data needs required for the development of the HMP. The County will provide as much of this data as possible to Tetra Tech at the start of this project or facilitate obtaining the needed data from local agencies/departments to maintain the project schedule. This data includes relevant planning documents and GIS shapefiles/geodatabases, including buildings, assessed values/replacement costs,

state-owned/leased/occupied facilities, critical facilities, and infrastructure from the 2021 HMP effort (or more recent), and recent and projected new development.
    - Tetra Tech's proposed scope and budget include developing a critical facility inventory for the planning area. Tetra Tech will accept spatial data that the County may already have, either from the current HMP or as part of their GIS inventory, that may be used for the critical facility inventory.
    - Tetra Tech assumes the County has documentation of mitigation projects that were implemented in the past.
    - Tetra Tech will provide the County with the GIS datasets (shapefile or geodatabase format) generated for this project. If Tetra Tech needs to develop GIS and other spatial datasets, these datasets will be created at accuracy levels suitable for analysis and presentation required to meet the requirements of DMA 2000 planning. Datasets will only be created if Tetra Tech is provided a spreadsheet with geographic coordinates, from which the GIS dataset can be created.
    - Tetra Tech assumes that digital floodplain mapping is readily available in formats suitable for direct incorporation and analysis using Hazus and that this mapping will be provided to Tetra Tech at no charge.
- **Accuracy:** Tetra Tech will rely on information furnished by other parties in performing its services under this project. In relying on such information, Tetra Tech will strive to provide the best level of accuracy; however, Tetra Tech does not assume an obligation to investigate or independently verify the accuracy or completeness of such information.
- **Meetings:**
    - The County will provide a meeting venue for in-person meetings.
    - Tetra Tech will not provide translation services for meeting activities.
- **Data Security:** Tetra Tech is not responsible for the security, privacy, compliance, and updates of software and data maintained by third-party providers (i.e., Esri, Microsoft, etc.). Esri is responsible for data security, privacy, and compliance for their software.
- **Section 508 Compliance:** Esri products are voluntarily evaluated for accessibility under Section 508 of Rehabilitation Act (29 U.S.C. 794d). Tetra Tech cannot ensure compliance with Section 508 standards when using Esri or other State-provided products to build web mapping applications and tools; in addition, the team cannot ensure compliance with other State standards. Most Esri tools such as Survey 123, StoryMaps, and dashboarding offer some compliance with alternative text for images, contrasting colors, meaningful sequences. However, mapping components may not have alternative texts or keyboard focus.
- **Deliverables:**
    - Tetra Tech will develop the plan in the MitigateNY platform. Tetra Tech assumes DHSES and AVAIL will be available to troubleshoot technical difficulties with the platform.
    - Throughout the planning process, the CPG will be expected to review HMP-related material and provide feedback within two weeks of delivery. Feedback will be provided in MS Word tracked changes, with reviewers' comments consolidated and adjudicated into one edited document by the Project Lead.
    - Tetra Tech understands that comments on the draft and final documents may be made by participants or others throughout the process. One round of comments is included in the provided scope and budget. Tetra Tech will make every reasonable attempt to address these

comments. However, in the interest of schedule and budget, it will remain the discretion of Tetra Tech to consider and address comments made after mutually agreed-upon review and response deadlines.

- Tetra Tech has assumed no costs for translation services of the final plan.

Validity: This proposal is valid for a period of 90 days. This proposal is based on our current understanding of the project.

Required Certifications and Insurance Documentation

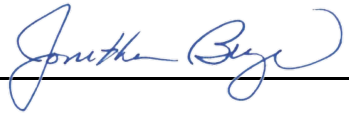
In the normal course of business, Tetra Tech, Inc. is subject to certain claims and lawsuits typically filed against the engineering and consulting professions, including workers' compensation, personal injury and other similar lawsuits. Tetra Tech maintains insurance coverage for its business and operations, subject to certain deductibles and policy limits against such claims. As described in Tetra Tech's most recent quarterly and annual reports filed with the U.S. Securities and Exchange Commission, Tetra Tech believes that the resolution of any such claims will not have a material effect on its financial position or results of operations. Tetra Tech is not currently a party to, and has not been a party to, any claim, controversy, legal dispute litigation, or other related legal matter where the basis of the claim involves the same or similar services as those referenced in this Request for Proposal. As such, Tetra Tech certifies that Tetra Tech has:

- no current claims, arbitrations, administrative hearings, mediations and lawsuits related to emergency management planning services; and
- no pending lawsuits related to emergency management planning services; and
- no judgements from lawsuits related to emergency management planning services within the last five (5) years.

Tetra Tech has provided required certifications and insurance documentation on the pages below.

ADDENDA ACKNOWLEDGMENT FORM
Submit with Bid

BIDDER acknowledges receipt of the following addenda (as applicable):

Addendum No. 1 	Dated July 10, 2026
Addendum No. 2	Dated
Addendum No. 3	Dated
Addendum No. 4	Dated
Addendum No. 5	Dated
Addendum No. 6	Dated
Addendum No. 7	Dated
Addendum No. 8	Dated
Addendum No. 9	Dated
Addendum No. 10	Dated

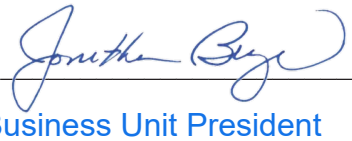
Tetra Tech, Inc.
(Name of Bidder)

By: Jonathan Burgiel

Title: Business Unit President

EXHIBIT A – ACKNOWLEDGEMENT AND AGREEMENT TO COMPLY WITH STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS (APPENDIX A)

I hereby acknowledge that I have read, understand and agree to comply with the terms as outlined in Appendix A – Standard Clauses for New York State Contracts. Failure to comply may result in immediate termination of this agreement with potential legal recourse by the County.

Signed:  Date: July 16, 2026

Title: Business Unit President

EXHIBIT F – QUALIFICATION QUESTIONNAIRE

All vendors must complete this questionnaire in order to be included in the evaluation of the proposals. The information supplied will enable the County to determine whether or not the vendor has adequate personnel and facilities to properly perform the work.

1. Facility Name and Physical Address: Tetra Tech, Inc.
   10 Brown Rd. Ithaca, NY 14850
2. Normal Operating Hours:
   a. Weekdays 8 am to 5 pm
   b. Saturdays 8 am to 5 pm
   c. Sundays 8 am to 5 pm
   d. Holidays 8 am to 5 pm
3. Number of Years in Business: 60 Years
4. Firm History (attach additional pages as necessary):
   Please see Section: Relveant Experience, Subsection Firm Overview on page 34.
5. Number of employees on your payroll: 25,000
6. Do any of your employees have any other special certifications or rating? Yes / No
   If yes, specify: _____
7. Do you have any special equipment that is available to service the County RFP? Yes / No
   If yes, specify: _____
8. What is the overall size of your facility? Our disaster recovery unit employs more than 250 full time staff.
9. Do you have a locked, fenced and secured storage area? Yes / No
10. How far in advance must appointments be scheduled? Our project manager will respond in 24 hours or less.
11. In case of emergency, will you accommodate the County with same day services when possible?
    Yes / No
12. Shop Distance from 60 Central Avenue, Cortland, NY 25 miles

In submitting this proposal, it is understood that the unrestricted right is reserved by the County in making the award to reject any and all proposals or parts thereof, or to waive any informalities or technicalities in said bids. The undersigned hereby certifies that this bid is genuine, and not a sham or collusive, or made in the interest or in behalf of any person, firm or corporation not herein named; that the undersigned has not directly or indirectly induced or solicited any bidder to refrain from bidding, and that the undersigned has it, in any manner, sought by collusion to secure for himself and advantage over any another bidder.

Jonathan Burgiel — PRINT NAME

Jonathan Burgiel — SIGNATURE (Must be 50% Company Owner)

Business Unit President — TITLE

July 10, 2026 — DATE

CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
09/17/2025

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

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

PRODUCER Aon Risk Insurance Services West, Inc. Los Angeles CA Office 707 Wilshire Boulevard Suite 2600 Los Angeles CA 90017-0460 USA	**CONTACT NAME:** **PHONE (A/C. No. Ext):** (866) 283-7122 **FAX (A/C. No.):** (800) 363-0105 **E-MAIL ADDRESS:**
INSURED Tetra Tech, Inc. 3475 E. Foothill Boulevard Pasadena, CA 91107 USA	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A:** Safety National Casualty Corp / 15105 **INSURER B:** American International Group UK Ltd / AA1120187 **INSURER C:** Allied World Surplus Lines Insurance Co / 24319 **INSURER D:** **INSURER E:** **INSURER F:**

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR X X, C, U Coverage GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC OTHER:			GL6676804	10/01/2025	10/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$2,000,000 $1,000,000 $10,000 $2,000,000 $4,000,000 $4,000,000
A	**AUTOMOBILE LIABILITY** X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			CA 6676805	10/01/2025	10/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$5,000,000
B	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** CLAIMS-MADE DED X RETENTION $100,000			62785232	10/01/2025	10/01/2026	EACH OCCURRENCE AGGREGATE	$5,000,000 $5,000,000
A A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		LDC4068970 AOS PS4068969 WI	10/01/2025 10/01/2025	10/01/2026 10/01/2026	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT	 $1,000,000 $1,000,000 $1,000,000
C	Professional Liability and Contractor's Pollution Liability			03120276 Prof/Poll-Claims Made Cov SIR applies per policy terms & conditions	10/01/2025	10/01/2026	Each Claim Aggregate	$5,000,000 $5,000,000

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

CERTIFICATE HOLDER

Evidence of Insurance

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Aon Risk Insurance Services West, Inc.

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W-9

Tetra Tech has provided a copy of the firm's W-9 on the following page.

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Tetra Tech, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☑ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

3475 East Foothill Boulevard

6 City, state, and ZIP code

Pasadena, CA 91107

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

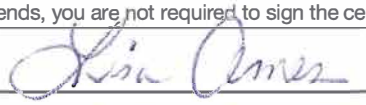
9	5	–	4	1	4	8	5	1	4

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person**  **Date** January 1, 2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

NYS Certificate of Authority

Tetra Tech has provided a copy of the firm's NYS Certificate of Authority on the following page.

STATE OF NEW YORK

DEPARTMENT OF STATE

Certificate of Status

I, ROBERT J. RODRIGUEZ, Secretary of State of the State of New York and custodian of the records required by law to be filed in my office, do hereby certify that upon a diligent examination of the records of the Department of State, as of the date and time of this certificate, the following entity information is reflected:

Entity Name:	TETRA TECH, INC.
DOS ID Number:	1671422
Entity Type:	FOREIGN BUSINESS CORPORATION
Entity Status:	AUTHORIZED
Date of Initial Filing with DOS:	10/07/1992
Statement Status:	CURRENT
Statement Due Date:	10/31/2024

No information is available from this office regarding the financial condition, business activity or practices of this entity.

WITNESS my hand and official seal of the Department of State, at the City of Albany, on April 19, 2023 at 04:51 P.M.

ROBERT J. RODRIGUEZ, Secretary of State

By Brendan C. Hughes
Executive Deputy Secretary of State

Authentication Number: 100003342693 To Verify the authenticity of this document you may access the Division of Corporation's Document Authentication Website at http://ecorp.dos.ny.gov

MWBE Certification

Tetra Tech is not an MWBE certified firm.

Non-Collusive Bidding Certification

Tetra Tech has provided a copy of the firm's Non-Collusive Bidding Certification on the following page.

EXHIBIT C - NON COLLUSIVE BIDDING CERTIFICATE REQUIRED BY SECTION 139-D OF THE STATE FINANCE LAW

Section 139D, Statement of Non-Collusion in bids to the State:

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as its own organization, under penalty of perjury, that to the best of his/her knowledge, and belief:

1) The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor;
2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3) No attempt has been made or will be made by the Bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting completion.

A Bid shall not be considered for award nor shall any award be made where 1, 2, 3 above have not been complied with; provided however, that if in any case, the bidder(s) cannot make the foregoing certification, the bidder shall so state and shall furnish below a signed statement which sets forth in detail the reasons therefore:

(Affix addendum to this page if space is required for statement.)

Subscribed to me under penalty of perjury under the laws of the State of New York, this 16 day of July, 2026 as the act and deed of said corporation of partnership or sole proprietor.

If Bidders are a Partnership, complete the Following:

Names of Partners or Principals	Legal Residence

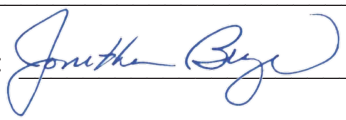
If Bidders are a corporation, complete the following:

Name	Legal Residence
Roger Argus	California
President	
Leslie Shoemaker	California
Vice President	
Preston Hopson	California
Secretary	
Steven Burdick	California
Treasurer	

Identifying Data:

Potential Contractor: Tetra Tech, Inc.
Address: 2301 Lucien Way, Ste. 120, Maitland, FL 32751
Telephone #: 407-735-6580 Title: Business Unit President
E-Mail Address: EMRR.Contracts@tetratech.com

If applicable, Responsible Corporate Officer
Name: Jonathan Burgiel Title: Business Unit President

Signature: 

Joint or combined bids by companies or firms must be certified by each participant.

Legal name of person or firm	Legal name of person or firm
Name	Name
Title	Title
Address	Address

Conflict of Interest Disclosure

Tetra Tech has provided a copy of the firm's Conflict of Interest Disclosure on the following page.

EXHIBIT D - CONFLICT OF INTEREST DISCLOSURE

Conflict of Interest Disclosure Form

Note: A potential or actual conflict of interest exists when commitments and obligations are likely to be compromised by the nominator(s)'other material interests, or relationships (especially economic), particularly if those interests or commitments are not disclosed.

This Conflict of Interest Form should indicate whether the nominator(s) has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests would reasonably appear to be affected by the contract. The nominator(s) should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by. Individuals with a conflict of interest should refrain from bidding and/or contracting.

Date: July 16, 2026

Name: Jonathan Burgiel

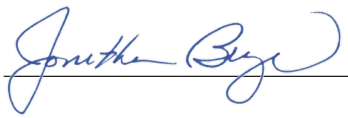
Position: Business Unit President

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest:

✓ I have no conflict of interest to report.
_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: 

Company: Tetra Tech, Inc.

Date: July 16, 2026

Drug-Free Workplace Certification

Tetra Tech has provided a copy of the firm's Drug-Free Workplace Certification on the following page.

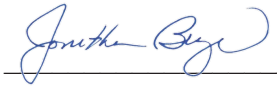
EXHIBIT B – DRUG FREE WORKPLACE

Whenever two or more Bids which are equal with respect to price, quality and service are received by the State or by any political subdivisions for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the Bids will be followed if none of the tied vendors have a drug free workplace process. In order to have a drug-free workplace program, a business shall:

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

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

Print Name: Jonathan Burgiel Date: June 16, 2026

Signature:  Title: Business Unit President

Proposal

Cortland County County Emergency Response & Communications

Flex Subscription Plus

July 29, 2026

The design, technical, and price information furnished with this proposal is proprietary information of Motorola Solutions, Inc. (Motorola). Such information is submitted with the restriction that it is to be used only for the evaluation of the proposal, and is not to be disclosed publicly or in any manner to anyone other than those required to evaluate the proposal, without the express written permission of Motorola.

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Motorola Solutions, Inc.
500 W Monroe Street, Ste 4400
Chicago, IL 60661-3781
USA

07/29/26

Cortland County Emergency Response & Communications
22 West Court Street
Cortland, NY 13045
RE: Motorola Flex Budgetary Proposal

Dear Director Roman & Cortland County team,

Motorola Solutions, Inc. (Motorola Solutions) appreciates the opportunity to provide Cortland County Emergency Response & Communications with a budgetary proposal for a Flex solution. The Flex subscription suite consists of over six bundles and additional dashboards with a unified, single-source database that shares data across your agency. With solutions ranging from CAD and Records Management to Jail with multiple cloud enhancements, Flex improves workflow efficiency and increases situational awareness. More than 3,500 agencies, in 48 states, have chosen Flex as a trusted solution for public safety.

Flex provides a solution to meet your agency's specifications, and prepares for future growth and changes. As part of Motorola's end-to-end ecosystem of public safety tools, Flex works with your existing infrastructure to streamline how information is received, shared, and analyzed. And with a single point of data entry for all functions, it is an easy-to-use system that allows your personnel to work with speed and accuracy in the most critical moments.

Terms and conditions are based upon the Motorola Customer Agreement and its applicable addenda (collectively the "MCA") or a negotiated version thereof. Upon the County's decision to purchase this solution, the County may issue a purchase order or a Notice to Proceed, referencing this proposal.

Thank you for the opportunity to present product descriptions and an initial price quote based on our discussions. Any questions regarding this budgetary proposal can be directed to Kevin Spraker, 315-744-0908, Kevin.Spraker@motorolasolutions.com.

Sincerely,

Miraj Oza
Area Sales Manager

MOTOROLA SOLUTIONS, INC.

Flex Suite Options

The Flex Suite			
Software Bundle Module Options			
System Core *(Required)*			
	• Active Directory Integration • ArcGIS Desktop Basic License • OEM ArcGIS Server Standard License • Data Replication • HUB • Imaging • Statelink query		
Computer Aided Dispatch (CAD)			
	CAD • CAD • CAD Mapping • E9-1-1 Interface • Rapid Notification 2.0 • RN 2.0 Messaging Services via VESTA Communicator API		**CAD** • Alarm Tracking and Billing • Premises and HazMat Information • Response Plans
Records Management (RMS)			
	RMS • Evidence Barcode And Auditing • Evidence Management • IBR • Law Records • Offender Tracking • Personnel Management • Pin Mapping • Traffic Information		**RMS** • Civil Process • Equipment Maintenance • Fleet Maintenance • Inventory Management • Licenses And Permits • Pawned Property • Vehicle Impound
Mobile (MDT/ iOS & Android)			
	Mobile CAD Bundle • Flex Arcgis Desktop Network Analyst License • Mobile Avl And Mapping • Mobile Premises And Hazmat • Mobile Voiceless Cad • Quickest Route		**Mobile RMS Bundle** • Driver License Scanning • Mobile Arrest Form • Mobile Field Report W Field Interview • Mobile Records • Mobile State & National Queries

Use of disclosure subject to the restrictions on the cover page

Interface Maintenance	
	E-911, Tracs, Livescan, ProQA Medical, ProQA Fire, CAD Continuity, ASAP to PSAP, Firehouse

Flex Subscription Hybrid Features		
CAD Hybrid Features	**RMS Hybrid Features**	**Subscription Support Services**
• CAD Web Client • CommandCentral Responder CAD • Assist Map • Agency Alerting • Public | Private Incident Collaboration	• Multi-Agency Search	• Endpoint Security

Pricing Summary

Motorola is pleased to provide the following equipment and services to Cortland County.

Flex Pricing

Year	Discounted Sale Price
Year 1:	$162,000
Year 2	$165,000
Year 3	$165,000
Year 4	$165,000
Year 5	$165,000
Year 6	$165,000
Year 7	$165,000
Grand total 7 Years	**$1,152,000.00**

Due to significant market and tariff volatility, as well as fluctuations in the cost of energy and raw materials including, but not limited to, steel, copper, finished wood, and concrete, Motorola Solutions reserves the right to equitably adjust the contract price, completion schedule, and/or contract requirements. Additionally, Motorola Solutions reserves the right to apply a fuel surcharge to quoted freight rates based on the prevailing diesel cost at the time of shipment.

TERMS & CONDITIONS

Pricing is in U.S. Dollars and valid until the quote expiration date unless stated otherwise.
Pricing and specifications are subject to change without notice.

Pricing Assumptions:

– Pricing for this solution offer is valid until 10/30/2026.

– Taxes have NOT been included in this quote and will be applied to your final order, if applicable.

– This proposal supports a standard “Train-the-Trainer” training approach.
– Cabling, capital improvements, and power consumption considerations to the installation environment that may be required to support the solution are the responsibility of the customer.
– Customer will provide adequate server room, power, HVAC, network backhaul, workstation hardware, laptops, handheld devices, OS and other software required for the solution.

Accepted and Approved:

Agency:

Signature: _____

Print Name: _____

Title: _____

Date: _____

Motorola Solutions, Inc.

Signature: _____

Print Name: _____

Title: _____

Date: _____

CORTLAND COUNTY PUBLIC DEFENDER

Public Defender
Kevin A. Jones

Chief Asst. Public Defender
Anita Ribeiro

Associate Asst. Public Defenders
Luiza Cristovam
Tiffini Barton

Cortland County Office Building
60 Central Avenue
Cortland, New York 13045
(607) 753-5046
Facsimile (607) 753-0781
Service by Fax not accepted

Assistant Public Defenders
Jarrod Smith
Jennifer Rosenberg
Alexandra Warnock
Pierre Saint-Perez
Dexter Ezidiegwu

August 6, 2026

Sandy Price, Chair
Judiciary & Public Safety Committee
Cortland County Office Building
Third Floor, 60 Central Avenue
Cortland, NY 13045

Re: Public Defender Office Update

Dear JPS Chair Price:

1. Compared to May, new cases assigned to the Public Defender's Office have shown a decrease in criminal court cases and a slight decrease in family court cases. See enclosed chart.

2. The Public Defender's Office is within our budget and continues to pursue and collect grant revenues.

3. The Public Defender's Office attorney staffing has improved significantly. In particular, (1) on June 17, 2026, Pierre Saint Perez, Assistant Public Defender was admitted to the bar, (2) on July 20, 2026, Dexter Ezidiegwu, Assistant Public Defender started his employment, (3) on July 27, 2026, Tiffini Barton, Associate Assistant Public Defender started her employment, and (4) on August 3, 2026, Luiza Cristovam, Associate Assistant Public Defender returned from a leave of absence. In light of the foregoing, as of August 3, 2026, the Public Defender's Office has resumed accepting all conflict free assignments.

4. The Public Defender's Office is continuing our recruitment efforts to fill one full-time vacant attorney position and one part-time vacant attorney position.

Please contact me if you have any questions.

Very truly yours,

Kevin A. Jones

Kevin A. Jones
Public Defender

enc.

Chart PD1 - Cases represented by Public Defender's Office (opened) 2026

		Jan.	Feb.	March	April	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Year-to-date
Family Court	2021	36	40	33	27	27	19	38	22	43	35	23	15	358
	2022	*17*	*24*	*32*	*29*	*30*	*17*	*28*	*26*	*29*	*21*	*20*	*31*	*304*
	2023	*37*	*39*	*13*	*33*	*30*	*30*	*17*	*39*	*28*	*3*	*20*	*22*	*311*
	2024	11	13	23	31	26	28	21	13	44	29	25	29	293
	2025	15	22	33	32	32	27	32	35	49	30	17	13	337
	2026	**27**	**37**	**22**	**34**	**34**	**21**	**32**						207
Felonies	2021	9	10	23	13	24	16	12	16	24	14	25	16	202
	2022	*14*	*7*	*11*	*22*	*11*	*11*	*20*	*7*	*10*	*12*	*15*	*8*	*148*
	2023	*10*	*15*	*5*	*14*	*8*	*11*	*14*	*13*	*6*	*8*	*17*	*14*	*135*
	2024	11	9	8	13	18	6	9	4	12	5	7	14	116
	2025	15	11	13	21	8	5	8	4	8	2	5	8	108
	2026	**12**	**13**	**12**	**5**	**4**	**4**	**4**						54
Misdemeanors	2021	32	36	52	65	76	59	44	60	64	42	43	42	615
	2022	*60*	*56*	*37*	*63*	*79*	*33*	*61*	*26*	*36*	*36*	*29*	*38*	*554*
	2023	*33*	*44*	*53*	*35*	*43*	*45*	*41*	*36*	*33*	*43*	*30*	*33*	*469*
	2024	36	32	26	47	32	36	36	24	31	23	24	30	377
	2025	52	48	29	40	27	15	10	25	44	33	27	27	377
	2026	**52**	**47**	**40**	**44**	**40**	**36**	**28**						287
Violations	2021	3	9	12	7	11	7	10	5	14	6	11	7	102
	2022	*9*	*10*	*3*	*10*	*13*	*8*	*6*	*7*	*1*	*1*	*62*	*5*	*135*
	2023	*2*	*3*	*7*	*4*	*1*	*3*	*5*	*8*	*8*	*7*	*4*	*8*	*60*
	2024	3	3	6	2	3	3	6	5	6	5	2	4	48
	2025	5	5	1	3	4	10	2	2	2	9	4	2	49
	2026	**7**	**7**	**7**	**2**	**9**	**4**	**9**						45
Arraignments/Advice Only	2021	17	15	17	16	22	25	20	16	21	19	19	20	227
	2022	*24*	*19*	*27*	*25*	*26*	*28*	*31*	*30*	*27*	*33*	*31*	*38*	*339*
	2023	*25*	*26*	*29*	*26*	*19*	*16*	*9*	*0*	*0*	*0*	*0*		*150*
	2024	14	10	*39*	36	27	21	14	49	37	55	24	30	356
	2025	27	24	*45*	33	31	40	41	38	57	41	18	26	421
	2026	**31**	**38**	***32***	**41**	**50**	**40**	**55**						287
Supreme Court														
Integrated Domestic Violence	2021	1	1	4	0	0	0	0	0	1	0	0	1	8
(IDV) or Matrimonial	*2022*	*0*	*3*	*0*	*0*	*3*	*0*	*0*	*0*	*0*	*2*	*1*	*0*	*9*
	2023	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*0*	*0*	*0*	*0*		*1*
	2024	0	0	1	0	3	0	6	4	6	1	0	0	21
	2025	3	0	1	4	1	9	3	3	0	5	3	2	34
	2026	**2**	**0**	**0**	**0**	**0**	**0**	**0**						2
Parole	2021	2	2	4	3	0	0	1	0	2	0	2	0	16
	2022	*2*	*1*	*0*	*0*	*0*	*0*	*1*	*0*	*0*	*0*	*0*	*0*	*4*
	2023	*0*	*1*	*1*	*0*	*0*	*0*	*2*	*0*	*0*	*0*	*0*		*4*
	2024	0	1	1	0	0	1	1	0	2	0	0	2	8
	2025	0	3	1	0	0	0	0	1	1	0	0	0	6
	2026	**0**	**2**	**0**	**1**	**0**	**0**	**0**						3
Fugitive	2021	1	0	0	0	1	0	0	0	0	0	2	0	4
	2022	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*0*	*0*	*0*	*0*	*1*
	2023	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
	2024	0	0	0	0	0	0	0	1	0	0	0	0	1
	2025	0	0	0	0	0	0	0	0	0	0	0	0	0
	2026	**0**	**0**	**0**	**1**	**0**	**0**	**0**						1
Appeal/Post-conviction Motion	2021	0	0	0	0	0	0	0	0	0	0	0	0	0
	2022	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
	2023	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*0*	*0*	
	2024	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	1	0	0	0	1
	2026	**0**	**0**	**0**	**0**	**0**	**0**	**0**						0
Total Per Month	2021	101	113	145	131	161	126	125	119	169	116	125	101	1532
	2022	*126*	*120*	*110*	*149*	*162*	*97*	*147*	*97*	*103*	*105*	*158*	*120*	*1494*
	2023	107	128	108	112	101	105	89	96	75	62	71	77	1130
	2024	75	68	104	129	109	95	93	100	138	118	82	109	1220
	2025	117	113	123	133	103	106	96	108	162	120	74	78	*1333*
	2026	**131**	**144**	**113**	**128**	**137**	**105**	**128**						*886*
Total Month to Date	2021	101	214	359	490	651	777	902	1021	1190	1306	1431	1532	
	2022	*126*	246	356	505	667	764	911	1008	1111	1216	1374	1494	
	2023	*107*	235	343	455	556	661	750	846	921	983	1054	1131	
	2024	*75*	143	247	376	485	580	673	773	911	1029	1111	1220	
	2025	117	230	353	486	589	695	791	899	1061	1181	1255	1333	
	2026	131	275	388	516	653	758	886						
Average Cases Per Month	2021	101	107	120	123	130	130	129	128	132	131	130	128	
	2022	*126*	*123*	*119*	*126*	*133*	*127*	*130*	*126*	*123*	*122*	*125*	*125*	
	2023	107	118	114	91	111	110	107	106	102	98	96	94	
	2024	75	72	82	75	97	97	96	97	101	103	101	102	
	2025	117	115	118	122	118	116	113	112	118	118	114	111	
	2026	131	138	130	129	131	127	127						

2026 DA Statistics

	Jan 2025	Jan 2026	Feb 2025	Feb 2026	Mar 2025	Mar 2026	Apr 2025	Apr 2026	May 2025	May 2026	June 2025	June 2026
Fel-County & City	25	20	22	19	28	27	40	23	36	23	23	14
Misd City	27	25	30	18	22	33	28	22	29	21	23	35
Misd County	40	49	40	43	38	40	42	51	35	59	51	74
Violations City	1	10	8	16	12	18	19	22	31	12	24	12
Violations County	8	4	6	3	6	1	5	2	9	7	13	7
Sealed Indictments	0	0	0	1	0	0	0	1	1	1	1	1
TOTALS:	101	108	106	100	106	119	134	121	141	123	135	143
Vehicle and Traffic	262	0	140	0	262	0	182	380	193	478	347	254
DWI's	22	17	20	11	24	15	25	24	19	23	15	27
	July 2025	**July 2026**	**Aug 2025**	**Aug 2026**	**Sep 2025**	**Sep 2026**	**Oct 2025**	**Oct 2026**	**Nov 2025**	**Nov 2026**	**Dec 2025**	**Dec 2026**
Fel-County & City	38	29	18	0	38	0	17	0	31	0	48	0
Misd City	20	43	30	0	25	0	22	0	24	0	30	0
Misd County	38	72	45	0	27	0	39	0	47	0	47	0
Violations City	25	19	21	0	25	0	19	0	21	0	9	0
Violations County	10	3	6	0	3	0	10	0	10	0	2	0
Sealed Indictments	0	1	0	0	0	0	2	0	4	0	3	0
TOTALS:	131	167	120	0	118	0	109	0	137	0	139	0
Vehicle and Traffic	270	157	277	0	227	0	231	0	242	0	191	0
DWI's	13	22	8	0	14	0	21	0	12	0	28	0

PROBATION STATISTICS 2026

CRIMINAL COURT

	Jan		Feb		March		April		May		June		July		August		Sept		Oct		Nov		Dec	
Year 20’	25	**26**	25	**26**	25	**26**	25	**26**	25	**26**	25	**26**	25	**26**	25		25		25		25		25	
On Probation	350	**332**	344	**334**	344	**331**	337	**331**	339	**339**	334	**336**	329	**330**	332		327		329		334		335	
Reports Completed	21	**32**	24	**33**	19	**38**	16	**31**	16	**25**	29	**38**	27	**40**	22		24		37		42		11	

FAMILY COURT

	Jan		Feb		March		April		May		June		July		August		Sept		Oct		Nov		Dec	
Year 20’	25	**26**	25	**26**	25	26	25	26	25	26	25	26	25	26	25		25		25		25		25	
Adult Probation	18	**10**	17	**10**	15	**9**	14	9	14	8	12	10	11	10	11		11		9		9		10	
Youth Probation	17	**8**	11	**9**	16	**10**	15	11	15	10	10	10	10	10	10		5		5		6		6	
PINS in Diversion	28	**21**	32	**20**	32	**21**	31	22	32	23	30	25	30	30	26		22		22		20		22	
JD in Diversion	4	**5**	2	**6**	5	**6**	5	4	5	4	1	2	1	2	1		1		4		8		7	
Reports Completed	0	**3**	1	**1**	0	**4**	0	2	1	0	0	0	3	2	0		1		1		0		2	

TOTAL ON PROBATION ALL COURTS and receiving Diversion Services:

2025 – Jan. 417, Feb. 406, March 412, April 402, May 405, June 387, July 381, Aug. 380, Sept. 366, Oct. 369, Nov. 377, Dec. 380

2026 – Jan. 376, Feb. 379, March 377, April 377, May 384, June 383, July 377

OPEN WITH ATI (Pre-trial):

2025 – Jan. 60, Feb. 60, March 60, April 47, May 50, June 49, July 51, Aug.51, Sept. 56, Oct. 57, Nov. 58, Dec. 55

2026 – Jan. 48, Feb. 46, March 47. April 43, May 43, June 36, July 42

DEPARTMENT OF EMERGENCY RESPONSE AND COMMUNICATION

Total CAD Calls Received, by Nature of Call in Zone

Nature of Call	Total Calls Received	% of Total
911 HANG UP	138	1.51
911 NOT DISPATCHED	148	1.62
911 OPEN LINE	86	0.94
ABDOMINAL PAIN	6	0.07
ABDOMINAL PAIN II	6	0.07
ADMINISTRATIVE	170	1.86
POLICE ALARM	78	0.85
ANIMAL PROBLEM	112	1.23
ANIMAL BITE II	1	0.01
ARREST III	3	0.03
ARREST VI	5	0.05
ARREXT X	4	0.04
ASSAULT	9	0.10
ASSIST	329	3.60
ATTEMPT TO LOCATE	32	0.35
FIRE ALARM	75	0.82
BACK PAIN	2	0.02
BACK PAIN II	7	0.08
TROUBLE BREATHING	24	0.26
TROUBLE BREATHING II	18	0.20
GRASS/BRUSH FIRE	2	0.02
BURGLARY	28	0.31
CARBON MONOXIDE	4	0.04
CHEST PAIN	42	0.46
CHEST PAIN II	2	0.02
CHOKING II	2	0.02
CIVIL ONLY	175	1.92
CRIMINAL MISCHIEF	19	0.21
SPECIAL DETAIL	95	1.04
DIABETIC PROBLEM	8	0.09
DIABETIC PROBLEM II	1	0.01
DISORDERLY CONDUCT	52	0.57
DISPATCHER DUTY	2	0.02
DISTURBANCE	117	1.28
DOMESTIC	79	0.86
DRUG INVESTIGATION	17	0.19
DSS ASSIST/HOME VISIT	5	0.05
DSS NOTIFICATION	71	0.78
ILLEGAL DUMPING	5	0.05
EMERGENCY BUTTON ACTIVATION	3	0.03

Nature of Call	Total Calls Received	% of Total
EMOTIONALLY DISTURBED PERSON	53	0.58
EMS	4	0.04
ENTRAPMENT	1	0.01
EQUIPMENT PROBLEM	9	0.10
EXPOSURE II	1	0.01
EYE II	1	0.01
FALL	6	0.07
FALL II	79	0.86
FALL VI	1	0.01
FIELD INVESTIGATION	160	1.75
OUTSIDE FIRE	14	0.15
FOLLOW UP INVESTIGATION/ACTION	626	6.85
FOUND PROPERTY	36	0.39
FRAUD	36	0.39
HARASSMENT	114	1.25
HAZARDOUS CONDITION	23	0.25
HEADACHE	6	0.07
HEADACHE II	2	0.02
HEART	4	0.04
HEMORRHAGE	6	0.07
HEMORRHAGE II	6	0.07
INFORMATION	1	0.01
INHALATION	2	0.02
INVESTIGATION	110	1.20
JUVENILE PROBLEM	33	0.36
LARCENY	96	1.05
LIFTING ASSISTANCE	11	0.12
LOST PROPERTY	32	0.35
MISSING PERSON	5	0.05
NOISE COMPLAINT	33	0.36
NOTIFICATION	34	0.37
OVERDOSE/POISONING III	1	0.01
OVERDOSE/POISONING V	1	0.01
OVERDOSE/POISONING VII	1	0.01
OPEN DOOR	15	0.16
COMMUNITY OUTREACH	52	0.57
PARKING COMPLAINT	26	0.28
PROPERTY DAMAGE MVA	127	1.39
PERSONAL INJURY MVA	22	0.24
PERSONAL INJURY MVA VI	2	0.02
PREGNANCY	4	0.04
PROPERTY CHECK	2507	27.43
REPOSSESSION	12	0.13
ROBBERY	1	0.01
SEIZURES	24	0.26
SEIZURES II	6	0.07
SEND	16	0.18

Nature of Call	Total Calls Received	% of Total
SERVICE CALL	33	0.36
SEX CRIME	9	0.10
SEX OFFENDER	10	0.11
SHOTS FIRED	4	0.04
SICK PERSON	25	0.27
SICK PERSON II	47	0.51
STOLEN VEHICLE	9	0.10
STROKE	13	0.14
STROKE II	1	0.01
STRUCTURE FIRE	9	0.10
SUSPICIOUS	62	0.68
TEST CALL	18	0.20
TRAFFIC PROBLEM	48	0.53
TRANSFER	22	0.24
TRANSFER X	2	0.02
TRANSPORT	123	1.35
TRAUMATIC	3	0.03
TRAUMATIC II	8	0.09
TREE DOWN	50	0.55
TRESPASSING	108	1.18
TRAFFIC STOP	1746	19.11
UNCONSCIOUS/FAINTING	19	0.21
UNCONSCIOUS/FAINTING II	4	0.04
UNKNOWN PROBLEM	16	0.18
VEHICLE COMPLAINT	131	1.43
VEHICLE FIRE	5	0.05
WARRANT ARREST	31	0.34
WATER PROBLEM/PUMPING DETAIL	1	0.01
PERSON WITH A WEAPON	8	0.09
WELFARE CHECK	167	1.83
WIRES DOWN	62	0.68

Total reported: 9138

Report Includes:
All dates between `00:00:00 06/01/26` and `23:59:59 06/30/26`, All nature of incidents, All cities, All types, All priorities, All agencies, All zones

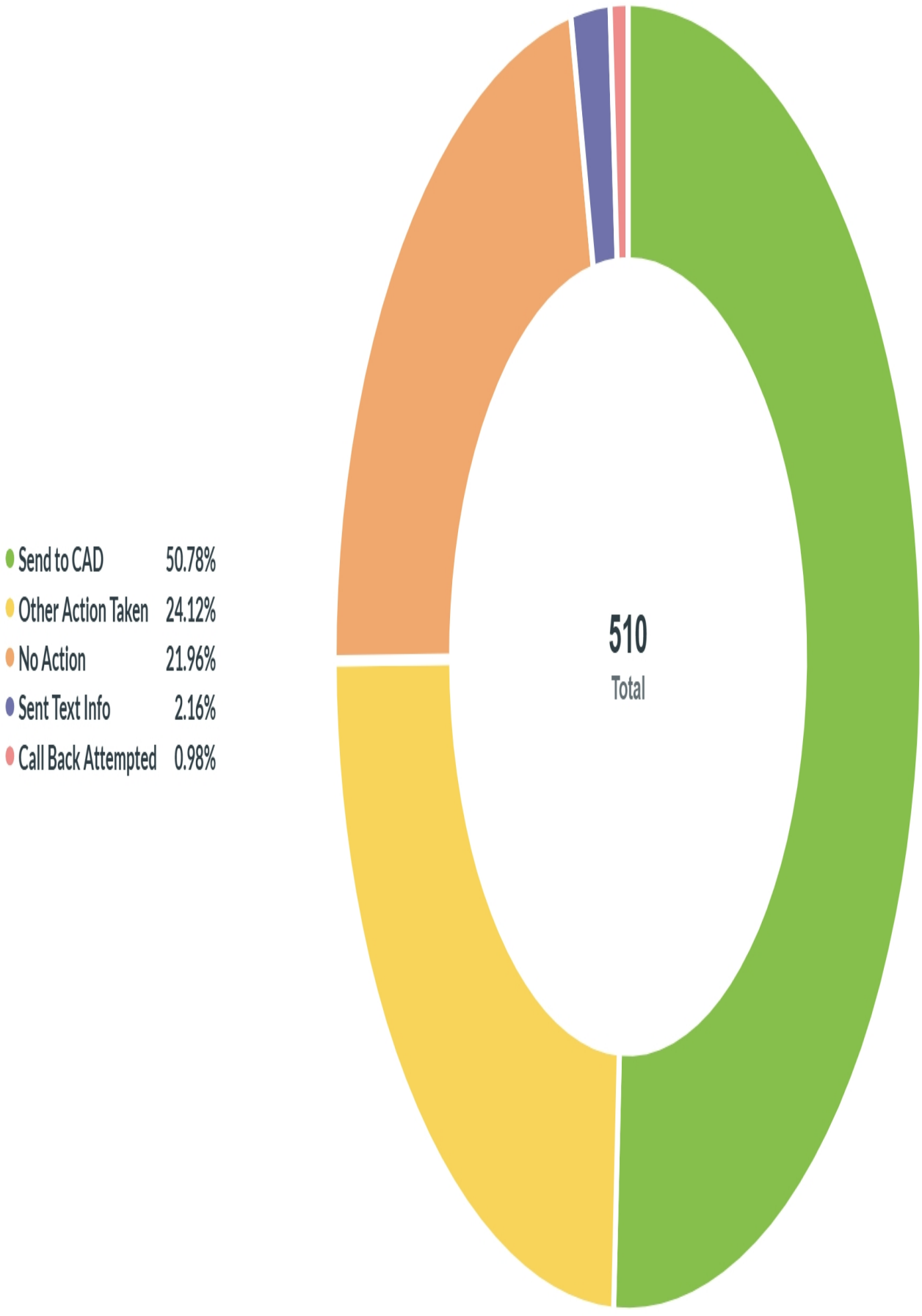
DEPARTMENT OF EMERGENCY RESPONSE AND COMMUNICATION

CAD Calls by Day and Time

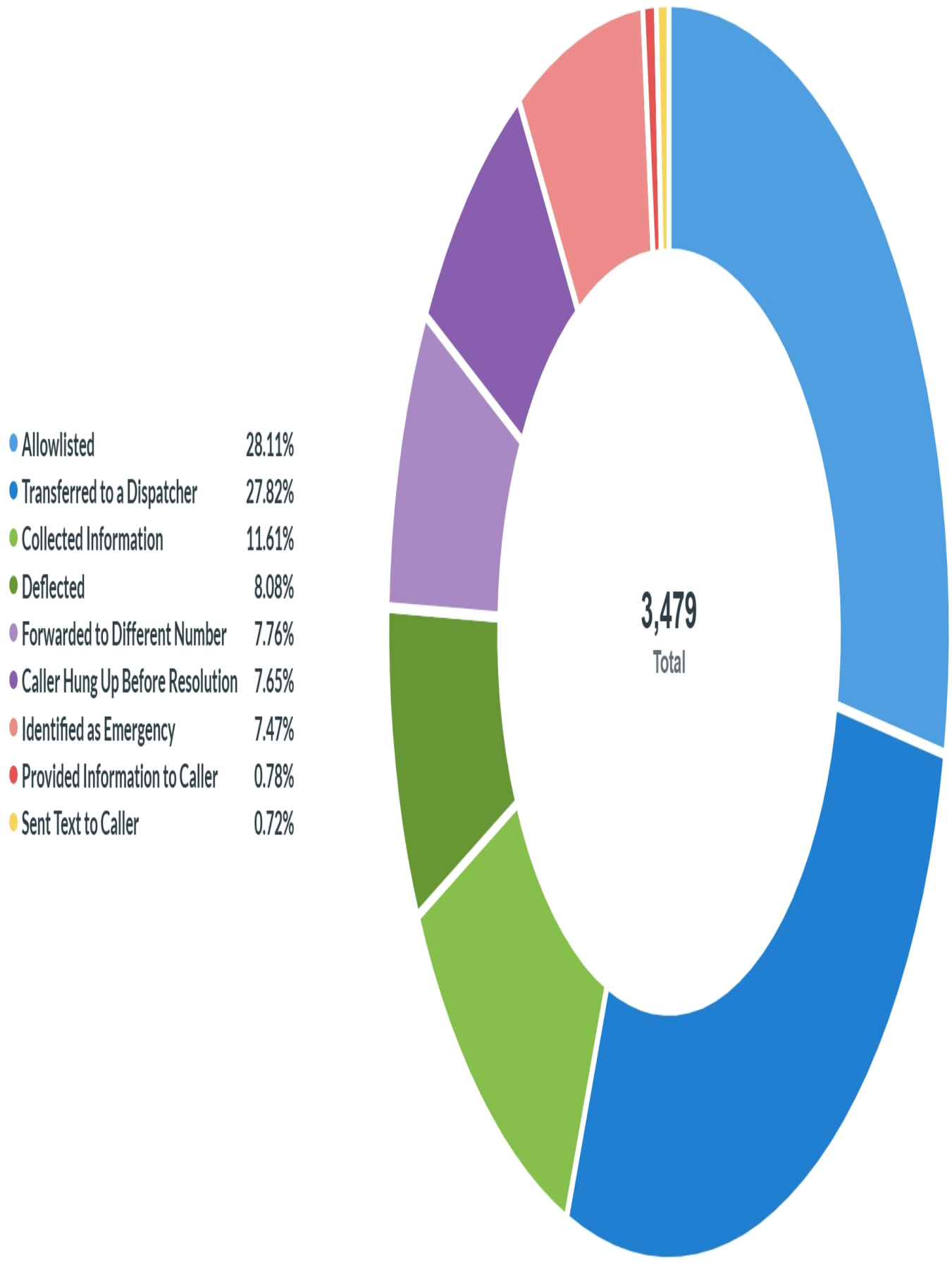
Hour	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
00:00-00:59	75	66	58	49	41	68	81	438
01:00-01:59	60	81	69	43	53	93	80	479
02:00-02:59	63	55	57	56	93	56	56	436
03:00-03:59	55	59	55	61	53	72	49	404
04:00-04:59	66	77	63	40	48	55	48	397
05:00-05:59	40	46	30	29	23	27	41	236
06:00-06:59	29	27	31	28	17	19	31	182
07:00-07:59	41	28	20	46	17	19	22	193
08:00-08:59	65	43	46	42	42	36	35	309
09:00-09:59	68	59	48	40	64	22	45	346
10:00-10:59	72	68	62	68	65	42	41	418
11:00-11:59	82	80	62	97	52	43	34	450
12:00-12:59	64	89	57	81	43	42	49	425
13:00-13:59	80	79	70	73	43	48	45	438
14:00-14:59	72	90	63	55	63	42	52	437
15:00-15:59	54	91	50	64	57	43	38	397
16:00-16:59	71	68	53	64	66	52	39	413
17:00-17:59	77	75	42	51	59	37	57	398
18:00-18:59	64	92	43	55	65	54	54	427
19:00-19:59	93	63	53	49	78	59	61	456
20:00-20:59	80	75	48	32	63	71	51	420
21:00-21:59	65	45	47	67	71	48	51	394
22:00-22:59	53	49	24	41	52	49	45	313
23:00-23:59	60	57	38	34	48	51	44	332
Total by Day	**1549**	**1562**	**1189**	**1265**	**1276**	**1148**	**1149**	**9138**

Report Includes:
All reported dates between `00:00:00 06/01/26` and `23:59:59 06/30/26`, All nature of incidents, All respond to addresses, All respond to cities, All agencies

Action Items By Resolution Type



Call Outcome



DEPARTMENT OF EMERGENCY RESPONSE AND COMMUNICATION

Total CAD Calls Received, by Nature of Call in Zone

Nature of Call	Total Calls Received	% of Total
911 HANG UP	126	1.32
911 NOT DISPATCHED	178	1.86
911 OPEN LINE	96	1.00
ABDOMINAL PAIN	9	0.09
ABDOMINAL PAIN II	13	0.14
ADMINISTRATIVE	164	1.71
POLICE ALARM	86	0.90
ALCOHOL OFFENSE	1	0.01
ALLERGIC REACTION	1	0.01
ALLERGIC REACTION II	5	0.05
ANIMAL PROBLEM	110	1.15
ANIMAL BITE II	1	0.01
ARREST III	3	0.03
ARREST VI	3	0.03
ARREXT X	5	0.05
ASSAULT	9	0.09
ASSIST	344	3.59
ATTEMPT TO LOCATE	62	0.65
FIRE ALARM	68	0.71
BACK PAIN	3	0.03
BACK PAIN II	5	0.05
BOMB THREAT	1	0.01
TROUBLE BREATHING	32	0.33
TROUBLE BREATHING II	15	0.16
TROUBLE BREATHING X	3	0.03
GRASS/BRUSH FIRE	2	0.02
BURGLARY	20	0.21
BURNS II	2	0.02
CARBON MONOXIDE	12	0.13
CHEST PAIN	31	0.32
CHIMNEY FIRE	1	0.01
CHOKING	2	0.02
CITY CODE VIOLATION	2	0.02
CIVIL ONLY	174	1.82
CRIMINAL MISCHIEF	26	0.27
SPECIAL DETAIL	71	0.74
DIABETIC PROBLEM	1	0.01
DIABETIC PROBLEM II	7	0.07
DISORDERLY CONDUCT	67	0.70
DISTURBANCE	118	1.23
DOMESTIC	81	0.85
DRUG INVESTIGATION	11	0.11

Nature of Call	Total Calls Received	% of Total
DSS ASSIST/HOME VISIT	25	0.26
DSS NOTIFICATION	63	0.66
ILLEGAL DUMPING	8	0.08
EMERGENCY BUTTON ACTIVATION	5	0.05
EMOTIONALLY DISTURBED PERSON	53	0.55
EFD	4	0.04
EMS	2	0.02
EQUIPMENT PROBLEM	11	0.11
EXPOSURE	1	0.01
FALL	5	0.05
FALL II	93	0.97
FIELD INVESTIGATION	154	1.61
OUTSIDE FIRE	10	0.10
FOLLOW UP	703	7.34
INVESTIGATION/ACTION		
FOUND PROPERTY	51	0.53
FRAUD	39	0.41
HARASSMENT	101	1.05
HAZARDOUS CONDITION	24	0.25
HEADACHE	3	0.03
HEART	8	0.08
HEART II	1	0.01
HEMORRHAGE	6	0.06
HEMORRHAGE II	9	0.09
INFORMATION	4	0.04
INVESTIGATION	124	1.29
JAIL INVESTIGATION	1	0.01
JUVENILE PROBLEM	25	0.26
LARCENY	86	0.90
LIFTING ASSISTANCE	14	0.15
LOST PROPERTY	29	0.30
MISSING PERSON	11	0.11
Mutual Aid	9	0.09
NOISE COMPLAINT	44	0.46
NOTIFICATION	51	0.53
OVERDOSE/POISONING III	2	0.02
OVERDOSE/POISONING V	2	0.02
OPEN DOOR	17	0.18
COMMUNITY OUTREACH	51	0.53
PARKING COMPLAINT	22	0.23
PROPERTY DAMAGE MVA	139	1.45
PERSONAL INJURY MVA	24	0.25
PERSONAL INJURY MVA VI	2	0.02
PREGNANCY	1	0.01
PROPERTY CHECK	2591	27.05
REPOSSESSION	14	0.15
SEIZURES	20	0.21

Nature of Call	Total Calls Received	% of Total
SEIZURES II	5	0.05
SEIZURES III	1	0.01
SEND	34	0.36
SERVICE CALL	37	0.39
SEX CRIME	6	0.06
SEX OFFENDER	25	0.26
SHOTS FIRED	7	0.07
SICK PERSON	23	0.24
SICK PERSON II	70	0.73
STOLEN VEHICLE	3	0.03
STROKE	17	0.18
STRUCTURE FIRE	13	0.14
SUSPICIOUS	71	0.74
TEST CALL	27	0.28
TRAFFIC PROBLEM	41	0.43
TRANSFER	42	0.44
TRANSFER X	2	0.02
TRANSPORT	157	1.64
TRAUMATIC II	9	0.09
TRAUMATIC IV	1	0.01
TREE DOWN	59	0.62
TRESPASSING	113	1.18
TRAFFIC STOP	1729	18.05
UNCONSCIOUS/FAINTING	14	0.15
UNCONSCIOUS/FAINTING II	7	0.07
UNKNOWN PROBLEM	34	0.36
VEHICLE COMPLAINT	131	1.37
VEHICLE FIRE	9	0.09
WARRANT ARREST	38	0.40
WATER PROBLEM/PUMPING DETAIL	1	0.01
PERSON WITH A WEAPON	9	0.09
WELFARE CHECK	167	1.74
WIRES DOWN	42	0.44

Total reported: 9577

Report Includes:
All dates between `00:00:00 07/01/26` and `23:59:59 07/31/26`, All nature of incidents, All cities, All types, All priorities, All agencies, All zones

DEPARTMENT OF EMERGENCY RESPONSE AND COMMUNICATION

CAD Calls by Day and Time

Hour	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
00:00-00:59	50	50	91	83	68	67	67	476
01:00-01:59	66	75	77	58	50	62	38	426
02:00-02:59	67	55	77	68	95	99	56	517
03:00-03:59	51	64	66	79	81	66	48	455
04:00-04:59	46	48	62	68	53	39	69	385
05:00-05:59	30	36	46	53	31	29	31	256
06:00-06:59	32	32	38	47	25	32	27	233
07:00-07:59	24	28	27	37	45	27	23	211
08:00-08:59	50	47	45	58	44	25	48	317
09:00-09:59	65	57	88	50	65	42	33	400
10:00-10:59	61	48	74	73	72	42	41	411
11:00-11:59	65	48	69	78	81	45	42	428
12:00-12:59	43	37	67	83	72	52	38	392
13:00-13:59	60	65	68	71	70	44	52	430
14:00-14:59	52	71	68	72	88	48	62	461
15:00-15:59	59	54	53	69	83	57	44	419
16:00-16:59	51	53	67	73	97	41	54	436
17:00-17:59	56	49	61	80	80	88	63	477
18:00-18:59	50	51	56	59	77	57	49	399
19:00-19:59	41	52	55	60	81	65	65	419
20:00-20:59	56	50	65	48	81	61	65	426
21:00-21:59	58	36	49	56	110	62	48	419
22:00-22:59	48	33	38	61	78	62	43	363
23:00-23:59	62	37	55	63	89	58	57	421
Total by Day	**1243**	**1176**	**1462**	**1547**	**1716**	**1270**	**1163**	**9577**

Report Includes:
All reported dates between `00:00:00 07/01/26` and `23:59:59 07/31/26`, All nature of incidents, All respond to addresses, All respond to cities, All agencies

	A	B
1	**Incoming Phone Number Name**	**Count**
2	City of Cortland	2,092
3	Cortland County	1,144
4	Alarms	243
5		
6	**Call Route Name**	**Count**
7	Following Up on a Previous Case | Cortland Police Department	109
8	Trespassing	53
9	Returning a Missed Call	49
10	Stolen Property	41
11	Following Up on a Previous Case | Cortland Sheriff's Office	39
12	Follow-up | Officer Message	35
13	Collect Information	33
14	Parking Permission Request | Cortland	26
15	Warrants	26
16	Traffic Accidents	25
17	Request for Supervisor	24
18	Stray Animals	24
19	Property Damage	22
20	Welfare Check	22
21	Suspicious Activity	20
22	Lost Items	19
23	User Agencies and First Responders	19
24	Follow-up | From Today	18
25	DSS On Call Request	17
26	Fix-It Ticket | At Police Station	17
27	Records Cortland PD	17
28	Traffic Violations	16
29	Injured Animals | Not In Roadway	15
30	Animal Cruelty	14
31	Noise Complaints	14
32	Retail Fraud / Shoplifting	14
33	Suspicious Persons	14
34	DSS Home Visit | New Request	13
35	State Central Register (SCR)	13
36	Persons Causing Disturbance	12
37	Roadway Hazard	12
38	Contact the Cortland Police Chief	11
39	Court - Cortland City	11
40	Drugs	11
41	Impounded Vehicle Location	11
42	Order of Protection Info Request	11
43	Burglary	10
44	Found Items	10
45	Malfunctioning Traffic Signal	10
46	Police Standby and Police Escorts	10

	A	B
47	Public Nuisance	10
48	Stolen Vehicle	10
49	Wanted Persons	9
50	Contact the Homer Police Chief	8
51	DSS Calendar Update	8
52	Evidence Retrieval | Cortland Police Department	8
53	Fraud | Virtual	8
54	Loud Animals	8
55	Missing Persons	8
56	Suspicious Item	8
57	Virtual Harassment	8
58	Abuse and Neglect	7
59	Court Requests	7
60	Fireworks Complaints	7
61	Lost Animals	7
62	Parking Violation	7
63	Police Standby and Police Escorts | Not Within 30 minutes	7
64	Records Cortland County Sheriff's Office	7
65	Dangerous Animals	6
66	Harassment	6
67	Jail Information | Unknown	6
68	Police Activity Inquiry	6
69	Power Line Issues	6
70	Sexual Assault / Domestic Violence	6
71	Assault	5
72	Building Lockout	5
73	Civil Divison	5
74	Contact the Sheriff	5
75	Court - Cortland County	5
76	DSS Follow-Up	5
77	Evictions	5
78	Follow-Up | Which Agency	5
79	Fraud | In Person	5
80	IT Issues	5
81	Power Outage	5
82	Prescription Medication Disposal	5
83	Request to Cancel	5
84	Vehicle Impound	5
85	Coroner	4
86	Disabled Vehicle	4
87	Fingerprint Requests	4
88	In Person Harassment	4
89	Information on Road Closures / Conditions	4
90	Law Enforcement Referral (LER)	4
91	Locate Towed Vehicle	4
92	Officer Message	4

	A	B
93	Orders of Protection	4
94	Suspicious Vehicle	4
95	Vehicle Lockout	4
96	Anonymous Crime Tip	3
97	Code Enforcement - City of Cortland	3
98	Cortland County Independence Day Spectacular	3
99	Court - Cortlandville	3
100	Court - Homer	3
101	Evidence Submission	3
102	Fix-It Ticket | Not At Station	3
103	Following Up on a Previous Case | Homer Police Department	3
104	Medical Assistance	3
105	Order of Protection Info Request | Service Status	3
106	Order of Protection Violation	3
107	Parking Permission Request | County	3
108	Police Officer Complaint	3
109	Records Homer Police Department	3
110	Sex Offender Update	3
111	Theft from Vehicle	3
112	Vehicle Property Retrieval	3
113	Vehicle Reposession	3
114	Abandoned Vehicles	2
115	Alarm Cancellation or Update Triage	2
116	Child Custody Issues	2
117	Cincinnatus Fireman's Field Days	2
118	Contact a Chief | Unknown Agency	2
119	Controlled Burns	2
120	DSS Home Visit	2
121	Evictions | After Hours	2
122	Fire Alarms	2
123	Health Department	2
124	Injured Animal | In Roadway	2
125	Injured Animals	2
126	National Grid Power Company	2
127	Parking Permission Request | Homer After-Hours	2
128	Personal Property Surrender	2
129	Probation Office | Police Contact Follow-Up	2
130	Stolen Tags	2
131	Alarm Disposition Request	1
132	Cortland County Jail	1
133	Declaration of Independence Reading	1
134	Extra Patrol Request	1
135	Fallen Trees or Tree Branches	1
136	Fire Drill	1
137	Flooding	1
138	Following Up on a Previous Case | New York State Police	1

	A	B
139	Independence Day Events	1
140	Locate Towed Vehicle | Private Property	1
141	Locate Towed Vehicle | Public Property	1
142	Malfunctioning Train Crossing	1
143	Medical Alarms	1
144	Nuisance Wildlife Complaint | Officer Needed	1
145	OOJ - New York State	1
146	OOJ Broome County	1
147	Parking Permission Request	1
148	Parole Office	1
149	Public Records Request	1
150	Records New York State Police	1
151	Vehicle Alarms	1
152	Vehicle Repossession or Impound	1

August 2026

911

- Down 1 dispatcher due to a resignation.
- Aurelian AI system is now active on non-emergency calls
    - Very detailed information on non-emergency calls
- Alarm company integration (ASAP to the PSAP) should be complete 08/15
- 7 year fixed pricing contract for 911 system maintenance - CAD
- Radio Microwave upgrade – replacement scheduled for the week of September 8
    - Microwave system was aligned in preparation for the change out
    - Minor issues were noted for repair
- Fiber optic work in the early stages; kick off meeting has been held
- County IT / Internet connectivity issues causing significant issues
- EMS response concerns still remain an issue

Emergency Management

- Assisted the Village of Marathon with emergency declarations during storm
- County wide EMS report – work has begun
- Guardian software meeting with DSS
- All hazard Mitigation grant RFPs returned
- Flood mitigation equipment has been arriving and disbursed

Fire Service

- Fall firefighter training series is full
- NYS OFPC has scaled down their response to fire investigations
- Still supporting repairs to radios under grant funding

22 West Court

- Awaiting on County IT to move 911 related servers from COB